



Norfolk County Council

Children's Services Committee

Date: **Tuesday, 22 January 2019**

Time: **10:00**

Venue: **Edwards Room, County Hall,
Martineau Lane, Norwich, Norfolk, NR1 2DH**

Persons attending the meeting are requested to turn off mobile phones.

Membership

Mr S Dark - Chairman

Mr D Collis

Mr J Mooney

Ms E Corlett

Ms J Oliver - Vice-Chairman

Mr J Fisher

Mr M Smith-Clare

Mr R Hanton

Mr B Stone

Mr H Humphrey

Ms S Squire

Mr E Maxfield

Mr V Thomson

Church Representatives

Mrs H Bates

Mr P Dunning

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Nicola LeDain on 01603 223053 or email committees@norfolk.gov.uk

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A g e n d a

1. To receive apologies and details of any substitute members attending
2. To confirm the minutes of the meeting held on 13 November 2018 5

3. Declarations of Interest

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4. Any items of business the Chairman decides should be considered as a matter of urgency

5. Public QuestionTime

Fifteen minutes for questions from members of the public of which due notice has been given.

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Thursday 17 January 2019**. For guidance on submitting a public question, view the Constitution at www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee

6. Local Member Issues/ Member Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given.

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Thursday 17th January 2019**.

7. Performance Monitoring report 2018-19	Page 17
Report by Executive Director of Children's Services	
8. Early Childhood and Family Service	Page 57
Report by Executive Director of Children's Services	
9. Budget Monitoring Period 8 (November)	Page 645
Report by Executive Director of Children's Services	
10. Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20	Page 667
Report by Executive Director of Children's Services	
11. Dedicated Schools Grant (DSG)	Page 705
Report by Executive Director Children's Services	
12. Determination of 2020/21 Admissions arrangements	Page 719
Report by Executive Director Children's Services	
13. Committee Forward Plan and update on decisions taken under delegated authority	Page 723

Group Meetings

Conservative	9:00am Conservative Group Room, Ground Floor
Labour	9:00am Labour Group Room, Ground Floor
Liberal Democrats	9:00am Liberal Democrats Group Room, Ground Floor

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 14 January 2019



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Children's Services Committee

**Minutes of the Meeting Held on Tuesday 13 November 2018
10am, Edwards Room, County Hall, Norwich**

Present:

Mr S Dark – Chairman

Mr D Collis
Ms E Corlett
Mr J Fisher
Mr R Hanton
Mr H Humphrey
Mr E Maxfield

Mr J Mooney
Ms J Oliver – Vice-Chairman
Mr M Smith-Clare
Mrs S Squire
Mr V Thomson
Mrs S Young

Church Representatives:

Mr P Dunning Mrs Helen Bates

Chairman's Announcements

The Chairman received a petition from Cllr Emma Corlett which the Labour group had collected in relation to the consultation on the changes proposed to Norfolk's Children's Centres. The consultation had ended on 12th November 2018.

1. Apologies and substitutions

- 1.1 Apologies were received from Mr Barry Stone, substituted by Mrs Sheila Young.
 - 2. **To confirm the minutes of the meeting held on 16 October 2018**
 - 2.1 The minutes of the meeting held on 16 October 2018 were agreed as an accurate record and signed by the Chairman, subject to the following amendments;
 - 2.1a Mr E Maxfields declaration of interest should read 'declared an 'other' interest as he was employed by a Charity who are commissioned by Norfolk County Council and was a Governor at two schools', and not
 - 2.1b Point 8.6 in the minutes would be re-written as follows; Members asked officers whether they were confident that changes to the children's centre service made this year ahead of the consultation launch, namely; a reduction in the age range from 8 to 5, the cessation of outreach in some locations and the introduction of charging for some sessions, are changes that could or should be

made without consultation. Officers responded that there had been consultation with providers who had agreed with the changes.

3. Declarations of Interest

Mr R Hanton declared an ‘other’ interest as his daughter-in-law was a teacher.

Mr S Dark declared an ‘other’ interest as his sister was a Headteacher at Swaffham and he was a Governor at the West Norfolk Academy.

Mr E Maxfield declared an ‘other’ interest as he was employed by a Charity who are commissioned by Norfolk County Council and was a Governor at two schools.

Mrs S Squire declared an ‘other’ interest as her sons had Education Health and Care Plans (EHCP) administered by Norfolk County Council.

Mr H Humphrey declared an ‘other’ interest as he was a Governor at Emneth School.

Mr V Thomson declared an ‘other’ interest as his son had an EHCP plan.

Ms E Corlett declared an ‘other’ interest that she was on the Bignold Oversight Team and was on the Fostering Panel for NCC.

4. Items of Urgent Business

- 4.1 The Chairman reported that there had been an item of urgent business submitted by Mr Mike Smith-Clare which had not met the urgent business criteria.

5. Public Question Time

- 5.1 There were four public questions submitted, which are attached at appendix 1.

- 5.2 Karen Davis asked a supplementary question regarding how the needs for children with social and emotional difficulties will be met over the next 12 months if they did not want to go to a Short Stay School. Officers explained that they worked closely with leaders of the Short Stay Schools to ensure a managed move happened so there was no break in transition. It was up to NCC to ensure that when a place was commissioned it provided what it was supposed to provide. There are also family support plans in place which give a wider range of support.

6. Local Member Issues/Member Questions

- 6.1 There were three local member questions submitted, which are attached at appendix 1.
- 6.2 Cllr Alexandra Kemp asked a supplementary question; "The cost of Child Poverty in Norfolk is £330 million a year, according to the Child Poverty Action Group, but the reality is, that when children need Early Help, the threshold is already set so high, that professionals say they could have done much more if they had been allowed to help earlier. Family Support for children to the age of 8, has just been restricted to children up to the age of 5, so schools cannot now access help for older siblings and this could lead to more exclusions and more children in care.

Children's Centres are a universal service through which parents access the new Perinatal Service.

There is a high risk of suicide for perinatal mothers; a parent from any background can become unwell very quickly; so professional opinion is that local connections like the Children's Centre are important, with Adult Mental Health services already overstretched and long gaps between Health Visitor's home visits - at birth, 6 weeks, 3 months, 1 year, 2 years.

Parents can be afraid to ask for help in formal settings, as they are afraid their children may be taken away. But they trust Children's Centres, visible as they are in the community. It would be so wrong to take the service out of buildings or close all the Children's Centres in King's Lynn, like South Lynn, which this Council knows are in the most deprived areas in England.

As this is above party politics, I am asking every single member of the Children's Committee to vote to keep the free face-to-face advice service and free support groups in all Children's Centres open to every parent, as existing Early Help services across the board have been reduced so much that Norfolk County Council should not, must not and cannot reduce them any more".

- 6.3 Cllr Corlett had received a response to the question but expressed the point that some parents were under the impression that they didn't have to fill in their responses to the consultation online as they had attended a feedback session with Officers. They would have liked to have seen the notes from these sessions circulated.

7. Performance Monitoring Report

- 7.1 The Committee received the annexed report (7) which Executive Director of Children's Services which focused primarily on the data as at end of September 2018.
- 7.2 The Committee expressed concern that there had been a drop in the percentage of care leavers who were in employment / education or training. In September 2017, there was 62% of care leavers whereas in the current period it had reduced to 56%. Officers explained that some youngsters would make the decision that they did not want to progress into further education. There were advisers available to help them make the right decision for them. The figures were not always representative of the choices made as it was a constant challenge to record every decision made. The

Committee felt that this needed to be a priority as over the past year there had been a constant decrease of numbers, and the Council needed to be in a place where could support the youngsters before they got into situations which could be damaging long term. Officers agreed there would be a focus on this.

- 7.3 Concern was raised that the department had been addressing the Ofsted concerns and other areas had suffered as a result, hence the latest data of the completion timescales of the Education, Health and Care Plans (EHCP) and as a result had to now focus on those with the greatest level of need with the greatest level of cost to the department. The Executive Director gave assurance to the Committee that this was not the case. Efforts were being made to increase resources in order to complete the EHCP timely and the performance was constantly being monitored. As part of the transformation plan, it would shift to a preventative style of working which would in turn improve performance in this area.
- 7.4 Officers confirmed that metrics were green as they were making good progress. There was a discussion that some targets could be more challenging and this would be reviewed.
- 7.5 The Committee heard that the data that had been circulated with regards to a tribunal for an EHCP related to the timeliness of the EHCP or special school places, not necessarily the outcome of the EHCP. Schools provide the correct intervention for those pupils even before a EHCP is awarded. In the report scheduled for the January meeting, more detail would be given.
- 7.6 The Committee **RESOLVED** to;
Review and comment on the performance data, information and analysis presented in the vital sign report cards and concluded that the recommended actions were appropriate.

8. Budget Monitoring Report

- 8.1 The Committee received the annexed report (8) which set out the Period 6 (September) financial forecast for Children's Services, and the programme of transformation and improvement that is continuing. The report explained the financial resources to deliver the Safer Children and Resilient Families Strategy of Norfolk Futures and the forecast revenue expenditure for 2018/19.
- 8.2 The Committee heard that there were approximately 150 children who were in mainstream schools who needed a place at a Short Stay School, however this number fluctuated. They were all known to the Local Authority and in receipt of additional funding to ensure needs were being met.
- 8.3 Work was being carried out with legal services to procure legal advice and were looking at all possible options.
- 8.4 With the SEN transport plan, it was hoped that no child would travel more than 59 minutes for a special school place. Currently, too many children travelled too far to go to school.

- 8.5 With regards to the Looked After Children overspend, Officers confirmed that the benefits realisation of the transformation plan would be from early 2019 and mostly in the 19/20 financial year. This was the way it had been planned, and that knee jerk reactions would undermine the medium term strategy that was in place, and that any LAC reduction would be safe and sustainable.
- 8.6 A Member made the point that they considered that information regarding the current level of outreach and the associated costs in Children's Centres should have been part of the report to give a baseline, and that information should have been available before the recent Children's Centres consultation. Officers explained the information would be given as part of the report being brought to the Committee in January.
- 8.7 **The Committee NOTED;**
- (i) the forecast overspend of £7.349m for General Fund Children's Services
 - (ii) the forecast use of Children's Services General Fund reserves and provisions
 - (iii) £6.508m of the £6.534m Dedicated Schools Grant Children's Services will need to be offset by
 - a. £4.314m against Locally Managed Schools' balances and recovered in future years
 - b. £2.220m against the General Fund
 - (iv) the amendments to and reprogramming of the Children's Services Capital Programme

The Committee had a break between 12.20pm and 12.35pm.

9. Schools' Capital Programme 2017-2020

- 9.1 The Committee received the annexed report (9) which builds on the May 2018 report, identifying emerging capital priorities for 2019 onwards.
- 9.2 The Committee noted that it was pleasing to see delivery on the site of the former Alderman Swindell school site but were interested to know more details. Officers explained that they were in the middle of the feasibility study. There were potentially two elements; one which related to an ambition similar to a school in Norwich and one which related to social care. More information would be given to Committee as it progressed.
- 9.3 The Committee questioned if using modular classrooms created a longer term more expensive problem than building a permanent structure. Officers explained that modular classrooms were used for reacting to the growth of the school and were a quick response. There were various types of mobile or modular classrooms which were very different to those that were used in previous years.
- 9.4 The specific locations of the special schools and SRB's had not been confirmed yet. Specific work would be carried out to identify the locations.

9.5 The Committee would be interested to know the accurate figure that had been invested and this would be shared with Committee.

9.6 The Committee **RESOLVED** to;

- Note changes to the capital programme since May 2018; and
- Endorse the emerging priorities for further consideration.

10. Annual Review of the Norfolk County Council Adoption Agency

10.1 The Committee received the annexed report (10) which details the performance of the adoption service and include information such as performance in recruiting adopters and performance in finding adoptive families for children.

10.2 The Committee asked if there was post adoption support and additional therapeutic work offered if it was needed. Officers explained that the support fund model was used. Recently there had been changes made to the rules of the fund, which resulted in a delay in decisions for support being made. However, all outstanding applications had now been resolved.

10.3 The Committee heard that placements for children with complex needs could take a little longer than those without, however the process was no less rigorous, and it meant that the search for the adoptive family could go further afield.

10.4 The Committee congratulated the team on their 'outstanding' rating from Ofsted.

10.5 The Committee **ENDORSED** the Statement of Purpose for the Norfolk Adoption Service for year 2018/19.

11. Statement of Purpose of Norfolk's Fostering Services Annual Review

11.1 The Committee received the annexed report (11) which contained the statement of purpose which every fostering service had a statutory duty to publish. The report also focused on a performance review of the service.

11.2 The Committee felt it could be possible to encourage other employers to have a policy for time off for fostering duties, such as training, as NCC does. Officers explained that they try to accommodate people's working lives with creative solutions to delivering training through online ad network meetings.

11.3 The Committee heard that they were carrying out some work to review the rates for fostering panel members.

11.4 The Executive Director of Children's Services paid tribute to the fostering team. They were a willing team who were open to new ideas and change the way of working to ensure better outcomes for children.

11.5 The Committee **ENDORSED** the Statement of Purpose.

12. Annual Review of Norfolk's Residential Children's Homes

- 12.1 The Committee received the annexed report (12) which highlighted to Members the performance of and outcomes achieved by Norfolk's Residential Children's Homes Service, identifying the key performance outcomes achieved this year.
- 12.2 Officers reassured the Committee that the Children's Homes which had been identified in the press the morning of the Committee meeting were not those run by Norfolk County Council. Officers explained that if there is the requirement to use external run homes, the expectation is that they are good or outstanding. The Committee felt it was necessary to highlight these issues as corporate parents of the children of Norfolk. It was AGREED that the detail of the reported news would be reviewed and taken to the Corporate Parenting Board to then feed into a report for the March Children's Services Committee meeting. It was also felt appropriate to write a reply to the Press stating that they were not Local Authority homes.
- 12.3 The Committee heard that Norfolk have more Children's homes than is usually found, partly due to the risk involved in the management of such homes. NCC had stable and experienced staff who did a great job in supporting the families and children.
- 12.4 Officers explained that the priority within the homes is for the children to return home. Various meetings with parents and families are held to help them with parenting skills and to help them respond to the behaviours that the children displayed. The Committee suggested that this was added to the ambition of the statement of purpose.
- 12.5 Although Members had heard that it was unusual to have nine homes, it was felt by some Members that it would be better to expand to ensure that NCC were in control and knew what was happening in all homes. The Committee asked about the impact of the new service for exploitation, and it would be helpful if details were fed into the report being taken to Corporate Parenting Board.
- 12.6 The Committee **RESOLVED** to;
 - Scrutinise the information within the report.
 - Challenge the service on the performance and outcomes achieved.
 - Recommend the approval of the Statements of Purpose and Functions for all the Local Authority children's homes to Full Council to comply with the Care Standards Act 2000.

13. Recruitment and Retention – Social Workers

- 13.1 The Committee received the annexed report (13) which demonstrates improvements in increasing NCC's social worker capability against challenging workforce backdrop. The report provides an overview of the national picture in relation to recruiting and retaining social workers and how NCC benchmark to provide an overall picture of the current challenges.

- 13.2 The Committee heard that going forwards the department would have to be creative in finding solutions to the workforce. By reviewing the workforce and the new models of working, it would be possible to have fewer social workers as would use alternatively qualified professionals. By next summer, it was estimated that the department would be fully staffed in terms of social workers, except for the occasions of maternity, long term sickness or the delay in recruiting due to a resignation.
- 13.3 The Executive Director of Children's Services confirmed that the current position was to use agency staff where appropriate until the department were able to fully re-design the teams.
- 13.4 The Committee **NOTED** the report.

14. Committee Forward Plan and update on decisions taken under delegate authority

- 14.1 The Committee received the annexed report (14) which set out the forward plan for the Committee to enable Members to shape future meetings, agendas and items for consideration.
- 14.2 Members suggested a report for the forward plan identifying what it is like to be a child with disabilities in Norfolk. It was recognised that the same cohort of children were affected by various challenges and the Committee hadn't reviewed this..
- 14.3 It was suggested that the SEND report scheduled for the January meeting may be deferred to March, as the report regarding the non-Local Authority Children's Homes had been scheduled for January.
- 14.3 The Committee **AGREED** the Forward Plan.

The meeting closed at 2.05pm.

Chairman



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CHILDREN'S SERVICES COMMITTEE QUESTIONS

13 November 2018

5. Public Question Time**Karen Davis**

What is the average cost to the County Council of permanent exclusion per pupil, per year, and how does this compare to the per pupil per year cost of attachment outreach support?

NCC Children's Services commissions the Short Stay School for Norfolk to provide education for pupils who have been permanently excluded at a cost of £16,350 per pupil per year. NCC does not commission 'attachment outreach support' as part of any current education commissioned provision.

Rachel Batch

As the friend of an adoptive parent of two children who suffered early life trauma (prior to adoption), I would like to know what provision has been planned, in the SEND transformation plan, for children with SEMH needs in Norwich? How were the views of the parents of these children sought?

The SEND Transformation plans reflect current provision and future planned provision; currently in Norwich we have Eaton Hall Specialist Academy for SEMH which includes support for those with early life trauma and attachment difficulties. We are planning an expansion of our Specialist Resource Base (SRB) provision, hosted by mainstream schools, and these include SEMH provision. We are currently determining the locations of the new 170 funded places in total across the county and within each specialism. Parent views were sought as part of the SEND Sufficiency Strategy consultation last year and each new scheme will require public consultation within school re-organisation rules.

Hayley Clayton

I have been following with interest, articles in the EDP, Guardian and Your Place website (www.yourplaceschool.co.uk) about plans to open an alternative provision free school for trauma children in Norwich. As the DFE was clear Norfolk could submit two free school applications (one alternative), why was Norfolk's ambitions so low to only submit one application?

When considering our recent Free School application bid we considered the DfE guidance in detail and also had direct contact with link DfE advisers to ensure our interpretation of the guidance was correct. We were aware that the guidance highlighted the fact that it was 'highly unlikely' that two bids would be approved within a single local authority and, therefore, we submitted a bid that would meet need for the greatest number of children and was focussed on an evidence based and financially viable model of operating costs if approved.

Shirley Allinson

Would the Chair please advise how many and which, Children's Centres he has visited during his time in office and invite the other members of Committee to tell the room the same?

Supplementary question:

What did you learn from your visits and how has the information gathered informed the proposals to close 46 of Norfolk's Children's Centres?

"I have visited centres operated by three of the twelve providers across the county which highlighted just how varying each of the current children's centres are and how the different providers are delivering support to families. For example, in one centre activities are being provided in a stand-alone building, whilst in other areas, the focus is on outreach services. I am continuing to visit children's centres across the county and will be visiting all of the other providers

before Committee in January, when meaningful discussion and key decisions will be required. I have consistently encouraged all members of the committee to also visit centres.

"I also attended the consultation event at the Forum in Norwich, and in addition met with parents here in county hall. I have heard directly from members of the public, and those working with them, about their ideas about how services might improve and what they value about how they are currently being supported. I have urged everyone I've spoken with to engage in the consultation, so that their views are added into the feedback that will help shape the proposals being brought back to us in January."

6. Local Member Issues / Member Questions

Mike Smith-Clare

How many alternative providers are currently supporting post 16 NEETs across the county? i.e. their achievement and retention rates and Ofsted reports.

Officers have spoken to Mike Smith-Clare directly to clarify the question. Officers will provide Mike the answers to his question in due course.

How will responses from the current public consultation regarding Children's Centres be presented to the Children's Service Committee i.e. will this information be separated according to feedback from community groups, members of the public and District/Borough Councils?

"The complex task of collating and analysing all of the feedback received via our public consultation is being undertaken by staff within the Managing Director's Unit and they are focused on providing a comprehensive consultation report that will inform the final proposals and recommendations being brought to Committee in January by officers in Children's Services. The consultation report will include a full analysis of all the responses received, broken down into sections so that we can understand the views of members of the public as well as organisations and agencies working with families."

Alexandra Kemp

Would the Committee develop a suite of "Invest to Save" Proposals for the Children's Centre Service, to offer the public choice and a viable alternative, to the proposed changes?

Using the current budget differently, increasing the range of services in all Children's Centre Premises, retaining Parents' free face-to-face Advice Service and Universal Access to Professionally-run Support Groups, could save much larger sums, by avoiding children coming into care, the human and financial cost of anti-social behaviour, and the cost to the NHS and social care of physical and mental health inequalities. But, closing South Lynn Children's Centre would increase inequality in South and West Lynn, West Winch and Clenchwarton.

"We have just ended our 8 week public consultation on transforming our children centre services through the proposal to develop an early childhood and family service. During the wide range of public events and discussions held as part of our consultation we have been able to speak directly with families across Norfolk, with staff working in the current children's centres and other agencies and organisations supporting families in their communities, as well as with local councillors. We are now analysing all of the comments and suggestions we have received, as part of informing final proposals that will be presented to Committee in January. At this point in January, properly informed by the consultation, members of the committee will be asked to decide on how the agreed budget is best used to deliver improved outcomes for children and families, prevent demand for statutory services and improve social mobility."

Emma Corlett

Please can the chair confirm:

- how all of the feedback received in the children's centre consultation will be captured in the information that will be brought to committee in January
- that where closed consultation meetings have taken place between NCC and stakeholders, notes have been agreed as an accurate record by all present prior to submission to the consultation

- that councillors will have access to full, unredacted consultation responses

Can I refer to the reply given to Cllr Smith Clare about how feedback from the consultation will be brought to committee in January. Our discussions with a range of stakeholders have been an opportunity to answer questions that people had about what we were proposing and to hear from those present about their initial thoughts and ideas. Where notes were taken of meetings, these were to capture any themes within the discussion, not to capture the individual views of those present and on each occasion, participants were encouraged to complete a consultation feedback form or send their views into the consultation team. Many have clearly done so and we are very grateful for their comments and feedback. We have added the notes of any discussions into the consultation but clearly the volume of individual responses will significantly shape the analysis that is presented to Committee in January.

"All the feedback to the children's centre consultation has been captured and added to our consultation hub Citizen Space. These responses are being coded and analysed and the findings will be included in a detailed report. The children's centre consultation findings report will be presented, reviewed and discussed at our Children's Services Committee meeting on 22 January 2019. Councillors can request to have access to the consultation responses which we received between 17th September – 12th November 2018. So we are in line with General Data Protection we will provide full details of all the comments and feedback to the consultation although any personal data such as names, IP trace, area and browser identification will be removed. We will keep members updated on the timing of when access can be given to view responses but expect it will be early to mid-December."

Children's Services Committee

Report title:	Performance Monitoring 2018-19
Date of meeting:	22 January 2019
Responsible Chief Officer:	Sara Tough Executive Director Children's Services
Strategic impact Robust performance and risk management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

Performance is reported on an exception basis, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. Those that do not meet the exception criteria will be available on the Performance section of the Norfolk County Council web site. The only measure which is currently rated as Red (CIN with an up to date CIN plan – Appendix 2), is discussed later in this report.

This report focusses primarily on data as at end of November 2018 and in addition to vital signs performance, this report and its appendices contain other key performance information via the (MI) Report (Appendix 1)

Locality-level performance information is available on the Members Insight area of the intranet.

Recommendation:

Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required.

1. Introduction

1.1 Performance dashboard

1.1.1 The performance dashboard provides a quick overview of Red/Amber/Green rated performance for our vital signs over a rolling 12 month period. This then complements that exception reporting process and enables committee members to check that key performance issues are not being missed.

Norfolk County Council		Children's Services Committee - Vital Signs Dashboard															
		NOTES: Green is in line with high performing authorities; Amber within 10% (not percentage points) of high performing authorities; Red being more than 10% worse than high performing authorities. 'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised. The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.															
Monthly	Bigger or Smaller is better	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Target		
{ChS} Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months	Smaller	9.4%	10.2%	6.5%	3.0%	6.3%	5.4%	6.1%	7.6%	3.6%	2.5%	2.2%	3.3%	5.3%	20.0%		
{ChS} Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months	Smaller	15 / 160	13 / 127	11 / 168	4 / 132	9 / 144	8 / 147	7 / 114	12 / 157	6 / 169	3 / 122	2 / 90	6 / 181	8 / 150			
{ChS} Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)	Smaller	23.5%	23.8%	23.9%	24.2%	24.1%	24.2%	20.8%	21.3%	21.6%	22.6%	22.8%	16.3%	17.0%	<20%		
		2189 / 9320	2252 / 9482	2233 / 9341	2240 / 9245	2173 / 9001	2173 / 8963	2162 / 9030									
{ChS} Child in Need (CIN) with up to date CIN Plan	Bigger	8.3%	8.1%	8.1%	8.2%	8.2%	7.5%	7.5%	7.5%	6.8%	8.2%	8.4%	8.4%	8.5%	<15%		
		67 / 809	66 / 814	70 / 859	71 / 869	69 / 844	66 / 875	67 / 888	66 / 883	59 / 870	76 / 924	79 / 938	80 / 948	84 / 990			
{ChS} Child Protection (CP) - % children seen	Bigger	64.7%	62.4%	58.9%	59.1%	65.8%	81.7%				57.4%	61.1%	66.7%	70.2%			
		973 / 1505	979 / 1570	909 / 1544	850 / 1439	917 / 1393	785 / 961				638 / 1112	696 / 1139	749 / 1123	798 / 1137			
{ChS} LAC with up to date Care Plan	Bigger	80.9%	84.7%	82.7%	89.1%	87.3%	83.6%	89.0%	85.0%	86.5%	80.0%	82.3%	76.6%	92.9%	100%		
		295 / 508	354 / 504	440 / 532	521 / 585	508 / 582	498 / 596						438 / 572	511 / 550			
{ChS} LAC with up to date Health Assessment (HA)	Bigger	95.3%	95.6%	94.3%	96.0%	95.7%	94.0%	91.5%	93.2%	94.5%	94.6%	95.7%	98.7%	95.4%			
		1078 / 1131	1076 / 1125	1085 / 1151	1118 / 1164	1127 / 1178	1108 / 1179	936 / 1184					1175 / 1191	1138 / 1193			
{ChS} Eligible Care Leavers with up to date Plan	Bigger	78.0%	76.2%	75.1%	76.5%	74.2%	77.4%				80.6%	80.4%	87.5%	83.0%	86.2%	100%	
		610 / 782	604 / 793	604 / 804	613 / 801	596 / 803	627 / 810						722 / 825	697 / 840	713 / 827		
{ChS} Percentage of all young people in EET	Bigger	83.5%	82.3%	83.1%	79.7%	75.6%	76.3%						95.6%	99.6%	97.8%		
		177 / 212	181 / 220	187 / 225	189 / 237	183 / 242	183 / 240						217 / 227	224 / 225	225 / 230		
{ChS} Percentage of Relevant and Former Relevant Care Leavers in EET	Bigger	91.6%	91.5%	91.1%	91.0%	90.8%	90.4%				93.9%	92.5%	87.8%	86.0%	89.4%	92.3%	92%

1.2 Report cards – Appendix 2

- 1.2.1 A report card has been produced for each vital sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees.
- 1.2.2 Each vital sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are clearly specified on the report cards.
- 1.2.3 Vital signs are reported to committee on an exceptions basis. The exception reporting criteria are as follows:
- Performance is off-target (Red RAG rating or variance of 5% or more)
 - Performance has deteriorated for three consecutive months/quarters/years
 - Performance is adversely affecting the council's ability to achieve its budget
 - Performance is adversely affecting one of the council's corporate risks.
- 1.2.4 Vital Signs performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards will be made available to view through Members Insight. To give further transparency to information on performance, for future meetings it is intended to make these available in the public domain through the Council's website.
- .

1. Impact of Support for Education Improvement

1.1 Ofsted Outcomes

1.1.1 Schools:

Ofsted statistics now include the previous Ofsted judgement for schools that have been sponsored or re-brokered as an academy. Since September, the percentage of Norfolk schools judged good or outstanding has remained at 84% compared to a national average which remains at 86%.

1.1.2 Early Years Providers:

The percentage of early years providers judged good or outstanding has declined slightly since September but continues to be above national averages at 96% compared to a national average of 95%.

1.2 Education Outcomes

Once validated data is released by DfE, a full analysis of outcomes will be shared at <http://www.schools.norfolk.gov.uk/Supportforschoolimprovement/School-Performance>) for discussion at the March committee.

1.3 Use of Statutory Powers of Intervention in LA Maintained Schools

There are currently five schools that are subject to LA intervention following the issuing of a warning notice (see <https://www.gov.uk/government/publications/schools-causing-concern--2>)

Warning Notices have been issued in the autumn term 2018 to Colman Infant School and Robert Kett Primary School.

1.4 Exclusions from Schools

Permanent exclusion data from the autumn term is provisional at this stage, 95 pupils have been excluded, 39 of which are confirmed as permanent, the remaining 56 pupils are still in the period where the exclusion could be rescinded.

Fewer pupils were permanently excluded from secondary schools in the autumn term compared to Autumn 2017. 61 pupils have been excluded from secondary schools, compared to 74 pupils in 2017. In primary schools however there has been an increase from 21 to 33 pupils.

1.5 Participation post 16

92.3% of Norfolk pupils in year 12 and 13 were known to be participating in fulltime education or employment with accredited training (e.g. apprenticeships). This is 2.3 percentage points above national average. The percentage of students whose destination remains unknown is just 1.0% (national 5.9%).

2. Early Help

2.1 At the end of November 2018 the Family Focus teams were supporting 673 families across Norfolk, with 1487 children and young people in these families. The West team are supporting 149 cases, which makes them the busiest team this month. In November 2017 Family Focus were supporting 615 families across Norfolk, and the West team were supporting 125 of these families.

5% of new cases were re-referrals, and this represents 8 families across Norfolk, which continues the low number of re-referrals, and is an indicator that practitioners and team managers are supporting families successful to move onto universal services and maintain progress.

There were 139 families waiting to be allocated at the end of November 2018, and highlights that the Family Focus teams are being asked to hold more cases, both stepping up from universal services, and stepping down from children's social care teams. Family Focus managers have an agreed protocol to support families while they wait to be allocated, and this involves effective triage of all cases, cases allocated according to the level of risk, and ongoing telephone support, until a named family practitioner has the case.

2.2 The Partner Focus team supported 127 partners to manage the Family Support assessment and planning process. It's important to remember that there are only 5 members of staff in this team across the county, and they support an impressive number of partners to understand and manage risk, so that cases stay at threshold level 2, rather than escalating to more intensive services.

The Partner Focus team are also responsible for training internal and external partners and trained 75 professionals in Family Support Processes and Signs of Safety.

2.3 The Community Focus team handled 232 requests for Information, Advice and Guidance in November 2018. Some examples of these requests were:

- A school was seeking a charitable trust to support a child with significant needs to attend a school trip
- A district council colleague housing colleague was asking for links to the Hoarding and Self-Neglect Strategy
- We were asked to promote the Men's Sheds initiative, to support men who have mental health difficulties
- A parent was seeking an online Solihull parenting course
- A school were asking for information about support for young carers, and how to get a young carers assessment
- A grandparent was asking about grandparents' courses, as they have recently become the full time carers for two of their grandchildren
- A school Parent Support Advisor was asking for information about primary age emotional literacy resources

3. Social Work (MI Report at Appendix 1)

3.1 Contact and Referrals

3.1.1 The number of contacts reported has remained steady over the past 4 months but is higher than seen in February to April. This is partly due to how we now count contacts. Since the implementation of Liquid Logic this includes all contacts raised in the Early Help Module (EHM) regardless of whether it went through CADs (previously contacts recorded on the EH system DOREIS were not included). This will also have had an impact on the percentage of contacts that converted to referrals, as many contacts now reported on were never made with the intention of seeking a referral to Social Care. With the new CADs model in place, we might expect to see the percentage of contacts accepted as referrals fall further over the coming months. Whilst there has been a significant drop in the number of referral this month compared to the same time last year (528 compared to 954), it does need to be noted that in late 2017 we saw anomalous rates of referrals. However, looking back to the same period in 2014, 2015 & 2016, referral rates in November have previously been circa 750 so it is true to say we are experiencing much fewer referrals at present.

3.2 Assessments

- 3.2.1 The number of social work assessments completed over the past 3 months are lower than seen at the end of 2017 and start of 2018. This is likely due to a drop in the referral numbers since the very high rate of referrals received in the 6-month period of June - November 17. We would expect to see the numbers continue to reduce as the introduction of the CAD Service appears to have already seen some reduction in referral rates.
- 3.2.2 After a strong 3 months, there was a slight decrease in the percentage of Social Work Assessments completed in 45 working days. There is a wide variance of performance across localities, as such, it is important that all the localities ensure they have systems in place to support workers in completing timely work on an ongoing basis. It is positive that alongside better timeliness, we have seen some improvements in quality of assessments. 4 localities have had one case, one worker audits and analysis of logged audits from these shows that in 65% of cases the practice standards for Assessments were met or consistently met. For many of those that didn't meet practice standards, this was due to timeliness of completion rather than inadequate quality.

3.3 Child In Need

- 3.3.1 Although not at the same level seen prior to April 18, we are seeing increasing percentages of Children in Need with an up to date plan across the County. Only one locality saw a significant decrease in performance in this which could be linked to them recently becoming a pilot locality for a new social work model, whereby Assessment and FIT functions have merged, and social workers now hold cases from referral to closure, step down or transfer to LAC. This means both assessment and FIT social workers have had to get used to new ways of working and the HoSW and managers need to understand how and if this has impacted on performance in this measure, alongside solutions to improve. Notwithstanding this, dip sampling of exceptions from the locality has evidenced that for many children who didn't have an up to date CIN plan, particularly those who had recently had or were having an assessment completed, a Rapid Network Meeting was held, with an associated support plan in place.

3.4 Child Protection (CP)

- 3.4.1 Whilst the number and rate per 10K under 18 population of children subject to CP plans has increased, this is a national trend and Norfolk has consistently been lower than the National average for the past 5 years in terms of rate per 10k under 18s. At 39 per 10k population under 18, we remain below our statistical neighbour (45) and national (45.3) averages. There are localities with a larger cohort of children subject to child protection planning, however this is not unexpected across a diverse County such as Norfolk. Notwithstanding this, we need to remain

mindful of the increasing numbers in Norfolk and seek to understand if there are any themes that can be explored to underpin learning and practice.

- 3.4.2 Our percentage of children who have become subject to a CP plan for a second or subsequent time did rise in November 2018 and, given the slightly higher numbers also seen in August and October 2018, we may see the rolling 12 months figure exceed the 22.4% seen a year ago. However, it is noted that our statistical neighbour & national averages have also risen. There may need to be further exploration if numbers continue to rise. We continue to see very small numbers and percentages of children being subject to CP plans for more than 2 years, and the number on plans for 18 months or longer has decreased.
- 3.4.3 The percentage of children seen on CP plans within 20 working days is at the highest level over the past 12 month and is indicative of social workers ensuring their recording is up to date and accurate. All but one locality are performing at over 90%. However, the one locality under 90% has increased from 81% in October to 87% in November. One locality saw all their children subject to CP plans within the 20-day timescale. There has also been an increase in the percentage of children on CP plans seen within the 'stretch measure' target of 10 working days. For some children and families, it is right that visiting frequency might not be as often as 10 working days, in those cases managers should ensure there is clear oversight and rationale recorded.

3.5 Looked After Children

- 3.5.1 Whilst it is recognised that Norfolk's rate of LAC per 10k population under 18 is significantly higher than Statistical Neighbour (56.2) and National (64.0) averages, we have seen the number and rate fall from a high of 1,204 (71.2 per 10k population) in August 2018 to 1,193 (70.6 per 10k) as at the end of November 2018. There have been several streams of work to identify, drive and monitor action on those cases where children could either return home to their parents' care or be cared for outside of being looked after (specifically via Special Guardianship Orders). This includes a weekly LAC tracker and a 'return home' project which currently has 100+ children identified for possible reunification with their families. The quarterly LAC analysis helps identify trends & cohorts of LAC children who may need more focus, as well as hypothesis on practice that needs further exploration.
- 3.5.2 We continue to see very strong performance with regard to looked after children having Care Plans updated (95.5%) and this is seen across all localities. We are still working on ensuring that social workers are recording Pathway Plans for Eligible Care Leavers correctly on the system but we are pleased to report that circa 98% of these young people have Care Plans in place.
- 3.5.3 The percentage of children having an Initial Health Assessment within 20 working days of becoming LAC continues to be an area of focus to ensure improvements seen in weekly reports are sustained. Performance continues to improve with social work teams ensuring more requests are made in the 5 working day timescale (85% in the 20 working days prior to 29/11/18) and Health Partners providing more capacity for the IHA appointments to be undertaking within 20 working days of the child becoming Looked After. We continue to be tenacious in our challenge to staff and Health Partners alike to improve further.

3.6 Care Leavers

- 3.6.1 Localities have responded well to messages regarding ensuring recording of Keeping in Touch Forms is up to date and accurate and we know that we have been in touch with 75% of care leavers in the past 2 months. At present data shows a considerable fall across all localities in the percentage of care leavers in Education, Employment or Training compared to April 18. Whilst 50.5% of Care Leavers being EET is in line with National Average (51%), in April 18 the Norfolk figure was 58.5%. There needs to be further analysis of this to establish whether this remains a recording issue, whether we have reported figures slightly differently in the past (pre LCS) or

whether there really has been such a significant drop in the number of our care leavers who are EET.

3.7 Caseloads

3.7.1 We are already seeing some decrease in caseloads since the introduction of CADS in October 18. As at the end of November 2018, 32% of Social Workers had a caseload over the recommended caseload policy compared to 36.5% at the end of September 2018. The caseloads of Assessment Team social workers in particular has fallen; as at end of September 18, 15 Assessment social workers had caseloads of 25 or more compared with 9 at end of November. We would expect to see this trend continue alongside a drop in the number of referrals.

* Eligible care leavers are young people aged 16 or 17 who are currently looked after

** Relevant care leavers are young people aged 16 or 17 who have been eligible care leavers

*** Former relevant care leavers are Young People aged 18-21 who have been **eligible** and/or **relevant** care leavers

4. Financial Implications

4.1 – As requested this is now contained in a separate report.

5. Issues, risks and innovation

5.1 These risks are regularly reviewed and updated as appropriate by the CS Leadership Team.

5.2 This is contained in a separate report.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

Performance Officer Name: Andy Goff.
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Email: andrew.goff@norfolk.gov.uk



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Norfolk County Council

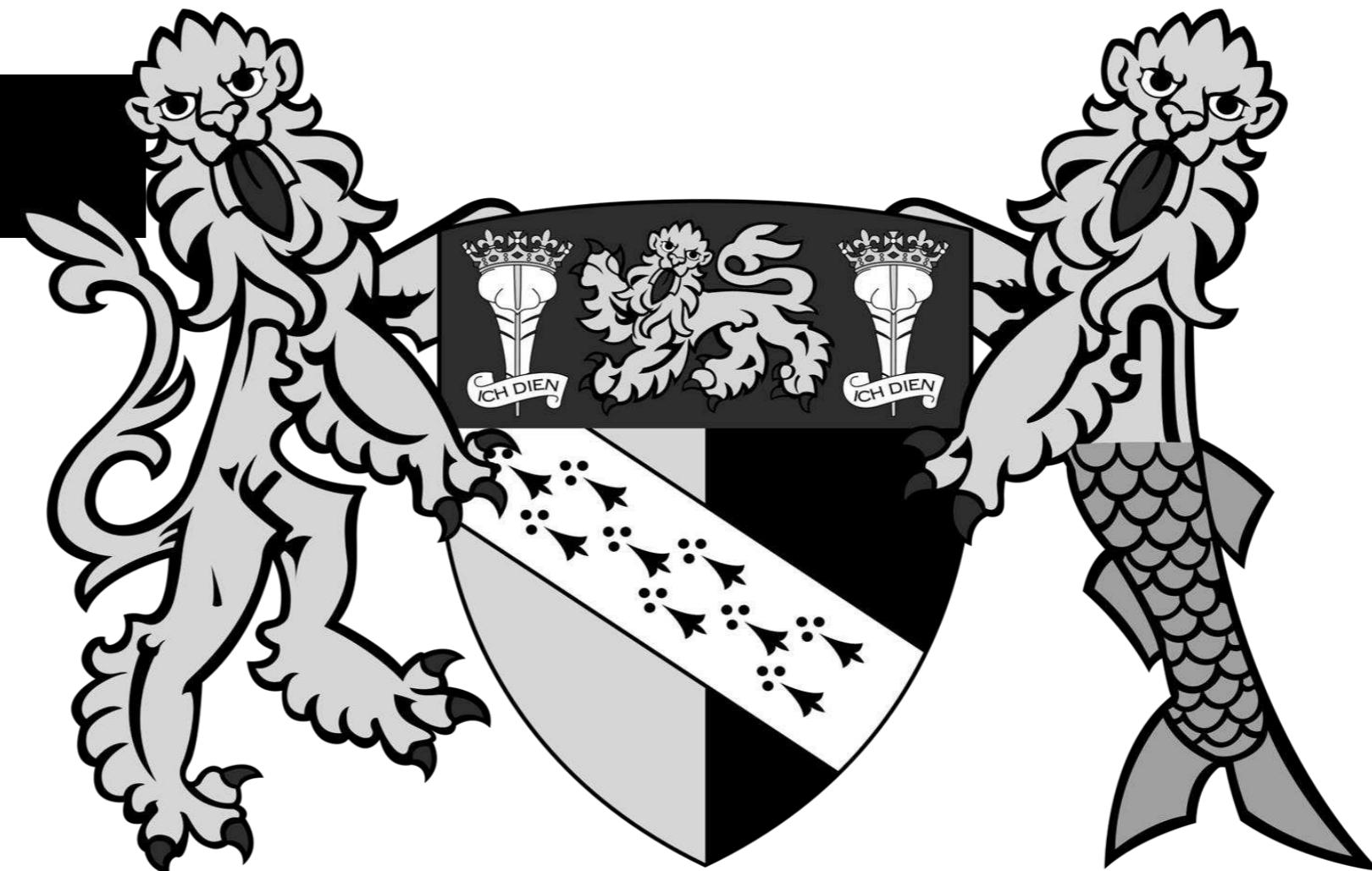
Children's Services

Monthly Performance & Management Information

County Report

November 2018

All data sourced from LiquidLogic.



Produced by the Children's Services Reporting Team
bi@norfolk.gov.uk

Monthly Performance & Management Information County Report

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Children's Services' Performance Summary (County)

November 2018

DOT = Direction of travel, represents the direction of 'performance' in relation to the polarity of 'good' performance for that measure.

Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year YTD	Target	DOT (Month on Month)	RAG (★★★)					Tolerances		Previous YTD	Latest benchmarking					
					Aug-18	Sep-18	Oct-18	Nov-18				County	County Breckland	North Norfolk	Norwich South	West Yarmouth	Red	Green		Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region	
Early Help	1.1	No of Requests for Support to EHFF	High	Count	192	164	249	245			⬇️														
	1.1a	Number of new cases opened to team over the last month	High	Count	122	90	181	150			⬇️														
	1.2	No of cases closed to EHFF	High	Count	149	156	234	196			⬇️														
	1.3	No of cases active to EHFF	High	Count	583	659	686	543			⬇️														
	1.4	No of children being supported within EHFF cases	High	Count	1401	1706	1758	1487			⬇️														
	1.5	No of social work cases supported by EHFF with targeted support	High	Count	36	33	42	31			⬇️														
	1.6	% of Requests for Support to EHFF that resulted in allocation to EHFF ①	High	Percentage	63.5%	54.9%	72.7%	61.2%			⬇️														
	1.7	% of new cases open under s47 previously open to EHFF	High	Percentage																					
	1.8	% of new EHFF cases that are re-referrals into early help	Low	Percentage	3.3%	2.2%	3.3%	5.3%			⬇️														
	1.9	% of new EHFF cases that have stepped down from social care	High	Percentage	22.1%	25.6%	30.4%	20.0%			⬇️														
Contact & Referrals	2.1	Contacts - No. (in-month)	Info	Count	3500	3506	3689	3681	17,019	.	.	.								27,585					
	2.2	Referrals - No. (in-month)	Info	Count	529	462	527	528	2,514	.	.	.								6,459					
	2.3	% Contacts Accepted as Referrals (in-month)	High	Percentage	15.1%	13.2%	14.3%	14.3%	14.8%		⬆️									15%	25%	23.4%			
	2.4	Referrals - Rate per 10k Under-18s (Annualised)	Low	Rate	375.5	327.9	374.1	374.8	1,510		⬇️									2,448	461.6	237.9	548.2	375.4	
	2.5	Referrals with outcome of Social Work Assessment	High	Count	386	330	349	343	1,779		⬇️														
	2.7	Re-referrals - % (in-month)	Low	Percentage	20.8%	16.5%	16.3%	17.0%	19.7%		⬇️									30%	20%	24.0%			
	3.1	Assessments authorised - No.	Info	Count		595	570	550	4,724	.	.	.													
Assessments	3.2	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	Low	Rolling rate	475.5	481.5	469.9	454.1			⬆️									463.1	226.7	515.0	387.8		
	3.3	Assessments auth in 45 WD - %	High	Percentage	78.6%	77.5%	77.4%	74.7%	72.2%		⬇️									70%	80%	83.8%	90.8%	82.9%	83.9%
	3.4	Open assessments already past 45 working days	Low	Count			127	143			⬇️														
	3.5	Ongoing involvement	High	Count	199	230	212	223	1,570		⬆️									50%	60%				
	3.5p	% of completed assessments ending in - Ongoing Involvement	High	Percentage	31.8%	38.7%	37.2%	40.5%	33.2%		⬆️														
	3.6	Close with info and advice	Low	Count	334	268	267	267	2,146		➡️														
	3.7	Step down to FSP/TS	Low	Count	92	95	79	60	647		⬆️														
S47s	4.3	Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Low	Rolling rate	124.2	136.3	190.2	151.2			⬆️									127.4	70.2	157.4	93.9		
	4.4	Number of S47 investigations Completed	Info	Count	175	192	268	213	1,008	.	.	.													
	4.5	% of S47's with an outcome - Concerns are substantiated and child is judged to be at continuing risk of significant harm	High	Percentage	43.4%	52.1%	51.1%	50.7%	49.8%		⬇️														
	4.6	% of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm	High	Percentage	43.4%	30.7%	28.0%	34.3%	31.3%		⬆️														
	4.7	% of S47's with an outcome - Concerns not substantiated	Low	Percentage	13.1%	17.2%	20.9%	15.0%	17.5%		⬆️													44.8%	
	5.1	Section 17 CIN Nos.	Low	Count	1112	1139	1123	1137			⬇️														
	5.2	Number of CIN (inc. CPP as per DfE definition)	Low	Count	1764	1776	1777	1796			⬇️														
CIN	5.3	Section 17 CIN Rate per 10K Under-18s	Low	Rate	65.8	67.4	66.4	67.3			⬇️									204.4	109.5	225.1	137		
	5.4	% CIN not in Assessment Teams with up-to-date CIN Plan	High	Percentage	61.0%	65.4%	74.8%	76.6%			⬆️														
	5.5	S17 CIN with an up to date CIN plan - % ②	High	Percentage	57.4%	61.1%	66.7%	70.2%			⬆️									80%	90%				

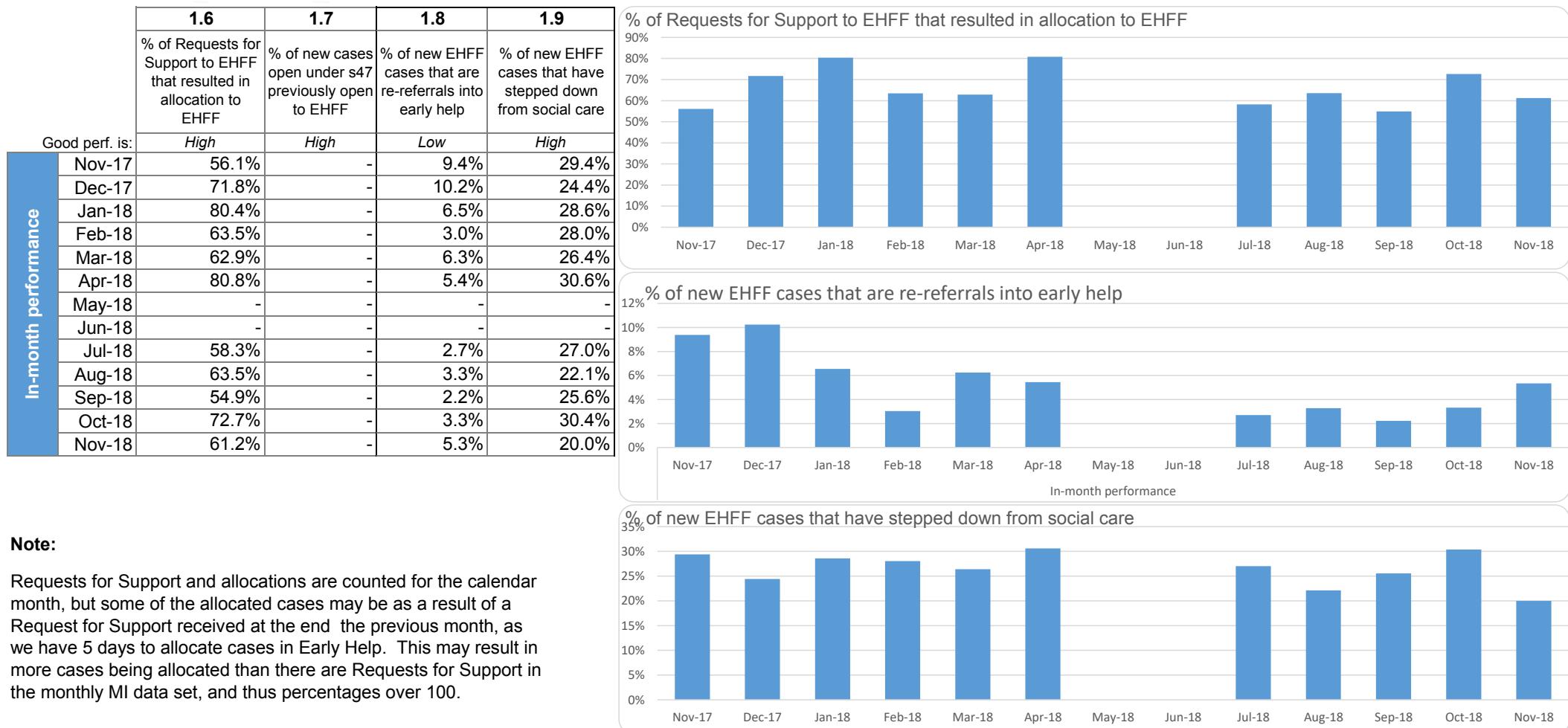
Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (x■★)				Tolerances		Latest benchmarking									
					Aug-18	Sep-18	Oct-18	Nov-18	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth	Red	Green	Previous YTD	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
Child Protection	6.1	No. Children Subject to CP Plans	Low	Count	652	637	654	659			⬇️																
	6.2a	Initial CP conferences (no. children) - rolling 12 month performance	Low	Rolling 12	890	885	861	874			⬇️																
	6.2b	Initial CP conferences per 10,000 population - rolling 12 month performance	Low	Rolling rate	52.6	52.4	50.9	51.7			⬇️												63.2	41.5	65.3	44.7	
	6.3	Number of children subject to an ICPC	Info	Count	100	69	68	110	458	.																	
	6.4	% of ICPCs held within 15 days of strategy discussion	High	Percentage	93.0%	98.6%	97.1%	99.1%	91.9%		⬆️										80%	90%	80.3%	96.7%	77.2%	69.8%	
	6.5	Children Subject to CP Plans - Rate per 10K Under-18s	Low	Rate	38.6	37.7	38.7	39.0			⬇️										30	35	43.9	25.8	43.3	30.6	
	6.6	Number of children becoming subject to a CP plan per 10,000 population	Low	Rate	5.2	3.5	5.0	6.3			⬇️																
	6.7	Number of discontinuations of a CP plan per 10,000 population	High	Rate	2.5	4.4	4.0	5.6			⬆️																
	6.8	% children whose child protection plan started who had previously been subject to a CP Plan within the last 2 years - rolling 12 months	Low	Rolling 12																							
	6.9a	No. of children becoming the subject of a CP plan for a second or subsequent time, ever	Low	Count	23	13	24	32	104		⬇️																
	6.9b	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	Low	Percentage																			19.7%	12.6%	18.7%	10.6%	
	6.10a	No. children subject to child protection plan for > 18 months	Low	Count	23	21	22	20			⬆️																
	6.10n	No. children subject to child protection plan for > 2 years	Low	Count	7	8	7	6			⬆️																
	6.10b	% children subject to child protection plan for > 2 years	Low	Percentage	1.1%	1.3%	1.1%	0.9%			⬆️										10%	3%	2.8%	0.0%	2.1%	1.9%	
	6.11a	No. children whose child protection plan ceased this month	High	Count	43	75	67	94	326		⬆️												543				
	6.11b	% of CP plans ceased within period that had lasted 2 years or more	High	Percentage	0.0%	2.7%	1.5%	2.1%	2.8%		⬆️													4.1%	2.0%	3.4%	3.1%
	6.12	% RCPCs held in timescale in month	High	Percentage	96.3%	100.0%	94.1%	91.4%	94.3%		⬇️										85%	95%	94.3%	98.9%	92.2%		
	6.14	% children on child protection plans seen within timescales**	High	Percentage	63.5%	73.0%	75.2%	76.5%	67.7%		⬆️										80%	90%				77.5%	
	6.15	% children on child protection plans seen within 20 working day timescales	High	Percentage	66.3%	74.8%	76.6%	92.9%	78.7%		⬆️																
LAC	7.1	No. Looked-After Children	Low	Count	1204	1197	1191	1193			⬇️																
	7.2	LAC - Rate per 10K Under-18s	Low	Rate	71.2	70.8	70.5	70.6			⬇️										65	55	53.4	39.0	62.0	49.9	
	7.3	Admissions of Looked After Children	Low	Count	43	41	50	28	300		⬆️																
	7.4	Number of children who have ceased to be Looked After Children	High	Count	40	28	35	29	265		⬇️																
	7.5	Percentage of LAC who have ceased to be looked after due to permanence (Special Guardianship Order, Residence Order, Adoption) ③	High	Percentage	22.5%	50.0%	25.7%	51.7%	29.1%		⬆️																
	7.6	LAC in residential placements	Low	Count	128	132	128	125			⬆️																
	7.6a	% LAC in residential placements	Low	Percentage	10.6%	11.0%	10.7%	10.5%			⬆️																
	7.7	% LAC cases reviewed within timescales	High	Percentage					91.1%		92.7%																
	7.8	Percentage of children adopted ③	High	Percentage	7.5%	17.9%	8.6%	20.7%	10.2%		⬆️													18%	32%	14%	14.9%
	7.9n	# LAC having a health assessment within 20 days of becoming LAC	Info	Count		7	19	23	62	.																	
	7.9	% LAC becoming looked after for 20 working days and having a health assessment in that time	High	Percentage			20.6%	41.3%	56.1%	40.0%		⬆️															44.2%
	7.10	LAC with up-to-date Health Assessment - No.	High	Count			651	697	713			⬆️															
	7.11	LAC with up to date dental check - No.	High	Count		651	698	706			⬆️																
	7.14	LAC with up-to-date Care Plan - %	High	Percentage					95.4%		⬇️										80%	90%					
	7.15	% LAC seen within timescales	High	Percentage					58.9%	81.5%											80%	90%					
	7.17	LAC Reviews in month - Child Attended - %	High	Percentage	74.8%	61.3%	62.4%	65.3%	64.9%		⬆️																
	7.18	LAC Reviews in month - Child Participated - %	High	Percentage	95.1%	98.5%	99.1%	98.7%	96.8%		⬇️																
Care Leavers	8.1	Number of care leavers	High	Count				551	551																		
	8.3	RCL & FRCL in Suitable Accommodation - %	High	Percentage					82.4%	86.4%											80%	95%	87.0%	97%	84%		
	8.4	RCL & FRCL EET - %	High	Percentage					49.4%	50.5%											60%	70%	53.6%	74%	50%	59.7%	
	8.5	% Care Leavers in touch with their S/Ws and/or PA over last 2 months	High	Percentage				73.3%	77.9%																		
Pla ce	9.1	% of long term LAC in placements which have been stable for at least 2 years	High	Percentage		70.4%	70.9%	69.4%													69.2%	78%	70%				
	9.2	LAC with 3 or more placements in any one year - %	Low	Percentage		9.1%	9.3%	9.6%													20%	11%	10.4%	5.0%	10.0%	8.6%	

Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year	DOT (Month on Month)	RAG (✖■★)						Tolerances		Previous YTD	Latest benchmarking				
					Aug-18	Sep-18	Oct-18	Nov-18			YTD	Target	County	County Breckland	North Norwich	South Yarmouth	West	Red	Green	Stat neigh avg	Best stat neigh	Nat. top quartile	Eastern region	
Caseload	11.2	Maximum caseload of qualified social workers in LAC Teams	Low	Maximum				21	21															
	11.2a	Average number of cases per qualified social worker in LAC Teams	Low	Average				12	13															
	11.3	Maximum caseload of qualified social worker in Assessment Teams	Low	Maximum				41	38															
	11.3a	Average number of cases per qualified social worker in Assessment Teams	Low	Average				15	17															
	11.4	Maximum caseload of qualified social workers in FIT Teams	Low	Maximum				29	30															
	11.4a	Average number of cases per qualified social worker in FIT Teams	Low	Average				15	17															
	11.5	Maximum caseload of qualified social worker in CWD Teams	Low	Maximum				22	20															
	11.5a	Average number of cases per qualified social worker in CWD Teams	Low	Average				13	12															
	12.1a	Task Centred Carer Household Approved (Rolling 12 months)	High	Count	36	38	37	40																
Foster Carers	12.1b	Kinship Carer Household Approved (Rolling 12 months)	High	Count	81	84	82	79																
	12.1c	Short Breaks / Other Carer Household Approved (Rolling 12 months)	High	Count	7	7	6	7																
		Total Carer Household Approved (Rolling 12 months)	High	Count	124	129	125	126																
	12.2a	Task Centred Carer Household Ceased (Rolling 12 months)	Low	Count	31	32	31	33																
	12.2b	Kinship Carer Household Ceased (Rolling 12 months)	Low	Count	70	66	62	66																
		Short Breaks / Other Carer Household Ceased (Rolling 12 months)	Low	Count	33	31	28	21																
	12.2c	Total Carer Household Ceased (Rolling 12 months)	Low	Count	134	129	121	120																

- Notes:
- ① Requests for Support and allocations are counted for the calendar month, but some of the allocated cases may be as a result of a Request for Support received at the end of the previous month, as we have 5 days to allocate cases in Early Help. This may result in more cases being allocated than there are Requests for Support in the monthly MI data set, and thus percentages over 100.
 - ② From January 2017, CIN are required to have a plan from 45 working days after referral. Prior to this it was 20 working days.
 - ③ Figures for these measures at locality level will not sum to the county total as there are a considerable number of instances where a locality has not been allocated.

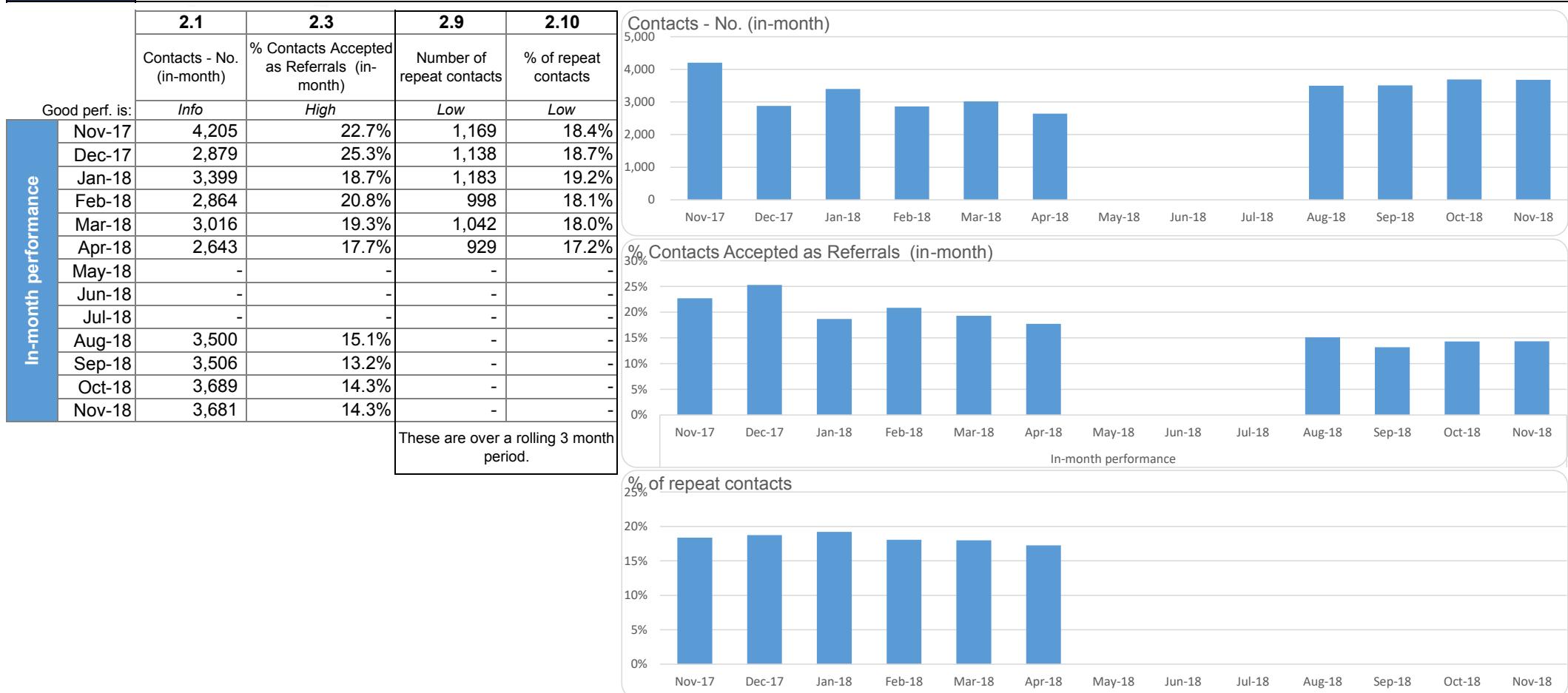
Definition	The data in this section relates to referrals to the Norfolk Early Help and Family Focus Teams
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Performance analysis	The re-referral rate into EHFF teams remains low across all localities with North & Broadland being the outliers at 12.5%. However there has been a 10% drop in the percentage of new EHFF cases that stepped down from Social Care teams and we see a wide variance across the localities in this measure. North and Broadland have significantly increased from 15% to 31%, which is the highest rate since April 18. This could be indicative of tenacious work on the part of both the EH teams and social care teams to ensure cases step down appropriately, however this will need more in-depth examination by the locality looking at numbers of cases rather each month rather than just percentages. South saw a large decrease in the percentage of new cases which were step-downs, from 57% to 22.6%, and whilst again the numbers need to be considered alongside percentages, some exploration as to why, given known strong relationships between EH and social care in that locality, would be helpful.
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**Note:**

Requests for Support and allocations are counted for the calendar month, but some of the allocated cases may be as a result of a Request for Support received at the end of the previous month, as we have 5 days to allocate cases in Early Help. This may result in more cases being allocated than there are Requests for Support in the monthly MI data set, and thus percentages over 100.

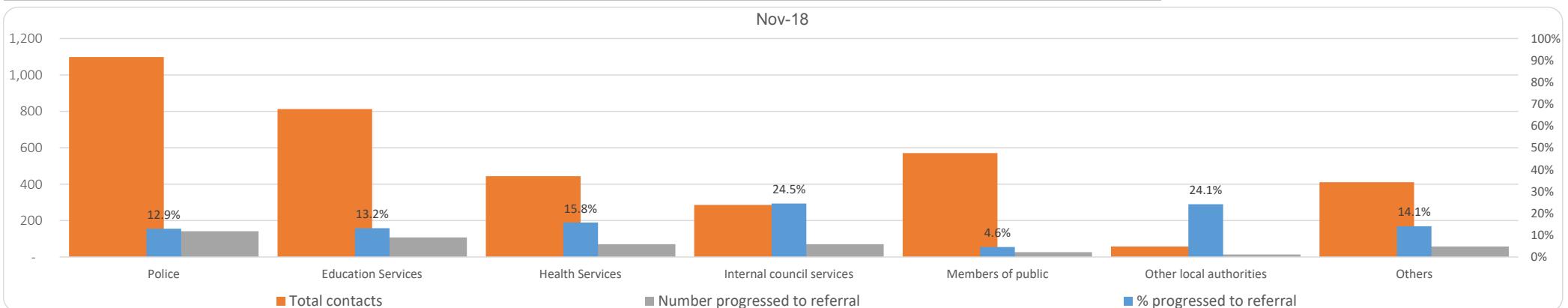
Definition	All contacts received by the LA via the MASH service are screened against an agreed multi-agency threshold criteria. Where a decision-maker in MASH agrees the threshold for social care involvement is met the contact progresses to a 'referral'. A number of the contacts made will be for information only or to ask for advice rather than be contacts seeking referral to social care services.
Performance analysis	The number of contacts reported has remained steady over the past 4 months but is higher than seen in February to April. This is partly due to how we now count contacts, as since Liquid Logic was introduced this will now include all contacts raised in the Early Help Module (EHM) regardless of whether it went through CADs (previously contacts recorded on the EH system DOREIS were not included). This will also have had an impact on the percentage of contacts that convert to referrals, as many contacts now reported on were never made with the intention of seeking a referral to Social Care. With the new CADs model in place, we might expect to see the percentage of contacts accepted as referrals fall further over the coming months.



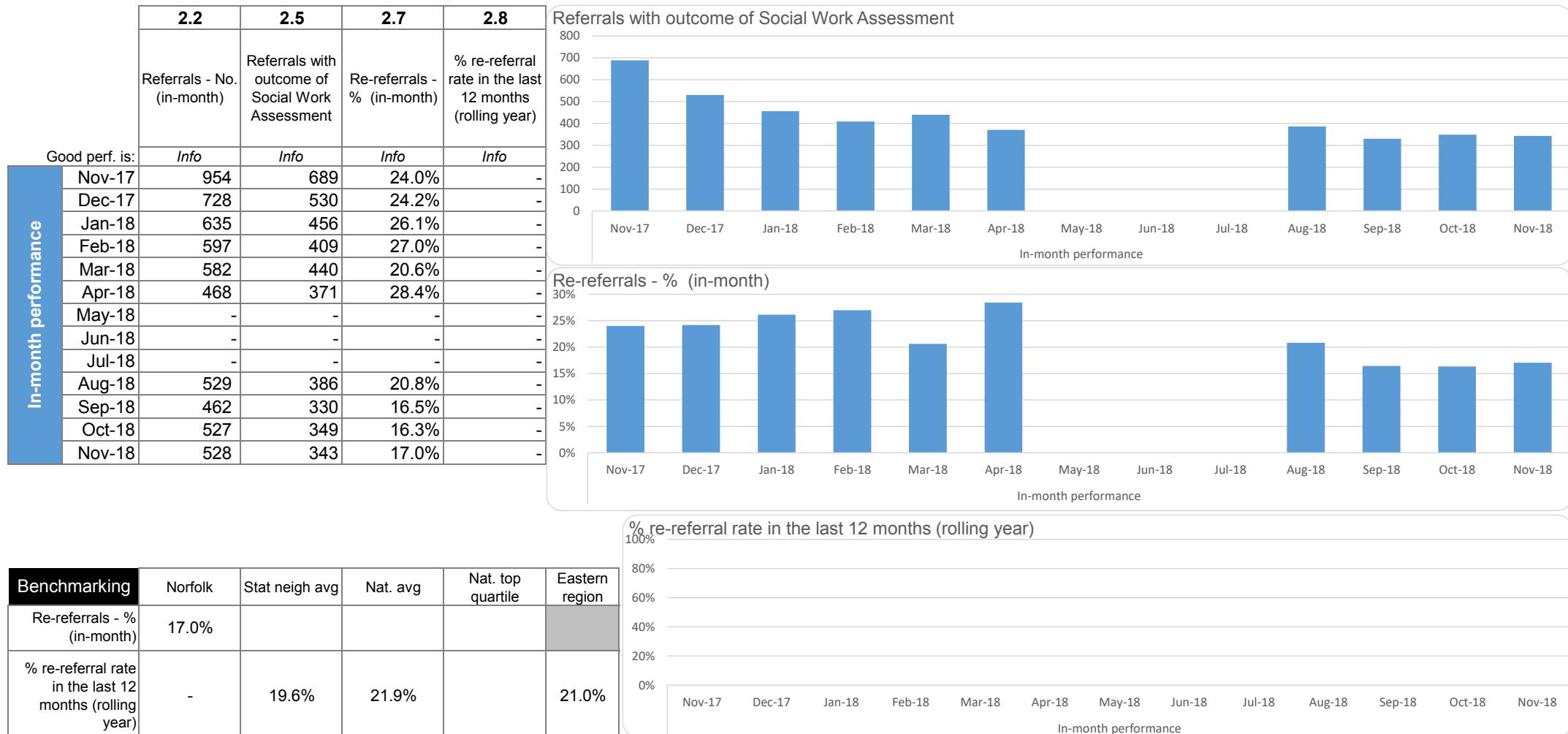
Contacts by source

(County - November 2018)

Definition		All contacts received by the LA via the MASH are screened against an agreed multi-agency threshold criteria. Where a decision-maker in MASH agrees the threshold for social care involvement is met the contact progresses to a 'referral'. Contacts come from a variety of sources and the data below provides a breakdown of numbers and progression rates to referral by source type. A number of the contacts made will be for information only or to ask for advice rather than be contacts seeking a referral to social care services.																					
Performance analysis		We have seen a slight drop in the number of contacts received from the Police to the lowest over the past 12 months. Whether this is due to the implementation of the CADS model alongside the Polices' own review of how they deal with reports concerning children can be considered further if the trend continues over the next few months. It is interesting to note that since the implementation of CADS Education Services are reported to have made more contacts with fewer resulting in referral. Whilst the increase in contacts will in part be due to reporting now counting all contacts recorded on EHM (see previous page) the fall in the number of referrals could suggest the new model of offering consultation and advice is working well to support partner agencies																					
In-month performance	Police			Education Services			Health Services			Internal council services			Members of public			Other local authorities			Others				
	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral		
	Nov-17	1,694	284	16.8%	723	254	35.1%	607	131	21.6%	82	45	54.9%	511	80	15.7%	165	53	32.1%	423	107	25.3%	
	Dec-17	1,322	263	19.9%	464	192	41.4%	366	96	26.2%	44	25	56.8%	347	66	19.0%	82	24	29.3%	254	62	24.4%	
	Jan-18	1,426	172	12.1%	516	151	29.3%	456	105	23.0%	64	31	48.4%	489	73	14.9%	141	37	26.2%	307	66	21.5%	
	Feb-18	1,512	213	14.1%	334	126	37.7%	318	66	20.8%	74	48	64.9%	253	47	18.6%	128	43	33.6%	245	54	22.0%	
	Mar-18	1,477	162	11.0%	496	173	34.9%	383	83	21.7%	51	30	58.8%	232	38	16.4%	85	16	18.8%	292	80	27.4%	
	Apr-18	1,443	151	10.5%	162	52	32.1%	358	78	21.8%	57	38	66.7%	288	59	20.5%	84	31	36.9%	251	59	23.5%	
	May-18																						
	Jun-18																						
	Jul-18																						
	Aug-18																						
Nov-18	1,239	157	12.7%	0	0	-	387	60	15.5%	0	0	-	0	0	-	0	0	-	79	3	3.8%		
Oct-18	1,345	176	13.1%	0	0	-	423	63	14.9%	0	0	-	0	0	-	0	0	-	121	6	5.0%		
Nov-18	1,098	142	12.9%	813	107	13.2%	444	70	15.8%	286	70	24.5%	571	26	4.6%	58	14	24.1%	411	58	14.1%		
Nov-18	Total contacts in month			3,681	13.2%			Police	Edu.	Health	Internal	Public	Other LA	Other									
	% of total contacts			29.8%		22.1%	12.1%	7.8%	15.5%	1.6%	11.2%												
	Total progressed to referral			487		% of total referred	29.2%	22.0%	14.4%	14.4%	5.3%	2.9%	11.9%										

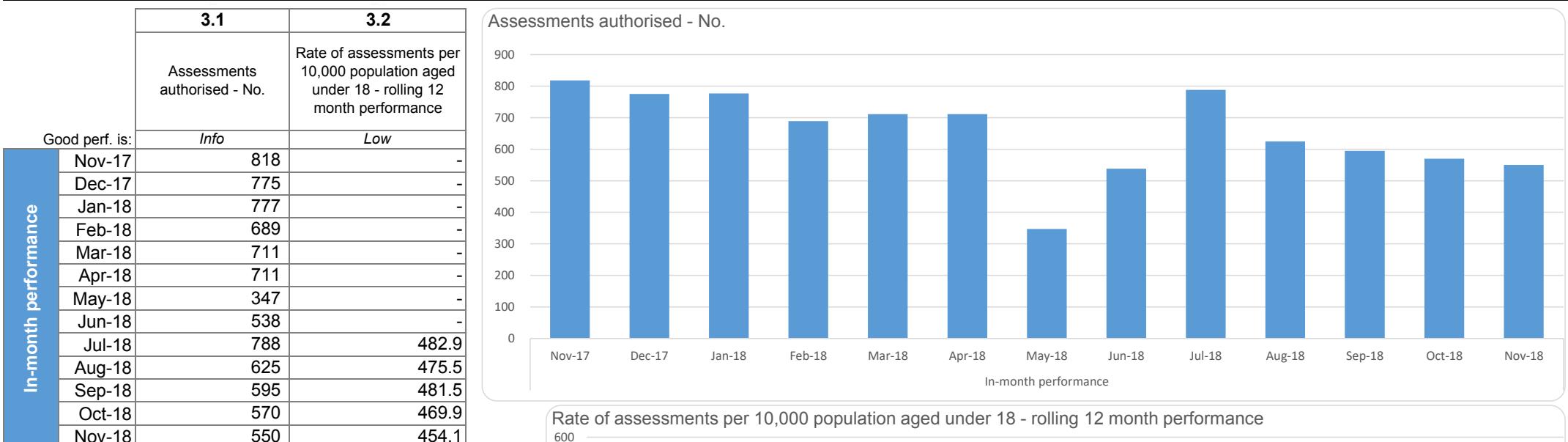


Definition	An initial contact will be progressed to a 'referral' where a Decision-Maker within MASH decides an assessment and/or services may be required for a child.
Performance analysis	Whilst there has been a significant drop in the number of referral this month compared to the same time last year, it does need to be noted that in late 2017 we saw anomalous rates of referrals. However, looking back to the same period in 2014, 2015 & 2016, referral rates in November have previously been circa 750 so it is true to say we are experiencing much fewer referrals at present. As referral rates have been dropping since the start of the, more extensive analysis of past month on month trends is needed to be able draw conclusions regarding the impact of CADS at this early stage of its implementation. Re-referral rates remain low, which is positive to see. Norwich's re-referral rate is, at 27%, a significant outlier (the next highest is West at only 19%), the HoSW is looking at these cases to investigate why the rate may have gone up and will address any findings. This includes exploring whether there has been an increase of cases stepping up from EH having previously been stepped down from Social Care teams.



Definition	If a child meets the Children's Act definition of 'Child in Need', or is likely to be at risk of significant harm, authorisation will be given for an assessment of need to be started to determine which services to provide and what action needs to be taken.
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Performance analysis	The number of social work assessments completed continues to fall. This is due in part to a drop in the referral numbers since the very high rate of referrals received in the 6 month period of June - November 17. We would expect to see the numbers continue to reduce as the introduction of the CAD Service appears to have already seen some reduction in referral rates.
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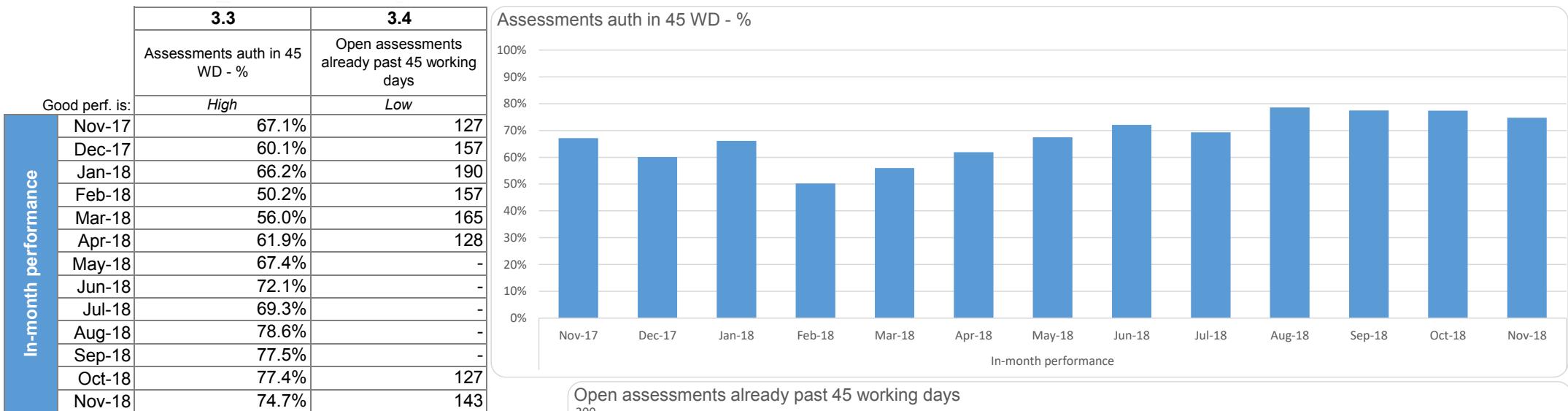


Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	454.1	463.1	515		387.8355

Assessments Completed

(County - November 2018)

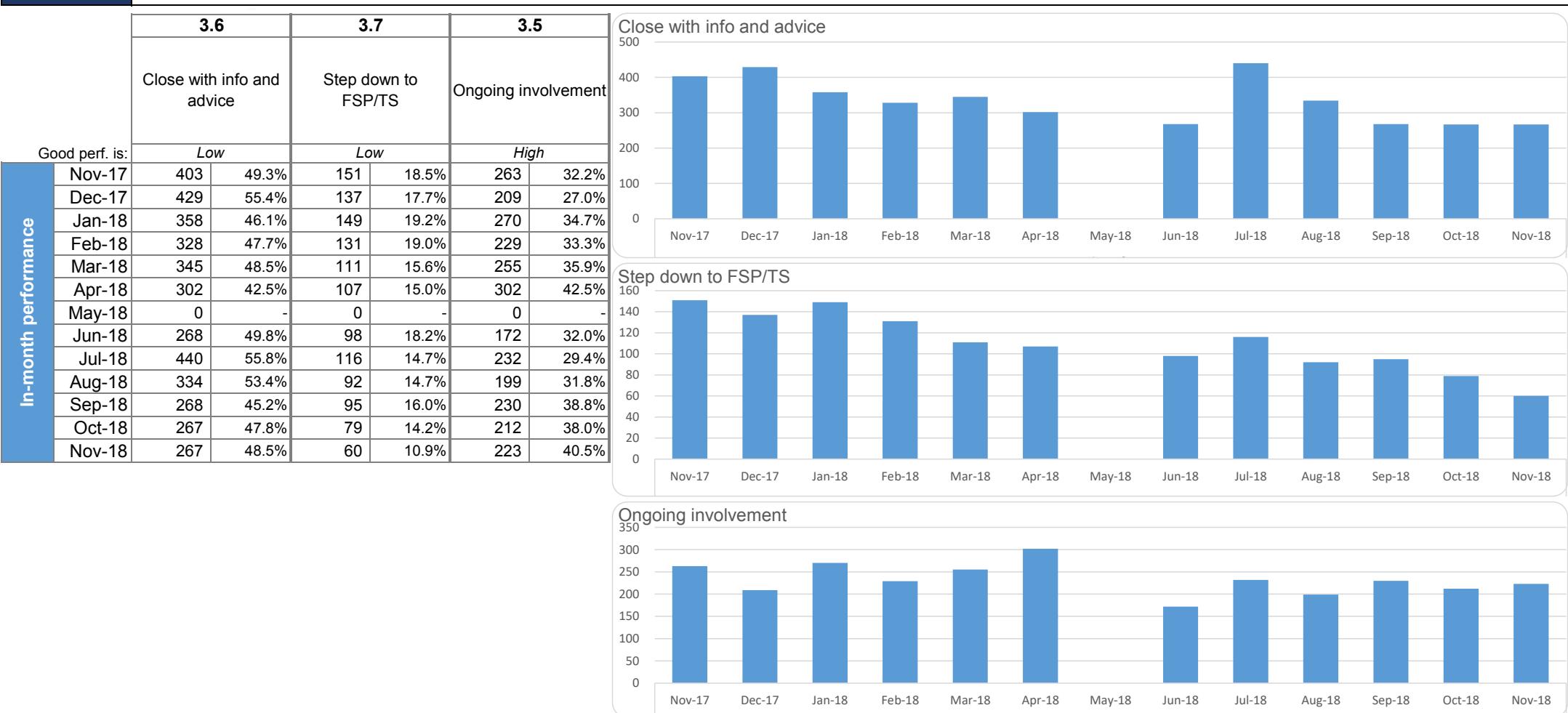
Definition	National Working Together guidelines, and the local recording timescales policy, state that the maximum timeframe for an assessment to be completed is 45 working days from the point of referral. If, in discussion with the child, family and other professionals, an assessment exceeds 45 working days a clear reason should be recorded on the assessment by the social worker and/or the social work manager.
Performance analysis	After a strong 3 months, there was a slight decrease in the percentage of Social Work Assessments completed in 45 working days. There is a wide variance of performance across localities, with Breckland having 100% authorised in timescales and West 91%, whilst Yarmouth completed only 65.5% in 45 working days and South 58.4%. It is known that South Assessment teams have had some difficulties regarding staffing and management of work, and during November they did make efforts to finish and authorise more assessments, many of which had gone over timescales, and this is likely to have impacted on this performance measure. It is important that all the locality ensure they have systems in place to support workers in completing timely work on an ongoing basis as opposed to allowing performance to slip back to the concerning level early 2018. What is positive is that alongside better timeliness, we have seen some improvements in quality of assessments. 4 localities have had one case, one worker audits (North & Broadland, Breckland, Norwich & South (in progress)) and analysis of logged audits from these shows that in 65% of cases practice standards for Assessments were met or consistently met. For many of those that didn't meet practice standards, this was due to timeliness of completion rather than inadequate quality.



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Assessments auth in 45 WD - %	74.7%	83.8%	82.9%		83.9%

Definition	Every assessment should be focused on outcomes, deciding which services and support to provide to deliver improved welfare for the child and reflect the child's best interest. The data below shows a breakdown of the options for outcomes from Social Work Assessments in Norfolk.
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Performance analysis	We have again seen a slight increase in the percentage of assessments that conclude with Ongoing Involvement, which is positive to see and the Localities with the highest percentage (West circa 48% and Breckland circa 45%) are the Localities who have had performance above 90% for SWAs in timescales. Given it is the localities with the poorest performance for assessment timeliness that have the lowest percentage ending with Ongoing Involvement (South 37% and Yarmouth 35.5%), some more in-depth analysis of the links between timeliness, outcomes and quality of assessments will be undertaken using performance data, outcomes of audits and dip sampling of cases.
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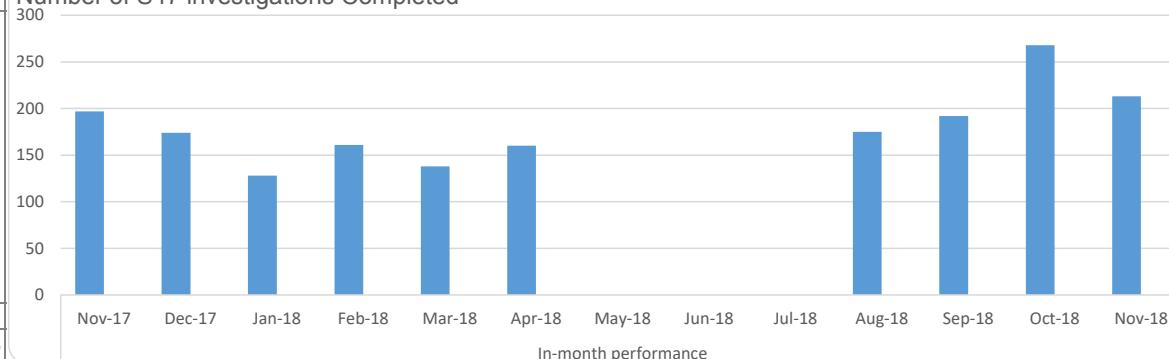


Section 47 Investigations

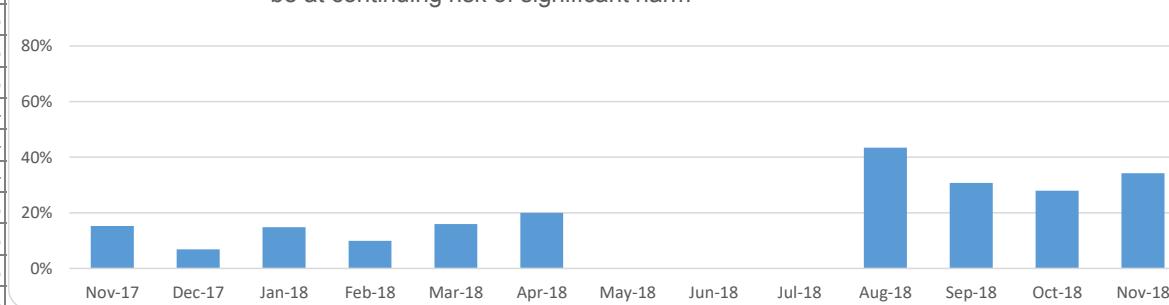
(County - November 2018)

Definition	S47 of the Children Act 1989 states that where there is reasonable cause to suspect that a child may have suffered or is likely to suffer significant harm the local authority must make such inquiries as are necessary in order to determine what if any action needs to be taken to safeguard the child. This is the duty to investigate.								
Performance analysis	Whilst the number of Section 47 Investigations has fallen slightly compared to last month, it is still slightly higher than we have previously seen. Given the majority have an outcome of concerns substantiated there is no immediate indication that the Investigations are being held inappropriately. Indeed on hypothesis might be the increase is indicative of improving practice now that the volume of referrals have reduced and assessments are more timely, allowing social workers and managers more space to reflect on and identify safeguarding concerns at an earlier stage. However the caveat to this is that managers and Heads of Service need to assure that increases in Section 47 investigations is not an indication of overly punitive or risk averse practice.								
	4.3 Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	4.4 Number of S47 investigations Completed	4.5n % of S47's with an outcome - Concerns are substantiated and child is judged to be at continuing risk of significant harm	4.6n % of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm	4.6 % of S47's with an outcome - Concerns not substantiated	4.7n % of S47's with an outcome - Concerns not substantiated			
Good perf. is:	Low	Info	High	High	Low				
In-month performance	Nov-17	139.8	197	69	35.0%	30	15.2%	98	49.7%
	Dec-17	123.5	174	57	32.8%	12	6.9%	105	60.3%
	Jan-18	90.9	128	89	69.5%	19	14.8%	19	14.8%
	Feb-18	114.3	161	123	76.4%	16	9.9%	18	11.2%
	Mar-18	98.0	138	87	63.0%	22	15.9%	18	13.0%
	Apr-18	113.6	160	81	50.6%	32	20.0%	32	20.0%
	May-18	-	-	-	-	-	-	-	-
	Jun-18	-	-	-	-	-	-	-	-
	Jul-18	-	-	-	-	-	-	-	-
	Aug-18	124.2	175	76	43.4%	76	43.4%	23	13.1%
	Sep-18	136.3	192	100	52.1%	59	30.7%	33	17.2%
	Oct-18	190.2	268	137	51.1%	75	28.0%	56	20.9%
	Nov-18	151.2	213	108	50.7%	73	34.3%	32	15.0%
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region				
Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	151.2	127.4	157.4		93.9				
% of S47's with an outcome - Concerns not substantiated					44.8%				

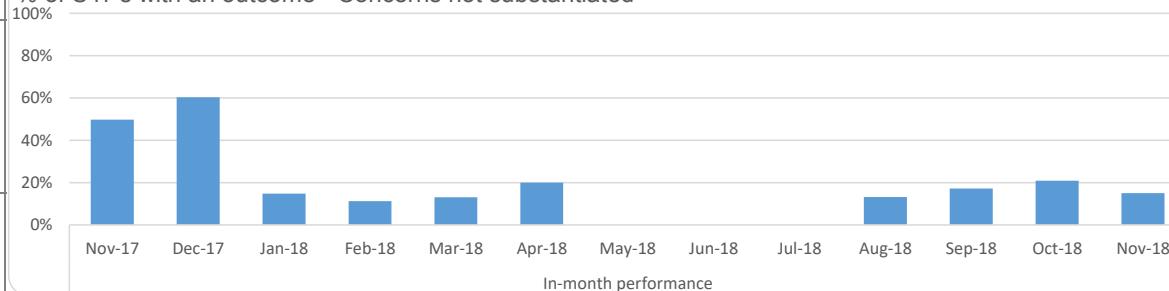
Number of S47 investigations Completed



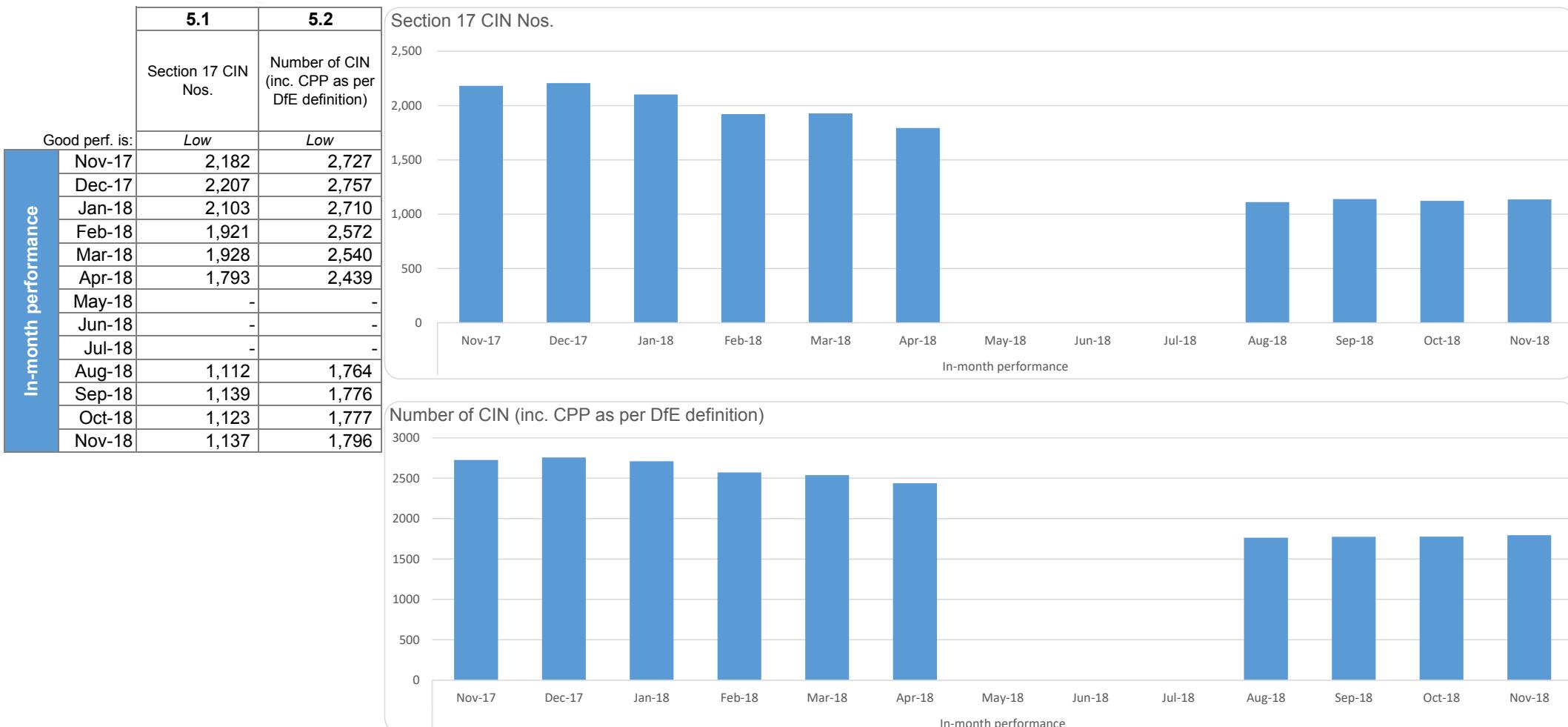
% of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm



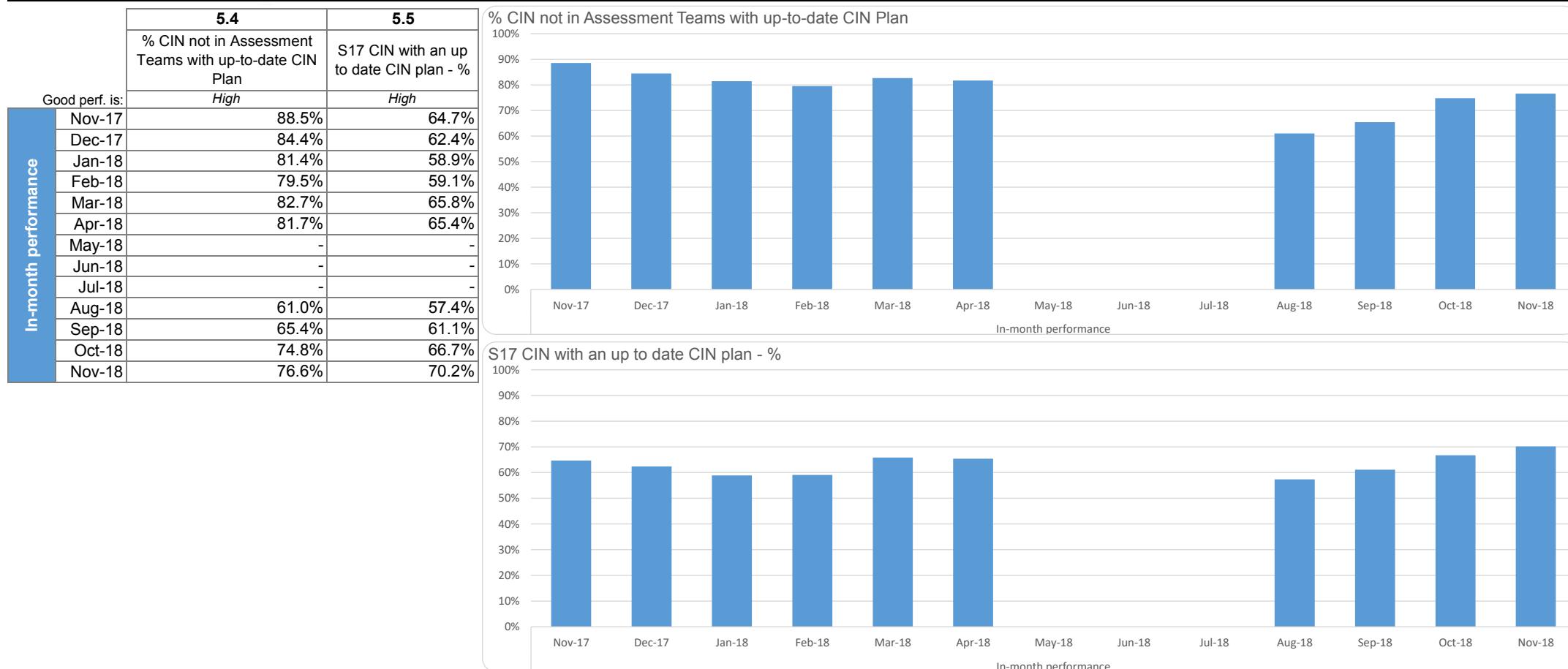
% of S47's with an outcome - Concerns not substantiated



Definition	If a child is found to be disabled or the assessment finds that their health and development is likely to suffer without local authority intervention, the child will be classed as 'in need' as defined by Section 17 of the Children Act 1989. This means that the Local Authority will then be legally obliged to provide the necessary services and support.
Performance analysis	As highlighted last month, with our new recording system we are now more accurately able to count those children who have been subject to a social work assessment and identified as 'children in need' as defined by section 17 of the Children Act 1989, whereas previously we could only identify those children who had an open referral but weren't on Child Protection Plans or Looked After. There are no 'good or bad' CIN figures, however big changes in numbers do need to be investigated and understood.

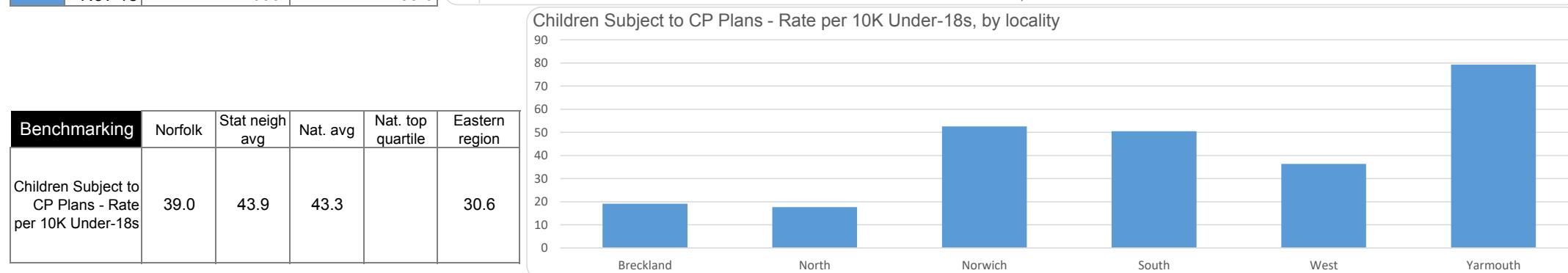
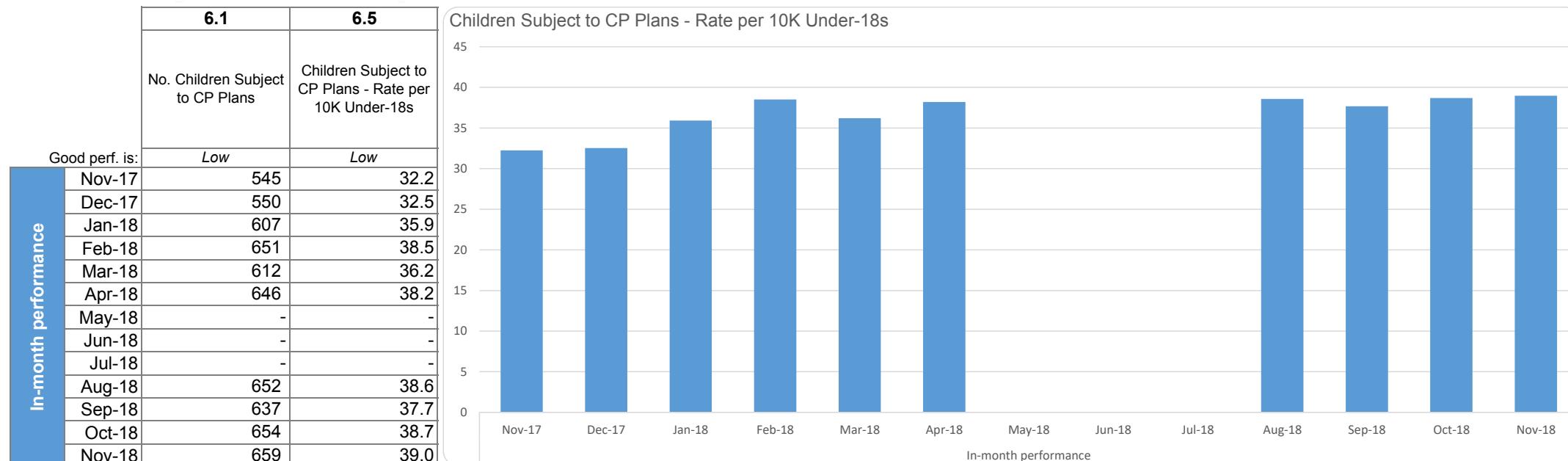


Definition	A child's plan needs to be developed for each individual child taking into account any identified needs that require intervention. Each type of plan has a completion timescale. The data below looks at Child in Need Plans.
Performance analysis	Although not at the same level seen prior to April 18, we are seeing increasing percentages of Children in Need with an up to date plan across the County. Breckland is the only locality to see a significant decrease in performance in this measure falling from 78.5% to 63.5% excluding Assessment teams and from 66.5% to 59% including assessment team. This could be linked to Breckland recently becoming a pilot locality for a new social work model, whereby Assessment and FIT functions have merged and social workers now hold cases from referral to closure, step down or transfer to LAC. This means both assessment and FIT social workers have had to get used to new ways of working and the HoSW and managers need to understand how and if this has impacted on performance in this measure, alongside solutions to improve. Notwithstanding this, dip sampling of exceptions from the Breckland teams has evidenced that for many children who didn't have an up to date CIN plan, particularly those who had recently had or were having an assessment completed, had been subject to a Rapid Network Meeting and had an associated support plan in place.



Definition	Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the child is safe from harm and remains that way.
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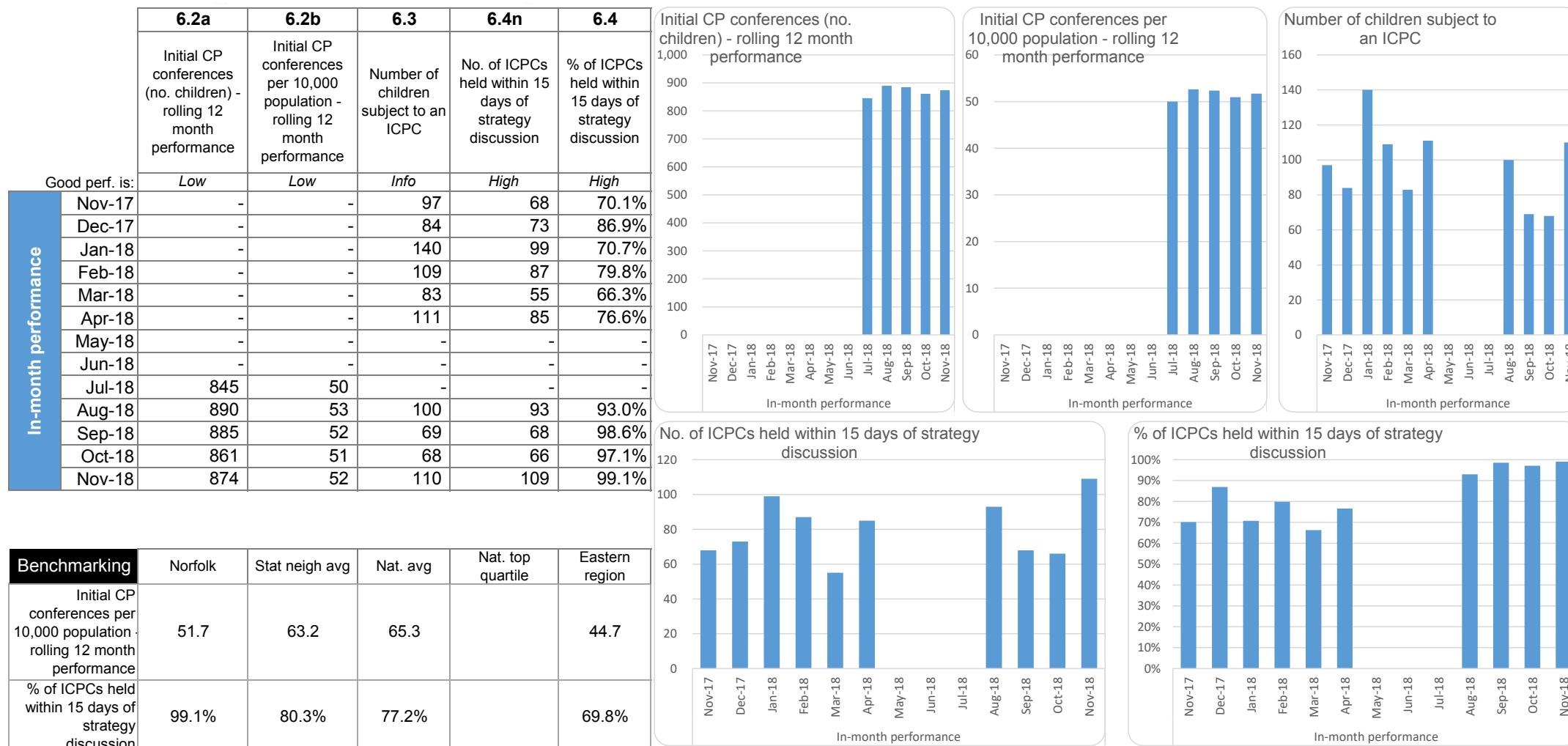
Performance analysis	Whilst the number and rate per 10K under 18 population of children subject to CP plans has increased, this is a national trend and Norfolk has consistently been lower than the National average for the past 5 years in terms of rate per 10k under 18s. Notwithstanding this, we need to remain mindful of the increasing numbers in Norfolk and seek to understand if there are any themes that can be explored to underpin learning and practice. It would also be helpful to explore the impact of different ways of working as Breckland are the only locality to see a significant drop in numbers in the last year, from 63 to 51. In the same period of time North (from 47 to 71 children) and Yarmouth (from 109 to 157 children) have increased. Please note, Norwich & South are excluded from this comparison as South took responsibility for 3 Norwich Wards in January 18 so year on year figures can not be considered until after January 19. However it is positive that Norwich has continued to see a drop in the number of children subject to CP plans from 203 in February to 141 in October 18 then further to 138 this month.
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Initial Child Protection Conferences

(County - November 2018)

Definition	Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the child is safe from harm and remains that way.
Performance analysis	Performance regarding the % of ICPCs in 15 working days of the strategy discussion is now excellent. This is because the new recording system makes recording errors less likely as clear processes and workflows have to be followed to move forward and individual children are more easily linked to their siblings in each process.



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Initial CP conferences per 10,000 population - rolling 12 month performance	51.7	63.2	65.3		44.7
% of ICPCs held within 15 days of strategy discussion	99.1%	80.3%	77.2%		69.8%

Child Protection Time Periods

(County - November 2018)

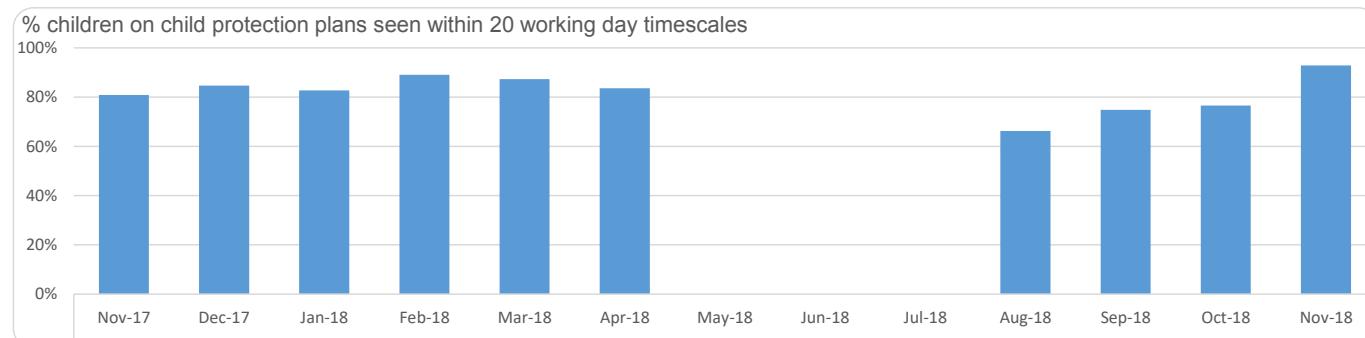
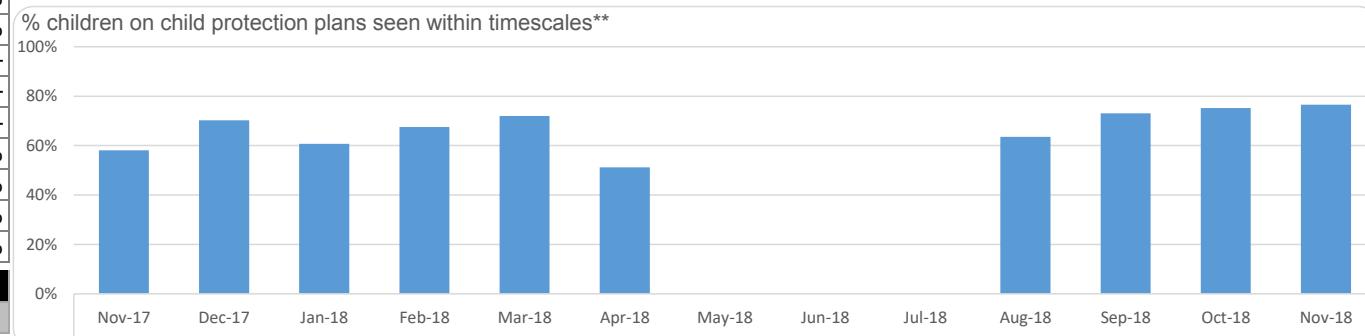
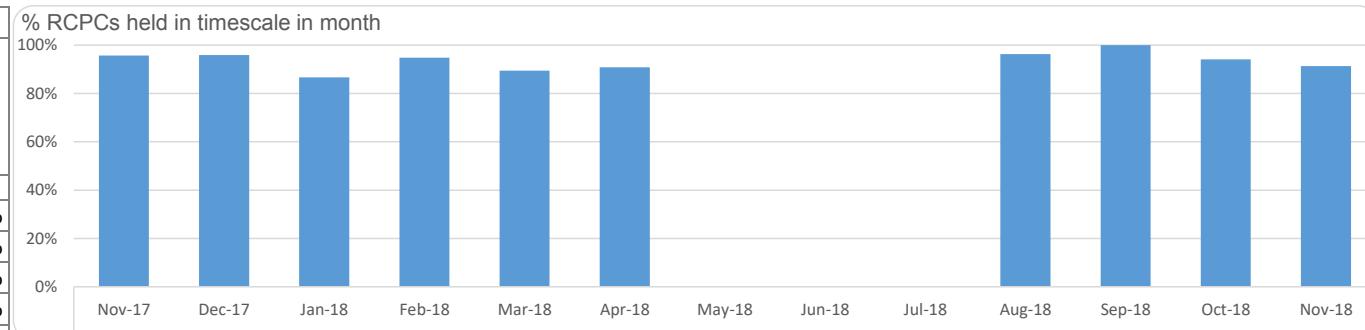
Definition	Child Protection plans remain in force until the child is considered to no longer be at risk of harm, moves out of the local authority area, or reaches the age of 18.
Performance analysis	We are still working on getting a full data set for all the months since April 2018 for these measures and as such can not give a rolling 12 months percentage figure for children subject to a CP plan for a second or subsequent time, there was a further rise in November and as such, given the slightly higher numbers also seen in August and October, we may see the rolling 12 months figure exceed the 22.4% seen a year ago. This may need further exploration in numbers continue to rise. We continue to see very small numbers and percentages of children being subject to CP plans for more than 2 years, and the number on plans for 18 months or longer has decreased.

	6.9a	6.9b	6.10a	6.10n	6.10b	6.11n	6.11b	No. of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	No. children subject to child protection plan for > 18 months	No. children subject to child protection plan for > 2 years	% children subject to child protection plan for > 2 years	No. of CP plans lasting 2 years or more - ceased within period	% of CP plans ceased within period that had lasted 2 years or more	
Good perf. is: In-month performance	Nov-17	14	23.6%	15	5	0.9%	0	0.0%							
	Dec-17	11	22.6%	12	2	0.4%	4	6.9%							
	Jan-18	19	22.4%	29	6	1.0%	0	0.0%							
	Feb-18	15	20.8%	29	5	0.8%	0	0.0%							
	Mar-18	11	20.4%	31	5	0.8%	0	0.0%							
	Apr-18	12	20.2%	30	5	0.8%	4	8.5%							
	May-18	-	-	-	-	-	-	-							
	Jun-18	-	-	-	-	-	-	-							
	Jul-18	-	-	-	-	-	-	-							
	Aug-18	23	-	23	7	1.1%	0	0.0%							
	Sep-18	13	-	21	8	1.3%	2	2.7%							
	Oct-18	24	-	22	7	1.1%	1	1.5%							
	Nov-18	32	-	20	6	0.9%	2	2.1%							
Benchmarking															
Norfolk	-					0.9%		2.1%							
Stat neigh avg		19.7%				2.8%									
Nat. avg		18.7%				2.1%									
Nat. top quartile															
Eastern region		10.6%				1.9%		3.1%							

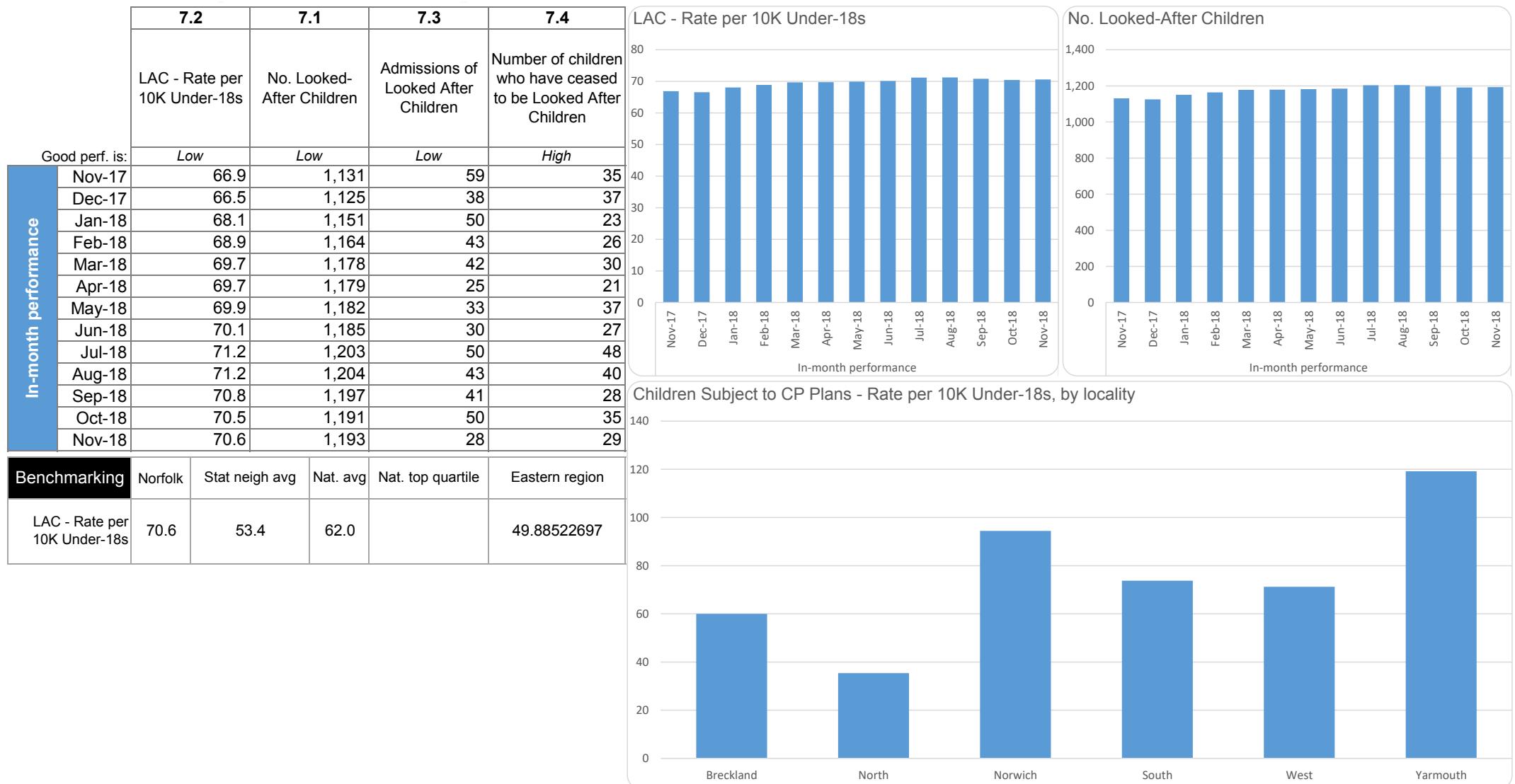
Definition	A child protection plan is reviewed after 3 months at a Review Conference and at intervals of no more than 6 months thereafter. The Norfolk Recording Timescales Framework states that children subject to a CP plan should be visited a minimum of 4 weekly (20 working days).
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Performance analysis	The percentage of children seen on CP plans within 20 working days is at the highest level over the past 12 month and is indicative of social workers ensuring their recording is up to date and accurate (i.e. using the correct case note and indicating they have seen the child on the visit). All localities are over 90% with the exception of South, who none the less have increased from 81% in October to 87%. Breckland saw all their children subject to CP plans within the 20 day timescale. Where children haven't been seen within either timescale, dip sampling evidences that in some cases supervision or management overview either indicate the child has been seen regularly (but not recorded) or gives a clear rationale as to what has prevented a visit (e.g. child refusing to see the SW or family have left the country) and what action is needed. However in too many cases there is no clear reason why the child has not been seen (or visit not recorded). Managers should ensure there is clear oversight and understanding regarding statutory visits, including giving clear, child centred, rationales when decisions are made for a SW not to see a child every 10 working days (e.g. CP plan is likely to step down and family need less visits, or there are a number of other professionals visiting on a regular basis and 10 day SW visits would be overwhelming).
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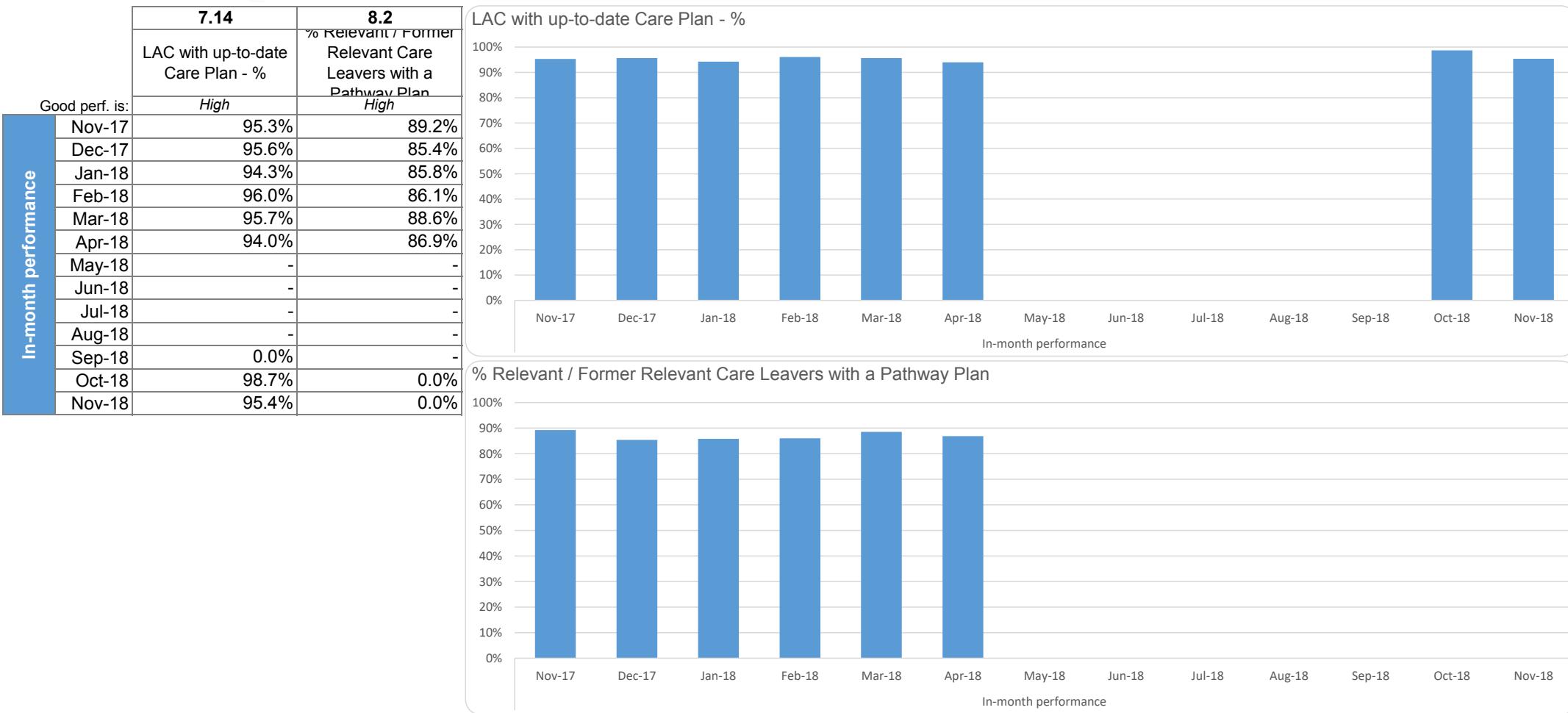
	6.12	6.14	6.15	Good perf. is: <i>High</i>
	% RCPCs held in timescale in month	% children on child protection plans seen within timescales**	% children on child protection plans seen within 20 working day timescales	
In-month performance	Nov-17	95.7%	58.1%	80.9%
	Dec-17	95.9%	70.2%	84.7%
	Jan-18	86.6%	60.7%	82.7%
	Feb-18	94.8%	67.5%	89.1%
	Mar-18	89.5%	72.0%	87.3%
	Apr-18	90.8%	51.2%	83.6%
	May-18	-	-	-
	Jun-18	-	-	-
	Jul-18	-	-	-
	Aug-18	96.3%	63.5%	66.3%
	Sep-18	100.0%	73.0%	74.8%
	Oct-18	94.1%	75.2%	76.6%
	Nov-18	91.4%	76.5%	92.9%
Benchmarking	Eastern region	77.5%		



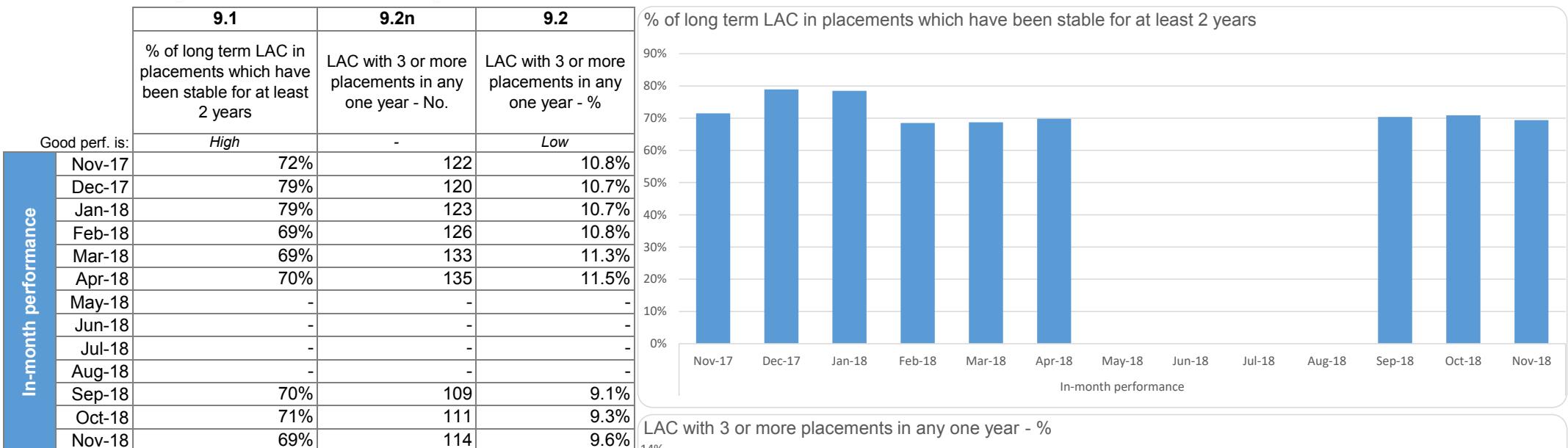
Definition	Looked After Children are those children who have become the responsibility of the Local Authority. This can happen voluntarily by parents (section 20) or through Care Proceedings.
Performance analysis	Whilst it is recognised that Norfolk's rate of LAC per 10k population under 18 is significantly higher than benchmarking averages (see below), we have seen the number and rate fall from a high of 1,204 (71.2 per 10k population) in August 2018 to 1,193 (70.6 per 10k) as at the end of November 2018. There have been several streams of work to identify, drive and monitor action on those cases where children could either return home to their parents' care or be cared for outside of being looked after (specifically via Special Guardianship Orders). This includes a weekly LAC tracker and a 'return home' project which currently has 100+ children identified for possible reunification with their families. The quarterly LAC analysis helps identify trends & cohorts of LAC children who may need more focus as well as hypothesis on practice that needs further exploration. South, North and West all saw a decrease in LAC numbers in the past month. Yarmouth and Norwich saw increases over the last month, but more concerningly have seen the most increase over the past year, with Yarmouth rising from 179 in November 17 to 236 and Norwich from 217 to 248, despite having a smaller area since January 18. Whilst it is expected these areas would have higher LAC rates than others due to the levels of deprivation and need in some wards, some exploration of threshold and risk management in different localities will be undertaken in the next quarterly analysis to help understand this better.



Definition	A child's plan needs to be developed for each individual child taking into account any identified needs that require intervention. Each type of plan has a completion timescale. The data below looks at LAC plans and Pathway Plans (when a Looked After Child reaches 16 years and 3 months they become eligible for a Pathway Plan which focuses on preparing a young person for adulthood).
Performance analysis	We continue to see very strong performance with regard to looked after children having Care Plans updated and this is seen across all localities. We are still working on ensuring that Social workers are recording Pathway Plans for Eligible Care Leavers correctly on the system but are aware that the majority have Care Plans in place.



Definition	A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.
Performance analysis	Stability for 'long term' LAC remains good and in line with stat neighbour & national averages. Whilst stability is positive, we must ensure we are exploring what the right permanency options are for all children, including returning home or SGOs to family members or foster carers. The number and percentage of LAC with 3 or more moves in any one year has fallen since the year high in April 18. We may expect to see this rise again in coming months as work regarding reunification and moving children and young people from residential care to foster care, where it is the right plan for them to do so, has an effect



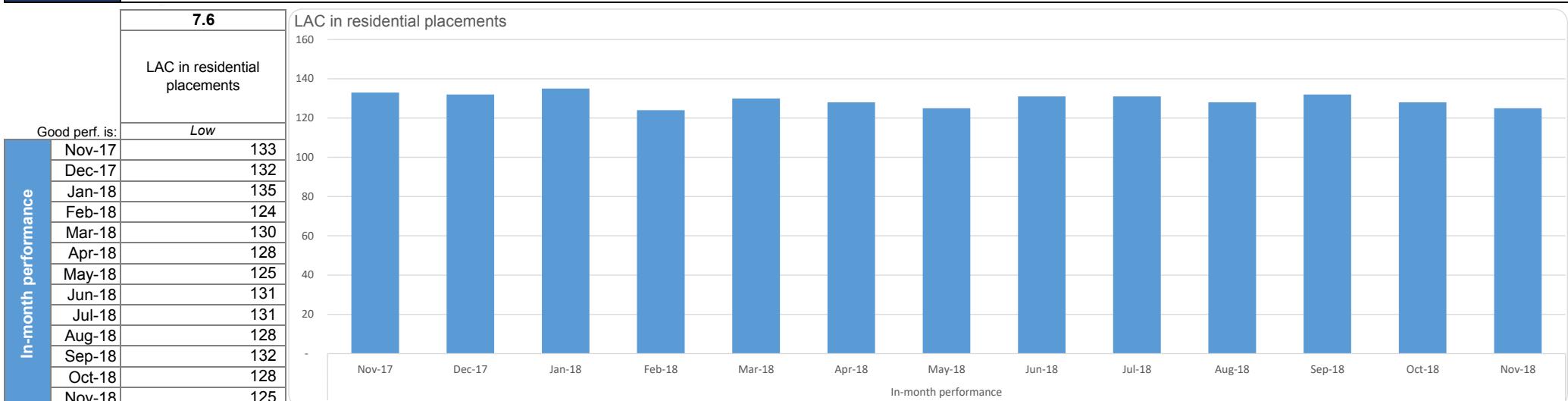
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Eastern region
% of long term LAC in placements which have been stable for at least 2 years	69.4%	69.2%	70.0%	
LAC with 3 or more placements in any one year - %	9.6%	10.4%	10.0%	8.6%

Month	Percentage
Nov-17	10.8%
Dec-17	10.7%
Jan-18	10.7%
Feb-18	10.8%
Mar-18	11.3%
Apr-18	11.5%
May-18	-
Jun-18	-
Jul-18	-
Aug-18	-
Sep-18	9.1%
Oct-18	9.3%
Nov-18	9.6%

Looked After Children in residential placements

(County - November 2018)

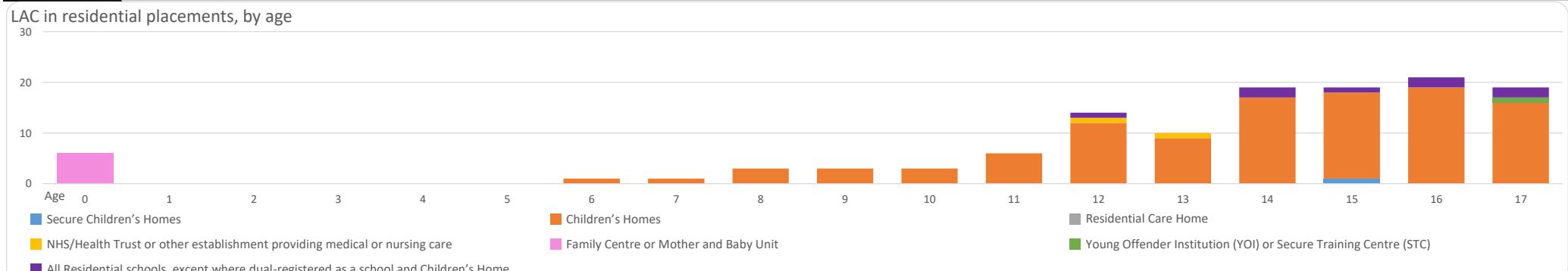
Definition	A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.
Performance analysis	There continues to be a focus on reducing the number of children in residential placements and this appears to be having an impact with further reductions seen this month. Whilst there will always be children and young people for whom residential care is the right placement, we continue to strive to find good quality, nurturing placements within family environments for children and young people for whom this would be the best care setting. There is a sustained effort to increase the number of in-house foster carers and the new Valuing Care forms in LCS have now gone live. These will help social workers ensure the needs of looked after children are more fully understood to better match them with appropriate carers who are able to meet those needs.



By age and placement:

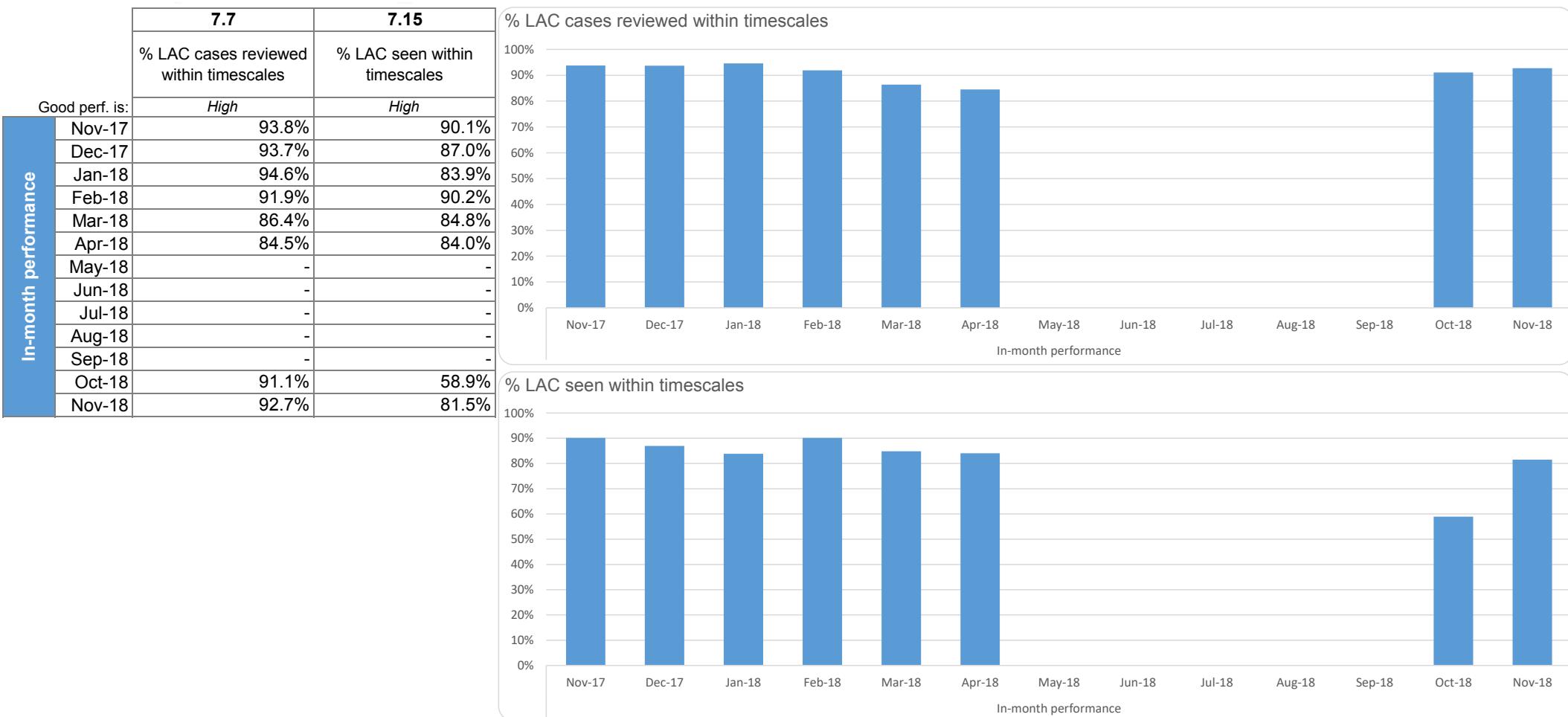
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Secure Children's Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Children's Homes	0	0	0	0	0	0	0	1	1	3	3	3	6	12	9	17	17	16
Residential Care Home	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NHS/Health Trust or other establishment providing medical or nursing care	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0
Family Centre or Mother and Baby Unit	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Young Offender Institution (YOI) or Secure Training Centre (STC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
All Residential schools, except where dual-registered as a school and Children's Home.	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2	1	2

Nov-18



Definition	The purpose of the LAC review is to consider the LAC plan for the welfare of the child & achieve Permanence for them within a timescale that meets their need. The review is chaired by an Independent Reviewing Officer (IRO). The local timescales for a social worker to visit a Looked After Child is on day of placement, within one week of placement, then at intervals of no more than 6 weeks for the first year. Thereafter, intervals of not more than 6 weeks or 3 months if the placement is planned to last until 18.
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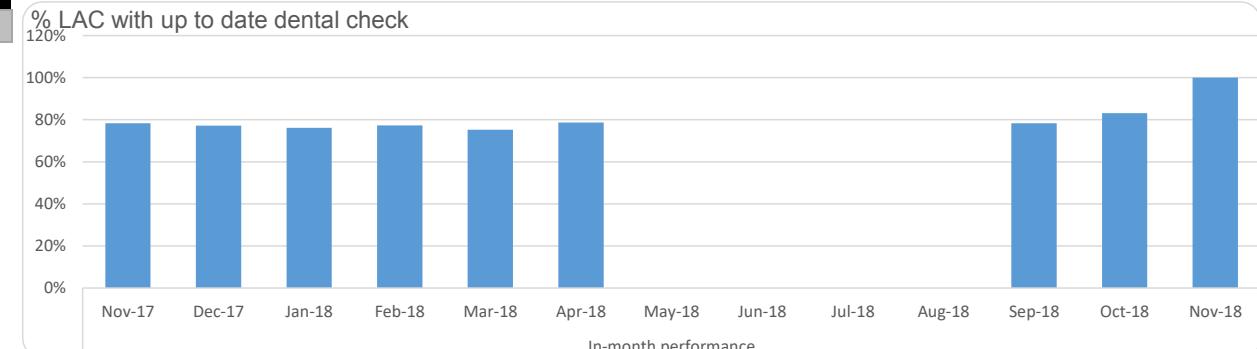
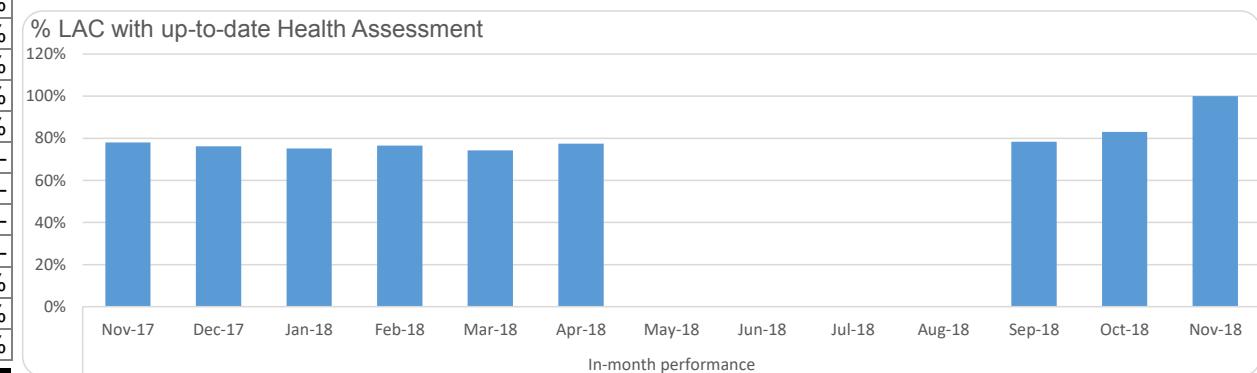
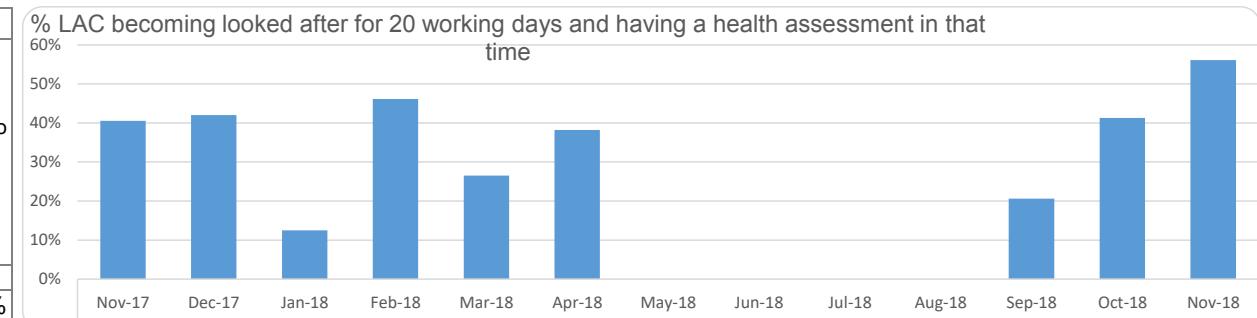
Performance analysis	As with visits to children subject to a CP plan being seen in timescales, we have seen much improvement in the timeliness of visits to Looked After Children, due to practitioners ensuring recording is correct and timely. However there are some wide variances across localities, with Breckland (97.5%) and Norwich (92.3%) performing very well whilst West's performance was only 62% (albeit this was an increase from 34% in October). The HoSW and Team Managers need to ensure they understand whether this remains a recording issue or whether children have not been seen as often as they should. In either case they need to ensure there is a plan with each social worker to address this.
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Definition	Local Authorities have a duty to safeguard and to promote the welfare of the children they look after. There is a statutory duty on Local Authorities to make arrangements to ensure that every child who is looked after has his/her health needs fully assessed and a health plan clearly set out.
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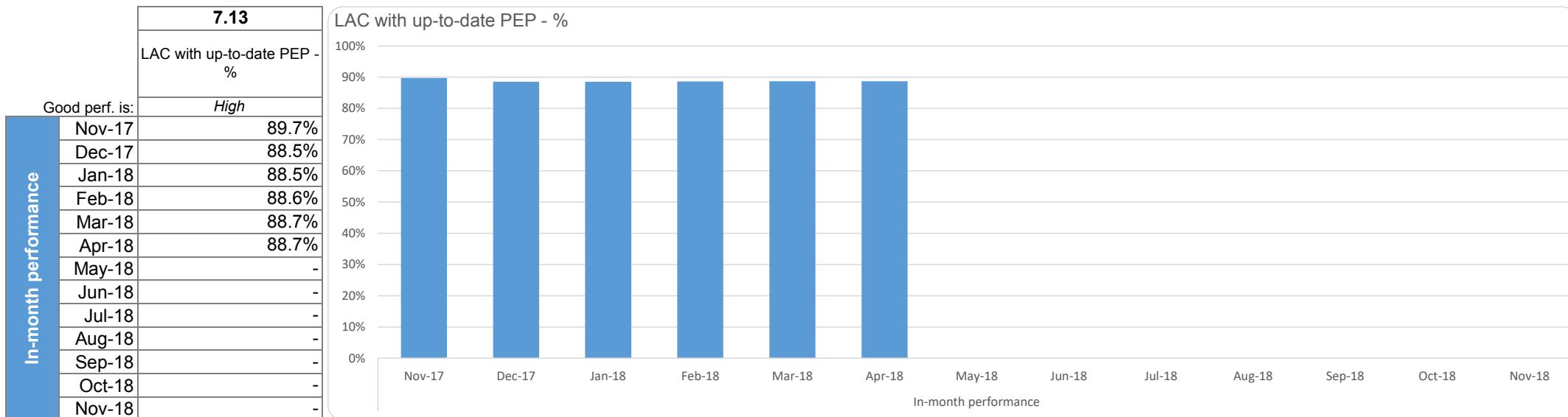
Performance analysis	Performance for Initial Health Assessments continues to improve with social work teams ensuring more requests are made in the 5 working day timescale and our Health Partners providing more capacity for the IHA appointments to be undertaken within 20 working days of the child becoming Looked After. Notwithstanding this we continue to be tenacious in challenging staff and Health Partners to improve further.
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In-month performance	7.9n	7.9	7.10	7.10p	7.11	7.11p	% LAC becoming looked after for 20 working days and having a health assessment in that time													
	# LAC having a health assessment within 20 days of becoming LAC	% LAC becoming looked after for 20 working days and having a health assessment in that time	LAC with up-to-date Health Assessment No.	% LAC with up-to-date Health Assessment	LAC with up to date dental check - No.	% LAC with up to date dental check	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	
Good perf. is:	<i>Info</i>	<i>High</i>	<i>High</i>	<i>High</i>	<i>High</i>	<i>High</i>	15	40.5%	610	78.0%	613	78.4%								
	Nov-17	15	40.5%	610	78.0%	613	78.4%													
	Dec-17	21	42.0%	604	76.2%	612	77.2%													
	Jan-18	5	12.5%	604	75.1%	612	76.1%													
	Feb-18	18	46.2%	613	76.5%	619	77.3%													
	Mar-18	13	26.5%	596	74.2%	604	75.2%													
	Apr-18	13	38.2%	627	77.4%	637	78.6%													
	May-18	-	-	-	#VALUE!	-	-													
	Jun-18	-	-	-	#VALUE!	-	-													
	Jul-18	-	-	-	#VALUE!	-	-													
	Aug-18	-	-	-	#VALUE!	-	-													
	Sep-18	7	20.6%	651	78.3%	651	78.3%													
	Oct-18	19	41.3%	697	83.0%	698	83.1%													
	Nov-18	23	56.1%	713	100.0%	706	100.0%													
Benchmarking																				
Eastern region		44.2%																		



Definition	A personal education plan (PEP) is a school based meeting to plan for the education of a child in care. These are a statutory requirement for children in care to help track and promote their achievement.
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Performance analysis	We are currently unable to report on PEP data as recorded in LCS at the moment, however we do know from our Education Colleagues that we have seen 94% of PEPs being completed for our looked after children in timescales.
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Looked After Children Participation

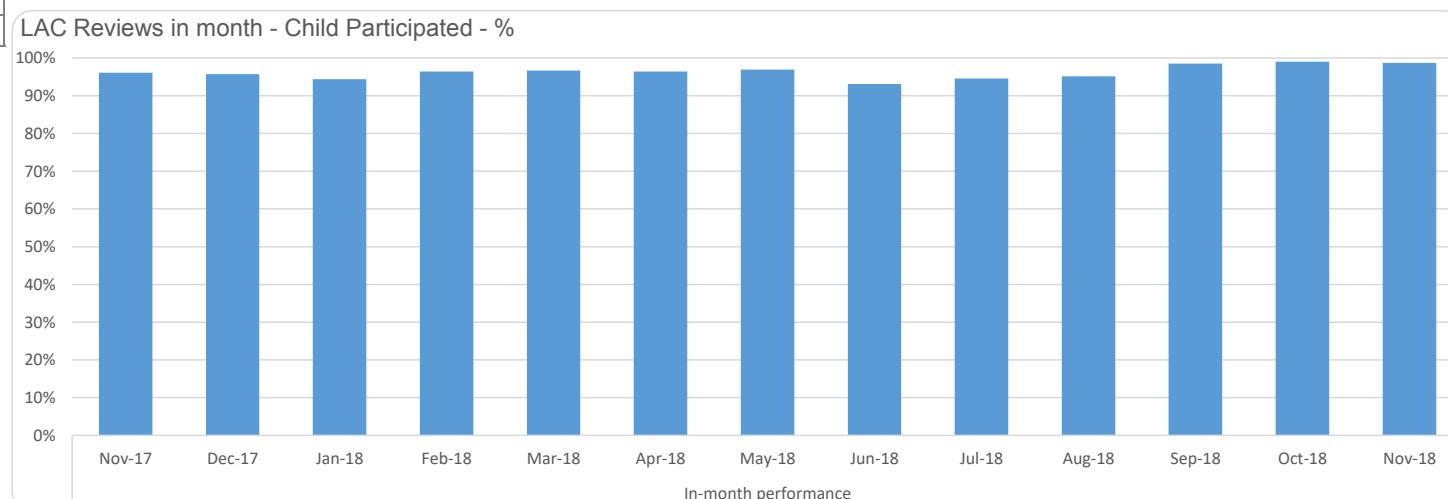
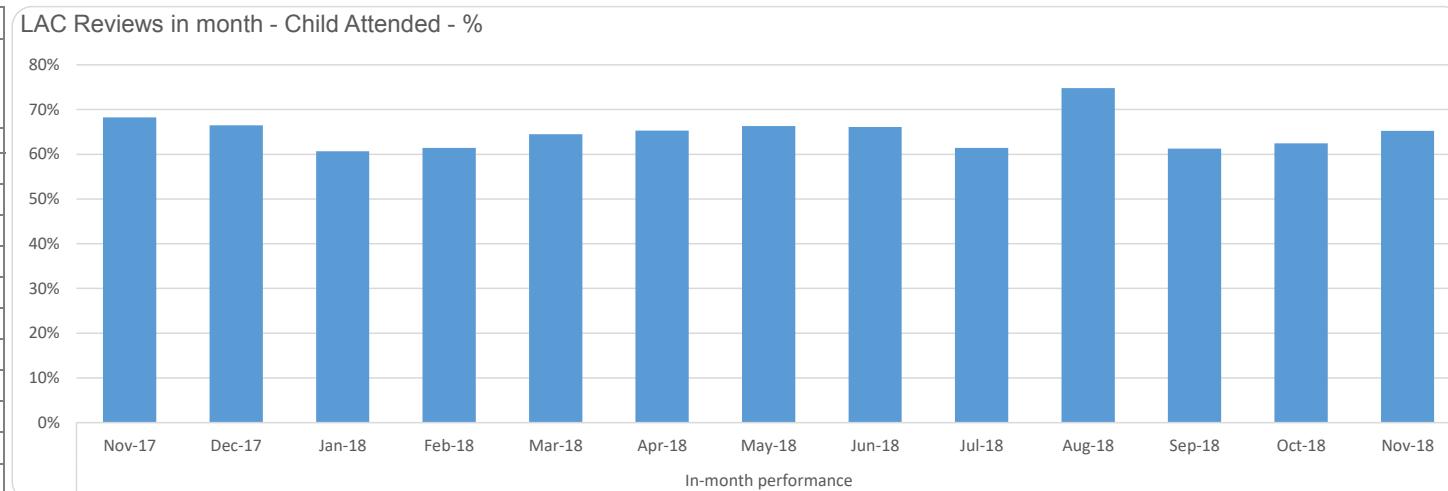
(County - November 2018)

Definition	The Child's Voice is a phrase used to describe the real involvement of children and young people. They should always have the opportunity to describe things from their point of view, be continually involved in assessments and planning and have things fed back to them in a way they can understand. There should always be evidence that their voice has influenced the decisions that professionals have made. The data below relates to LAC children attending and being involved in their LAC reviews.
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Performance analysis

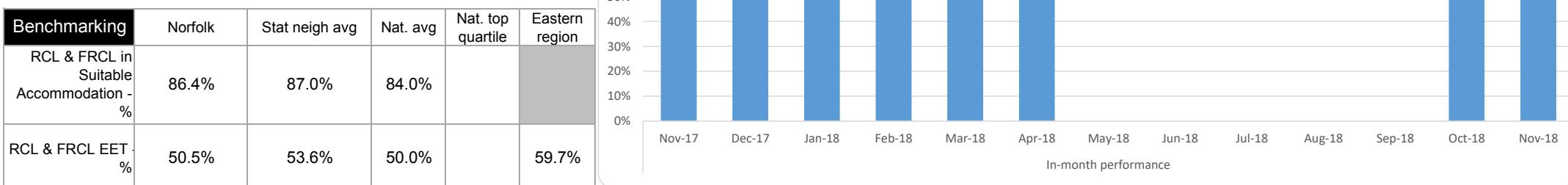
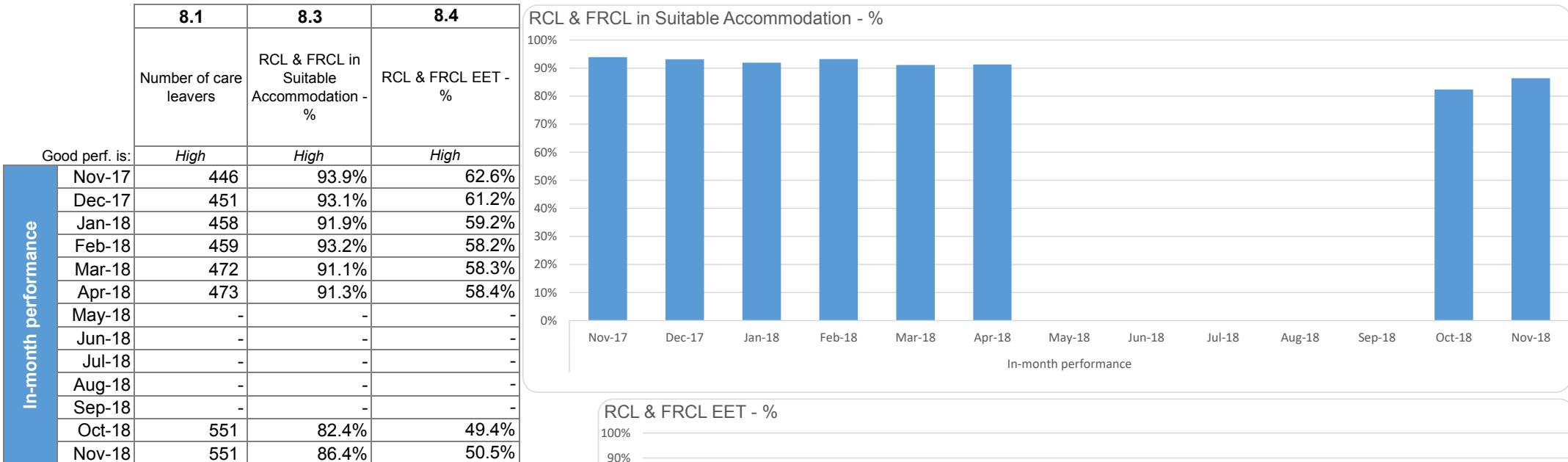
It is positive that the percentage of Looked After Children attending their reviews has remained over 60% and increased slightly from last months performance. Social workers and IROs need to ensure that they continue to be tenacious in supporting children and young people to attend their reviews and that they are innovative in finding ways to make the review truly accessible and inclusive.

	7.17	7.18
	LAC Reviews in month - Child Attended - %	LAC Reviews in month - Child Participated - %
Good perf. is:	<i>High</i>	<i>High</i>
Nov-17	68.2%	96.1%
Dec-17	66.5%	95.7%
Jan-18	60.7%	94.4%
Feb-18	61.4%	96.4%
Mar-18	64.5%	96.7%
Apr-18	65.3%	96.4%
May-18	66.3%	96.9%
Jun-18	66.1%	93.1%
Jul-18	61.4%	94.6%
Aug-18	74.8%	95.1%
Sep-18	61.3%	98.5%
Oct-18	62.4%	99.1%
Nov-18	65.3%	98.7%



Definition	A Care Leaver is defined as a person aged 25 or under who has been looked after away from home by a local authority for at least 13 weeks since the age of 14, and who was looked after away from home by the local authority at school leaving age or after that date.
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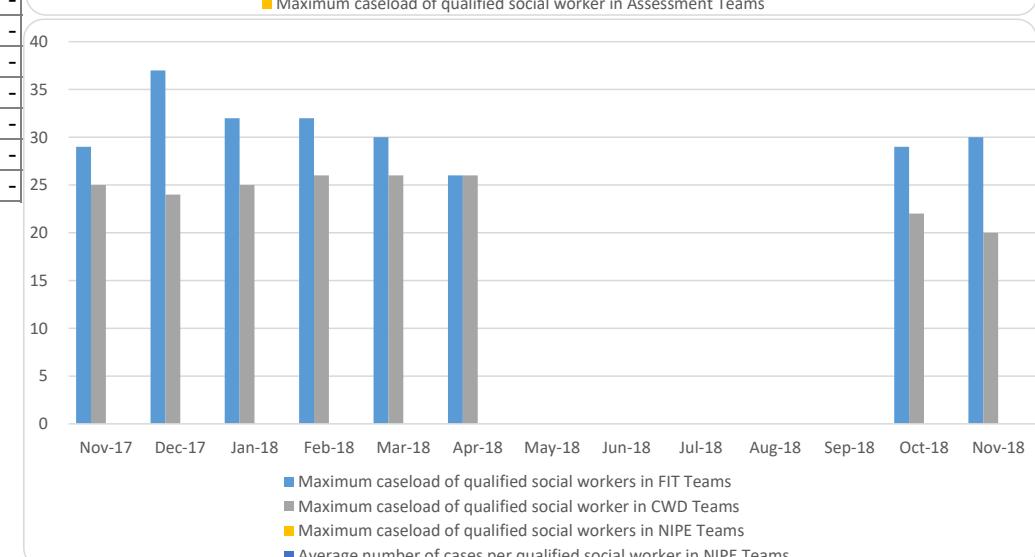
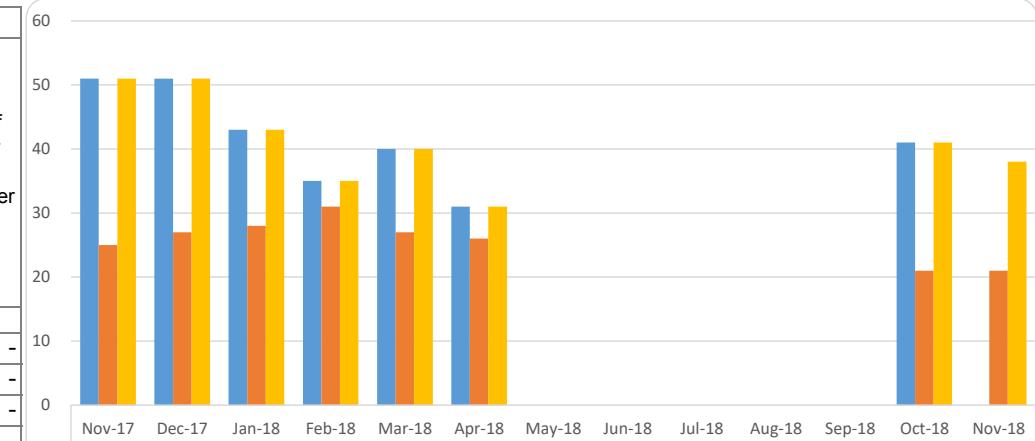
Performance analysis	Localities have responded well to messages regarding ensuring recording of Keeping in touch Forms is up to date and accurate and we know that we have been in touch with 75% of care leavers in the past 2 months. At present data shows a considerable fall across all localities in the percentage of care leavers in Education, Employment or Training compared to April. Whilst 50.5% of Care Leavers being EET is in line with National Averages, in April 18 the figure was 58.5%. There needs to be further analysis of this to establish whether this remains a recording issue, whether we have reported figures slightly differently in the past (pre LCS) or whether there really has been such a significant drop in the number of our care leavers who are EET.
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Definition Caseloads refer to the number of children allocated to individual workers.

Performance analysis We are already seeing some decrease in caseloads since the introduction of CADS in October 18. As at end of November 2018 34% of Social Workers in Assessment Teams had a caseload over the recommended policy of 20 children, and 9 workers had a caseload of 25 or more, compared to 37% at the end of September 2018 with 15 workers with caseloads of 25 or more. We would expect to see this trend continue alongside a drop in the number of referrals.

	11.1	11.2	11.3	11.4	11.5	11.6	11.6a	
	Maximum caseload of qualified social workers in key safeguarding teams	Maximum caseload of qualified social workers in LAC Teams	Maximum caseload of qualified social worker in Assessment Teams	Maximum caseload of qualified social workers in FIT Teams	Maximum caseload of qualified social worker in CWD Teams	Maximum caseload of qualified social workers in NIPE Teams	Average number of cases per qualified social worker in NIPE Teams	
Good perf. is:	Low	Low	Low	Low	Low	Low	Low	
Nov-17	51	25	51	29	25	-	-	
Dec-17	51	27	51	37	24	-	-	
Jan-18	43	28	43	32	25	-	-	
Feb-18	35	31	35	32	26	-	-	
Mar-18	40	27	40	30	26	-	-	
Apr-18	31	26	31	26	26	-	-	
May-18	-	-	-	-	-	-	-	
Jun-18	-	-	-	-	-	-	-	
Jul-18	-	-	-	-	-	-	-	
Aug-18	-	-	-	-	-	-	-	
Sep-18	-	-	-	-	-	-	-	
Oct-18	41	21	41	29	22	-	-	
Nov-18	-	21	38	30	20	-	-	



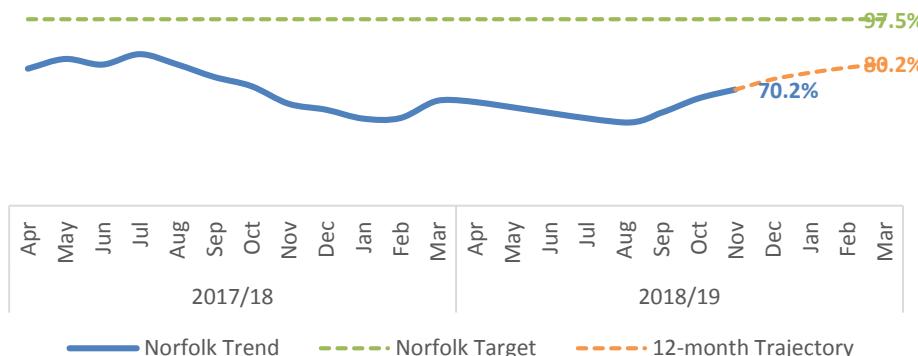
Section 17 Children in Need (CIN) with an up-to-date CIN Plan

Why is this important?

Our Section 17 CIN services are designed to support and empower families to make changes enabling them to thrive and meet any challenges / difficulties via their own reserves and/or use of universal services. A good quality CIN Plan that is regularly updated to reflect the changing needs of children and families is essential in achieving this outcome.

Performance

Percentage of Section 17 CIN with up-to-date CIN Plan:



What is the background to current performance?

- The % of CIN with an up to date plan has increased over the past quarter but is still significantly below target.
- Performance in relation to CIN with up to date plans in FIT teams continues to be strong with almost 80% of children who have been assessed as being in need have a timely plan in place.
- Recent improvements in the availability of regular, accurate data and information for front-line managers has resulted in recent and continued performance improvement.

What will success look like?

- Almost all Section 17 CIN have a plan that has been reviewed within the previous 12-weeks.
- The target is for 97.5% of Section 17 Children in Need have a timely CIN Plan by the end of March 2017.

Action required

- Managers to ensure Section 17 CIN have plans reviewed at a frequency of no more than 12 weeks

Responsible Officers

Lead: Phil Watson Data: Andy Goff

Children's Services Committee

Report title:	Early Childhood and Family Service
Date of meeting:	22 January 2019
Responsible Chief Officer:	Sara Tough Executive Director, Children's Services

Strategic impact

The design of a new Early Childhood and Family Service is taking place with full regard to the Council's Norfolk Futures Strategy to transform how services are delivered, through integration, by modernising them and making them fit for purpose. Through offering a blend of targeted support for families who need extra help, support to develop community and peer led support for families with young children, alongside universal access to digital online information and advice, the future service model will reflect the four guiding principles of Norfolk Futures:

- Offering our help early to prevent and reduce demand for specialist services
- Joining up our work so that similar activities and services are easily accessible, done once and done well,
- Being business like making best use of digital technology to ensure value for money
- Using evidence and data to target our work where it can make the most difference

Norfolk Futures has a number of interrelated corporate priorities. The two main priorities guiding the design of the new Early Childhood and Family Service are:

Safer Children and Resilient Families - Our vision for Norfolk's children and young people is that they will be safe and live with resourceful and resilient families. They will live in inclusive and supportive communities, have access to high quality education and training and have opportunities to thrive in adulthood.

Local Service Strategy - The ambition for the Local Services Strategy is to join up our work with others in the public sector at a local level to make delivery seamless at the point of need. Services will be organised and delivered around the needs of the local population and the Council will have a much better understanding of the strengths and challenges facing each local community and mobilise resources accordingly.

Norfolk County Council, with its partners in accordance with the 2004 Childrens Act, has a duty to cooperate and improve the wellbeing of children from birth to age five in Norfolk and reduce inequalities between them. It also has a duty to make arrangements to ensure that early childhood services are provided in an integrated manner in order to facilitate access and maximise the benefits of those services to young children and their parents. A further duty includes, so far as is reasonably practicable, a duty to ensure sufficient provision of children's centres to meet local need.

Executive summary

Norfolk County Council is committed to securing better outcomes for children and families in Norfolk. We want to develop a more ambitious whole system, whole family approach to help design better and more relevant provision in local communities. Our long-term ambition is to deliver fully integrated and joined up services working in partnership with district councils, early years settings, public health, clinical commissioning groups, DWP, the voluntary sector and community groups. By working together as a system, we will use our resources effectively to achieve the impact and outcomes needed for families and children.

The Council's current children centre contracts are seven years old and coming to their conclusion. The recommissioning of early years support provides an opportunity to design a new Early Childhood and Family Service that is better integrated with existing provision and targeted to areas of greatest need. The Early Childhood and Family Service will tailor its support for families to achieve the best outcomes for children and aims to take services out of buildings and instead deliver in easier to access community venues and people's homes.

Spending on the Early Childhood and Family Service needs to be viewed in the context of the Council wider £65 million spend on services for under-fives. This is without taking account of the wider system spend.

Linked to local need and national evidence and research on 'what works' we want our new Early Childhood and Family Service to contribute to the following impacts:

- Supporting children to achieve their developmental milestones
- Preventing more children aged 0-5 from experiencing neglect or emotional harm
- Increasing social mobility

This report sets out both the national policy direction, research into effectiveness and assessment of 'what works' in early years provision, as well as local drivers for change including an assessment of need across the county. It details the consultation we have undertaken to ensure the views of service users are reflected in our proposals and sets out its findings. It then sets out our revised proposals for a new Early Childhood and Families Service, taking into account the community views and our equality impact assessment, and a timetable for procuring the new service.

The key changes we have made to our proposals following the consultation are:

- Greater recognition that all families benefit from universal group activities
- Making it easier to access support
- Extending the new service to support families to connect with and make use of activities provided by local communities and partner organisations
- Keeping more buildings to reflect varying local needs in rural and urban areas
- Investing £500,000 to support local organisations and communities to use buildings, currently designated as children's centres, with a focus on services for families with children aged 0-5.

Currently only 39%, or £4m, of the £10.2m spent on children's centres is used for frontline delivery. Our proposed new service will be outcomes-based, with 60% of spend focused on front line support with enhanced outreach in families' homes and community venues across Norfolk. However, we now propose to retain 15 bases offering tailored services in the areas of highest need.

The time is right to secure a refreshed approach for early years provision for families, and improved outcomes for children through greater alignment for example with the Healthy Child Programme, Library Service, adult learning provision, support for home learning, family information and community development activity. Integrating our early years support will help ensure every child gets the best start in life.

Recommendations:

That the committee:

- 1. Notes the consultation on proposals to develop a new Early Childhood and Family Service, and the future of children's centres**
- 2. Notes the feedback from the community**
- 3. Notes the rationale for the amended proposals**
- 4. Approves amended proposals**
- 5. Approves the de-designation of specific children's centres as set out in the paper**
- 6. Approves the timetable for the transitions to new service arrangements set out in the paper**
- 7. Delegates any further decisions regarding the operational implementation of the new service to the Executive Director of Children's Services, in consultation with the Chair of Children Services Committee**

1. Background - National Drivers for Change

- 1.1 As part of our work to design a new Early Childhood and Family Service we have conducted a range of research including examining academic papers, case studies and evaluation reports as well as learning from other local authorities and engaging with the policy direction set by central government, to inform the rationale behind our proposals for a future service. A glossary of technical terms is included at Appendix 1.
- 1.2 National Policy Direction**
- The main themes from national policy direction are:
- National policy has shifted away from sufficiency of universal 0-5 provision towards a focus on social mobility, disadvantage, addressing deep rooted family challenges and reducing early years development gaps
 - National programmes are moving towards a future of reduced central oversight and greater local ownership and are designed to improve outcomes for the most disadvantaged families
 - Core ambitions including closing the gap in early years by focusing on reducing development gaps, especially in early language and literacy skills.
 - Driving sector led improvement, in partnership with the Local Government Association (LGA), to improve outcomes aged five, particularly in early language acquisition.
- 1.3 The government has three national programmes which include a focus on driving improvements in early years services targeted at families:
- the Maternity Transformation programme¹
 - the Healthy Child programme²
 - the Troubled Families programme³
- 1.4 Each of these national programmes is moving towards a future of reduced central oversight and greater local ownership and are designed to improve outcomes for the most disadvantaged families. The government is looking to build the evidence base for what works and help spread that evidence across the country; and are working alongside the What Works Centres⁴ – the Early Intervention Foundation⁵ and the Education Endowment Foundation⁶ – to achieve this. The government is aiming to:
- embed parental conflict support into wider services and increasing evidence-based practice
 - investing to identify what works in helping families support children's early language acquisition at home
 - driving sector led improvement, in partnership with the Local Government Association (LGA), to improve outcomes aged five, particularly in early language acquisition.
- 1.5 These programmes feed into a wider central government objective to improve social mobility via education. The national plan, Unlocking Talent, Fulfilling Potential⁷, has a number of core ambitions including closing the gap in early years by focusing on reducing development gaps, especially in early language and literacy skills.

1.6 Establishing an Early Childhood and Family System across the public and voluntary sector and within communities themselves provides the ideal opportunity to identify risk factors in vulnerable families at an early stage and offer effective support to allow families to support themselves and reduce reliance on statutory services at a later date.

1.7 Evidence around the effectiveness of children's centres and their services

Summary

- National evidence for the impact of a traditional children's centre model is comparatively limited.
- Evidence is stronger where services successfully take an integrated approach to addressing social, economic and challenges in the family home.
- The strongest predictors of child, family and mother outcomes are related to features of family background, including parental qualifications, family socio-economic status and income.
- Stay and Play and engagement in organised activities recorded positive impacts on the early years home learning environment, mother's health and levels of parental distress, suggesting that such practical activities involving parents and children may be of general benefit for those specific outcomes.
- Improved engagement with families in need should improve child outcomes.
- Greater impacts were detected for mother and family outcomes, the impact on child outcomes was harder to establish.

1.8 Investigating the effective impact of children's centres is a difficult task, as they cannot be seen as a single 'intervention'. They differ in terms of the type and mix of services that they offer in a national and local context, as well as policy changes over time which make like for like analysis harder. Establishing effectiveness is therefore not a matter of identifying a single effect but rather, identifying and summarising a range of effects, across the sample of users and centres. To understand the potential impact of children's centres other factors that influence outcomes need to be considered and weighted for. The strongest predictors of child, family and mother outcomes are related to features of family background, including parental qualifications, family socio-economic status and income⁸.

1.9 Work done to evaluate the effectiveness of children's centres at a national level has been conducted by the University of Oxford, Birkbeck College for the Department of Education, the Audit Commission and the Policy Exchange. The findings are inconclusive, with positive and negative outcomes found.

- Birkbeck noted extremely few overall main effects, however they did note parents surveyed reported less household chaos, less negative parenting including less harsh disciplining and providing a more stimulating home learning environment.⁹

- The Audit Commission evaluation focused on health outcomes and noted that little widespread improvement in health outcomes could be found. Some health indicators have worsened, for example, obesity and dental health and the health inequalities gap between rich and poor had barely changed¹⁰.
- The University of Oxford evaluation found similar conclusions to the Birkbeck study, concluding that greater impacts were detected for mother and family outcomes, which included a less chaotic family life and reduced parent-child dysfunctional interactions. The impact on child outcomes was harder to establish and for two impacts, household employment status and child's health, no statistically significant impacts were detected¹¹.
- Oxford noted that their results showed that the level of use of children's centres were significant predictors of family, mother and child outcomes. For instance, both Stay and Play and engagement in organised activities recorded positive impacts on the early years home learning environment, mother's health and levels of parental distress, suggesting that such practical activities involving parents and children may be of general benefit for those specific outcomes¹².
- Oxford also noted that families experiencing high levels of financial disadvantage showed poorer levels of development at aged 9-18 months than their affluent peers, and showed poorer health, cognitive and behavioural development at age 3¹³. The only impact on this was from those centres which were more successful at engaging financially disadvantaged families. The link found was weak but significant, however it does imply that improved engagement with families in need should improve child outcomes¹⁴.
- The Policy Exchange report argues, a targeted approach is the better one for Children's Centres, returning them to their earliest purpose around helping families in the most deprived areas. They also recognise of course, a risk that doing this could risk missing those children who are living in more affluent areas but still facing hardship, but this can be addressed by effective use of data to help with outreach, and making good use of referrals from health visitors who identify any further needs.¹⁵
- The Policy Exchange also notes that while National Evaluation of Sure Start has found some positive effects on families at a national level, government has a duty to invest in the interventions it believes can make the most difference, which may include moving funding out of children's centres and into other forms of service delivery.
- In evidence submitted by the Parliamentary Under Secretary of State for Children and Families to the Education Select Committee: Life Chances Inquiry analysis of the correlation between new children's centre models and the disadvantage (free school meals) gap at age 5 on the Early Years Foundation Stage Profile (EYFSP)¹⁶ shows that of the six local authorities who closed the highest proportion of their children's centres (as at March 2018), four (Camden, Bromley, Oxfordshire, Staffordshire) continued to demonstrate a reduction in their disadvantage gap, while West Berkshire demonstrated considerable volatility.

1.10 Overall, the evidence is inconclusive, the children's centre model can promote better outcomes around family functioning linked to parenting. However, these

positive outcomes are weakened or negated by some of the adverse effects of disadvantage and the low engagement of disadvantaged families.

1.11 National research into ‘what works’

Summary

- An integrated model which supports social mobility, education and family functioning alongside physical health, approaches that include a focus on the home environment, integration with early years education and collaboration with voluntary, community and peer support.
- The link between the differences in social groups health and wellbeing and the impact this has on educational attainment, employment, income and quality of neighbourhood.
- Local authorities should bring together health, social care and early education services to create a more holistic approach to identifying and meeting the needs of young children and their families, using a range of interventions that address particular issues early.
- The importance of early intervention in preventing adversity and responding effectively to early trauma and a lack of effective targeted support to prevent adversity in childhood.
- Advocates delivering services through wider community venues from pre-birth and throughout life, engaging with voluntary, self-help and peer support organisations, providing online support systems and creating better links with local employers and Jobcentre Plus.
- The role of the Home Learning Environment has been widely studied and its impact on child development has been documented extensively and the quality of the home learning environment is a key indicator of a child’s future success.
- Importance of high quality child care on outcomes for children.

1.12 There is no one size fits all approach when it comes to early childhood services and provision has moved on from the early days of Sure Start centres¹⁷. The services provided are the pivotal part of the early help offer from councils and whether they are provided from children’s centre buildings, co-located with other services in the community, or provided by outreach workers, these interventions allow families to access the help they need to handle early challenges, help tackle inequalities, and give children a healthy start in life¹⁸.

1.13 A selection of key research is highlighted below:

- We now have a widely agreed model of what is required for a young child to flourish, and a good idea of the potential consequences when key elements are missing. For instance, the Marmot Review is clear about the link between the differences in social groups, health and wellbeing and the impact this has on educational attainment, employment, income and quality of neighbourhood¹⁹. The Marmot Review is also clear about the role local government has as a pivotal partner in addressing the social determinants of health inequalities²⁰. A comprehensive overview of the evidence of the effects of adversity and trauma in childhood can be found in the House of Commons Science and Technology Committee report, Evidence-based early years intervention²¹

- Key policy reports of recent years, such as the Graham Allen review of Early Intervention²², Eileen Munro's reports on child protection²³, and the Special Education Need and Disability (SEND) Green Paper (DfE, 2011)²⁴ have all made the case for a holistic, integrated service for children and young people.
- The Social Mobility Commission's 2016 State of the Nation report highlights the correlation between socioeconomic status and all the following: cognitive outcomes at ages three and five, breastfeeding, postnatal depression, birth-weight, home learning environment and mother-child relationships²⁵. The Local Government Association report, A Better Start: Supporting child development in the early years, suggests that local authorities should bring together health, social care and early education services to create a more holistic approach to identifying and meeting the needs of young children and their families, using a range of interventions that address particular issues early, before they escalate into more damaging and expensive problems²⁶.
- Action for Children's evaluation work on children's centres also advocated for increased integration particularly with early years education and health visiting services²⁷.
- The Early Intervention Foundation (Getting It Right for Families)²⁸ has reviewed the evidence on integration in the early years services, across health and local authorities; the findings of this work are summarised below:
 - Increased understanding, trust and co-operation between different services
 - Better communication and consistent implementation of services
 - Less duplication of processes across agencies
 - Better access to services or increased service-user involvement
 - More cost-effective
 - Improved cognitive or school performance
 - Improved general physical health
 - Enhanced social behaviour
 - Improved parenting or family relations
- In a written submission by the Early Intervention Foundation to the Science and Technology Select Committee²⁹ it was highlighted that their research and studies led consistent and robust findings on the profound and negative impact multiple childhood adversities can have throughout the lifespan. These findings have driven an important conversation about the importance of early intervention in preventing adversity and responding effectively to early trauma. They comment that there is a lack of effective targeted support to prevent adversity in childhood and that much government-funded activity on children currently and in recent years has focused on universal provision (such as childcare) and not on targeted interventions to prevent early adversity.
- The July 2016 report produced by the All-Party Parliamentary Group on Children's Centres, chaired by Fiona Bruce MP, has 12 recommendations which focus on health and development; employment support and childcare, relationship support and supporting families with complex needs. The report advocates delivering services through wider community venues from pre-birth and throughout life, engaging with voluntary, self-help and peer support organisations, providing online support systems and creating better links with local employers and Jobcentre Plus³⁰.

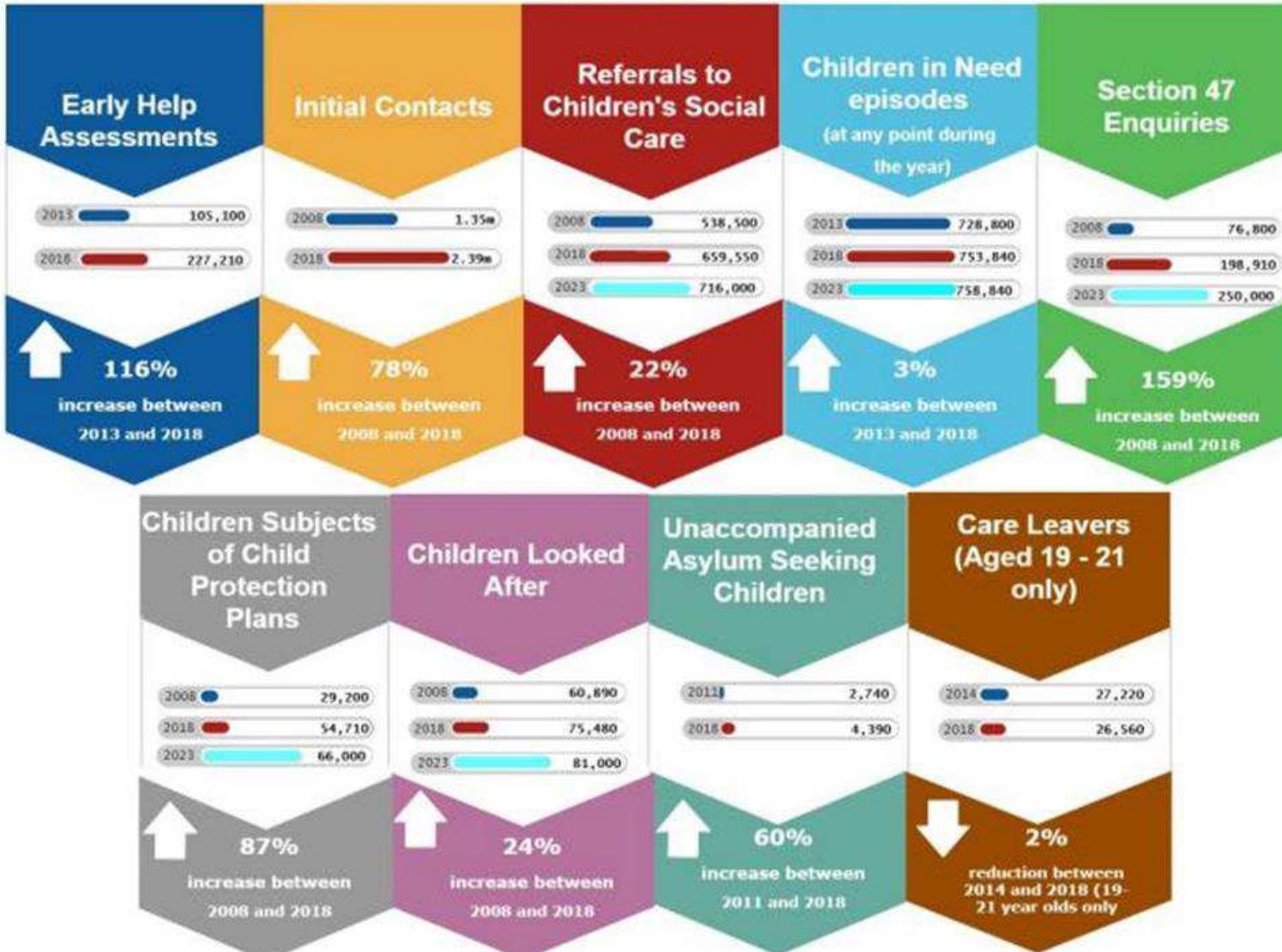
- The role of the Home Learning Environment has been widely studied and its impact on child development has been documented extensively and the quality of the home learning environment is a key indicator of a child's future success.
 - The home learning environment is an important factor in the development of early speech, language and communication. This not only impacts on a child's development in the early years but can persist until their GCSEs and A-Levels³¹.
 - The home learning environment is related to child social and emotional development in the early years and the benefits continue until age 16 (SEED³² and EPPSE³³).
 - The quality of the home learning environment is as important to intellectual and cognitive development as parental factors, such as occupation and education, suggesting that what parents do with their child is just as important as who they are³⁴.
 - As early as 2-3 years, the home learning environment is predictive of verbal ability and effective in differentiating both over- and under-achieving groups from children achieving at the level expected for their age³⁵.
- The report, Improving the home learning environment, is clear that targeted interventions in poorer communities that work in conjunction with existing professional and familial support networks and the voluntary sector can overcome the barriers that low-income families and communities have to create an effective home learning environment³⁶.
- Recent research from both the UK and international evaluations is clear that all children and especially those from disadvantaged backgrounds can benefit in terms of social, emotional and educational outcomes from attending non-parental childcare. However, this impact was only achieved by the provision of high quality child care, which was identified as qualified teachers and staff delivering age appropriate curriculums with a balance of play, self-regulation and pre-academic activities³⁷.

1.14 National Safeguarding pressures

Research conducted by the Association of Directors of Children's Services indicates that in the past 10 years there has been growing pressures on children and families resulting in an increase in their need for support from statutory services. Some of this increase in demand pressures can be accounted for by growth in population, but not all (see image below for national data)³⁸. These pressures have led to a reconfiguration and refocusing of early help services in order to provide improved and more targeted support to families and children³⁹.

Safeguarding Pressures:

Change over the last ten years and forecasts to 2023



2.0 Norfolk context – local drivers for change

As well as having regard for the national context and policy drivers it is also important to understand the local drivers within Norfolk that inform the rationale for change and our proposed new Early Childhood and Family Service.

- 2.1 In developing our proposals, we have undertaken substantial research and analysis of the success of early childhood policies. This combined with a number of local drivers for change has informed the shape of our proposals: to take services out of buildings and into the community and to target our interventions more effectively focusing our resources on those with greatest need.

2.2 Key drivers for Norfolk are:

Local driver 1 – Securing better outcomes for children and their families

Local driver 2 – Ambition to build an early childhood system in Norfolk

Local driver 3 – Alignment with the Healthy Child Programme and Library Service

Local driver 4 – Current operating model and use of budget

Local driver 5 – Transformation and financial context

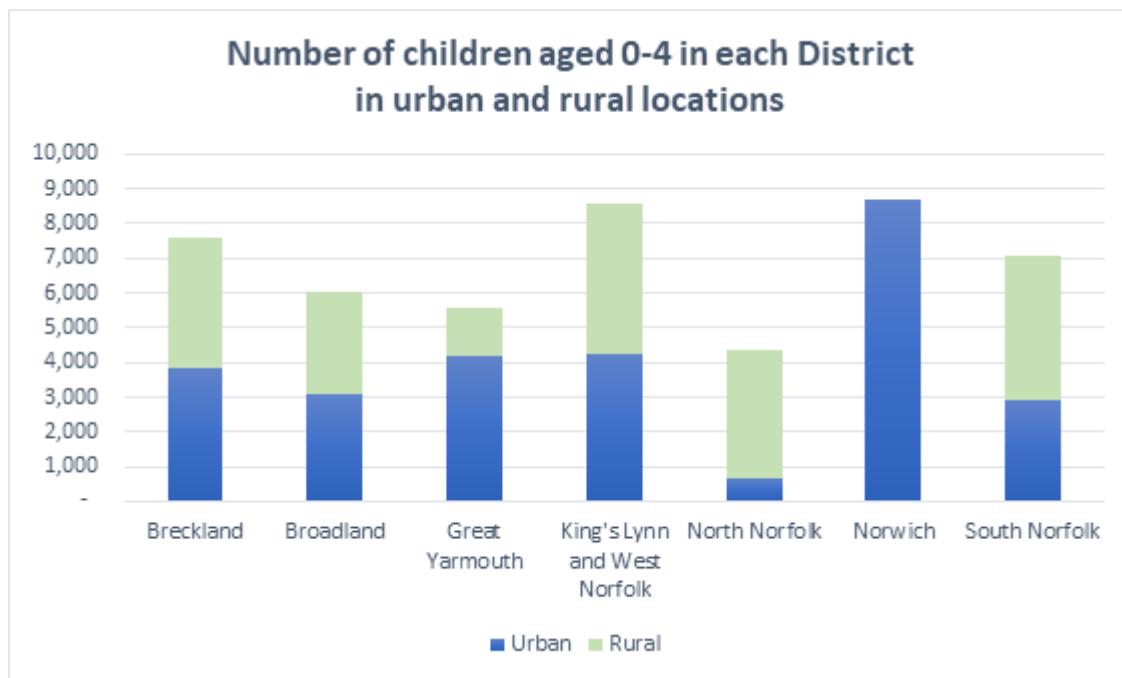
2.3 Local driver 1 – Securing better outcomes for children and their families

- We are not yet securing the impact we need for Norfolk children and need to refocus services on the right interventions for the right families to achieve a step-change in outcomes.
- In total over 1,000 children aged under 5 years old have been assessed as being among the most vulnerable in the County over the past year.
- There is a 17% gap between the children attaining a Good Level of Development in the Foundation Stage Profile between children eligible for free school meals and other children, with FSM standing at 57% and others at 74%.
- Evidence informing the Marmot Review demonstrates that this inequality gap, once established, widens over the life course and it is therefore important to address it as early as possible.
- Evidence shows this is also true in Norfolk, as 82% of children who achieved at Good Level of Development in Norfolk in 2006 went onto pass GCSE Maths and English, while 46% who did not achieve a Good Level of Development went onto pass Maths and English. For disadvantaged children these statistics fell to 65% and 30% respectively.
- The attainment of the FSM cohort varies significantly across the County. Currently the range in a Good Level of Development for FSM eligible children across children's centre areas is between 31% and 73% using three years of aggregated data.
- By understanding this variability, we can better design interventions and improvements across the system to promote equality.
- The Social Mobility Commission's State of the Nation 2017: Social Mobility in Great Britain report shows many people living in Norfolk are amongst the least social mobile in the country.

2.3.1 Linked to local need and national evidence on what works we want our redesigned Early Childhood and Family Service to contribute to the following impacts.

- **Supporting children to achieve their developmental milestones**
- **Preventing More children aged 0-5 from experiencing neglect or emotional harm**
- **Increasing social mobility**

2.3.2 There are very significant variations in the level of need in different parts of Norfolk. Equally we clearly have some very dispersed communities and some concentrated needs in urban areas, as shown in the chart below. These differences drive thinking towards a more flexible model of delivery tailored to each community.



2.3.3 In assessing the services we currently provide across Norfolk for families with children aged 0-5 we have developed a composite measure – a Children’s Need Index – so we can look at the geographic spread of need. This looks at a variety of leading indicators that are associated with early childhood vulnerability.

2.3.4 These include measures such as numbers of teenage mothers; eligibility for free nursery places at 2 years old; assessments of children not hitting developmental milestones; numbers of lone parents; families where some type of statutory intervention has been made to protect a child and numbers of children in low income families.

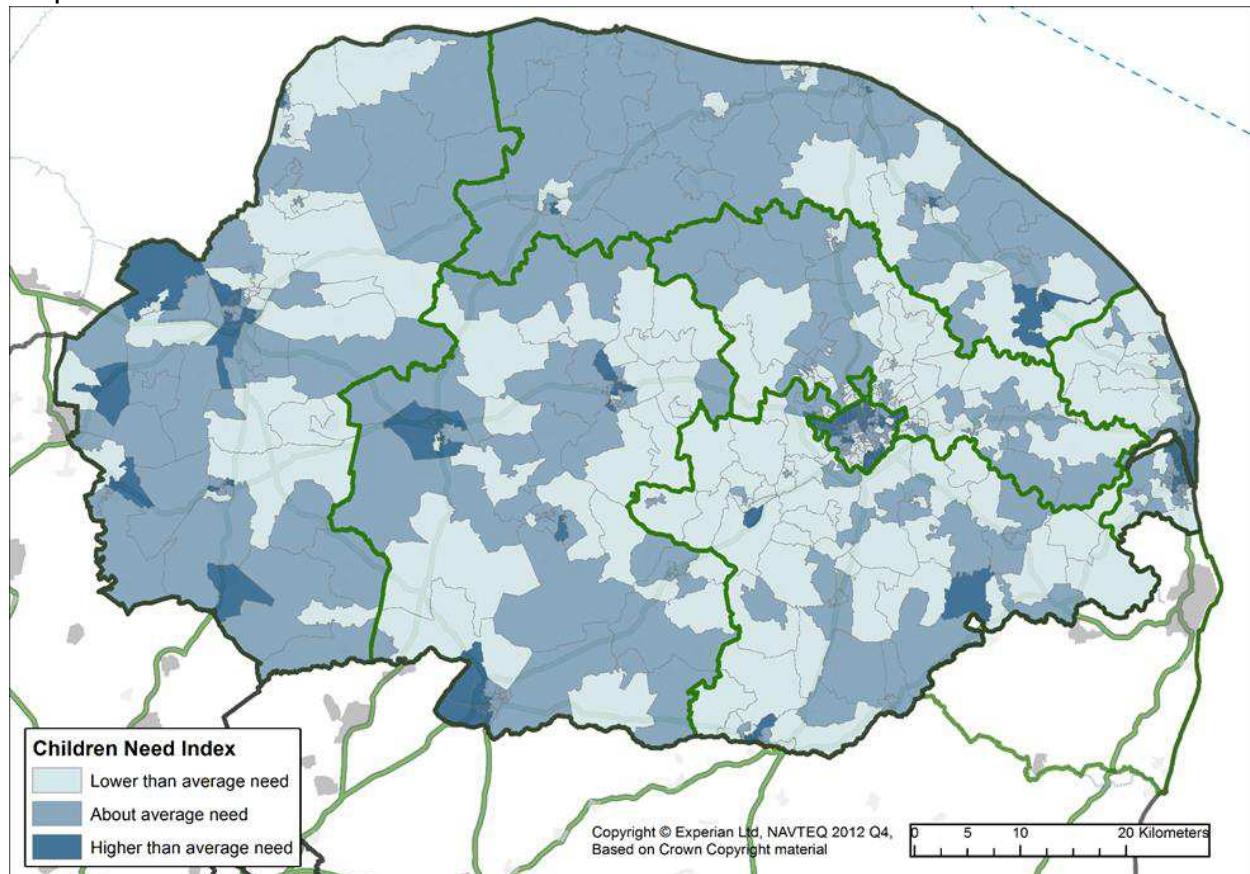
2.3.5 These needs can be analysed by market town, as shown in table 1, to highlight that need varies considerable across Norfolk, hence the need to provide a mix of services and support that takes account of the local context within each district area. It is also important to recognise that not all families in need live in areas of high deprivation.

Table 1: Need markers by market town

Locality	Total under 5	% 0 to 2 year olds	% teenage mothers	% eligible 2 year olds	% Early Years Foundation Stage Profile not a good level of development	% families no qualifications	% lone parent households	% Children in Need, Child Protection or Looked After Children (under 18)	Income deprivation affecting children index (IDACI)	% under 5
Attleborough	638	3%	2%	27%	28%	7%	6%	1%	12%	5%
Aylsham	260	2%	2%	26%	32%	5%	5%	1%	9%	4%
Cromer	284	2%	4%	37%	31%	10%	4%	2%	21%	4%
Dereham	1,169	4%	5%	37%	24%	8%	7%	2%	19%	6%
Diss	502	4%	5%	25%	37%	8%	6%	2%	20%	6%
Downham Market	664	4%	7%	23%	29%	8%	5%	2%	20%	6%
Fakenham	437	3%	5%	24%	29%	8%	5%	1%	15%	6%
Gorleston	1,615	4%	7%	21%	32%	11%	9%	2%	28%	6%
Great Yarmouth	2,037	4%	9%	23%	34%	17%	10%	5%	42%	7%
Holt	154	2%	11%	42%	18%	9%	3%	1%	21%	4%
Hunstanton	128	2%	10%	58%	35%	10%	4%	2%	23%	3%
King's Lynn	3,067	4%	6%	33%	30%	11%	7%	3%	28%	7%
Loddon	153	3%	1%	44%	32%	7%	7%	2%	15%	5%
Long Stratton	120	4%	1%	35%	20%	6%	6%	1%	6%	6%
North Walsham	657	3%	9%	39%	21%	6%	6%	1%	17%	5%
North Norwich	2,717	4%	5%	35%	33%	11%	8%	4%	30%	7%
East Norwich	1,220	4%	6%	42%	34%	11%	8%	3%	32%	7%
West Norwich	2,206	4%	5%	44%	40%	11%	9%	5%	35%	6%
South Norwich	2,519	3%	3%	29%	26%	5%	5%	3%	28%	5%
Redenhall with Harleston	289	4%	3%	37%	23%	8%	5%	1%	15%	6%
Sheringham	267	2%	3%	35%	28%	5%	4%	1%	12%	4%
Stalham	132	3%	8%	45%	30%	11%	6%	0%	17%	5%
Swaffham	404	3%	4%	41%	41%	12%	6%	2%	28%	5%
Thetford	1,933	4%	4%	33%	38%	14%	9%	3%	21%	7%
Watton	413	3%	5%	23%	31%	11%	5%	1%	14%	5%
Wells-next-the-Sea	103	2%	11%	19%	24%	12%	5%	2%	21%	4%
Wroxham and Hoveton	151	2%	10%	45%	29%	7%	3%	1%	12%	4%
Wymondham	897	3%	3%	21%	19%	4%	6%	1%	11%	6%
Other	22,773	3%	3%	20%	26%	6%	4%	1%	12%	5%
Norfolk	47,909	3%	4%	27%	29%	8%	6%	2%	19%	5%

- 2.3.6 Alternatively, we can show the varying needs geographically. Map 1 highlights that the level of need across the county varies considerably, with pockets of high need in urban areas, some large areas with relatively high need covering rural areas, and some areas with relatively low need.
- 2.3.7 The map also demonstrates that a one size fits all solution is inappropriate in the county and that a locality approach based on district boundaries would better meet the needs of communities.

Map 1



2.3.8 Supporting more children to achieve their developmental milestones

Early years education is essential to ensuring children have the best possible start and are school-ready. We have tools such as the Early Years Foundation Stage Profile and the Ages and Stages Questionnaire which help us to understand whether children are hitting developmental milestones appropriate to their age. There is a 17% gap between the children attaining a Good Level of Development in the Foundation Stage Profile between children eligible for free school meals and other children, with FSM standing at 57% and others at 74%. We need to reduce this gap by improving outcomes for those not meeting their developmental and early education milestones. The gap between those eligible for free school meals and those who are not is closing, but it is not happening consistently across the County. The attainment of the FSM cohort varies significantly across the County. Currently the range in a Good Level of Development for FSM eligible children across children's centre areas is between 31% and 73% using three years of aggregated data.

2.3.9 Comparing good level of development in Norfolk by deprivation quintile shows that a good level of development is in line with England average for both those eligible for free school meals and those who aren't for all deprivation quintiles (apart for non-eligible children from the most deprived areas).

2.3.10 However, for all the higher deprivation quintiles EYFSP good level of development is significantly lower for the free school meal eligible children. Quintile 3 stands out as the gap appears to be widening.

2.3.11 Preventing more children aged 0-5 from experiencing neglect or emotional harm

Over the last year in Norfolk, 40% of children assessed as being among the most-vulnerable and needing help from children's social care were under 5 years old; this equates to around 1,000 children. In particular we have a disproportionate and growing number of very young children experiencing neglect or emotional harm.

2.3.12 In 2017/18, 45% of children who came into our care were aged 0-4 and of these three quarters had or were at risk of experiencing abuse and neglect. This equates to 175 children. This compares to a figure of 46% (2016) and 41% (2017) in the previous two years in Norfolk and 37% children becoming looked after in the under 5's age group nationally in 2017/18.

2.3.13 The percentages of very young children who became the subject of a child protection plan is similarly high. In 2017/18, 45% of children who had a new plan were in the 0-4 age group, and of these three quarters had or were at risk of experiencing neglect or emotional abuse. This equates to 285 children. This compares to a figure of 48% (2016) and 45% (2017) in the previous two years.

2.3.14 Of the current Norfolk children classed as children in need, 25% are aged 0-4 and of these 60% are categorised as being subject to or at risk of neglect or abuse. This equates to 258 children. This compares to figures of 28% (2016) and 26% (2017) in the previous two years and 22.5% nationally in 2017/18.

2.3.15 Increasing social mobility

Social mobility in Norfolk is poor and worsening. The Social Mobility Commission's State of the Nation 2017: Social Mobility in Great Britain report⁴⁰ shows many people living in Norfolk are amongst the least social mobile in the country. The districts of Breckland, Great Yarmouth, King's Lynn and West Norfolk, North Norfolk and Norwich are amongst the worst 10% nationally. More than 120,000 people in Norfolk live in areas categorised as being in the most deprived 20% in England. These are mainly located in the urban areas of Norwich, Great Yarmouth, Thetford and King's Lynn, together with some identified pockets of deprivation in rural areas, coastal villages and market towns.

2.3.16 The overall score for the social mobility index is driven by performance of various indicators. Our analysis indicates that the scores within the following life stages have the greatest impact on the social mobility index:

- Early Years

- Schools
- Youth
- Adulthood (working lives)

2.3.17 The table below ranks performance of districts in Norfolk against all other local authority districts in England.

	Breckland	Broadland	Great Yarmouth	King's Lynn and West Norfolk	North Norfolk	Norwich	South Norfolk
Overall score	Worst 10%	Middle 50%	Worst 10%	Worst 10%	Worst 20%	Worst 10%	Middle 50%
Early Years	Middle 50%	Middle 50%	Middle 50%	Middle 50%	Middle 50%	Middle 50%	Middle 50%
Schools	Worst 20%	Middle 50%	Worst 10%	Worst 20%	Best 25%	Worst 25%	Middle 50%
Youth	Middle 50%	Best 25%	Worst 20%	Worst 10%	Worst 20%	Worst 20%	Middle 50%
Adulthood	Worst 10%	Middle 50%	Worst 20%	Worst 20%	Worst 10%	Worst 10%	Middle 50%

2.3.18 Norfolk has several “cold spots” of concern in remote rural or coastal areas such as Great Yarmouth, with weak labour markets, a greater share of low-skilled, low paid employment and poor connectivity by transport.

2.3.19 From our analysis of Norfolk’s position, many affluent areas are doing worse for their disadvantaged children than places that are much poorer. On the contrary, very similar areas only a few miles apart, do very differently despite having similar challenges and opportunities.

2.3.20 Norwich was selected as one of the first six national Opportunity Areas in 2016 by the Department for Education. Norwich was chosen as an Opportunity Area after it was ranked 323rd out of 324 districts in the 2016 Social Mobility Index, which compares the chances that a child eligible for Free School Meals will do well at school and get a good job⁴¹.

2.3.21 The primary purpose of the Areas is to focus local and national resources and a local partnership on a common goal of improving social mobility through education. The Norwich Opportunity Area has four key strands of focus, of which one relates to early years and focuses on improving speech and communication in the early years, so that children have the best chance as they start school.

2.4 Local driver 2 – Ambition to build an early childhood system in Norfolk

- The need to re-focus priorities for a new early childhood and family system and service that reflects national evidence and the needs of Norfolk
- Opportunity to align a new early childhood service on a district footprint to align partnership working with district councils, Family Focus, Social Work and Healthy Child Programme.
- National evidence for the impact of a traditional children’s centre model is comparatively limited. But evidence is stronger where services successfully take an integrated approach to addressing social, economic and challenges in the family home.

- 2.4.1 A number of services have contact with families with children pre-birth to age 5 across a range of organisations, including Early Years settings, district councils, commissioning via Public Health and Clinical Commissioning Groups, DWP and the voluntary sector. Local communities themselves also play an important role in the lives of families
- 2.4.2 We want to develop a more ambitious ‘whole system’ ‘whole family’ approach to help design greater and more relevant provision in local communities for children young people and families. As part of our strategy to deliver fully integrated and joined up services, we have an opportunity to develop ambitious proposals to create a new early childhood and family system that brings services for families together and effectively supports those in the greatest need.
- 2.4.3 We are working collaboratively with officers from all of Norfolk’s District Councils to progress how the emerging Early Childhood and Family Service might operate as part of developing a system-based approach to supporting families in each locality. This includes exploring how integrating the community development element of the new model can be achieved with their local priorities and existing community and capacity building activity. There is an opportunity to work together to build families’ access to social networks that offer support across all our districts, building on the collaboration from existing joint working through Early Help Hubs in providing targeted support, especially to those most in need, on issues such as parental mental health, domestic abuse, benefits and housing and overall to reduce the inequalities that occur in Norfolk.
- 2.4.4 Only by better working together as a whole system, will we achieve the impact and outcomes needed for families and children, and use our resources efficiently. One service alone cannot achieve this. How we work together to deliver those services will define our success in the future. We have been working with partners on a logic model approach (see table 2) to understand how agencies already contribute to our three impacts so that we build a picture on how we can better work together and also inform the final specification for a new Early Childhood and Family Service, as well as wider services.

Table 2 – Logic model for measuring the outcomes of the new service

Impact Statement	Outcomes	Determinants on outcomes
Supporting Children to achieve their developmental milestones	<ul style="list-style-type: none"> • Children develop in-line with expected milestones • Parents are aware of expected developmental milestones and know how to help their children achieve these • Reduced inequality gap in Early Years Foundation Stage Profile 	<ol style="list-style-type: none"> 1. Good early attachment 2. Access to high quality early years education 3. Effective speech and language development 4. Effective home learning environment 5. Access to social networks that offer support
Preventing more children aged 0-5 experiencing neglect or emotional harm	<ul style="list-style-type: none"> • Families are well equipped to care for themselves without the need for statutory intervention • Appropriate SEND support for children aged 0-5 is readily available for families when needed • Children are safer and healthier • Parents have better mental health and wellbeing 	<ol style="list-style-type: none"> 1. Parent mental health 2. Domestic abuse 3. Drug and alcohol misuse 4. Family functioning including parental conflict 5. Adverse Childhood Experiences and childhood trauma
Increasing social mobility	<ul style="list-style-type: none"> • Improved educational attainment • More parents accessing good work or developing the skills need for employment, especially those furthest from the labour market • Parents in good quality secure jobs and know how to gain the skills needed to achieve their aspirations • Fewer children living in poverty • Reduced inequality gap in children's educational attainment 	<ol style="list-style-type: none"> 1. Access to a good job 2. Housing 3. Levels of parental education 4. Being healthy (mentally and physically) 5. Access to opportunities

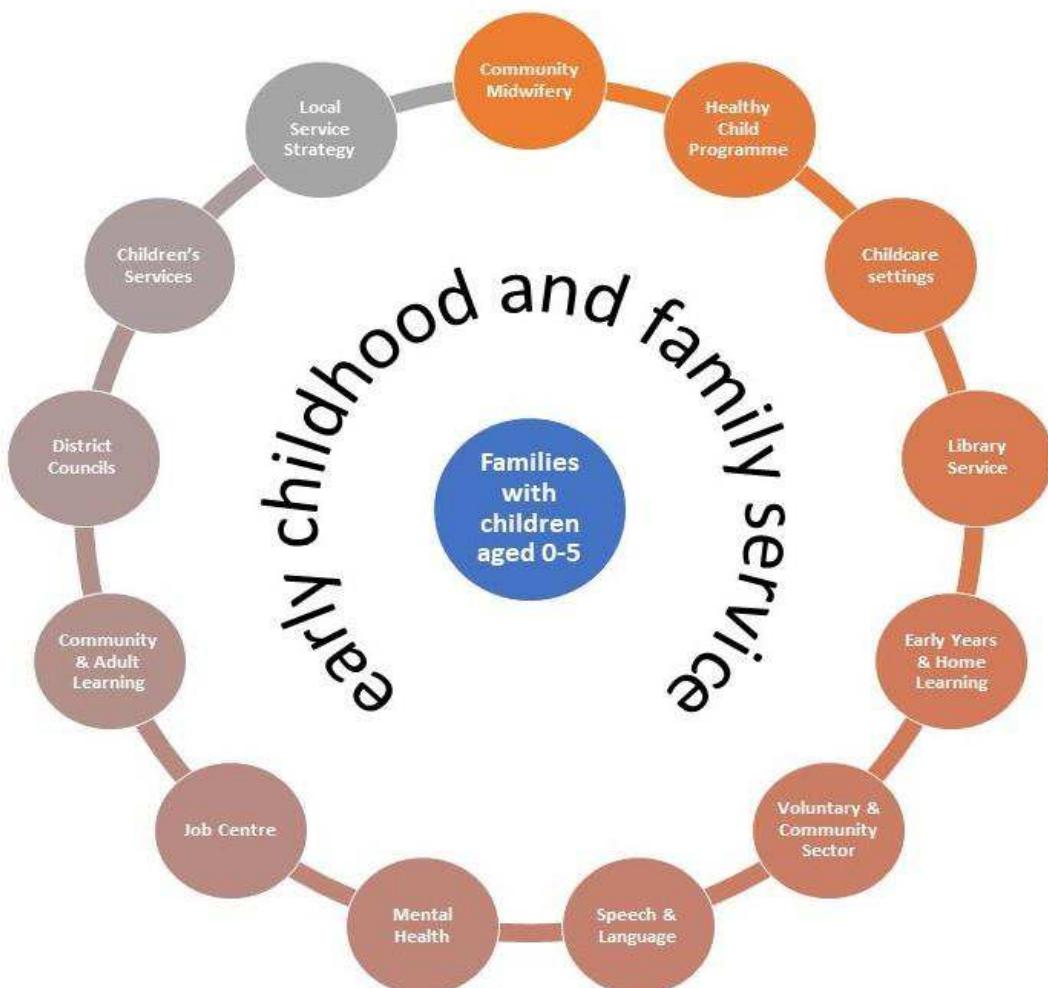
- 2.4.5 Having shared our logic model on impact and outcomes within a recent national roundtable discussion on early intervention, hosted by *Children and Young People Now*, we have received positive feedback from the Early Intervention Foundation:

"We were happy to provide feedback on a draft ECFS document setting out outcomes, determinants and measures for the new service, which was strong compared to examples we have seen from other local areas. We are a small charity and What Works Centre with a limited capacity, though supporting areas to improve the evidence base for early help is one of our strategic aims, and we would therefore be happy to keep in touch as this work progresses, especially in terms of helping ensure the new service can be accountable for affecting the outcomes Norfolk's framework measures."

Sarah Taylor, Head of Local Evaluation, **Early Intervention Foundation**

2.4.6 Key elements of an early childhood and family system

These include a number of interdependent services and priorities, as outlined below:



- **Healthy Child Programme** – Working closely with healthy child programme teams and health visiting to offer integrated delivery and support to families, including jointly undertaking targeted outreach and activities.
- **Midwifery Services** – Working closely with midwifery teams to ensure support is in place as early as possible, especially for families requiring extra help, linked into Maternity Transformation.
- **Library Service** – Working closely with the library service, jointly pursuing opportunities to provide a range of child and family programmes that support literacy, language development and early communication skills, as well as addressing social isolation for parents.
- **Speech and Language** – Working closely as part of a whole system approach to addressing the speech, language and communication needs of children and young people.
- **Early Education and Childcare Providers** – Working closely with childcare settings so that families can easily be identified as needing extra help or be signposted to support from the Early Childhood and Family Service.
- **Early Years** – Working closely with colleagues in the Education Achievement and Early Years Service to join up support for families' access to high quality childcare and to provide an effective home learning environment.
- **Emotional Health and Wellbeing** – Working closely to strengthen and use assets within universal services, schools, voluntary organisations, communities and specialist provision to support children and families with respect to emotional and behavioural, attachment and emerging mental health issues.
- **JobCentre Plus** – Working closely with Job Centre colleagues, supporting parents back into employment and linking into the East Anglia 2020 vision
- **Adult Learning** – Working closely with Norfolk Community Learning Services (Adult Education) to offer fun, friendly and inclusive learning opportunities. Supporting parents to develop their skills and confidence including key skills for employment.
- **District Councils** – Working closely with district councils, ensuring that early childhood services are part of a local district offer for families.
- **Voluntary and Community Sector** – Working closely together to support and connect the wide range of voluntary services and community activity that are focused on families with children. Supporting a coordinated and integrated approach in targeting support for families most in need of help.
- **Children's Services & Safeguarding** – Working closely with family focus and social work teams, communities and partner organisations within localities, so that families' needs can be met at the appropriate level and to promote the welfare of children and protect them from harm.

2.4.7 Below are examples from partners committed to working as part of an Early Childhood and Family System:

“Great Yarmouth has a strong ambition to work collectively with NCC on improving outcomes for children and young people. We see the new approach to work with vulnerable children and their families as an opportunity to explore how a system’s wide approach to the design of services can lead to better outcomes.”

Senior officer from Great Yarmouth Borough Council

“Norfolk and Waveney CCGs are committed to working with system partners and communities to improve outcomes for children in order that they can be supported to meet their potential.”

Norfolk and Waveney CCGs

“The new Early Childhood and Family Support Service could be a key partner in supporting children and their families with the identification, signposting and support for children with speech, language and communication needs. Partner organisations are committed to working collaboratively with the Early Childhood and Family Support Service to ensure joint outcomes for improving speech, language and communication. For example, drop-in sessions continuing in partnership with any revised service model.”

Speech and Language Therapy Stakeholders Group

“The VCSE sector recognises the vital importance of early childhood and family services and is committed to working with a wide range of partners to deliver the best possible outcomes for children, families and communities. Not least in working together to address the inequalities that many families and their children face within our communities, and as a result need additional support to overcome such barriers to achieve their potential.”

‘Working Together’ Group

“We are keen to work together to develop a systems approach to supporting young children and families. Through the South Norfolk Help Hub, we have seen the benefit over the last four years of working collaboratively with partners to create a systemic approach to supporting families and individuals. We know we can improve the early years offer, which varies across the district, by building on the model that already exists with Children’s Services early help and social care team we can create a consistent offer that focuses on individual families and their communities to enable each child to grow and thrive.”

Senior officer from South Norfolk Council

2.5 Local driver 3 - Alignment with the Healthy Child Programme and the Library Service

We know from national research and evidence the benefits of greater alignment between early years services and the Healthy Child Programme⁴². We also know the importance of effective speech and language development, home learning environment and access to social networks that offer support which means closer working with the Norfolk Library and Information Service is vital. Both of these comprehensive service offers for families with children aged 0-5 have significantly developed since the current children's centre contracts were awarded in 2011.

2.5.1 Healthy Child Programme

National evidence highlights the benefits of closer alignment between the Healthy Child Programme and Early Years Services. Norfolk County Council Public Health commissions the Healthy Child Programme (HCP), currently a £16.5 million per year contract with Cambridge Community Services NHS Trust (CCS) which is commissioned until September 2024.

2.5.2 Every family in Norfolk is known to the Healthy Child Programme, (with a coverage of c.47,000 Under 5s and c.189 000 0-19s) and with very few exceptions families engage with the HCP to give every child the best start in life. Healthy Child Programme is our early intervention and prevention public health programme that lies at the heart of our universal service for children and families providing a range of community-based children and young people's health services across Norfolk including:

- Health visiting service
- 5 mandated health checks for children 0-3 years
- Services for all 0-5s both universal and targeted interventions for families requiring additional support, increased intervention and safeguarding
- Looked after children health reviews for 0-5s
- Specialist led pathways and support, including for teenage parents, children with additional needs, emotional health, early relationships, attachment, Travellers and migrant families
- Integrated vision and hearing screening for all 5 year olds
- Healthy weight services #NorfolkCan
- Established route for service users to access confidential advice and support
- Services for 5-19 year olds, including Chat Health, targeted interventions to support emotional health and resilience, transition support to school, high school and adulthood, locality information and resources, advice and guidance
- Building community capacity through co-production with service users

2.5.3 Public Health have been working closely with Childrens Services and the Healthy Child Programme (HCP) to look at the following enhancements to our HCP provision as an offer to support the development of the Early Childhood and Family Service to include:

- **A community offer** - supporting community groups and activity, developing and promoting opportunities for volunteering and co-production of services
- **An expanded *Just One Number* offer** – a single point of access telephone service for advice, support, referrals and intervention for service users and professionals for that cover HCP and Early Childhood and Family Service concerns
- **A digital offer:** *Just One Norfolk* website – expansion of the current digital platform to increase access to advice, care and support 24 hours a day, promoting confidence of parents and carers to support their children's development, health and wellbeing:
 - Integration of *Just One Norfolk* with Norfolk Community Directory, Family Information Service and Norfolk Libraries, providing a single source for information, advice and guidance
 - Wider integration of the digital platform with partner providers to support children to achieve developmental milestones through improved early access to effective information, resources, support and referral pathways
 - Live Chat - direct link to clinician for advice and support, and on line peer support
 - Parenting support and adult learning available through groups, webinars and online courses from antenatal onwards
 - Digital assessment, goal setting tools and resources – including home learning environment and communication, healthy lifestyles, emotional well-being, managing minor illness and accidents
 - Professionals portal – access to site and resources for ECFS and other professionals with resources tailored to need
- **Support to develop targeted groups and 1:1 support with ECFS provider:** developing clear integrated referral pathways across HCP and ECFS, triage of health and family support requests relevant to specialist pathways, training and support for specialist activity, shared delivery of targeted groups

2.5.4 Norfolk Library Service

A number of libraries in Norfolk have been delivering elements of Early Childhood and Family Services over the past few years, however the services have not been consistently available across the County. Our Library Service has been refining and further developing its offer with the intention of supporting library staff across the county to deliver a consistent and focused service to children 0-5 and their families. It intends to focus attention on the role parents play in their children's learning and literacy development and to support their health and wellbeing. It also wants to increase the number of young children, families and early years providers who use the library both to borrow books and attend events. And finally, to increase community and partner awareness of libraries as a valuable and key early learning destination.

2.5.5 The planned developments are as follows:

- Every library has a baby weigh station and feedback from people using the stations has been positive, especially from parents weighing their babies at weekends.

- Work with the Registration Service to join children to the library when their births are registered.
- Every library will have a year-round baby bounce and rhyme session. It is also envisaged staff from the new Early Childhood and Family Service will also support these sessions.
- The service is also reviewing the impact on maternal mental health of bounce and rhyme times. As a result, it is looking at a ‘stay and chat’ session after bounce and rhyme time to encourage informal networking and reduce social isolation amongst parents. This will be based on the established and successful ‘just a cuppa’ model. A new parenting collection of materials to support parents will be available at each library, along with books to help parents keep reading.
- A review of space occupied by the children’s libraries at each library will be undertaken. The early years library at the Norfolk and Norwich Millennium Library is being refurbished and will open in February 2019
- Book Start: gives free books to every child in England and Wales at two key stages before school, as well as free packs for children with additional needs, tips and guidance on reading together, resources and activities, and much more. It is managed by Norfolk Library and Information Service but delivered in partnership with Health and Early Years services.
- Various pilots to extend the offer have been held. These include:
 - Dialogic reading as part of story time at the Millennium Library. The first session was held in November 2018 and involves providing copies of books for parents and children to share, while library staff model reading aloud techniques for parents to try. Parents are encouraged to borrow the books and sent home with copies of questions and activities that can help expand the story
 - School readiness activities have been trialled in Thetford Library, where a weekend toddler club focussed on school readiness through play following practice developed by the ELF (Early Learning with Families) programme in California⁴³, using maths, science and storytelling to encourage children to ask questions and explore.

2.6 Local driver 4 – Current operating model and use of budget

Children’s centres were first established in Norfolk in 2000, with the first centre opening in Norwich under the national Sure Start programme. Their aim was to offer support to families in the most disadvantaged areas of the county, offering a variety of services.

2.6.1 As highlighted in the original data pack, there are over 47,000 children aged between 0-5 years old in Norfolk as of Sept 2018, of these:

- 41,455 are currently registered with their local children’s centre service
- 33,424 families currently have a child registered with their local children’s centre service

- 23,000 children and their families have used their children's centre service once or more in the past 12 months – either for advice and information, to attend groups or for more targeted support
- On average there are over 800 families receiving more targeted support at any one time.
- 24% of Norfolk's most deprived children aged under five years have had no contact with children's centres.

2.6.2 The services have been delivered through contracts with 12 different providers including a national charity, a local charity, an NHS Trust, and schools including academies. The current children's centre service model was constructed more than seven years ago and contracts with existing providers are coming to an end. This is the right time to redesign the service to reflect the change in needs and how families access services.

- 80% of provision takes place in the centre buildings - this approach is not reaching families who most need our help and taking services out of buildings and with greater use of outreach venues and families' homes will improve access and, in the latter case, allow us to directly impact on the home learning environment which we know is crucial.
- The current service is delivered through contracts with 12 different providers leading to inconsistency and inefficiency.
- Children's centres currently work in greater isolation due to there being 12 different lead partners. This limits the flexibility of how resources are deployed within and across different district areas, alongside the constraints of operating within 53 individual centre reach areas.
- Existing arrangements with 12 lead providers and 53 reach areas result in duplicated overheads and management costs and do not offer flexibility to deploy resources according to need.
- The current contracts are coming to an end and are 7 years old, so a new service needs to be right for the current and future Norfolk context.

2.6.3 Current levels of outreach delivery

Children's centres deliver group activities to families, either led by the centre staff or delivered in partnership with other agencies. Based on a recent audit of centre activities, we know that 80% of sessions are held onsite in the designated children's centre with 20% held in outreach venues. There is significant variation within individual centres about how much of the group provision is delivered onsite, but at a district level there is not the expected greater use of outreach, despite the expectation to cover large geographical reach areas in our more rural districts, and the associated difficulties for families to get to centres in these areas.

District area	Balance of onsite and outreach group sessions
Breckland	79% onsite, 21% in outreach venues
Broadland	87% onsite, 13% in outreach venues

Great Yarmouth	76% onsite, 24% in outreach venues
King's Lynn & West Norfolk	81% onsite, 19% in outreach venues
North Norfolk	80% onsite, 20% in outreach venues
Norwich	84% onsite, 16% in outreach venues
South Norfolk	75% onsite, 25% in outreach venues
County	80% onsite, 20% in outreach venues

2.6.4 Current balance of targeted delivery and universal activities

Our current mix of service provision is too heavily weighted towards universal access rather than targeted help for those families most needing support.

- 2.6.5 Whilst there has been a shift in expectation towards the delivery of more targeted activity, centres have maintained a high level of universal provision. Of the group sessions led by centres, or delivered in partnership, only 35% are targeted, with 65% offered as universal sessions as a county. There is a lack of consistency about what 'targeted' means from centre to centre and significant variation across centres and as district areas.

District area	Balance of targeted versus universal group sessions
Breckland	45% are targeted, 55% are universal
Broadland	25% are targeted, 75% are universal
Great Yarmouth	54% are targeted, 46% are universal
King's Lynn & West Norfolk	32% are targeted, 68% are universal
North Norfolk	22% are targeted, 78% are universal
Norwich	23% are targeted, 77% are universal
South Norfolk	30% are targeted, 70% are universal
County	35% are targeted, 65% are universal

2.6.6 The need to reprofile how the available budget is used to deliver better impact and outcomes for children aged 0-5

Our ambition is to secure better outcomes for children and families and ensure that any investment provides value for money and delivers impact for children by ensuring our funding is focused on front line delivery. Existing arrangements with 12 lead providers and 53 reach areas have resulted in duplicated overheads and management costs and do not offer flexibility to deploy resources according to need.

- 2.6.7 The current service model has resulted in only 39% of the budget being spent on front line services, while together management, administration, building and infrastructure costs take up 52% of the budget. The remaining 9% is made up of the hardship fund, contingency and reserves.
- 2.6.8 Whilst there are currently 53 designated children centres across Norfolk, 8 of these centres purely operate on an outreach basis with no delivery onsite. 7 centres are open for 20 or less hours per week. The remaining centres are open

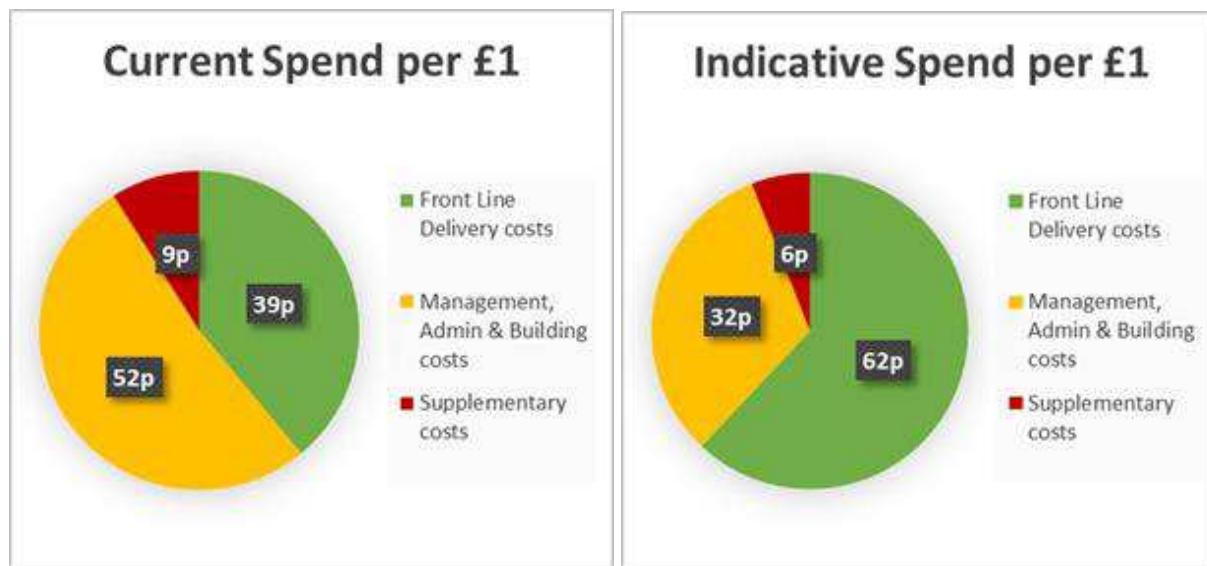
for more than 34 hours per week. 47.6% of total county usage of centre buildings is by partners. The buildings are used by 91 partners, of which 16 pay to use them (See Appendix 2 – Early Childhood Offer – District Profiles).

- 2.6.9 Under our current contracts there are 12 different lead partners which leads to a range of different approaches and missed opportunities to join up delivery. This limits the flexibility of how resources are deployed within and across different district areas, alongside the constraints of operating within 53 individual centre reach areas.
- 2.6.10 We need to increase the proportion of spending on front line delivery with families and reduce the proportion spent on buildings, management, administration and other overheads to ensure our resources achieve the most effective outcomes for children and families. With the current contracts ending in 2019, and the proposed transformation to establish a new Early Childhood and Family Service, we have a real opportunity to secure a more efficient and cost-effective service model that:
- Increases the proportion of the available budget spent on frontline delivery to over 60%
 - Reduces the amount and proportion spent on managing and administering the service to around 20%
 - Reduces the amount spent on operating buildings currently designated as children's centres
 - Retains allocation of financial support for families being supported by targeted support (was previously called 'hardship fund') at 5% of the budget
 - Improves the ability of the service provider to deploy resources more efficiently to respond to the needs of families by moving to a district rather than centre-reach footprint
 - Improves cost efficiency by reducing the number of contracted providers & associated management costs

- 2.6.11 We have undertaken an indicative financial modelling exercise to ensure that our expectations around service delivery can be met. It is important to note that as we are tendering contracts to deliver this service, any financial modelling at this stage is only indicative as the final financial modelling will be agreed as part of a competitive dialogue process with potential service providers, once decisions have been made about the future service model.

	current children's centre budget use	% of budget	Indicative budget for new Early Childhood and Family Service	% of budget
Front line delivery costs	£4,027,289	39%	£3,250,000	62%
Management & admin costs (including management fees)	£4,243,539	41%	£1,150,000	22%
Building & infrastructure costs (inc cleaning & caretaking, hire of outreach venues)	£1,078,896	11%	£550,000	10.5%
Family support fund (replacing the hardship fund)	£471,773	5%	£250,000	5%
Contingency/set aside for redundancy reserves	£410,680	4%	£32,177	0.5%
Total	£10,232,177	100%	£5,232,177	100%

2.6.12 This means that currently only 39p out of every £1 spent is on front line delivery, compared to 52p on management, administration and building costs.



2.6.13 Based on our indicative financial model for the Early Childhood and Family Service, we estimate 62p in every £1 could be spent on front line delivery and only 32p out of every £1 on management, administration and buildings.

2.7 Local Driver 5 - Transformation and financial context

Financial pressures facing local authorities are well documented. However Norfolk County Council has increased spend on children's services, both in the base budget and for transformation, in order to achieve longer term improvements to outcomes. This investment is being made in line with our Norfolk Futures core principles:



Offering our help early to **prevent and reduce** demand for specialist services



Joining up our work so that similar activities and services are easily accessible, **done once and done well**



Being **business-like** and making best use of **digital technology** to ensure value for money



Using evidence and data to **target our work** where it can make the most difference

2.7.1 Our focus, as a children's services department, is on securing:

- Targeted interventions that support children and families, and avoid the need for high intensity, high cost services
- The right staff, working in the right way, based on the right evidence, focused on outcomes and impact
- Transformation that enables a whole system approach which can deliver the impact and outcomes required for children and families

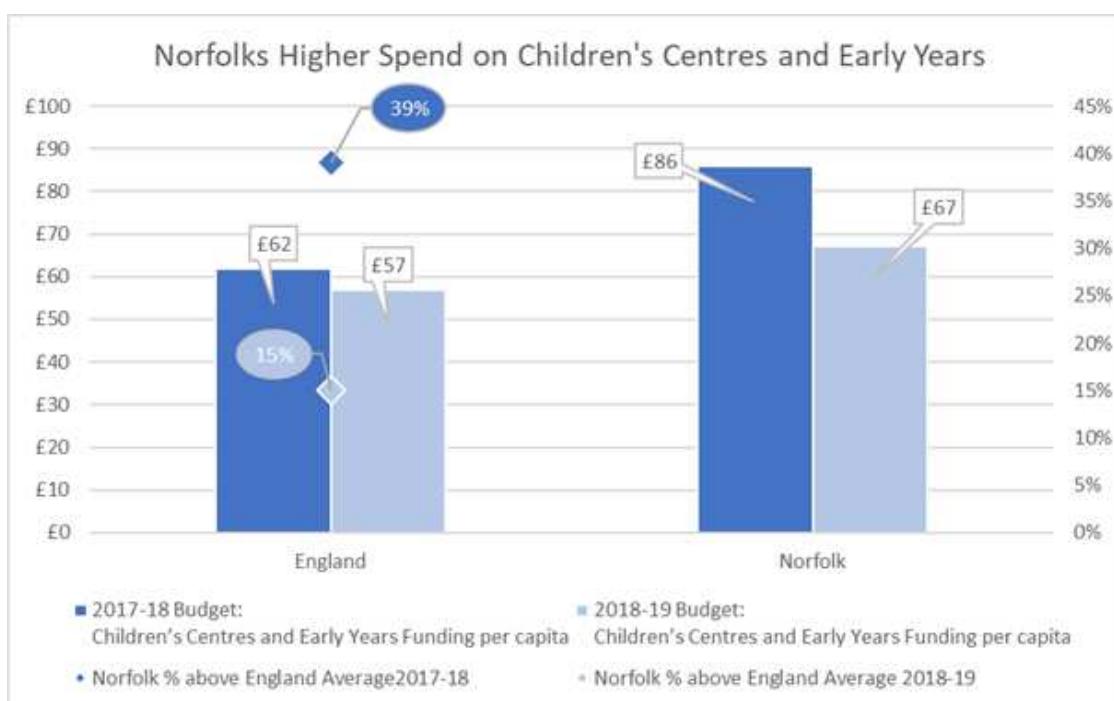
2.7.2 The Council is continuing to spend more than £65m per year in a comprehensive system of support for families with children aged 0-5, of which the £5.2m budget for the proposed Early Childhood and Family Service forms just one part. The wider offer and additional investments each year include:

- £12.7m to support under 5s via the Healthy Child Programme, funding key roles which support families through early parenting, such as health visitors and school nurses, and also provides a range of universal and targeted support for specific needs and challenges such as mental health difficulties, child illnesses, recovery after birth and impacts on family relationships, finances and wellbeing.
- £43.8m (via a proportion of the Dedicated Schools Grant and high needs block) to give parents fully funded early education hours for children aged 3 and 4, fully funded early education hours for 2 years olds from disadvantaged backgrounds, 3 Nursery Schools, early years classes in primary schools, support for children from disadvantaged backgrounds in early years settings, funding to early years settings to support 2,3 and 4 year olds with SEND complex needs.
- £2.4m on the Council's Early Years Services which assure and drive up the quality of childminding, private and voluntary, independent and school run early years settings and home education through training, advice and financial support.
- £245k for Portage - a home visiting educational service for preschool children with SEND and their families.
- £214k contribution to the NCC Speech and Language contract so that young children get extra help with speech and language difficulties
- £650k for the Parent-Infant Mental Health Attachment Team which works with parents expecting a baby and with babies up to the age of one year to address mental health difficulties and support positive attachments so that families can remain and thrive together.
- £370k of specialist support for parents who have a disability or long-term illness through the 'Enabling Disabled Parents Protocol'

- £500k on community learning and adult education via the Education and Skills Funding Agency

2.7.3 All of expenditure is over and above the Early Help Family Focus budget which totals £3.3m and our core duties and functions in relation to safeguarding and child protection and the substantial funding for social care teams and children who are in local authority care. The £5.2m budget for the Early Childhood and Family Service, whilst a reduction from previously, remains a substantial investment in children and families when compared with statistical neighbour authorities and more broadly across England.

2.7.4 Historically Norfolk has had higher spend on children's centres and early years spend per head, compared with average spend for England and any of our statistical neighbours. Norfolk County Council budgeted to spend £86 per capita in 2017-18, 39% above the average budgeted amount in England, and £67 per capita in 2018-19, 15% above the average budgeted amount in England.



	<i>2017-18 Budget Children's Centres and Early Years Funding per capita</i>	<i>2018-19 Budget Children's Centres and Early Years Funding per capita</i>	<i>2017-18 Outturn Total Spending on children's and young people's services (£000,000s)</i>
England	£62	£57	-
Norfolk	£86	£67	£137.531
Suffolk	£51	£51	£87.598
Cornwall	£84	£87	£73.344

Lincolnshire	£48	£45	£94.651
Cumbria	£80	£78	£85.506
Somerset	£56	£62	£83.809
Devon	£61	£53	£110.108
Shropshire	£16	£20	£34.209
East Sussex	£60	£62	£71.938
Isle of Wight	£64	£59	£22.251
Derbyshire	£15	£20	£99.801

- 2.7.5 Even if we assume that other local authorities do not reduce their expenditure in 2019/20 from that budgeted for 2018/19, Norfolk's continued annual investment of £5.2m in the new Early Childhood and Family Service for 2019/20 will still mean that Norfolk's total spend on 'children's centres and early years' will be just above the England average and place us 8th out of our 11 statistical neighbours. However, it is a reasonable assumption that other authorities will continue to make savings in this area.

3.0 The Consultation on proposals to develop a new Early Childhood and Family Service

On 17 September 2018 Norfolk County Council opened a consultation on our proposals to develop a new Early Childhood and Family Service, including the transformation of our children's centres. Copies of the consultation document and the Easy Read version are included at Appendix 3 and 4 respectively.

3.1 Summary of consultation methodology

The consultation ran from 17 September to 12 November 2018. We sought the views of families, community groups, staff, children's centre advisory board representatives, service providers, district councils, voluntary sector organisations as well as the general public. Respondents were asked to read our consultation document and answer 19 questions. The consultation document was available online, and paper copies were provided on request and at our public drop in sessions. It was available in other languages on request. A large print and easy read version were also available.

- 3.2 We organised a number of drop in sessions in each district during the consultation period where council officers were on hand to answer questions from the public about the proposals. We also ran two stakeholder events for groups and organisations; three briefings for children's centre staff and we organised some group meetings for hard-to-reach groups who currently have minimal involvement with children's centres.
- 3.3 We have promoted the consultation through the media, with a launch day, social media messaging and a number of subsequent interviews on local and national media.
- 3.4 More detail about how the consultation was conducted is included in the consultation findings report at Appendix 5.

3.5 A summary of what we originally set out in our proposals for an Early Childhood and Family Service

The Council went out to consultation on proposals to build a new early childhood and family support service in September 2018. The proposal that we consulted on aimed to:

- Bring services out of buildings and into the community, to the children and families who need them most
 - Help communities and parents offer local activities and groups
 - Make it easier for families to access the information and advice they need, through providing better joined up online and digital services
 - Change how we work to make sure we deliver in the best way for today's families
- 3.6 Our proposal aimed to refocus the service on those in greatest need, seeking to target our resources where it could make the most difference. It had four elements:

Community support to help parents and communities offer local activities and groups

We proposed investing in community development work to help community groups set up their own activities, such as stay and play, working with staff in our Early Help Family Focus and Early Years teams, local councils and community groups. We suggested that these types of activities could be held in community centres and church halls and would provide universal access to support to ensure parents could avoid isolation and develop support networks. Many groups already exist and run successfully from these types of locations. Some charge a small fee and other groups are free.

Online digital offer

We proposed improving our online digital offer to provide better information, advice and guidance for parents. We proposed joining up with the Healthy Child Programme's *Just One Norfolk*, the Norfolk Community Directory and Norfolk's Family Information Offer.

Group based support

Some families need extra help and support and we proposed that we would commission the delivery of group-based support for these families. This group work would take place in local community venues such as local libraries, community centres or village halls, and would focus on activities such as parenting programmes and antenatal and postnatal support, for example.

One to one support

Some families experience difficulties such as poor mental health, drugs and alcohol misuse and domestic abuse need greater support. We proposed that we would commission the delivery of one to one support to support families who need extra help. This would be delivered in families' homes, and staff would work closely with early help, social work, health, education and other partners to ensure the best outcomes are achieved for families.

Our proposal envisaged that services would be delivered using an outreach model in local communities, in existing community facilities or in homes, to ensure families could easily access services. This would build on the current delivery by some children's centres and ensure that this was more widely available to families who need this type of support across the whole county.

- 3.7 We proposed to de-designate the majority of the 53 children's centres which currently exist, and to retain a base in each district to be used as a hub for staff to work out from, rather than purely as a place to deliver services. The bases proposed were in Attleborough, Drayton and Taverham, Gorleston, Terrington St Clements, Holt, City and Eaton in Norwich and Long Stratton. Of these Attleborough and City and Eaton are also proposed as locations for a multi-function hub as part of the Local Service Strategy so additional benefits could be gained from being co-located with staff from other services and organisations.

3.8 Summary of consultation findings

Norfolk County Council would like to thank everyone who contributed to our children's centres consultation. The Council received 1,576 responses, 1,401 from residents and 175 from organisations commenting on our proposals. The

responses have provided vital information which will help to develop council services in Norfolk and will inform decision-making. Some of the suggestions for service delivery will be used directly in the development of the Council's new Early Childhood and Family Service. A summary of the responses is set out in Table 3.

Table 3: Summary of our consultation findings

What we've been told	Our Response
<p>We proposed: to create an Early Childhood and Family Service consisting of 4 elements: community support; online and digital information, advice and guidance; targeted group support and targeted one to one support.</p>	
<p>You said:</p> <ul style="list-style-type: none"> • Many of you said children's centres were a familiar, trusted, local hub that are a safe place for families and workers to use, and their loss would result in a poorer service. • Many agreed that the proposed service would provide a better and much needed service, but wanted it to run alongside the existing children's centres. • Those affiliated with organisations questioned the thinking behind the proposals, asking if it was deliverable. • You were worried that people would receive a poorer service and would not be able to get to the new locations for delivery, however a few suggested the proposal would result in a better service. • That mental health or wellbeing might be affected, including increasing isolation or loneliness and you were concerned about job losses. 	<p>Our response:</p> <p>We recognise that where families live close to a building, this can be an accessible place for people to access the support they need. For many families living in rural areas and needing support, access to a specific centre or building is often more limited.</p> <p>This is why we remain committed to taking services out to where families live, but we recognise the need to adapt the service model to reflect the local context. This means we will make more use of buildings in urban areas where there are more families living close by who need help, alongside outreach and taking services out to families who need help but live in more dispersed rural communities.</p> <p>We have also listened to the comments about the logistics of operating the service from one base in each district area and balanced the benefits of operating through more bases against the cost of managing more buildings and enabling front line time to reach out.</p> <p>We do not expect families who need extra help to have to travel to the service to access support – we want the service to travel to them. Whilst we recognise that a greater emphasis on outreach may increase staff travel times in some areas, this model is successfully used with our Family Focus teams and health visitors - taking services out to families.</p>

	<p>It is clear that the new Early Childhood and Family Service will require a workforce that is highly skilled, trained and experienced in delivering early years services. We do not want to lose these attributes from the current workforce as it is these aspects and the ability to form purposeful and supportive relationships with families that will enable the new service to secure the desired outcomes and impact. At this point we are unable to provide clarity regarding the impact this may have on the employees of these commissioned services. Once the contract for the new service has been awarded the successful bidder(s) will have a clearer picture of the implications for staff.</p>
<p>The Community Impact Assessment has highlighted:</p> <ul style="list-style-type: none"> • As impact on the wider community in most cases will be minimal the work to minimise the impacts of the new service will need to focus the service users rather than the wider community. • The transition to the new service will need to include plans to minimise the negative impact of the removal of universal services for those ‘just about managing’. 	<p>Our response:</p> <p>We recognise the importance of families having opportunities to meet other families as part of building a network of support and reduce feelings of isolation, including through being able to access universal activities.</p> <p>As the location of these opportunities to meet other families changes, we recognise that some families will need help to connect with and make use of the wider universal activities on offer in their local community and we will build this into the new service offer.</p> <p>We recognise the importance of families being able to access information, advice and guidance in addition to the information available on the digital offer and we will extend the service offer to ensure there is a programme of regular drop-ins for families to access the new service, as well as wider support.</p>

<p>On the community support element:</p> <p>You said:</p> <ul style="list-style-type: none"> • Many agreed this is an important service that is already happening in some places, but some thought it would result in a poorer service. • People raised questions over suitable space, accessibility, confidentiality, security and affordability issues. <p>The EQIA has recommended:</p> <ul style="list-style-type: none"> • Increased investment in community-based groups to be targeted at areas of most need, including rural areas. This should aim to; map and identify gaps in capacity, ensuring as far as possible, a consistent offer across the county and; invest in the expertise / skills of the workforce (both paid and voluntary) and the community venues to be used for service delivery. • Work across all statutory agencies (children's services, adult services, health) to develop a support network for community groups running universal services and establish a mechanism for parents to report issues as to practice. • Development of a self-assessment tool for reviewing the accessibility, inclusivity and suitability of community-based venues. To include the 	<p>Our response:</p> <p>Many families already use these types of community led groups and activities and they form an important part of family life, helping to create their network of support. They run in a variety of locations such as libraries, community and church halls and children's centres. Often there is a small charge to cover refreshments and we expect this to continue.</p> <p>Whilst there are nearly 1000 community led groups and activities on offer across the county (see Appendix 2), we recognise there are some places where there are less community activities taking place or groups are not meeting the needs of some families or particular communities.</p> <p>We also recognise that community led groups can need support themselves, either to get established or to respond effectively to particular issues that families present.</p> <p>We will invest £250,000 to support this, building on the range of community development activity that is already taking place in districts, either led by the voluntary sector, the district councils or our own early help teams. We recognise the importance of this and want to ensure that there is sufficient focus on support for families with young children.</p> <p>We understand that community-led groups should not replace the support provided by qualified staff and that they should be part of a wider early childhood offer for families in each area.</p>
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<p>development of guidance for groups in determining what they need to provide linked with funding applications.</p>	
<p>On the online and digital element:</p> <p>You said:</p> <ul style="list-style-type: none"> • Many agreed that we should use technology more to deliver services, but many more thought that there is already a wealth of online information and more is not needed. • Most agreed that face to face support is often better. • Comments were raised over affordability, difficulty finding the right support, poor connectivity and reading difficulties. <p>The EQIA has recommended:</p> <ul style="list-style-type: none"> • A further review to be carried out of the on-line offer ‘Just one Norfolk’ platform and the ‘Norfolk Directory’ to identify opportunities for enhancing accessibility of digital information, particularly focusing on the needs of disabled users, including those with learning difficulties or who are Deaf. Following the review ensure that web information meets accessibility standards and set clear parameters for the ongoing development of the site. 	<p>Our response:</p> <p>We also recognise that there is a lot of information available online and it can be difficult to find the information relevant to you. The “Just One Norfolk” platform operated as part of the Healthy Child Programme has been developed with families and has been really positively received by those using it. We want to utilise this excellent resource and integrate it with the Norfolk Community Directory and our Family Information Service so that families will be confident that there is an easy route to the information and advice that they can trust. The Directory will also contain information about other community-led services.</p> <p>We understand the need to provide a mix of opportunities to ensure everyone can access services and the support they need. Whilst many are now using digital services by default, we recognise the importance of still being able to speak to someone, including face to face and over the telephone.</p> <p>We recognise that digital literacy and access is an issue for some, but this is an existing challenge and is not a result of the redesign of our service. Norfolk County Council launched a Digital Inclusion Strategy in February 2018, which is taking a range of actions to address these issues. Users of the Early Childhood and Family Service can access support, including the provision of free internet access in Libraries, computer buddyng and training.</p>

<p>On the targeted support via groups or one to one element:</p> <p>You said:</p> <ul style="list-style-type: none"> • Many agreed this is an important service which is happening in places, but some said this would result in a poorer service and that safeguarding risks may be less likely to be flagged. • People said it is important the service is accessible to everyone not just those in deprived areas or who live on low incomes. • People raised questions over suitable space, accessibility, confidentiality, security and affordability issues. • Many people wanted more information about this service. • Those affiliated with organisations questioned the thinking behind the proposals, asking if it was deliverable. <p>The EQIA has recommended:</p> <ul style="list-style-type: none"> • To engage directly with Gypsy, Roma and Traveller communities, and Norfolk's Black, Asian and minority ethnic groups (those which play a key role in Norfolk in supporting newly arrived people whose 	<p>Our response:</p> <p>Safeguarding is a priority for the Council and to the wider early childhood system and we will continue to work with statutory and voluntary and community partners to offer training around safeguarding procedures and review its effectiveness on a regular basis to ensure that all is being done to keep children safe.</p> <p>We want the new service to provide better outcomes for children and target those most in need. We do recognise that all families benefit from universal group activities. We will expand the service offer to provide universal group activities open to all families in areas of high need.</p> <p>We will work with the Library Service as they refine and develop the consistency and accessibility of the libraries' universal offer for children aged 0-5 and their families.</p> <p>Where targeted support is provided, this will be as part of a joined-up system, supporting those in the greatest need. Through prioritising the delivery of targeted support, front line staff will be able to spend more time working with families who need extra help than they do now.</p> <p>By focusing on the three impact statements and improving the outcomes for our children, such as social mobility, we will reduce the overall strain on the wider system which will benefit everyone and create better outcomes for Norfolk.</p>
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<p>first language isn't English), to make sure they are informed about the offer, and know who to contact if individuals cannot access information or are unsure what services may be available.</p>	
<p>We proposed: to run the early childhood and family services and activities through different community venues.</p>	
<p>You said:</p> <ul style="list-style-type: none"> • Many of you felt it makes little sense to close children's centres and to deliver services from use community buildings instead. • However, some of you said that running services from community buildings is positive move. • Questions were raised over location, lack of suitable space and capacity, poor accessibility confidentiality, security and that safeguarding risks may be less likely to be flagged. • Some commented over the viability of running services from many locations and whether they would be affordable. 	<p>Our response:</p> <p>We already use a wide range of different venues and spaces to deliver existing services and some of our designated children's centres are in libraries and schools, or space in a community building, rather than purpose-built buildings.</p> <p>Even though there are many community venues already used by children centre services, we know that most of the current services (around 80%) are delivered onsite, despite the fact that many families live in dispersed rural communities.</p> <p>Families in rural communities have said they like being able to access services in community buildings rather than travel to a children's centre. In addition to this, many of the children's centres which will be de-designated will remain open and may continue to be used as a space for delivery by the new service.</p> <p>We want the new service to deliver locally to families by building on the existing community venues previously used by children's centres.</p> <p>About 85% of the 0-4 population in high need areas are less than 1 mile from a potential future service delivery site. A greater proportion of children in high need areas are closer to a potential future service delivery site than those in average or low need areas.</p>

	We expect the new service provider to extend the range of local suitable and safe venues, especially in more dispersed rural communities.
We proposed: to use 7 of the current children's centres as bases and wherever possible to continue to use the 46 children's centre buildings to support families with children under the age of five.	
You said: <ul style="list-style-type: none"> Many of you asked why change things when they work well as they are. People commented they don't want their children's centre to close as it would result in a poorer service with access difficulties, however some people said it would result in an improved service. Some individuals said it is important that children services remain universal and accessible to everyone. That the current set-up is an essential service, providing access to a trusted local hub that is safe and secure. 	Our response: <p>We recognise that many people value the current service offer model, especially if they have easy access to a children's centre. We know many families do not. In addition to taking services out to families we recognise that in areas of high need and high volume, the buildings that we keep as bases can provide accessible support to many families living in the immediate area. We therefore want to extend the number of bases from 7 to 15, so that there is greater use of buildings in high need/high volume areas. These buildings will be bases for staff for the new Early Childhood and Family Service to operate from and will also be part of the network of buildings through which services are delivered, alongside direct work with families in their home.</p> <p>Operating with 15 bases, rather than the current 53 designated buildings, will help us ensure a greater proportion of the funding available goes to front line support rather than funding premises, management and administration.</p> <p>We want organisations and communities to take on buildings and retain them with a focus on provision for families with children aged 0-5. To enable this ambition, we are establishing a £500,000 capital fund to support organisations taking over the de-designated buildings so that they are able to continue to provide services with a focus on children</p>
The Community Impact Assessment has highlighted: <ul style="list-style-type: none"> The role of the wider early childhood and family 	

<p>system will be important in ensuring that those who need services are able to access them and that collaboration and intelligence sharing is maintained across the system.</p> <ul style="list-style-type: none"> • The role of the wider early childhood and family system will be important in developing plans with communities to transition to the new service. • Buildings being selected as bases for the Early Childhood and Family Service should prioritise locations of highest need and provide good outreach access. • The new service and outreach model will need to pay particular attention to how it will work with market towns with higher levels of deprivation. 	<p>aged 0-5. We are reassured by the volume of Expressions of Interest as part of the consultation process. We will work with the wider early childhood and family system providers who currently deliver services from the current children's centres to ensure that they are able to either continue to use the buildings or find alternative venues.</p> <p>The development of how we use Council buildings in local areas will be considered as part of our Local Service Strategy, with the expectation that we take opportunities to co-locate services.</p>
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3.9 Summary of our equality and rural impact assessment – key findings and suggested mitigation

When making decisions the Council must give due regard to the need to promote equality of opportunity and eliminate unlawful discrimination.

- 3.10 An equality and rural impact assessment has been carried out on the proposal. It is evident from this process that the proposal will impact on all current users of children's centre services – adults, children and families, including those with protected characteristics and in rural areas. The nature of the impact will differ depending upon the user's circumstances.
- 3.11 For example, for some people, there may be a positive impact – a lone parent with a busy schedule living in a rural area may have increased access to information through enhanced online services which are available 24/7 or be able to access community-led support at a venue nearer to their home, reducing travel times. For others, the impact may be detrimental because, for instance, they may no longer be able to access universal children's centre services at the same building or may have to start paying for a service.
- 3.12 It should be noted that there is no legal impediment to going ahead with the proposal. It would be implemented in full accordance with due process, national guidance and policy. Similar proposals have been implemented elsewhere in the UK.
- 3.13 Six mitigating actions are proposed to address the detrimental impacts relating to the proposal. It is not possible to address all the potential impacts. Ultimately, the task for Children's Services Committee is to balance these impacts alongside the need to manage reduced resources and continue to provide essential children's services to those who need them most, which includes young people and families with protected characteristics and in rural areas.
- 3.14 The mitigating actions are:
1. If the proposal goes ahead, ensure that the findings of this assessment are communicated across all teams responsible for implementation, to ensure that the issues highlighted are systematically addressed in delivery plans, service design and commissioning.
 2. Increased investment in community-based groups to be targeted at areas of most need, including rural areas. This should aim to; map and identify gaps in capacity, ensuring as far as possible, a consistent offer across the county and; invest in the expertise / skills of the workforce (both paid and voluntary) and the community venues to be used for service delivery.
 3. Work across all statutory agencies (children's services, adult services, health) to develop a support network for community groups running universal services and establish a mechanism for parents to report issues as to practice.
 4. Develop a self-assessment tool for reviewing the accessibility, inclusivity and suitability of community-based venues. To include the development of guidance for groups in determining what they need to provide linked with funding applications.

5. Further review to be carried out of the on-line offer ‘Just one Norfolk’ platform and the ‘Norfolk Directory’ to identify opportunities for enhancing accessibility of digital information, particularly focusing on the needs of disabled users, including those with learning difficulties or who are Deaf. Following the review ensure that web information meets accessibility standards and set clear parameters for the ongoing development of the site.
 6. If the proposal goes ahead, engage directly with Gypsy, Roma and Traveller communities, and Norfolk’s Black, Asian and minority ethnic groups (those which play a key role in Norfolk in supporting newly arrived people whose first language isn’t English), to make sure they are informed about the offer, and know who to contact if individuals cannot access information or are unsure what services may be available.
- 3.15 The full assessment findings are attached for consideration at Appendix 6. Clear reasons are provided to show why positive or detrimental impact is predicted, and the nature of this impact.
- 3.16 Summary of the Community Impact Assessment on the proposed Early Childhood and Family Service**
- A Community Impact Assessment examines the impact of the proposals on the community as a whole. It is separate from the formal consultation process on the proposals and is designed to provide a wider ‘scope’ than could be achieved through an Equality Impact Assessment which focuses only upon the impact of a proposal on people with protected characteristics.
- 3.17 Community Action Norfolk has undertaken this research on behalf of Norfolk County Council. The full assessment findings are attached at Appendix 7. Community Action Norfolk’s role has been to gather information about the potential positive and negative impacts on communities and report these back.
- 3.18 460 stakeholders were contacted as part of the development of the impact assessment ranging from Parish and Town Councils through to child-minding businesses. 179 stakeholders inputted into the survey. In addition, 374 community buildings were contacted to help identify the availability of alternative venues.

3.19 Key findings

Overall, the proposals are likely to impact those areas with a higher proportion of children the most significantly. Among parents, those accessing the universal provision will be most significantly impacted, since the proposals withdraw this element of the current offer. Those ‘just about managing’ below any eligibility criteria for additional service support are likely to be impacted the most negatively. In summarising the community impact assessment Community Action Norfolk identified five key points that require specific consideration:

- Most of the impact of the proposals will be limited to those individuals, families and organisations directly connected to the children’s centre and its services. In general, children’s centres, unlike other facilities such as post offices, do not seem to have as much wider significance for the community beyond those that use them or have some other form of active connection and the impact on the wider community in most cases will be minimal.

- Childrens' centres in many locations have become a hub of activity for both community provision and wider service providers. There will be a direct impact on a number of these service providers who utilise the children's centre as an operating base and an easy access point to reach their beneficiaries/potential clients. There also may be an impact on collaboration and intelligence sharing that takes place as a result of the children's centre functioning as a hub.
- Stakeholders are pessimistic about the ability of the community to take on a more active role. Wider intelligence suggests that the community and voluntary sector are facing growing demand whilst resources both in terms of cash and volunteers are under severe strain. It should not be assumed the community will develop new provision in response to the service proposals. A careful plan needs to be put in place to actively support the development of community provision and understand and mitigate the impact of a lack of alternative community provision.
- There is a balance of stakeholder feedback and intelligence that suggests the need to reconsider the location of the retained centres. On balance it may be best to locate these in areas of higher need, whilst retaining the strong commitment to an outreach focused approach. Areas of higher need often have less in the way of existing alternative community provision or alternative venues and can have lower levels of resilience. As it is likely that a significant proportion of demand for the redesigned service will be in these areas, locating the hubs in these areas will reduce some of the travel time for support staff, potentially improving efficiency.
- A number of market towns with higher levels of deprivation also appear to have low levels of services/community activity compared to their population size. Specific consideration should be given as to how the resilience of these areas can be strengthened as they face the compounding effects of often poor access/connectivity, a range of service reductions and growing or higher levels of need.

3.20 Implications for the model

- As impact on the wider community in most cases will be minimal the work to minimise the impacts of the new service will need to focus on the service users rather than the wider community.
- The transition to the new service will need to include plans to minimise the negative impact of the removal of universal services on those 'just about managing'.
- The role of the wider early childhood and family system will be important in ensuring that those who need services are able to access them and that collaboration and intelligence sharing is maintained across the system.
- The role of the wider early childhood and family system will be important in developing plans with communities to transition to the new service.
- Buildings being selected as bases for the Early Childhood and Family Service should prioritise locations of highest need and provide good outreach access.
- The new service and outreach model will need to pay particular attention to how it will work with market towns with higher levels of deprivation.

4.0 Changes to our proposals as a result of the consultation process:

As a result of the consultation process we have amended our proposals in the following ways:

- Greater recognition that all families benefit from universal group activities
- Making it easier to access support
- Extending the new service to support families to connect with and make use of activities provided by local communities and partner organisations
- Keeping more buildings to reflect varying local needs in rural and urban areas
- Investing £500,000 to support local organisations and communities to use buildings, currently designated as children's centres, with a focus on services for families with children aged 0-5.

4.1 Greater recognition that all families benefit from universal group activities

The Early Childhood and Family Service will provide universal group activities open to all families in areas of high need recognising the value this provides to parents of young children.

4.1.1 This could include; Stay and Play Sessions, Messy Play, Baby massage etc and will be developed on the basis of local need and demand within the specific communities.

4.1.2 Working with the Library Service as they refine and extend the consistency and accessibility of the libraries' universal offer for children aged 0-5 and their families.

4.1.3 Examples of this include:

- Every library will have a year-round baby bounce and rhyme session including in school holidays that will be a universal offer for all families with children aged 0-5. It is also envisaged staff from the new Early Childhood and Family Service will support these sessions.
- Consistent with feedback from the consultation and evidence of the positive impact on maternal mental health of bounce and rhyme times, we are also developing a "stay and chat" session after bounce and rhyme time to encourage informal networking and reduce social isolation amongst parents. This will be based on the established and successful 'just a cuppa' model.

4.2 Making it easier to access support

We will amend proposals to provide a programme of regular drop in sessions for families with partners to enable families to access one stop shop advice and support and meet other parents/carers reducing their sense of isolation, as well as enable them to have contact with the range of services focused on supporting

families with young children such as health visitors from the Healthy Child Programme, speech and language therapists, the Library Service, or local voluntary and community sector organisations offering support on a range of issues such as domestic abuse, mental health and wellbeing.

- 4.2.1 The staff from the new service will attend community led and partnership groups (e.g. health clinics, Bounce and Rhyme in Libraries, Speech and Language drop ins) to help identify and address families' needs, either within that setting or enable families to access more targeted support.

4.3 Extending the new service to support families to connect with and make use of activities provided by local communities and partner organisations

Whilst many families already access the wealth of community led activities and groups that operate in their local area (see the details of nearly 1000 groups currently operating across the county within the district profiles in Appendix 2), we know that some families need help to find and participate in these community led groups. The service will therefore be extended to offer support to all families of children aged 0-5 to connect with and make use of the universal activities provided by other organisations and local community groups, as part of enabling families to build 'networks of support'.

4.4 Keeping more buildings to reflect varying local needs in rural and urban areas

We will adapt the service model to fit local contexts, making use of more buildings in our urban areas where there are more families needing extra help, alongside outreach and taking services out to families who need support in our more dispersed rural communities.

- 4.4.1 We have acknowledged what people told us through the public consultation and have looked again at our proposals regarding buildings. We recognise that accessibility and local community context are important considerations for any proposed future service model. Feedback we have received strongly expressed the desire for designated children's centre buildings being accessible in more urban areas, where there is greater disadvantage and a higher population density. Key reasons given:

- a lifeline
- a place of safety
- trusted professionals at hand
- services all in one place

- 4.4.2 In the more rural areas there were questions about the logistics of operating from a single base in the district:

- service capability to deliver effective outreach without a more local base
- the cost of staff travel
- the importance of staff receiving supervision and peer support from colleagues

4.4.3 Taking this into account we are proposing that the arrangements for the Early Childhood and Family Service need to be flexed to take account of the different ways in which families access the support they need, alongside the practical challenges of service delivery in a diverse county such as Norfolk. We are therefore recommending an increase in the number of bases from 7 to 15.

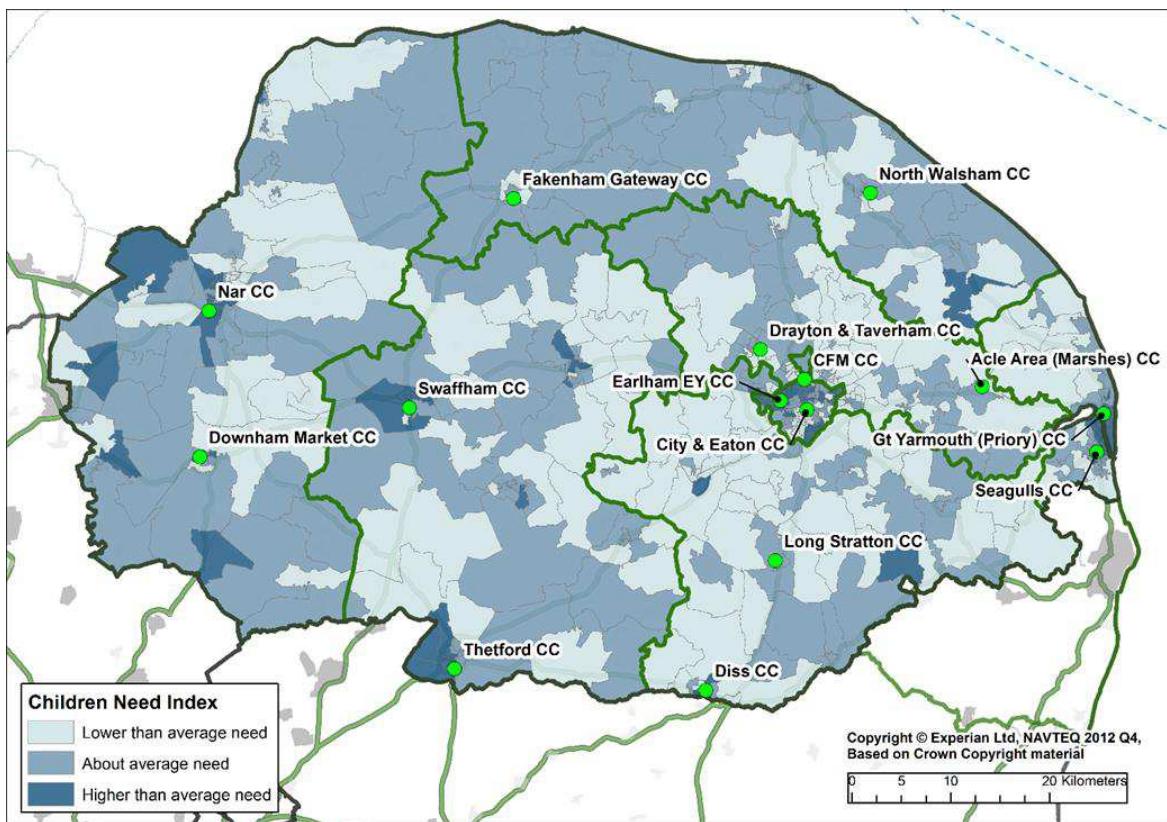
4.4.4 In addition to our original rationale for use of buildings, we have developed our thinking about the number of bases, to take account of the following:

- effective delivery of outreach to support families who need help is the most important aspect of the service
- a service model that takes account of the specific needs and local community contexts within each district area
- recognition that high need and high footfall (volume) is an important factor in some urban areas
- an understanding about how families currently use a variety of buildings
- the logistical requirements for bases and operating an effective outreach service model
- realism about the cost of adding additional bases

4.5 Revised proposals for 15 Early Childhood and Family Bases:

District area	Centres to be retained as an early childhood and family base
Breckland	Swaffham Thetford (Kingsway)
Broadland	Acle Drayton and Taverham
Great Yarmouth Borough	Great Yarmouth (Priory) Seagulls
King's Lynn & West Norfolk Borough	Downham Market Nar
North Norfolk	Fakenham North Walsham
Norwich City	Catton Grove, Fiddlewood, Milecross (CFM) City and Eaton Earlham
South Norfolk	Diss Long Stratton

4.5.1 From our original proposals, Attleborough, Holt, and Terrington St. Clements will not be retained as bases, although may still be used to deliver outreach services, depending on future use. For example, in Attleborough the building will be operated as a multi-function hub as part of the Local Service Strategy so the new service will continue to able to use this as a delivery site.



4.6 Investing £500,000 to support local organisations and communities to use buildings, currently designated as children's centres, with a focus on services for families with children aged 0-5.

We will provide a £500,000 capital fund to enable continuing use of buildings where they are de-designated as a children's centre.

- 4.6.1 Many of the buildings currently designated as a children's centre will continue to be used to deliver services for children aged 0-5. In some cases, where the building is on a school site, or where there is an existing childcare provider operating from the site, this transition will be relatively straight forward. In other locations, there will be opportunities for new groups to utilize the site and early indications are that many of the buildings are of interest to other organisations and services.
- 4.6.2 Following decision making by Children's Service Committee, these early expressions of interest will be pursued. To enable this interest to be realised for the benefit of families with children aged 0-5, a £500,000 capital fund will be available to support any necessary minor adaptations that may be required. We will also take a realistic approach to rents charged from organisations where they are delivering services for families with children aged 0-5, so that the facilities onsite can continue to be available to families. Individual profiles for each of the buildings currently designated as a children's centre are included as Appendix 8. These highlight the significant variation in the current operating arrangements of each children's centre.

5.0 Clarifying how the new Early Childhood and Family Service will operate

The new Early Childhood and Family Service will be focused on delivering outcomes that contribute to the three impacts we want to secure for families with children aged 0-5 in Norfolk:

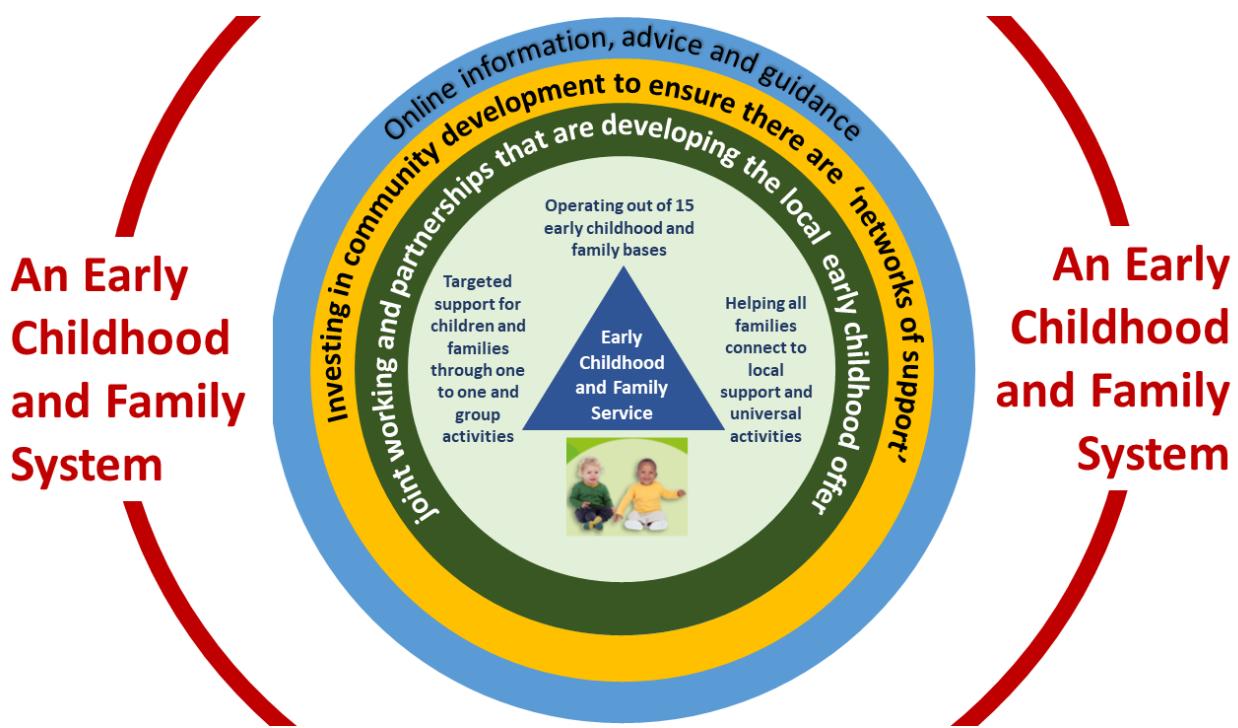
- **Supporting children to achieve their developmental milestones**
- **Preventing more children aged 0-5 from experiencing neglect or emotional harm**
- **Increasing social mobility**

5.1 The new service will help achieve this by focusing on the following determinants:

- Supporting good early attachment
- Helping families access high quality early years education
- Developing effective speech and language development
- Supporting parents to provide an effective home learning environment
- Supporting families to access social networks that offer support
- Helping families reduce or remove the impact on children of:
 - Poor parental mental health
 - Domestic abuse
 - Drug & alcohol misuse
 - Family functioning including parental conflict
 - Adverse Childhood Experiences (ACEs) & childhood trauma
- Working with other agencies and services, to improve families':
 - Access to a 'good' job
 - Housing
 - Levels of parental education
 - Health (mental & physical)
 - Access to opportunities

5.2 Working as part of an Early Childhood and Family System, the new service will:

- 5.2.1 Provide targeted support for families with children aged 0-5**
- 5.2.2 Offer help so that all families can connect with local support and universal early childhood activities**
- 5.2.3 Operate 15 early childhood and family support bases and use a range of local delivery venues**
- 5.2.4 Contribute to joint working and maintaining partnerships as part of securing a local early childhood offer**
- 5.2.5 Invest £250,000 in community development to ensure there are strong 'networks of support'**
- 5.2.6 Support an enhanced online and digital information, advice and guidance offer for families**



5.2.1 Providing targeted support for families with children aged 0-5

Focused on families who need extra help but before their needs are so complex that they require the help of family focus teams or statutory support such as social work. We call this level of targeted early help 'tier 2'.

5.2.1.1 We intend to commission this element of the new Early Childhood and Family Service.

5.2.1.2 Delivered through:

- One to one support using a whole family approach, provided by qualified and skilled staff, in families' homes or in local venues that are safe and accessible for families.
- Targeted group support and activities, including for example evidence-based parenting programmes and pre-birth support to mothers and fathers, based on:
 - Assessed need and accessed via referral
 - Targeting specific areas of high need and offered as 'open access' groups.
- Offering creche support to enable families participate in targeted group sessions and programmes.
- Using tools such as the 'Parent and Baby Star' which has been developed for parents who many need extra support with their perinatal mental health and well-being during pregnancy and the first year after having a baby.
- Undertaking a lead professional role alongside other services and agencies as part of working in a more targeted and joined up way with families.

- Supporting other case-holding professionals, such as health visitors or social workers, as part of developing a ‘team around the family’.

5.2.1.3 A case study to show how the new Early Childhood and Family Service might provide targeted support

The Evans – mum Sinead, dad Michael, twins Lily-Anne and Iris aged 4 and Patrick aged 10 months. Mum and dad are separated but dad has contact with the children.

Sinead is seven months pregnant. The twins have just started attending the local school who report that they are always hungry. Patrick is reported to regularly be left in the care of friends, as mum finds it hard to cope with him. Sinead is not working and has been having difficulties paying her rent. After a chat with Sinead the school contact the Early Childhood and Family Service and a worker arranges a visit. They work with Sinead, the school and the health visitor to see what support can be put in place for the children. Everyone agrees Sinead will need help from lots of different agencies. A plan is put together with the family, and the Early Childhood and Family Service worker has the lead role to make sure everything happens to support mum.

The Plan

1. The Early Childhood and Family Service worker will help Sinead to connect with Patrick and meet his needs through providing one to one work on relationships and parent-child interactions. Sinead learns about some of the online courses such as Solihull, through Just One Norfolk, to help her understand the needs of her children.
2. The health visitor will provide ante-natal advice and Sinead and her new baby can attend sessions together to improve their bond e.g. baby massage. Breast feeding support will also be there for her through health visitor, a peer supporter or breastfeeding cafés.
3. The extended family and friends are discussed so everyone knows what is going to be needed when the new baby arrives.
4. The Early Childhood and Family Service worker also helps Sinead get support from the Job Centre and her district council regarding support for employment, housing and rent payments and out of work benefits. Budgeting and payment plans can be put in place to help Sinead.
5. The school can offer breakfast club and after school club for Lily-Anne and Iris as the children are entitled to free school meals.

Next Steps

The family’s plan will help Sinead through this difficult time. In the long-term Sinead will be put in touch with local groups, so she can develop her own local network of support.

5.2.2 Offering help so that all families can connect with local support and universal early childhood activities

Focused on supporting all families, to access and participate in community groups and activities for families with children from pre-birth to age 5.

5.2.2.1 We intend to commission this element of the new Early Childhood and Family Service.

5.2.2.2 Delivered through:

- Providing information, advice and guidance when families initially ask for help so that their needs can be met and as a result, do not require targeted support.
- Staff attending community led and partnership groups, such as health clinics or Library Service ‘bounce and rhyme’ groups, to help identify and address families’ needs, either within that setting or via targeted work.
- Delivering regular drop in sessions, so that all families can speak to someone they trust and be supported to receive the help they need, meet other parents/carers reducing their sense of isolation.
- Jointly delivering sessions with a range of services focused on supporting families with young children such as health visitors, speech and language therapists, the Library Service, or local voluntary and community sector organisations offering support on a range of issues such as domestic abuse, mental health and wellbeing.
- Building relationships that provide families with practical support, where needed, to find, connect with and engage in community groups and activities and/or specialist services as part of building their own ‘networks of support’.
- Supporting parents as ‘parent champions’ so that they are able to develop their knowledge, skills and confidence by supporting other parents, as well as help shape the local early childhood and family offer

5.2.2.3 A case study to show how the new Early Childhood and Family Service might help families connect with local support and universal early childhood activities

It's Thursday 1st October 2020 and the Early Childhood and Family Service has been operational for one year. Chrissy is a team manager for the new service, having previously worked for one of the children's centre providers.

Today she is at the monthly 'Healthy Services Day', being run from a library in a rural market town. The day started with a baby weigh session, run in partnership with the health visitors.

"It's really popular, families come to get their baby weighed and have a word. Mostly we give advice and set minds at rest, letting families know what's on in the area. A big benefit of a day like this is we can get different agencies together in one place. The Job Centre, someone from the district, Family Focus, Point 1, lots of agencies in and out."

"Today we had Tracey from district housing, she does a drop-in surgery every so often. If we see a family struggling with money or worried about rent, Tracey can help before it gets out of hand."

Peter, the Job Centre work coach, is introducing a parent to a district council 'community connector' who is explaining about a local parenting skills course. Chrissy says the courses work well:

"We get a good mix of parents, some referred by our team, some walk through the door and think it will help, and some are referred by social care who think a family will benefit from being in a more mixed group."

At the end of the day, Chrissy meets with the team to see what issues are being picked up and if any of the families they know are struggling. People from other agencies often attend these meetings. Today someone from the local library talks about the 'bounce and rhyme' sessions they run and its agreed that they will come to the next drop in to tell parents about this programme, as several of the mums have talked about wanting to read more with their children and have an opportunity to chat with other parents.

5.2.3 Operating 15 Early Childhood and Family Bases and use a range of local delivery venues

Focused on delivering services in Early Childhood and Family Bases in areas of high need and taking services out to families living in more dispersed communities, so that it is easier for families to access the support they need.

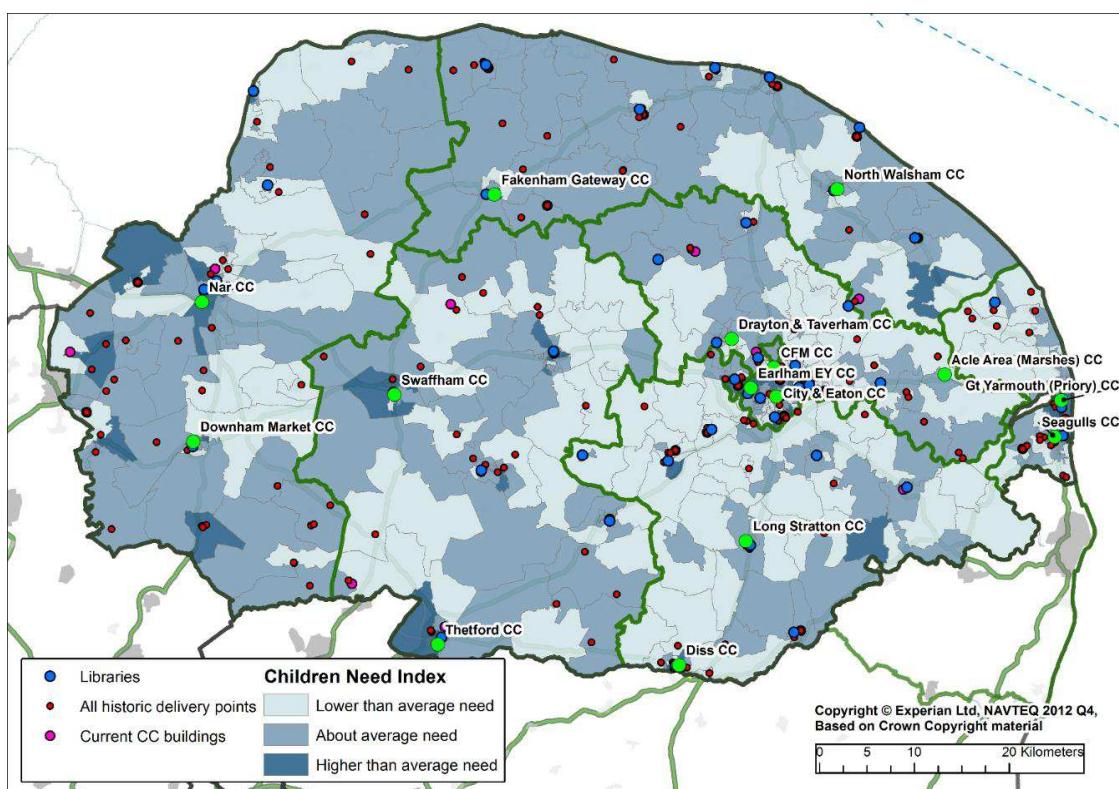
5.2.3.1 We intend to commission this element of the new Early Childhood and Family Service.

5.2.3.2 Delivered through:

- Making use of 15 Early Childhood and Family Bases in areas of high need/high volume, and greater emphasis on using outreach for families living in dispersed rural communities.
- Providing families with regular points of contact, whether accessing support onsite in an Early Childhood and Family base, in an outreach location, or in families' homes.
- Using local spaces and safe venues that are accessible to families, including where it is appropriate, in families' homes. These venues will include many of the buildings currently designated as children's centres as these are taken on by a range of local services and organisations.
- Working with families to agree a 'family friendly' name for the Early Childhood and Family Bases.
- Providing space within the bases for joint working by services and organisations focused on meeting the needs of families with children aged 0-5.

5.2.3.3 We expect the new service provider to extend the range of local suitable and safe venues used, especially in more dispersed rural communities, including working alongside other early childhood services and childcare settings that are used to deliver activities with families.

5.2.3.4 The following map highlights 265 suitable community venues that have been used previously by children's centres. These include libraries, the buildings currently designated as children's centres, 15 of which will be used as new Early Childhood and Family Support Bases and the remaining buildings that will be de-designated as children's centre but are likely to be available as a delivery venue.



5.2.3.5 A case study to show how operating 15 Early Childhood and Family Bases and using a range of local delivery venues will support families.

Lucy is a worker in the new Early Childhood and Family Service. She enjoys the variety of her role. Lucy is asked by a parent about what her job is and what she does as the parent is interested in going back to college and wants to work with families. Lucy explains a typical week for her:

"I love getting to meet so many families and support them in different ways depending on what they need. For example, this morning I was supporting a stay and play at my base for local families. I get to see so many parents and get to know them. This afternoon I'm supporting a targeted group session on safe relationships in partnership for parents who need extra help and support in staying safe. That's a really small group though, in a local venue that's suitable for those parents."

"Tomorrow I have a home visit for a family who are really struggling with money, at risk of being homeless and trying to put routines in place for their young children while having all that to sort out. I am the lead person for the family, but the district council housing team and local job centre have been great in helping support this family. Sometimes families need help supporting them to get services working together and need a key person doing this, they can't always do that themselves."

5.2.4 Contributing to joint working and maintaining partnerships as part of securing a local early childhood offer

Focused on strong partnership working as part of building an early childhood and family system that helps families receive the right support, by the right person, at the right time.

5.2.4.1 We will require the Early Childhood and Family Service provider to work with Children's Services and other partner agencies in each district area.

5.2.4.2 Delivered through:

- Working with other agencies and services to develop and maintain a district early childhood offer for families that includes local early years groups, digital and online information and advice, and community-based services such as health visitors, libraries, community learning, childcare settings as well as more specialist support where this is needed.
- Helping families access specialist support/resources within the local area.
- Acting as lead professionals within a team around the family.
- Working collaboratively with other local services and agencies to target resources, so that the funding for the Early Childhood and

- Family Service can be used to support families and children who need extra help.
- Working together to manage and measure performance in terms of evidence about the impact and improved outcomes being secured for children and their family.

5.2.4.3 A case study to show how the new Early Childhood and Family Service might contribute to joint working and maintaining partnerships as part of securing a local early childhood offer

Workers from the Early Childhood and Family Service have joined the weekly meeting alongside health visitors and other professionals within the early help hub. They are discussing families being supported by services as part of making sure there is a ‘team around the family’.

One such family is the Lamottes – mum Kayla, father Grant, Alfie aged 3, and baby Simon aged 1.

Kayla and Grant are both unemployed and get Universal Credit. Neither of them did well at school and they both have trouble with alcohol misuse. Kayla told the playgroup that Alfie attends that she can't cope and is feeling depressed and lonely. Her drinking is getting out of hand and Grant just gets angry and shouts at her and the kids. The nursery spoke to their Early Years Development Worker, who made a referral to the Early Childhood and Family Service.

A worker went to see Kayla and Grant in their own home and worked with them to develop a plan. As part of the plan, Kayla was referred to ‘Change Grow Live’ – Norfolk’s alcohol and substance service. She gets specialist advice to address her alcohol use. Grant was introduced to a Job Centre employment and skills coach to improve his opportunities to gain employment and get some qualifications.

It wasn’t long before they were able to attend a special course with other families to develop their parenting skills; with Simon attending a creche. The Early Years Team gave information on how Alfie can get a pre-school/nursery placement. Arrangements have been made for him to attend so he can get a really good start at school.

The health visitor has arranged a one-year progress review for Simon with Kayla and Grant and will keep the Early Childhood and Family Service worker informed of any needs.

Kayla has begun to go to the Bounce and Rhyme group at her local library with Simon. She can stay afterwards and chat to other parents. Grant has heard through the Job Centre that the district council are looking for volunteer ‘community connectors’ and thinks it might help him get into work.

It’s agreed that next month, there will be a focused discussion on how everyone is working together locally, looking at the latest data on outcomes for children and families in the area.

5.2.5 Investing £250,000 in community development to ensure there are strong 'networks of support'

Focused on ensuring that there is capacity within communities to provide strong 'networks of support' for families in local areas.

5.2.5.1 Children's Services will lead this activity through the existing early help arrangements in each district area.

5.2.5.2 Delivered through:

- Collaborating with district councils, the voluntary sector, and wider early help arrangements, to build and extend existing local community development activity in each area, with an emphasis on supporting the development of community groups and activities that respond to the needs of families with young children.
- Providing funding to enable local responses to address gaps in community led groups and activities for families with young children.
- Supporting parents and local communities set up local provision for families with young children.
- Linking with existing volunteering schemes that can support volunteers as parent champions.
- Linking with Early Years Development Workers who support registered childcare settings so that there is better integration in how families are supported by child care settings and community led groups.

5.2.5.3 A case study to show how investing £250,000 in community development will help ensure there are strong 'networks of support'

At the district Early Childhood and Family Service forum it is raised by a small community organisation about an increase in families with English as a second language moving into the area. This supported by health visitors and an early childhood and family worker who have also noticed this. Concern was raised that some of these families lacked confidence resulting in social isolation. The early childhood and family worker contacts the Community Connector at the district council and the community organisation to develop a project funded by the community development fund to increase the families' social network and access to services.

Families were engaged by building on the trusted relationship they had with a worker from the community organisation and who is facilitating the course with the early childhood and family worker and the health visitor. The health visitor observed that many of the parents watched English television to improve their language skills, so they developed a weekly quiz. The parents worked in groups to complete the quiz together, developing their group work skills and confidence. They used the quiz and the characters on the television programmes to discuss key public health concerns such as postnatal depression and family planning.

Seeing families grow in confidence and become more integrated in the local community was extremely satisfying and highly rewarding. One of the parents has been supported through the adult community learning service and is now a parent champion in this area and continues to support the group inviting in other professionals when needed.

5.2.6 Supporting an enhanced online and digital information, advice and guidance offer for families

Focused on making it easier for all families to access the information and advice they want, when they want it, and be confident that the information is accurate and reliable.

5.2.6.1 Norfolk County Council will work with Cambridge Community Services NHS Trust, through the Healthy Child Programme, to develop this offer.

5.2.6.2 Delivered through:

- Integrating *Just One Norfolk*, Norfolk Community Directory and Family Information Service platforms to offer a clear route for families to online information advice and guidance.
- Working with service developers to ensure the online and digital platforms are accessible to all.
- Develop a comprehensive, joined up and consistently branded digital offer for Norfolk families across multiple platforms and with stakeholders and commissioned services.
- Improve the quality and efficiency of data feeds into the Norfolk Community Directory, so they include more information to help parents to make informed decisions and access services. Including an automated feed from Active Norfolk on local activities, enhanced schools' information and integration with data on funded childcare availability.
- Establish a programme of proactive messaging, via email and potentially text, that covers pre-birth to age 5 and offers signposting at key milestones and generally to services and activities.
- Coordinate social media communications across services to maximise reach and ensure clear and timely messaging to families.
- Utilising the Council's Digital Inclusion Strategy to address access issues, including linking with the Library Service's provision of free internet access, computer buddyng and training.

5.2.6.3 A case study to show how supporting an enhanced online and digital information, advice and guidance offer might help families

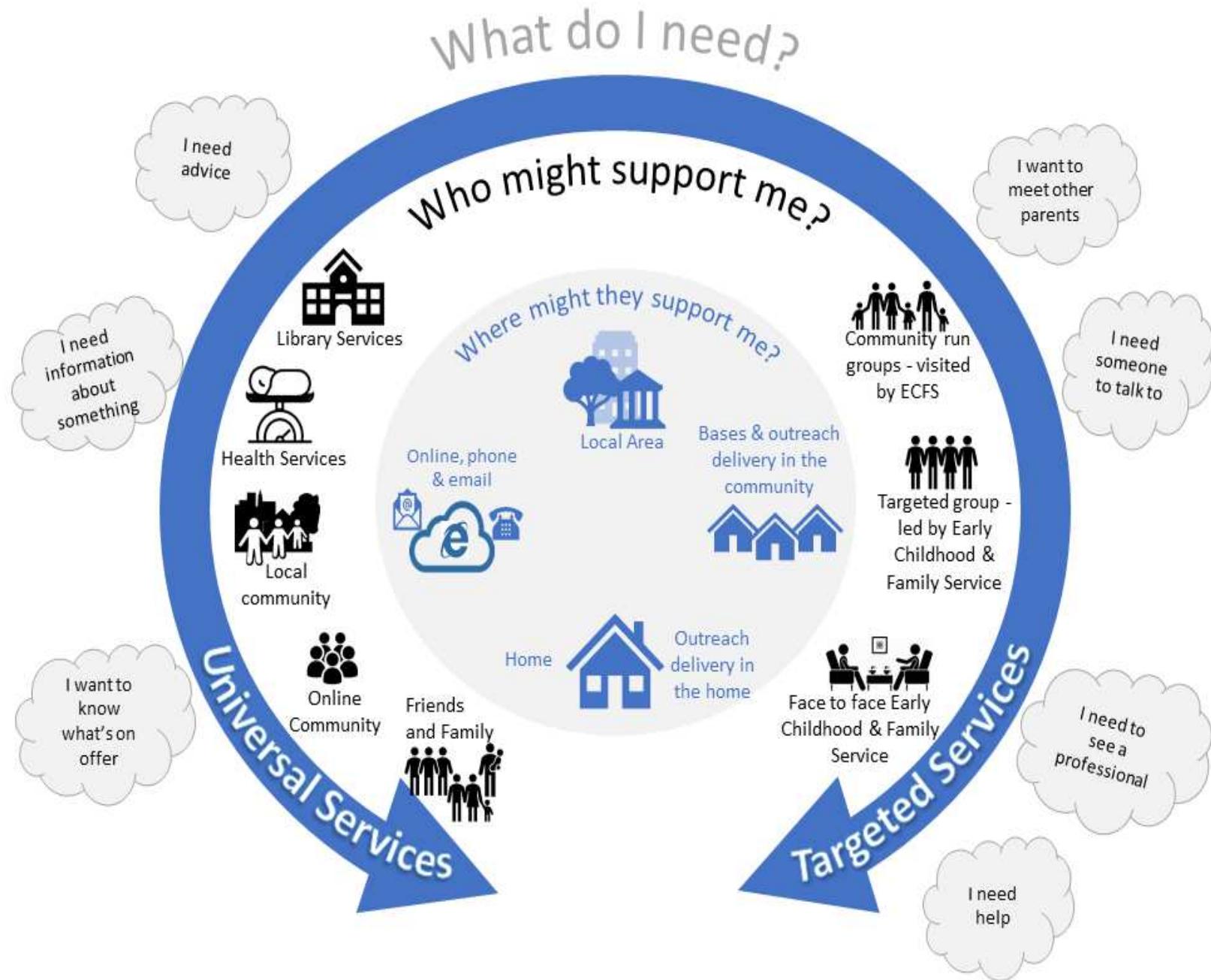
The Phillips – mum Julie, dad Peter and George aged 8 months.

When Julie and Peter moved to Norfolk with their baby son they had no friends or family in the area. Peter works and Julie stays at home. Julie is very shy. Baby George has a disability and although he is progressing well, Julie wants ideas about how she can support his development. At home all day with no friends she is also feeling lonely and isolated.

Julie used Just One Norfolk and Just One number services to get ideas and suggestions on how to support George's development at home. She was also able to book an appointment online for George's one-year progress check with her local health visitor and contacted the Early Childhood and Family Service.

Staff from the Early Childhood and Family Service spoke to Julie about where to find information online about local services near to where they live. They were able to explain that these local services will give Julie the opportunity to meet other families and gain ideas for encouraging George's development. They were also able to explain that because some of the services will be on offer at evenings and weekends Peter can come too.

Julie and Peter joined in a Live Chat session through Just One Norfolk and talked to professionals and other parents about ideas for creating a good home learning environment, as well as what it's like being the parents of a disabled child.



6.0 Implications for Buildings

It is important to understand that the 53 sites currently designated as a children's centre are not all purpose-built buildings – there is a huge variance in the type and status of the buildings. They include:

- 14 are standalone on a school site (1 is a portable building and 1 is a thatched cottage)
- 14 are part of a school building (either attached or fully integrated)
- 17 are based in the community (1 is a refurbished council flat, 4 are standalone buildings)
- 4 are based in a Library
- 4 designated centres offer only outreach, with no dedicated physical building

6.1 What our proposals for 15 new Early Childhood and Family Bases mean for each District area

Breckland

District rationale: The consultation feedback highlighted the issue of mobilising staff in a large district area and the associated logistics, as well as there being areas of high need. We are therefore proposing that 2 bases are operated in the district: **Swaffham** and **Thetford Kingsway**, to provide effective outreach cover across Breckland.

Why we have chosen these 2 bases:

Having assessed all 8 designated children's centres in Breckland (and Thetford Canterbury, which is not currently a designated children's centre), Swaffham and Thetford Kingsway are suitable bases. Swaffham has good access to the district and suitability as a base. Thetford Kingsway was chosen as it has good accessibility to the rest of the district and suitable office accommodation and facilities for a base. It is also in an area of high need and high footfall. Both bases are geographically well spaced from each other, enabling access to the whole of district.

Swaffham	<ul style="list-style-type: none">• good accessibility to the rest of the district• suitable office accommodation and facilities for a base
Thetford Kingsway	<ul style="list-style-type: none">• good accessibility to the rest of the district• suitable office accommodation and facilities for a base• an area of high need and high footfall

Why we haven't chosen the following alternative sites in Breckland and are proposing that these buildings are de-designated as children's centres

Attleborough	<ul style="list-style-type: none">• Attleborough (Original option) was assessed to have good accessibility to the rest of the district and suitable office accommodation and facilities for a base• Revised following consultation feedback – recognised that Thetford Kingsway with high need and high volume was more suitable as a base. The proximity of Attleborough to Thetford reduced the overall equity of access to the district.• Attleborough will continue to be used to deliver services at the new multi-function hub.
Dereham Central	<ul style="list-style-type: none">• unsuitable as a base as the costs of running and maintenance are unrealistic
Dereham South	<ul style="list-style-type: none">• operates as outreach from Dereham Children's Centre with no physical designated site.
Litcham	<ul style="list-style-type: none">• poor accessibility to the rest of the district• limited office accommodation and facilities for a base
Thetford Canterbury	<ul style="list-style-type: none">• poorer accessibility to the rest of the district compared to Thetford Kingsway• limited office accommodation and facilities for a base• not currently a designated children's centre
Thetford Drake	<ul style="list-style-type: none">• unsuitable as a base as it is a room within a school building with limited access
Watton	<ul style="list-style-type: none">• good accessibility to the rest of the district but its proximity to Thetford Kingsway means it does not fulfil the operational and logistical requirements• limited office accommodation and facilities for a base

Broadland

District rationale: The consultation feedback highlighted the issue of mobilising staff in a large district area and the associated logistics. We are therefore proposing that 2 bases are operated in the district: **Acle Marshes** and **Drayton and Taverham**, in order to provide effective outreach cover across Broadland.

Why we have chosen these 2 bases:

Having assessed all 8 designated children's centres in Broadland, Acle Marshes and Drayton and Taverham are the only ones that offer suitable office accommodation and facilities. Both bases are geographically well spaced from each other enabling access to the whole of district.

Acle Marshes	<ul style="list-style-type: none"> • good accessibility to the rest of the district • suitable office accommodation and facilities for a base • currently used by families from Trinity for some services
Drayton and Taverham	<ul style="list-style-type: none"> • good accessibility to the rest of the district. • suitable office accommodation and facilities for a base • used by families from Aylsham and Reepham, Hellesdon, Spixworth and Sprowston for some services

Why we haven't chosen the following alternative sites in Broadland and are proposing that these buildings are de-designated as children's centres

Aylsham	<ul style="list-style-type: none"> • unsuitable as a base – small rooms rented in a community centre • Aylsham families currently use Drayton and Taverham for some services
Reepham	<ul style="list-style-type: none"> • Operates as outreach from Aylsham Children's Centre, no permanent physical site has existed in this area. • Reepham families currently use Drayton and Taverham for some services
Dussindale	<ul style="list-style-type: none"> • unsuitable as a base, room rented in a Norfolk County Council building
Hellesdon	<ul style="list-style-type: none"> • unsuitable as a base - room used in a school on an occasional basis • Hellesdon families currently use Drayton and Taverham for services
Hoveton and Broadland	<ul style="list-style-type: none"> • unsuitable as a base - room rented in a community centre
Spixworth & Sprowston	<ul style="list-style-type: none"> • both venues unsuitable as a base - small office space • families currently use Drayton and Taverham for some services

Great Yarmouth Borough

District rationale: Consultation feedback highlighted the importance of families being able to access support especially in areas of high need that exist across the town. We are therefore proposing that 2 bases are operated in the district: **Great Yarmouth (Priory)** and **Seagulls** to reflect the high levels of need and ensure provision of an effective outreach service to families across the Borough, with consideration for the geography and transport infrastructure.

Why we have chosen these 2 bases:

Having assessed all 7 designated children's centres in the district; Great Yarmouth (Priory) and Seagulls in Gorleston offer good geographical spread enabling access to the whole of the district. They both have good space for service delivery and accommodating workforce and are both in areas of high need and high volume.

Gt. Yarmouth (Priory)	<ul style="list-style-type: none"> • good accessibility to the rest of the district • suitable office accommodation and facilities for a base • an area of high need and high footfall • used by families from Caister, Gorleston and Hopton and Greenacre for some services
Seagulls	<ul style="list-style-type: none"> • good accessibility to the rest of the district • suitable office accommodation and facilities for a base • an area of high need and high footfall • used by families from Gorleston and Hopton, Greenacre, Trinity and Village Green for some services

Why we haven't chosen the following alternative sites in Great Yarmouth Borough and are proposing that these buildings are de-designated as children's centres

Caister CC	<ul style="list-style-type: none"> • good accessibility to the north of the district • suitable office accommodation and facilities for a base • an area of lower need and footfall than either Great Yarmouth (Priory) or Seagulls • Caister families currently use Great Yarmouth (Priory) for some services
Gorleston and Hopton	<ul style="list-style-type: none"> • unsuitable as a base – limited space in a library • Gorleston and Hopton families currently use Seagulls and Priory for services
Greenacre	<ul style="list-style-type: none"> • unsuitable as a base - room rented in a community centre • Greenacre families currently use Priory and Seagulls for services
Trinity, Martham	<ul style="list-style-type: none"> • poor accessibility to the rest of the district. • limited office accommodation and facilities for a base • Trinity families currently use Acle and Seagulls for some services
Village Green	<ul style="list-style-type: none"> • poor accessibility to the rest of the district. • limited office accommodation and facilities for a base • Village Green families currently use Seagulls for some services

King's Lynn & West Norfolk Borough	
<p>District rationale: The consultation feedback highlighted the issue of mobilising staff in a large district area and the associated logistics, as well as there being areas of high need. We are therefore proposing that 2 bases are operated in the district: Downham Market and Nar (South Lynn), to provide effective outreach cover across the Borough of King's Lynn & West Norfolk.</p>	
<p>Why we have chosen these 2 bases:</p> <p>Having assessed all 9 designated children's centres in the Borough of King's Lynn & West Norfolk, Nar and Downham Market both have suitable office accommodation and facilities for a base. They are a good geographical distance from each other enabling access to the whole of district. Nar is in an area of high need and high footfall (volume) and is located close to transport infrastructure and main roads. Downham Market is located 10 miles south of Nar and is linked by main roads and transport infrastructure to the southern part of the district.</p>	
Downham Market	<ul style="list-style-type: none"> • good accessibility to the rest of the district • suitable office accommodation and facilities for a base • currently used by families from Emneth for some services
Nar	<ul style="list-style-type: none"> • good accessibility to the rest of the district • suitable office accommodation and facilities for a base • an area of high need and high footfall • currently used by families from North Lynn, Vancouver (Fairstead) and St. Clement's for some services

Why we haven't chosen the following alternative sites in King's Lynn and West Norfolk and are proposing that these buildings are de-designated as children's centres

Emneth	<ul style="list-style-type: none"> • unsuitable as a base as it is at the extreme edge of the district (Cambridgeshire border) • Emneth families currently use Downham Market for some services • Emneth families access services in Wisbech in neighbouring Cambridgeshire
Hunstanton	<ul style="list-style-type: none"> • unsuitable as a base as it is at the extreme edge of the district (coastal area) • Hunstanton families currently use Fakenham for some services
Methwold	<ul style="list-style-type: none"> • unsuitable as a base as it is at the extreme edge of the district • Methwold families currently use Downham Market for some services
North Lynn, Gaywood	<ul style="list-style-type: none"> • unsuitable building for a base - rented council flat • North Lynn, Gaywood families currently use Nar for some services

St. Clements	<ul style="list-style-type: none"> • poorer accessibility compared to alternative options being proposed (Nar and Downham Market) • suitable office accommodation and facilities for a base • St. Clements families currently use Nar for some services
Vancouver	<ul style="list-style-type: none"> • poorer option as a space compared to other options - rented space in a community building • Vancouver families currently use Nar for some services
West Walton	<ul style="list-style-type: none"> • No physical site operates as outreach from Emneth Children's Centre, following local public consultation

North Norfolk	
<p>District rationale: The consultation feedback highlighted the issue of mobilising staff in a large district area and the associated logistics. We are therefore proposing that 2 bases are operated in the district: Fakenham and North Walsham, to provide effective outreach cover across North Norfolk.</p>	
<p>Why we have chosen these 2 bases:</p> <p>Having assessed all 8 designated children's centres in North Norfolk, Fakenham and North Walsham are suitable as bases. They are a good geographical distance from each other enabling access to the whole of district. They both have suitable office accommodation and facilities for a base.</p>	
Fakenham	<ul style="list-style-type: none"> • good accessibility to the rest of the district. • suitable office accommodation and facilities for a base
North Walsham	<ul style="list-style-type: none"> • good accessibility to the rest of the district. • suitable office accommodation and facilities for a base • currently used by families from Cromer and Mundesley for some services

Why we haven't chosen the following alternative sites in North Norfolk and are proposing that these buildings are de-designated as children's centres

Cromer	<ul style="list-style-type: none"> • unsuitable as a base – space on a school site • Cromer families currently use North Walsham for some services
Holt	<ul style="list-style-type: none"> • central geographical location within the district • suitable office accommodation and facilities as a base • poorer accessibility to areas of higher need compared to proposed alternative options of Fakenham and North Walsham
Mundesley	<ul style="list-style-type: none"> • unsuitable for a base due to poor access to the district • Mundesley families currently use North Walsham for some services
Stalham & Sutton	<ul style="list-style-type: none"> • poor accessibility to the rest of the district compared to North Walsham • limited office accommodation and facilities for a base compared to North Walsham
Stibbard	<ul style="list-style-type: none"> • poor accessibility to the rest of the district compared to Fakenham • Stibbard families currently use Fakenham for some services
Wells	<ul style="list-style-type: none"> • unsuitable for a base – limited space in a portable building • Wells families currently use Fakenham for some services

Norwich City	
<p>District rationale: Consultation feedback highlighted the importance of families being able to access support especially in areas of high need that exist across the city. We are therefore proposing that 3 bases are operated in the city: Catton, Fiddlewood and Milecross (CFM), City and Eaton, and Earlham to reflect the high levels of need and ensure provision of an effective outreach service to families across Norwich, with consideration for the geography and transport infrastructure of the city.</p>	
<p>Why we have chosen these 3 bases:</p> <p>Having assessed all 7 designated children's centres in the city; CFM, City and Eaton and Earlham offer good geographical spread enabling access to the whole city, with opportunities for many families to directly access one or more of the bases. The buildings all offer good space for service delivery and accommodating the workforce, and all are in areas of high need.</p>	
CFM	<ul style="list-style-type: none"> • good accessibility to the rest of the city • suitable office accommodation and facilities for a base • an area of high need and high footfall • used by families from North City for some services
City and Eaton	<ul style="list-style-type: none"> • good accessibility to the rest of the city • suitable office accommodation and facilities for a base • an area of high need and high footfall • used by families from across the city and Thorpe Hamlet and East City in particular, for some services
Earlham	<ul style="list-style-type: none"> • good accessibility to the rest of the city • suitable office accommodation and facilities for a base • an area of high need and high footfall • used by families from Bowthorpe for some services

Why we haven't chosen the following alternative sites in Norwich and are proposing that these buildings are de-designated as children's centres

Bowthorpe	<ul style="list-style-type: none"> • poorer accessibility to the city • an area of lower footfall than the other proposed bases • Bowthorpe families currently access Earlham centre for some services
East City & Framingham Earl	<ul style="list-style-type: none"> • poorer accessibility to the city than the other proposed bases • an area of lower footfall than the other proposed bases • East City families currently use City and Eaton for some services

North City	<ul style="list-style-type: none"> located less than a mile from neighbouring CFM less office accommodation than its neighbour North City families use CFM for some services
Thorpe Hamlet & Heartsease	<ul style="list-style-type: none"> poorer accessibility to the city than the other proposed bases an area of lower footfall than the other proposed bases Thorpe Hamlet families currently use City and Eaton for some services

South Norfolk	
District rationale: The consultation feedback highlighted the issue of mobilising staff in a large district area and the associated logistics. We are therefore proposing that 2 bases are operated in the district: Diss and Long Stratton, to provide effective outreach cover across South Norfolk.	
Why we have chosen these two bases:	
	Having assessed all 6 designated children's centres in South Norfolk, Diss and Long Stratton are the only ones that offer suitable office accommodation and facilities as a base. Both bases are geographically well spaced from each other enabling access to the whole of district.
Diss	<ul style="list-style-type: none"> • good accessibility to the rest of the district. • suitable office accommodation and facilities for a base • currently used by families from Harleston
Long Stratton	<ul style="list-style-type: none"> • good accessibility to the rest of the district. • suitable office accommodation and facilities for a base • currently used by families from Harleston and Loddon

Why we haven't chosen the following alternative sites in South Norfolk and are proposing that these buildings are de-designated as children's centres

Harleston	<ul style="list-style-type: none"> • unsuitable as a base – no accommodation • Harleston families currently use Diss and Long Stratton for some services
Hethersett	<ul style="list-style-type: none"> • Operates as outreach from Wymondham Children's Centre, no permanent physical site has existed in this area.
Loddon	<ul style="list-style-type: none"> • unsuitable as a base – limited space in a library. • Loddon families currently use Long Stratton for some services
Wymondham	<ul style="list-style-type: none"> • not suitable as a base – largely incorporated into a school • Wymondham families currently use Attleborough for some services

6.2 De-designation of the current children centre buildings and potential future use

Profile summaries for each of the 53 sites currently designated as a children's centre are included at Appendix 8. These detail our proposals for each of the 53 sites: those we intend to retain as an Early Childhood and Family Base and therefore will continue to be designated as a children's centre, and those that we propose are no longer designated in this way; but they may continue to offer a range of services for families with children aged 0-5.

6.3 A new capital fund of £500,000 has been agreed by the Council to support any minor adaptions required to support and enable local organisations and communities take on and make use of the buildings, with a focus on services for children aged 0-5.

- 6.4 We are keen to see as many of these sites as possible continuing to provide services for families with children aged 0-5.
- 6.5 A range of third party organisations have expressed interest in taking over a number of the sites we potentially no longer wish to operate. It is important to bear in mind that capability and appetite of third parties to take on sites will depend on the Council's approach to market rents, full repairing leases and liabilities for on-going maintenance.
- 6.6 In addition, as a Council we have to manage our liabilities related to capital funding received over a number of years from the Department for Education and associated with a number of the current designated sites.
- 6.7 Of the 53 designated children's centre sites the following uses are being explored:

Norfolk – 53 designated children's centres	
Retained as Early Childhood and Family Base	15
Proposed uses for de-designated sites	
Potential development of childcare and other services	10
Continued use by school for Early Years education	7
Expression of interest from childcare provider	5
Return to library	3
Return to landlord	6
Remain with tenant	1
Local Service Strategy Multi-Function Hub	1
No physical building	4
Early Years Service use	1

- 6.8 The potential uses for each of the sites by district are as follows:

Breckland – 8 Designated children's centres	
Retained as Early Childhood & Family Base	2
Potential development of childcare and other services	2
Continued use by school for Early Years education	1
Local Service Strategy Multi-function hub	1
Return to landlord	1
No physical building	1

Broadland – 8 Designated centres	
Retained as Early Childhood & Family Base	2
Potential development of childcare and other services	1
Continued use by school for Early Years education	1
Early Years Service use	1
Return to landlord	2
No physical building	1

Great Yarmouth – 7 Designated centres	
Retained as Early Childhood & Family Base	2
Potential development of childcare and other services	1
Continued use by school for Early Years education	2
Return to landlord	1
Return to Library	1

King's Lynn & West Norfolk – 9 Designated centres

Retained as Early Childhood & Family Base	2
Potential development of childcare and other services	1
Continued use by school for Early Years education	1
Expression of interest from childcare provider	2
Return to landlord	2
No physical building	1

North Norfolk – 8 Designated centres

Retained as Early Childhood & Family Base	2
Potential development of childcare and other services	3
Expression of interest from childcare provider	2
Continued use by school for Early Years education	1

Norwich – 7 Designated centres

Retained as Early Childhood & Family Base	3
Potential development of childcare and other services	2
Continued use by school for Early Years education	1
Remains with tenant	1

South Norfolk – 6 Designated centres

Retained as Early Childhood & Family Base	2
Continued use by school for Early Years education	1
Return to library	1
No physical building	2

7.0 Workforce Implications

The proposals to transform the current children's centre model into the new Early Childhood and Family Service will have an impact on the workforce and its current configuration across 12 different providers.

- 7.1 At this point we are unable to provide clarity regarding the impact this may have on the employees of these commissioned services. Once the contract for the new service has been awarded the successful bidder(s) will have a clearer picture of the implications for staff.
- 7.2 It is clear that the new Early Childhood and Family Service will require a workforce that is highly skilled, trained and experienced in delivering early years services. We do not want to lose these attributes from the current workforce as it is these aspects and the ability to form purposeful and supportive relationships with families that will enable the new service to secure the desired outcomes and impact.

8.0 Procurement and implementation timeline

The transition to the new services will consist of three distinct streams of work:

- Procurement of the new Early Childhood and Family Service
- Transition to the new Early Childhood and Family Service
- Transfer of buildings

8.1 These will be managed as individual workstreams but will also include dependencies across the three workstreams which will need to be managed centrally. Throughout this process the management of risk will be important, to ensure that the procurement process is successful, we maintain continuity of the current service and the new service is set up to deliver to the target outcomes. This will be managed through the mitigating actions identified in the risk and mitigation section of this paper which will be added to throughout the procurement and transition stages.

8.2 The following section provides a high-level summary of the key activities within each of the workstreams.

8.3 Procurement and detailed design of the new service

We are procuring the new service provision via a 'lean competitive dialogue' process. This has allowed us to initiate the process with an initial pre-qualification questionnaire (PQQ) stage to seek expressions of interest and shortlist bidders based on track-record and experience. The detailed specification and invitation to submit initial proposals will be issued on 1st February, after any January Children's Services Committee decision. The new service will commence 1st October 2019.

8.3.1 The procurement has been provisionally split into 7 lots (one for each district), but we have reserved the right to combine some or all the lots. 6 of the 7 expressions of interest have indicated that they wish to provide a county wide service. However, any decision to merge will be dependent on the outcome of the bidder shortlisting stage.

8.3.2 Bidders will be advised about the costs and liabilities of the buildings and invited to inspect the building prior to tender submission. We need to be clear on the obligations and responsibilities of each party.

8.3.3 The clarity on the scope of the services to be delivered by the provider(s) and the contract value will be confirmed in the detailed specification. Some elements of the overall Early Childhood and Family Service will be commissioned, as detailed in this report.

OJEU notice issued with outline specification	20 th November 2018
Evaluation of PQQs & shortlisting bidders	21 st December – 17 th January
CS Committee Decision	22 nd January
Issue of Invitation to Participate in Dialogue	1 st February
Clarification period	4 th February – 13 th February

Initial proposal submission date	20 th February
Dialogue sessions	Week commencing 25 th February
Issue Invitation to Tender (Best & Final Offer)	5 th March
Final tender submission date	22 nd March
Evaluation and moderation	22 nd March – 28 th March
Approval	29 th March
Standstill Period	29 th March – 8 th April
Contract Award	9 th April
Transition & mobilisation arrangements	9 th April – 1 st October 2019

8.4 Transition from the current services to the new Early Childhood and Family Service

8.4.1 The procurement process will define the details of the new Early Childhood and Family Service and how provision will be delivered. Once this is completed and the contract is awarded the detailed preparation and transition will take place in the period between 9th April and 1st October.

8.4.2 The transition to the new service will comprise:

- Maintaining the current service through to the transition
- The transfer of services and information from the current service to the new service
- The establishment of the new service

8.4.3 Maintaining the current services

Throughout this process the current services will still be being provided and a key element of this phase will be to make sure that the current service continues without disruption to the service users at the same time as the planning is taking place for the transition.

8.4.4 Maintaining engagement with the current service users will also be important over this period to ensure that the families in need continue to access our services and the usage does not drop off over the transition period. This will require communication and engagement plans to ensure awareness of the changes and the new service among centre users, the local community and the wider system.

8.4.5 Transfer of services and information from the current services to the new Early Childhood and Family Service

Work will take place with the current providers and new provider(s) to plan the transition including the transition of any current services which will continue in the

new service, including the transfer of arrangements with venues where services are delivered.

- 8.4.6 All cases that the current service is managing will have individual transition plans and the families involved will be made aware of the changes and supported through the changes in services. The secure data transfer of physical records and electronic records, together with the archiving or destruction of duplicate or historical data will be planned and managed to ensure full compliance with GDPR.
- 8.4.7 The transfer of buildings from the current providers to the new provider(s) will be managed to ensure that all relevant building assets are transferred, that the building is signed over in an appropriate condition, and all leases and utilities are transferred to the new service provider for each building.

8.4.8 The establishment of the new Early Childhood and Family Service

In advance of the new service commencement date (October 1st, 2019) the new service provider(s) will need to establish capability and capacity to deliver the new service. This will involve forming delivery teams, ensuring that all staff have the appropriate background checks and any necessary training needed to deliver the new service.

- 8.4.9 The new service capability will also include making links with the wider system and putting in place two-way sign-posting so that families in need can be helped to gain access to services. This will also involve gaining access to shared IT systems to share information where appropriate and enable the delivery of the digital element of the new service.
- 8.4.10 As the service will be new the set-up phase for the providers will be important and will include detailed design of the new service and establishing methods to identify and reach the target families.
- 8.4.11 The 3 impact statements and target outcomes will be a key element of the new service and the set-up stage will also include agreeing with the Council how the contract key performance indicators will be managed and monitored. We will also need to work with providers to understand the data that they may need to support this.

8.5 Transfer of buildings

Transfer of buildings will take place at the end of the current service and will be managed to ensure that all assets, buildings and utilities contracts are transferred from the current providers. This process will also have to be managed to ensure that the buildings are emptied of any personal data relating to the current service users to ensure compliance to GDPR.

9.0 Risk and mitigation

Given the scale of this transformation the potential risks and mitigation measures will need to be carefully managed with a focus on a number of key areas:

- Procurement of the new Early Childhood and Family Service
 - Service continuity leading up to the start of the new service
 - Transition to new service
 - Delivery of the new service
 - De-designation and transition of buildings
- 9.1 The following table provides details of the specific risks in each of these areas and the mitigating actions which we will take to manage these risks.

Potential Risk	Mitigation measure
Procurement of new service	
Failed Procurement exercise for new Early Childhood and Family Service	A 'Competitive Dialogue' approach has been chosen to allow the Council to discuss the solution with bidders during the procurement process leading to an increased understanding of what the successful provider(s) will deliver.
Lack of Market interest / attractiveness of the contract	<p>Pre-procurement market engagement undertaken. 7 expressions of interest have been received.</p> <p>Adequate mitigation of risks that would suppress market appetite:</p> <ul style="list-style-type: none"> • Contract length (contract needs to be at least 5+ years for contract to be commercially attractive to bidders) • Cost of mobilisation including potential TUPE liabilities (redundancies, public sector pension rights) – need to recognise this in budget allocation • Cost, condition and suitability of buildings, particularly due to the potential increase of sites from 7 to 15 – need to limit the liability for bidders
Service continuity in the lead up to the new Early Childhood and Family Service	
Current service diminishes due to lack of confidence, reduction in staffing levels	<ul style="list-style-type: none"> • Pro-active and positive communications plan in place to ensure that Business as usual continues • Ask providers for business continuity plans to be put in place – including acknowledging that some elements of the service specification may be undeliverable – focus on targeted work to remain in place.
Providers withdraw from current contracts early	<ul style="list-style-type: none"> • Seek expressions of interest from providers for short term contracts where an open procurement is no feasible • Manage services in-house for short period of time.
Transition to the new Early Childhood and Family Service	
Complexity of mobilisation creates severe service disruption	<ul style="list-style-type: none"> • Ensure that there is proper management and officer resourcing of this. • There is a fully understood mobilisation plan in place, including pro-active mitigation of risks – especially to families who currently receive a service.
Shortfall in individual provider redundancy provision as part of transition to new service	<ul style="list-style-type: none"> • Understanding of contractual liabilities for redundancy – sits with provider • Recognise Norfolk County Council interest in providers accruing adequate redundancy reserve • Close financial and contractual monitoring of providers to ensure adequate redundancy reserve is accrued

Potential Risk	Mitigation measure
	<ul style="list-style-type: none"> • Ensure mechanisms are in place to recover unspent funding – including redundancy reserves.
Delivery of the new Early Childhood and Family Service	
Commissioned services do not recruit and retain a sufficient, appropriately trained and supported workforce	<ul style="list-style-type: none"> • Procurement process will evaluate the ability of provider(s) to effectively recruit, retain, train and support a sufficient workforce • Contract will clearly set out workforce expectations and consequences • Implementation process will include the co-production of a detailed implementation plan including how this element will be approached • Quarterly monitoring will set out budget management against contract expectations and set out provider improvement actions where issues are identified • Annual monitoring will include budget forecasting for the next year • Quarterly performance discussions will address performance concerns and identify collaborative solutions • Introduce quarterly oversight with new provider at Assistant director level in Childrens Services
Commissioned services do not effectively, proactively and accessibly involve service users and partners in the development and delivery of services	<ul style="list-style-type: none"> • Procurement process will evaluate the ability of provider(s) to deliver against the service specification • Contract will clearly set out service user and partner involvement expectations and consequences • Implementation process will include the co-production of a detailed implementation plan including how this element will be approached • Quarterly monitoring will identify service user and partner involvement performance against contract expectations and set out provider improvement actions where issues are identified • Quarterly (at least) performance discussions will address performance concerns and identify collaborative solutions
Commissioned services do not pro-actively identify and engage with targeted families within agreed timescales	<ul style="list-style-type: none"> • Procurement process will evaluate the ability of provider(s) to deliver against the service specification • Contract will clearly set out expectations and consequences • Implementation process will include the co-production of a detailed implementation plan including how this element will be approached • Monthly monitoring will identify outputs and timescale performance against contract expectations and set out provider improvement actions where issues are identified • Quarterly (at least) performance discussions will address performance concerns and identify collaborative solutions • Provider submissions will be supported by Connect+ reporting and assessed against locality data sets • Quarterly reports overseen by assistant director in Childrens Services

Potential Risk	Mitigation measure
Commissioned services do not register and work with the expected numbers of families through agreed activities	<ul style="list-style-type: none"> • Procurement process will evaluate the ability of provider(s) to deliver against the service specification • Contract will clearly set out expectations and consequences • Implementation process will include the co-production of a detailed implementation plan including how this element will be approached • Monthly monitoring will identify outputs and timescale performance against contract expectations and set out provider improvement actions • Quarterly (at least) performance discussions will address performance concerns and identify collaborative solutions • Provider submissions will be supported by Connect+ reporting and assessed against locality data sets <ul style="list-style-type: none"> • Quarterly reports overseen by assistant director in Childrens Services
Commissioned services do not register and work with the expected scope of targeted families through agreed activities	<ul style="list-style-type: none"> • Procurement process will evaluate the ability of provider(s) to deliver against the service specification • Contract will clearly set out expectations and consequences • Implementation process will include the co-production of a detailed implementation plan including how this element will be approached • Monthly monitoring will identify outputs and timescale performance against contract expectations and set out provider improvement actions where issues are identified • Quarterly (at least) performance discussions will address performance concerns and identify collaborative solutions • Provider submissions will be supported by Connect+ reporting and assessed against locality data sets
Commissioned services do not contribute to the expected level towards delivery of improved outcomes for children and families	<ul style="list-style-type: none"> • Procurement process will evaluate the ability of provider(s) to deliver against the service specification • Contract will clearly set out expectations and consequences • Implementation process will include the co-production of a detailed implementation plan including how this element will be approached • Quarterly monitoring will identify outcomes achieved against contract expectations and set out provider improvement actions where issues are identified • Quarterly (at least) performance discussions will address performance concerns and identify collaborative solutions • Data sets including NCC information, deprivation, developmental, education, health and social mobility will be regularly analysed to evidence • Provider submissions will be supported by Connect+ reporting and assessed against locality data sets • Quarterly reports overseen by assistant director in Childrens Services
Commissioned services do not	<ul style="list-style-type: none"> • Procurement process will evaluate the ability of provider(s) to deliver against the service specification

Potential Risk	Mitigation measure
identify and work collaboratively and effectively with partner agencies	<ul style="list-style-type: none"> • Contract will clearly set out expectations and consequences • Implementation period will include close liaison with identified key collaborators • Quarterly monitoring will identify partnership working against contract expectations and set out provider improvement actions where issues are identified • Quarterly (at least) performance discussions will address performance concerns and identify collaborative solutions • Quarterly reports overseen by assistant director in Childrens Services
Commissioned services do not manage organisational or service-specific spend competently or effectively	<ul style="list-style-type: none"> • Procurement process will evaluate the ability of provider(s) to effectively manage finances • Contract will clearly set out budget levels and expectations and consequences • Implementation process will include the co-production of a detailed implementation plan including how this element will be approached • Quarterly monitoring will identify budget management against contract expectations and set out provider improvement actions where issues are identified • Annual monitoring will include budget forecasting for the next year • Quarterly (at least) performance discussions will address performance concerns and identify collaborative solutions • Quarterly reports overseen by assistant director in Childrens Services
Commissioned services do not have or implement adequate Health and Safety arrangements	<ul style="list-style-type: none"> • Procurement process will evaluate the ability of provider(s) to effectively implement health and safety arrangements, including obtaining copies of policies and procedures • Contract will clearly set out health and safety expectations and consequences • Implementation process will include the co-production of a detailed implementation plan including how this element will be approached • Quarterly monitoring will identify health and safety management performance against contract expectations and set out provider improvement actions where issues are identified • Annual performance discussions will address performance concerns and identify collaborative solutions
Commissioned services have inadequate policies and procedures including data protection and safeguarding arrangements and	<ul style="list-style-type: none"> • Procurement process will evaluate the ability of provider(s) to effectively implement arrangements, including obtaining copies of policies and procedures • Contract will clearly set out expectations and consequences • Implementation process will include the co-production of a detailed implementation plan including how this element will be approached • Quarterly monitoring will identify performance against

Potential Risk	Mitigation measure
issues are not dealt with safely and effectively	<p>contract expectations and set out provider improvement actions where issues are identified</p> <ul style="list-style-type: none"> • Annual performance discussions will address performance concerns and identify collaborative solutions • Quarterly reports overseen by assistant director in Childrens Services
Commissioned services do not work collaboratively and effectively with NCC	<ul style="list-style-type: none"> • Procurement process will evaluate the ability of provider(s) to work effectively and collaboratively • Contract will clearly set out expectations and consequences with regards effective collaboration with NCC • Implementation process will include the co-production of a detailed implementation plan in partnership with NCC • Ongoing collaboration and discussions between NCC and commissioned provider(s) will address any concerns and identify collaborative solutions
De-designation of buildings	
De-designated centres are not successfully occupied by other providers	<ul style="list-style-type: none"> • Develop 'plan per site' so that risks are understood at a granular level • Ensure process for transfer of sites is favourable to new incumbents (including reduced bureaucracy) • Ensure this element of the project is properly resourced • Communications and relationship management plan is in place.
Childcare sufficiency is reduced as a result of changes to designated buildings	<ul style="list-style-type: none"> • Work closely with colleagues from Achievement and Early Years Service to ensure Local Authority Sufficiency Duty is not compromised and is enhanced where possible • Work with childcare providers to develop business plans and provide opportunities for existing or new community groups to use the space • Continue to map supply of and demand for childcare at local level • Provide support with cost of rent if childcare providers meet certain criteria – provide places for funded 2 year olds, support the LA Sufficiency Duty, provide high quality early education, meet the needs of working parents through a flexible offer • Provide capital funding where necessary for ensuring building is fit for future use • Develop the role childcare providers have as the initial point of contact for the vast majority of families. • Include childcare providers as part of the wider system under the new Service, and in many cases support them to enhance their offer for the local community.
Clawback of Sure Start Capital investment from	<p>Understanding of full liabilities against each site.</p> <p>Relationship management with DfE</p> <p>Plan per site to include mitigation of Sure Start Capital</p>

Potential Risk	Mitigation measure
Department for Education	<p>Investment:</p> <ul style="list-style-type: none"> • Eligible alternative use of site (60% use - education for 0-5s) • Transfer of liability to alternative provision • Alternative use to satisfy DfE (e.g. SEND) • Understanding of approach by other LA's

10.0 Governance

Given the significant reach of the new Early Childhood and Family Service and development of the wider system it is vital that governance for mobilisation and quality of delivery of the new service and system achieves impact and outcomes for children and families. It is proposed that governance and oversight of the Early Childhood and Family service is overseen by the Childrens Services Leadership Team and Corporate Board. At key stages of implementation and evaluation, a report will be provided to the appropriate select committee following the changes in political governance post April. Governance for oversight and driving the system response will sit with the Children and Young People Partnership Board which feeds in to the Norfolk Health and Wellbeing Board and the Sustainability and Transformation Plan (STP).

11.0 Background Papers

16 January 2018: 2018-22 Budget Planning

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/618/Committee/8/Default.aspx>

10 July 2018: Children Centre Service Re-design Update

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1469/Committee/8/Default.aspx>

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 18001 0344 800 8020 (textphone) and we will do our best to help.

¹ <https://www.england.nhs.uk/mat-transformation/>

² <https://www.gov.uk/government/publications/healthy-child-programme-0-to-19-healthVisitor-and-school-nurse-commissioning>

³ <https://www.gov.uk/government/publications/national-evaluation-of-the-troubled-families-programme-2015-to-2020-interim-findings>

⁴ <https://www.gov.uk/guidance/what-works-network>

⁵ <https://www.eif.org.uk/>

⁶ <https://educationendowmentfoundation.org.uk/>

⁷ <https://www.gov.uk/government/publications/improving-social-mobility-through-education>

⁸ The impact of children's centres: studying the effects of children's centres in promoting outcomes for young children and their families. University of Oxford. Available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/485346/DFE-RR495_Evaluation_of_children_s_centres_in_England_the_impact_of_children_s_centres.pdf

⁹ House of Commons Briefing Paper number 7257, 9 June 2017: Sure Start (England). Available at:

<https://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-7257#fullreport> and the National Evaluation of Sure Start by Birkbeck. Available at: <http://www.ness.bbk.ac.uk/>

¹⁰ House of Commons Briefing Paper number 7257, 9 June 2017: Sure Start (England). Available at:

<https://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-7257#fullreport> and Audit Commission Report Giving Children a Healthy Start, February 2010. Available at: <https://www.bl.uk/collection-items/giving-children-a-healthy-start-health-report>

¹¹ House of Commons Briefing Paper number 7257, 9 June 2017: Sure Start (England). Available at:

<https://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-7257#fullreport> and The impact of children's centres: studying the effects of children's centres in promoting outcomes for young children and their families. University of Oxford. Available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/485346/DFE-RR495_Evaluation_of_children_s_centres_in_England_the_impact_of_children_s_centres.pdf

¹² The impact of children's centres: studying the effects of children's centres in promoting outcomes for young children and their families. University of Oxford. Available at:

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¹³ The impact of children's centres: studying the effects of children's centres in promoting outcomes for young children and their families. University of Oxford. Available at:

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https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/485346/DFE-RR495_Evaluation_of_children_s_centres_in_England_the_impact_of_children_s_centres.pdf

¹⁵ <https://policyexchange.org.uk/wp-content/uploads/2016/09/centres-of-excellence.pdf>

¹⁶ <https://www.gov.uk/government/statistics/early-years-foundation-stage-profile-results-2016-to-2017>

¹⁷https://www.local.gov.uk/sites/default/files/documents/LGA_Delivering%20children%E2%80%99s%20centre%20services_15%2024_January%202018.pdf

¹⁸https://www.local.gov.uk/sites/default/files/documents/LGA_Delivering%20children%E2%80%99s%20centre%20services_15%2024_January%202018.pdf

¹⁹ <https://www.local.gov.uk/marmot-review-report-fair-society-healthy-lives>

²⁰ <https://www.local.gov.uk/marmot-review-report-fair-society-healthy-lives>

²¹ <https://www.childrenscommissioner.gov.uk/wp-content/uploads/2017/06/Family-Hubs-A-Discussion-Paper-2016.pdf>

²² Early Intervention: The Next Steps 2011 <http://www.grahamallenmp.co.uk/about/publications>

²³https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/175391/Munro-Review.pdf

²⁴ <https://www.gov.uk/government/publications/support-and-aspiration-a-new-approach-to-special-educational-needs-and-disability-consultation>

²⁵https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/569410/Social_Mobility_Commission_2016_REPORT_WEB_1_.pdf

²⁶ <https://www.local.gov.uk/better-start-supporting-child-development-early-years>

²⁷ <https://www.actionforchildren.org.uk/what-we-do/policy-and-research/support-for-children-and-families/beyond-the-building/>

²⁸ <https://www.eif.org.uk/report/getting-it-right-for-families-a-review-of-integrated-systems-and-promising-practice-in-the-early-years/>

²⁹ <http://data.parliament.uk/writtenevidence/committeeevidence.svc/evidencedocument/science-and-technology-committee/evidencebased-early-years-intervention/written/85530.html>

³⁰<https://democracy.leeds.gov.uk/documents/s150825/app%208%20appg%20on%20childrens%20centres%20-%20family%20hubs%20report%20final.pdf>

³¹https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/455670/RB_455_Effective_pre-school_primary_and_secondary_education_project.pdf.pdf

³²https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/455670/RB_455_Effective_pre-school_primary_and_secondary_education_project.pdf.pdf

³³https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/455670/RB_455_Effective_pre-school_primary_and_secondary_education_project.pdf.pdf

³⁴ <http://discovery.ucl.ac.uk/10005309/>

³⁵ <https://www.nls.uk/scotgov/2010/impactofthehomelearningenvironment.pdf>

³⁶https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/756020/Improving_the_home_learning_environment.pdf

³⁷ <http://www.healthscotland.scot/media/1613/rapid-evidence-review-childcare-quality-and-childrens-outcomes.pdf>

³⁸http://adcs.org.uk/assets/documentation/ADCS_SAFEGUARDING_PRESSURES_PHASE_6_EXECUTIVE_SUMMARY_FINAL.pdf

³⁹http://adcs.org.uk/assets/documentation/ADCS_SAFEGUARDING_PRESSURES_PHASE_6_EXECUTIVE_SUMMARY_FINAL.pdf

⁴⁰https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/662744/State_of_the_Nation_2017_-_Social_Mobility_in_Great_Britain.pdf

⁴¹https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/696825/Social_Mobility_Delivery_Plan_Norwich_FINAL_WEB.PDF.pdf

⁴² https://www.local.gov.uk/sites/default/files/documents/15.51%20A%20Better%20Start_03.pdf

⁴³ <http://elf2.library.ca.gov/>

Appendix 1 - Glossary of terms

Term	Definition
Accessibility standards	These are the reasonable adjustments that UK service providers have as a legal obligation under the Equality Act 2010.
Adverse Childhood Experiences	Adverse Childhood Experiences are potentially traumatic events that can have negative, lasting effects on health and well-being. These experiences range from physical, emotional, or sexual abuse to parental divorce or the incarceration of a parent or guardian. See Multiple childhood adversities for the 8 broad headings.
Adversity in childhood	This refers to a host of experiences that can cause serious or chronic stress during childhood.
Ages and Stages Questionnaire	This is a series of 21 parent-completed questionnaires designed to screen the developmental performance of children in the areas of communication, gross motor skills, problem solving, and personal-social skills. The age appropriate questionnaire is completed by the parent or caregiver.
Business Continuity Plan	A Business Continuity Plan is a plan that ensures a business or business process can continue during an event or threat that negatively impacts on the business. In this context, it is a plan that will mitigate the potential impact of issues surrounding reduction in staffing levels.
Centre reach area	A reach area is the total expanse of the locations of the families that use a specific venue/ centre.
Child protection	Safeguarding refers to all children, whilst child protection refers directly to children at risk of harm from violence, exploitation, abuse and neglect.
Child Protection Plans	A Child Protection Plan should assess the likelihood of the child suffering harm and look at ways that the child can be protected; decide upon short and long term aims to reduce the likelihood of harm to the child and to protect the child's welfare.
Childcare settings	This is a catch all term for different types of childcare such as registered childminder or day care.

Childcare Sufficiency	This can be defined as ensuring that, as far as reasonably practicable, adequate childcare is available that is flexible, sustainable and responsive to the needs of families, thus enabling parents to find childcare that meets their needs and allows them to make real choices about family life and work.
Children in Need episodes	A Child in need episode relates to Section 17 of the Children Act 1989 whereby it is the general duty of every local authority to safeguard and promote the welfare of children within their area who are in need; and so far as it is consistent with that duty, to promote the upbringing of such children by their families. An episode would relate to a period of time when the child is classified by the local authority as s17 child in need, this is determined by the undertaking of a Social Work assessment.
Children Looked After	This is any child who is looked after by a local authority if a court has granted a care order to place a child in care, or a council's children's services department has cared for the child for more than 24 hours.
Children's Services Early Help Family Focus	The Early Help Family Focus service within Norfolk County Council, supports families with children or young adults aged 0 to 25 with multiple complex needs.
Children's Services Education Achievement and Early Years	The Education Achievement and Early Years Service within Norfolk County Council supports providers of childcare and early years education.
Children's Services Social Care	The Children's Social Work teams within Norfolk County Council, support families where children are at risk of harm.
Clawback of funds	This is a process, where money that has already been disbursed is taken back, possibly with an added penalty. In this context, it relates to some of the money given by central government that was spent on children's centres.
Clinical Commissioning Group	Clinical Commissioning Groups were created following the Health and Social Care Act in 2012, and replaced Primary Care Trusts on 1 April 2013. They are clinically-led statutory NHS bodies responsible for the planning and commissioning of health care services for their local area.

Cognitive and behavioural development	Children develop cognitive skills rapidly in the first few years of life and build on the progressively through school. They are different to physical milestones such as sitting up, crawling and walking. Examples of these skills include being able to recognize familiar faces in infancy, being able to tell the difference between animate and inanimate objects, understand and respond to words.
Cognitive outcomes	Children develop cognitive skills rapidly in the first few years of life and build on the progressively through school. They are different to physical milestones such as sitting up, crawling and walking. Examples of these skills include being able to recognize familiar faces in infancy, being able to tell the difference between animate and inanimate objects, understand and respond to words.
Co-located	In simple terms this means different services that share the same location. These services may not be provided by the same organisation.
Commissioning	Commissioning is the process of planning, influencing and sometimes buying and monitoring of services that meet the needs of citizens.
Commissioning arrangements	Commissioning is the process of planning, influencing and sometimes buying and monitoring of services that meet the needs of citizens. Arrangements refers to the buying element of commissioning and refers to the development of the tendering process and buying of the service.
Communication plan	This is a policy driven approach to providing stakeholders (see definition) with information. The plan formally defines who should be given specific information, when that information should be delivered and what communication channels will be used to deliver the information.
Community and capacity building	This is about promoting a communities capacity (see definition) and the support they can access to help them address issues themselves.

Community capacity	Community capacity is the ability of a community to develop, implement and sustain their own solutions to problems in a way that helps them shape and exercise control over their physical, social, economic and cultural environments.
Community connectors	Workers within District councils whose role is to work within local communities to find activities, services and support for individuals who need it. (Only available in South Norfolk District Council and Great Yarmouth Borough Council areas).
Community development activity	Where community workers come together to take collective action and generate solutions to common problems. Community wellbeing (economic, social, environmental and cultural) often evolves from this type of collective action being taken at a grassroots level.
Community health provision	Community health includes support from GP practices, health visiting and other health practitioners.
Competitive dialogue process	This is a procurement approach whereby an institution is able to conduct dialogue with bidders directly with the aim of developing one or more suitable alternative solutions to meet its requirements.
Co-production of services	Co-production is a practice in the delivery of public services in which citizens are involved in the creation of public policies and services. It is a way of working whereby citizens and decision makers, or people who use services, family carers and service providers work together to create a decision or service which works for them all.
De-designate	In this context, to no longer use something for its original and designated purpose.

Dedicated schools grant and high needs block	The Dedicated Schools Grant is a ring-fenced grant from central government that local authorities use to fund the schools they manage. The High Needs Block is part of the Dedicated Schools Grant money from central government. It is not ring-fenced so the local authority can decide how much of the grant is spent to support pupils with high need i.e. those with a Special Educational Need.
Delivery Plans	Delivery plans come in various shapes and sizes but in all forms they cover the how about how a project is delivered.
Delivery sites	In this context, this means any venue where a group or support session or other activity is held.
Delivery venue	In this context, this means any venue where a group or support session or other activity is held.
Deprivation quintile	The Index of Multiple Deprivation is the official measure of relative deprivation for small areas in England. It is common to describe how relatively deprived a small area is by saying whether it falls among the most deprived 10 percent, 20 percent or 30 percent of small areas in England. A quintile is a split of the full ranking broken down into groups of 20%.
Developmental milestones	These are behaviours or skills that you would expect to see in infants and children as they grow and develop. Rolling over, crawling, walking, and talking are all considered milestones. The milestones are different for each age group and there is a normal range in which a child may reach each milestone.
Differing triage and partnership processes	This is a way to examine, prioritise and agree what the appropriate response will be between a group of partner agencies.
Drivers for change	These indicate the key issues, trends and pressures that drive change in our organisations or the wider society. The issues, trends and pressures can be global, national, local or internal to an organisation. An example in Norfolk is our ageing population.
DWP	Department for Work and Pensions.

Early Childhood and Family Service	The service will identify, engage and support families from pre-birth to the child turning age 5.
Early Help Assessments	The Early Help Assessment is a tool designed to help people work with a family to identify their children's needs and enable a group of people to come together and form a team around the family.
Early Help Hubs	In this context, the term refers to a range of services to support families with lower level needs within Norfolk localities. Currently there are seven within Norfolk based on the District Council boundaries. The hubs can be both a physical space where providers come together or a virtual collection of organisation effort to support families.
Early trauma	This usually refers to traumatic experiences that occur to children aged 0 to 6 years old.
Early years development gap	This relates to expected developmental milestones and the significant impact that falling behind can have on a child's educational progress and life choices.
Early years development workers	Workers within the Education Achievement and Early Years Service within Norfolk County Council.
Early years education	Early years education relates to the learning of 3 to 5 years old and broadly describes any type of educational program that serves children in their preschool years.
Early Years Foundation Stage Profile	The Early Years Foundation Stage is a set of standards for the learning, development and care of children from birth to 5 years old. The Profile is completed for every child in the final term of their reception year and is an assessment of the child's achievements at that point.
Early years provision	This relates to the provision of a combination of early learning, care and development for a young child. Types of provision include, registered childminders, nannies, day nurseries and pre-schools.
Early years setting	Setting is a catch all term that means any early years provision (see definition).

Educational attainment	This is a term commonly used to refer to the highest level of education achieved by an individual.
Effective triage arrangement	This is a way to examine, prioritise and agree what the appropriate response will be between a group of partner agencies.
ELF programme in California	Early Learning with Families, information can be found at: http://elf2.library.ca.gov/
EPPSE	Effective Pre-school and Primary Education Project Information can be found at: https://www.ucl.ac.uk/ioe/research-projects/2018/oct/effective-pre-school-primary-and-secondary-education-project-eppse
Equality and Rural Impact Assessment	An Equality Impact assessment is a way to ensure that any policy, project or scheme does not discriminate against any disadvantaged or vulnerable people. A Rural Impact Assessment is a similar process that focusses on the needs of rural communities.
Evidence-based parenting programmes	Programmes delivered to parents that teach ways to provide a nurturing parenting approach. The approach will have been independently assessed and found to work effectively in a number of studies.
Eyes On visits	This is any face to face contact with a parent and child, usually in the home, where the child is seen by the worker.
Family Focus	This is an approach which instead of focusing on a individual it addresses social problems by concentrating on the family unit.
Family functioning	In this context, how a family operates, manages and deals with daily life.
Financially disadvantaged families	This is not wholly related to the income of a family and it also includes families suffering with financial stress where they have difficulties meeting their financial obligations and may seek financial assistance from others.
Flexing delivery	Modifying how the delivery of services operate.
Front line delivery	This describes a service which deals directly with a member of the public.

Geographically well-spaced	Easy to access i.e. by car, public transport etc
Good accessibility to the rest of the district	Easy to access i.e. by car, public transport etc
Good early attachment	A developing child will form an attachment relationship with any caregiver who provides regular physical and or emotional care regardless of the quality of that care. The quality of this attachment is a powerful indicator of a child's later social and emotional outcomes and therefore a good early attachment is imperative.
Good geographical distance	Physically well apportioned across the county.
Good geographical spread	Physically well apportioned across the county.
High intensity, high cost services	In this context, this refers to services that are delivered to families very frequently to give the greatest possible impact but also those that cost the most to the organisation.
High need	<p>We have created a 'need index' for each area based on the following indicators :</p> <ul style="list-style-type: none"> • % 0-2 year olds • % Teenage mothers • % Eligible 2 year olds • % Early Years Foundation Stage Profile (EYFSP) not at a good level of development • % Families with no qualifications • % Lone parent households • % Children in Need, Child Protection or Looked After Children (under 18) • Income Deprivation Affecting Children Index (IDACI) <p>The index shows the 'need' of the 0-5 population in each area relative to the other areas. Areas identified as 'high need' have an index which is over 10% higher than the average and is likely to reflect that multiple indicators are higher than the average.</p>
Holistic, integrated service	This is similar to a holistic approach but refers to a component of the wider system and that tends to put the needs and experiences of people at the centre of how services are organised and delivered.

Holistic approach	Holistic approach comes from the Greek word <i>holos</i> , meaning "entire" or "all" and a holistic approach is simply one where the whole system is considered rather than an individual component.
Home learning	Home learning is not the same as home education. Home learning is everything that children experience with their family and is linked to Home Learning Environment.
Home Learning Environment	A stimulating environment in the home will support children's early learning. Activities in a stimulating environment might include: being read to, being spoken to/with, being taught the alphabet, playing games with parents and creative activities.
Household chaos	This is usually defined as a home which has a lot of frenetic activity, lack of structure and unpredictability or instability in everyday activities.
Identified determinants for the outcomes	What needs to happen or is in place to improve outcomes for children.
Indicative financial modelling	Suggesting how the money might be spent, usually based on information about what money has been spent on historically and how much things cost now.
Initial PQQ stage	This is the initial stage in the procurement process and comes before an Invitation to Tender (see definition). PQQ stands for Pre-Qualification Questionnaire and it acts as a pre-selection process to narrow the field of candidates for the whole tendering process.
Integrated approach	This is an approach whereby you look at a complex system as a whole and see if the individual components are working effectively to fulfil the main objective of the system.
Integrated referral pathways	Routes to access services that are joined together with those of other organisations.
Integrated targeted groups	Groups for specific children or families that are joined up with existing groups or services.

Invitation to tender	This is the initial step in the procurement process (see definition) and it invites suppliers and contractors to provide offers to fulfil the service required.
Lead Professional Role	The nominated professional who takes the lead to support a family in addressing identified needs.
Competitive dialogue process	Competitive dialogue is a public-sector tendering option that allows for bidders to flexibly develop proposals in response to a client's outline requirements.
Local delivery venues	In this context, refers to places where services could run for families to access such as libraries, community centres.
Logic model	A Logic Model is a way of describing the chain of cause and effects of an event, problem or issue. This approach can make it easier to define and measure an event, problem or issue.
Methodology	In this context, it simply means the way that we went about completing the task.
Mobilisation plan	In this context, it is a plan that ensures that the project has appropriate organisational and technical infrastructures and mechanisms for putting resources in place.
Multi-Function Hub	In this context, it is a building which has a variety of services operating out of it.
Multiple childhood adversities	Adverse events in childhood fall under 8 broad headings of: poverty and debt, child abuse and neglect, family violence, parental illness and disability, parental substance misuse, parental mental health issues, family separation or bereavement and offending and anti-social behaviour. Multiple childhood adversities is when a child experiences more than one of these headings.
National Policy Direction	This is a broad course of action or statements of guidance adopted by the government at the national level in pursuit of national objectives.

Negative parenting	This is usually defined as when parents expressed negative emotions towards their children or handle them roughly. Children exposed to negative parenting can have a harder time forming relationships with other people, particularly children their own age.
Networks of support	Is the network of people who provide an individual with practical or emotional support.
OJEU notice	OJEU stands for the Official Journal of the European Union. This is the publication in which all tenders from the public sector which are valued above a certain financial threshold, according to EU legislation, must be published.
Online support systems	A support system is the network of people who provide an individual with practical or emotional support. An online support system is the digital version of this network.
Open access in areas of high need	In this context, it means that any families with children aged 0 to 5 can access relevant activities and groups in the area identified with a high need.
Opportunity Areas	These are part of the government's national plan for dealing with social mobility through education and have been identified as 'opportunity black spots' using the social mobility index published by the Social Mobility Commission.
Outcome focussed performance monitoring framework	A framework is used to guide monitoring and evaluation and it should explain how a programme is supposed to work. The type of framework being used here is one which is built around what should be achieved, which can also be called outcomes.
Outreach delivery / model	Outreach delivery is a way of providing services to any population who might not otherwise have access to those services. It also has an educational role to raise awareness of existing services.
Outreach delivery location / venues	In this context, refers to places where services will run for specifically identified families or communities.
Parent and Baby Star	An outcome model to assess the progress of a family and child following a service being put in place. It is a tool used by practitioner to evaluate the impact of their work.

Parent Champions	In this context Parent Champions are parent volunteers who talk to other parents about the local services available to families
Parent-child dysfunctional interactions	Unhealthy parent to child relationships which impacts on bonding/ attachment. Examples would include negative language at the child, shouting at the child or creating fear in the child.
Per capita	In this context, it simply means for each person.
Procurement process	In this context, it is the process for finding, agreeing terms and acquiring services from an external organisation via a competitive dialogue bid (see definition) process.
Protected characteristics	This is any characteristic that is protected by existing equality legislation and includes: age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.
Provision	In this context, it simply means providing or supplying something of use.
Public Health	In this context public health refers to the public health function of Norfolk County Council, which is focussed on preventing disease, prolonging life and promoting health. Public Health are responsible for the Healthy Child Programme which is a universal preventative service providing families with a programme of screening, immunisation, health and development reviews, supplemented by advice around health, well-being and parenting.
Quintile 3	The Index of Multiple Deprivation is the official measure of relative deprivation for small areas in England. It is common to describe how relatively deprived a small area is by saying whether it falls among the most deprived 10 percent, 20 percent or 30 percent of small areas in England. A quintile is a split of the full ranking broken down into groups of 20%. Quintile 3 is those small areas which fall into the 41% to 60% range.
Reach areas	A reach area is the total expanse of the locations of the families that use a specific venue/ centre.

Recommissioning	Commissioning is the process of planning, influencing and sometimes buying and monitoring of services that meet the needs of citizens. Re-commissioning is when the current arrangements end and new commissions are put in place.
Re-purpose children's centre buildings	In this context, it means to adapt the building to a different or similar use. For example, if a current building is in a school, they may take over the running of the building to support the needs of the school.
Safeguarding	Safeguarding in this context is protecting vulnerable children from abuse or neglect.
School readiness	School readiness is a term often used to describe how ready children are socially, physically and intellectually to start formal schooling.
Scoped developments	In this context, it means that any changes will have been properly assessed and a clear understanding will have been formed of the outcomes and benefits as well as the more specific goals, deliverables, features, functions, tasks, deadlines and costs.
Section 47 enquiries	A Section 47 enquiry means that Children's Social Care must carry out an investigation when they have reasonable cause to suspect that a child who lives, or is found, in their area is suffering, or is likely to suffer, significant harm.
SEED	The Study of Early Education and Development Information can be found at: https://www.gov.uk/government/collections/study-of-early-education-and-development-seed
Service design	Service design is the activity of planning and organising people, infrastructure, communication and material components of a service in order to improve its quality and the interaction between the service provider and its customers.
Service model	How a service operates and what is prioritised for delivery.

Service specification	A service specification is a document that is part of the procurement process (see definition) which clearly defines the nature and scope of the service required.
Signposting	In this context; identifying a route or service for a family to meet an identified need.
Social determinants of health inequalities	These are the conditions in which people are born, grow, live, work and age. These circumstances are shaped by the distribution of money, power and resources at global, national and local levels.
Social groups	This is usually defined as two or more people who interact with one another and share similar characteristics, and collectively have a sense of unity. For example, you could be a member of a sports team, club, church group, college class or workplace.
Social isolation	Social isolation is a state of complete or near complete lack of contact between an individual and society. It differs from loneliness, which reflects a temporary lack of contact with other humans. Social isolation can be an issue for individuals of any age, though symptoms may differ by age group.
Social Mobility	This refers to the ability of individuals, families or groups to move up or down the social ladder in a society, such as moving from low-income to middle class. Social mobility is often used to describe changes in wealth, but it can also be used to describe general social standing to education.
Social networks	In this context a social network is the set of social interactions and personal relationships that an individual has.
Socio economic status	This is the social standing or class of an individual or group. It is usually measured as a combination of education, income and occupation.
Specialist pathways	The route by which families access services that are provided by specialist staff with specialist skills i.e. occupational therapy, physiotherapy.
Stakeholder	This is usually defined as a person or organisation which has an interest or concern in something.

Statistical neighbour authorities	These are other local authorities that display similar characteristics to Norfolk. In this context it is based on the Department for education's Local Authority Interactive Tool and allows us to check our performance against similar authorities.
Statutory agencies	These are agencies that are authorised via a written law of parliament with the authority to enact legislation on behalf of the state.
Statutory intervention	This refers to a period of time whereby a child, adult or family require input from a statutory service i.e. Social Care.
Statutory services	These are services that are paid for and provided by the Government. For example, the NHS or Social Services or Waste collection and disposal.
Tailored support	In this context, it refers to a service delivered to a particular group of people who are uniquely identifiable by their level of need.
Targeted interventions	In this context, an intervention is the way you work with a child and family in a focused and specific way.
Targeted Outreach	In this context, targeted outreach about identifying, engaging and delivering support to families in their communities.
Targeted support	In this context, it refers to a service delivered to a particular group of people who are uniquely identifiable by their level of need.
Triage of health and family support requests	Triage refers to the process by which a decision is made as to what support a family will be eligible to receive. Health and Family Support Requests are the forms families use to ask for help.
TUPE	TUPE refers to the "Transfer of Undertakings (Protection of Employment) Regulations 2006" as amended by the "Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014". The TUPE rules apply to organisations of all sizes and protect employees' rights when the organisation or service they work for transfers to a new employer (Ref. ACAS).
Universal access	Activities that are open to all. In this context, activities that any family with a child aged 0-5years can attend.

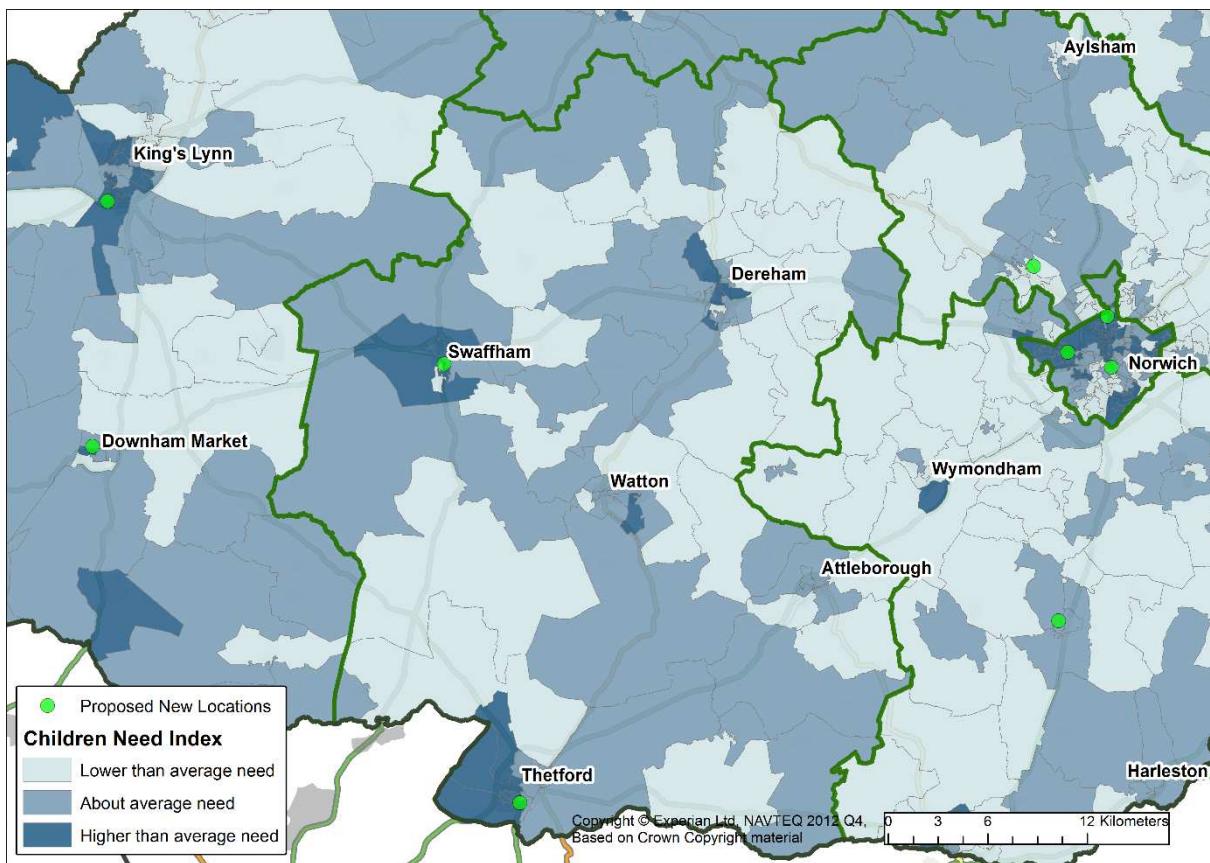
Universal activities	Activities that are open to all. In this context, activities that any family with a child aged 0-5years can attend.
Universal early childhood activities	In this context, these are activities designed to engage all children and to keep them interested, motivated and challenged.
Universal group	Activities that are open to all. In this context, activities that any family with a child aged 0-5years can attend.
Universal provision	Activities that are open to all. In this context, activities that any family with a child aged 0-5years can attend.
Universal service	In this context, this is a service that is available to all residents of Norfolk.
Validated advice	In this context, it means all advice offered via a digital platform will have been checked for accuracy.
Whole system approach	A whole system approach is another way of saying holistic approach.
Workforce capacity	In this context, an organisation's ability to ensure sufficient staffing levels to accomplish its work including training, development and knowledge.
Working collaboratively	This means working together to achieve a defined and common goal.
12 Lead partners	Lead Partners are the organisations paid to deliver the service on behalf of the Council. The term is sometimes interchangeable with 'provider'.



Norfolk
County Council

Appendix 2: Early Childhood Offer - District profiles

Developing an early childhood offer for families in Breckland



The Early Childhood and Family Service will provide outreach and targeted support to families who need it across the district area, operating out of two Early Childhood and Family bases: Swaffham Children's Centre and Thetford (Kingsway) Children's Centre.

Families will have access to enhanced online and digital information and advice services.

Children and families will be supported to access a wide range of after school clubs, breakfast clubs, community groups, Early Years settings, parent and toddler groups. These include:

Service Name	Location
Attleborough Little Acorns (Parent And Toddler Group)	St Marys Church
Banham Toddler Group (Parent And Toddler Group)	Banham Community Centre
Beetley & District Pre school	Beetley (Private Woodland)
Beetley Bears Stay & Play Group (Parent And Toddler Group)	Village Hall
Bishy Barnabees Day Nursery (After School Club)	South Green Park Childrens Centre
Bishy Barnabees Day Nursery (Breakfast Club)	South Green Park Childrens Centre
BishyBarnabees Day Nursery	South Green Park,Mattishall
Buckenham Pre School	New Buckingham Village Hall
Busy Bees Day Nursery at Thetford	Mallow Road
Carbrooke Pre-School	Carbrooke
Carbrooke Pre-School (Pre-School And Playgroups)	Coronation Hall
Carleton Rode Playgroup	Jubilee Village Hall

Chicken Cottage Childcare	Bawdeswell
Dereham Ce Va Infant School & Nursery (Nursery Schools/classes)	Dereham Church Infant School
Drake Primary School (Nursery Schools/classes)	Fairfields, off Croxton Road
East Dereham Day nursery	Dereham Childrens Centre
East Dereham Day Nursery	Dereham Childrens Centre
East Harling Nursery	Harling Old school Village Hall
Elephant & Castle Childcare Centre (Day Nursery)	Dunham Road
Elephant and Castle Childcare Centre	Village Hall
First Steps Fountain Of Life Pre-School (Pre- School And Playgroups)	Well Christian Centre
Fulmerston Road Parent & Toddler Group (Parent And Toddler Group)	Fulmerston Christian Fellowship Portacabin
Great Ellingham Pre-School (Pre-School And Playgroups)	Recreation Centre
Great Ellingham Under 5's (Parent And Toddler Group)	Village Hall
Great Hockham Primary School & Nursery	Hockham
Grove House Nursery	Toftwood Village Hall
Grove House Nursery And Infant School (Nursery Schools/classes)	Gilpins Ride
Hall Farm Nursery School (Day Nursery)	Hall Farm Nursery School
Happyfeet Breakfast Club	St Giles Road
Happyfeet Day Nursery	St Giles Road
Hoots - After School Club	Toftwood Infant School
Jelly Tots Nursery - Charles Burrell Centre (Day Nursery)	Charles Burrell Centre
Jelly Tots Nursery - White Hart Street (Day Nursery)	13 White Hart Street
Kingfisher Day Nursery (Pre-School And Playgroups)	Sure Start Children's Centre
Kings Park Pre-School (Pre-School And Playgroups)	Kings Park School
Litcham Childcare Breakfast Club	Litcham Children's Centre
Litcham Childcare Day Nursery	Litcham Children's Centre
Litcham Day Nursery	Jubilee Hall,Litcham
Little Angels at Mattishall	All Saints Church, Mattishall
Little Acorns (Pre-School And Playgroups)	Youth & Community Centre
Little Ducklings PreSchool	Great Massingham Village Hall
Little Fishes	Dereham Baptist Church
Little Fishes Parent & Toddler Group (Parent And Toddler Group)	Toftwood Village Hall
Little Footsteps Day Nursery	Baptist Church Hall
Little Footsteps Of Dereham - After School Club	15a Norwich Road
Little Footsteps Of Dereham - Breakfast Club (Breakfast Club)	15a Norwich Road
Little Footsteps of Dereham (Day Nursery)	St Carantoc
Little Footsteps Of Shipdham (Day Nursery)	Thomas Bullock Primary School
Little Owls - Scarning (Day Nursery)	Railway Farm
Little Owls Day Nursery	Toftwood Methodist Church hall
Little Owls Day Nursery - Dereham	20 School Lane
Little Pirates at Drake (Day Nursery)	Drake Infant and Nursery School

Little Saints Pre-School (Pre-School And Playgroups)	Weeting Primary School
Little Swans (Pre-School And Playgroups)	Swans Nest, Swanton Morley Village Hall
Little Twigs - Forest School sessions	Out There Forest School, Deopham Road, Attleborough
London Rd Pre School	London Road Church Hall
London Road Pre-School (Pre-School And Playgroups)	The Scout Hall
Magic Tree Day Nursery	St Nicholas Church house
Mundford Parent & Toddlers (Parent And Toddler Group)	Village Hall
Mundford Playgroup (Pre-School And Playgroups)	St. Leonards Street
Narborough Church Of England Primary Academy- Breakfast Club	Dennys Walk
Necton Little Oaks Pre-School (Pre-School And Playgroups)	Grounds of Necton Primary School
Noah's Ark at Fountain of Life, Ashill, Thetford	Fountain of Life, The Well Christian Centre, Swaffham Road, Ashill, Thetford,
Noahs Ark Pre School - After School Club	Robertson Barracks
Noahs Ark Pre School (Pre-School And Playgroups)	The Light Dragoons Robertson Barracks
North Elmham Playgroup Baby And Toddler Group (Parent And Toddler Group)	The Saxon Centre
Norwich Road Academy - Hedgehogs Breakfast Club	Norwich Road
Norwich Road Academy (Nursery Schools/classes)	Norwich Road
Norwich Road Academy Nursery	Thetford Healthy Living Centre
Old Buckenham Bears (Breakfast Club)	Old Buckenham Primary School
Orchard Montessori Playgroup	Banham Community Centre
Parent and toddler group	Ashfield
Parent and toddler group	Beetley
Parent and toddler group	Elsing
Parent and toddler group	Little Melton Village Hall
Parent and toddler group	Swanton Morley
Parent and toddler group	Watton
Parkwood Tiny Tots (Parent And Toddler Group)	Dereham Leisure Centre
Pavilion Creche @ the ACE Centre	Church Street Dental Surgery
Pavilion Pre-School Nursery - After School Club	The Pavilion
Pavilion Pre-School Nursery (Pre-School And Playgroups)	The Pavilion
Pavilion Pre-School Nursery @ The Old Auction House (Day Nursery)	The Old Auction House
Pavillion Creche	Holy Trinity Church Hall
Pavillion PreSchool Nursery	Library
Playbus	Connaught Hall
Playdays - Thetford (Day Nursery)	Theatre House
Playdays Day Nursery	Abbey Neighbourhood Centre
Playplus (Pre-School And Playgroups)	Attleborough Primary School
Queensway Infant School & Nursery (Nursery Schools/classes)	Queensway
Rainbowpot Childcare	34 Commercial Road
Raleigh Infant Academy & Nursery (Nursery Schools/classes)	Admirals Way

Redcastle Family School (Nursery Schools/classes)	Redcastle Family School
Riddlesworth Nursery	Riddlesworth
Rockinghorse Daycare	All saints Church hall, Mattishall
Rockinghorse Daycare (After School Club)	Lime Tree Barn, Welgate
Rockinghorse Daycare (Breakfast Club)	Lime Tree Barn
Rocklands Parent & Toddler Group (Parent And Toddler Group)	The Village Hall
Sacred Heart Breakfast Club	The Convent Of The Sacred Heart
Sacred Heart School - Little Peddlars	Library
Scarning Pre School	Scarning Village Hall
Scribbles Pre-School - Bawdeswell (Pre-School And Playgroups)	Bawdeswell Cp School
Shipdham Playgroup (Pre-School And Playgroups)	Thomas Bullock School
Sparklers	The Lighthouse, 131 Hargham Road, Attleborough
Sporle Pre-School	Swaffham
Sporle Pre-School (Pre-School And Playgroups)	Sporle V C First School
St Andrews Preschool (Pre-School And Playgroups)	The Mess
Storybags	St. Mary's Parish Church
Swaffham Ce Vc Infant School (Nursery Schools/classes)	Swaffham Primary School
Swaffham Church Of England Junior Academy Breakfast Club	Brandon Road
Swaffham Preschool Playgroup (Pre-School And Playgroups)	Brandon Road
Teenie Iceni's Day Nursery	Swaffham Parish Rooms
The Bishop's Ce Primary Academy (Nursery Schools/classes)	Canterbury Way
The Norwich Road Nursery - Attleborough (Day Nursery)	Norwich Road
The Norwich Road Nursery - Watton (Day Nursery)	Capital House
The Orchard Montessori Pre-School and Nursery (Pre-School And Playgroups)	The Fen
Tiddly Tots	Bradenham
Tiny Talk Baby Signing Classes Attleborough (Parent And Toddler Group)	Attleborough Methodist Church & Community Centre
Tiny Talk Baby Signing Classes Dereham (Parent And Toddler Group)	Toftwood Methodist Church
TinyTalk Baby Signing and Toddler Talk Classes Watton	Watton Children's Centre
TinyTalk Baby Signing Classes Dereham Toddler group	Dereham Children's Centre Dereham Leisure Centre
Toftwood Infant School (Nursery Schools/classes)	Toftwood Infant School
Toftwood Infants and Nursery School	Dereham Town Football Club
Toftwood Nursery	Wellspring Family Church
Toftwood Nursery Preschool (Pre-School And Playgroups)	Scout Haven
Tots & Tinnies	Dereham Baptist Church
Traquinas Chilcare	Great Hockham Village Hall

Traquinas Childcare - Raymond Street (Day Nursery)	17/19 Raymond Street
Treetops Day Nursery	Sure Start Children's Centre
Treetots Playgroup (Pre-School And Playgroups)	Blenheim Centre
Watton Westfield Infant & Nursery School	Watton
Watton Westfield Infant & Nursery School (Nursery Schools/classes)	West Road
Wayland Junior Academy Breakfast Club	Wayland Junior Academy
Weasenham Pre School (Pre-School And Playgroups)	Common End
Weasenham PreSchool	Weasenham All Saints
Wensum Valley Nursery School (Pre-School And Playgroups)	Wensum Road
Wensum Valley Nursery School Parent & Toddler Group (Parent And Toddler Group)	Wensum Valley Nursery School
William Cowper Pre School	Trinity Methodist Church Hall
William Cowper Preschool (Pre-School And Playgroups)	William Cowper Close
Attleborough Little Acorns (Parent And Toddler Group)	St Marys Church

Count: 139

Holiday playschemes:

Service Name	Location
Camp Adventure (Holiday Playschemes)	Dereham Leisure Centre
Hall Farm Nursery School (Holiday Playschemes)	Hall Farm Nursery School
Happyfeet Holiday Playscheme (Holiday Playschemes)	St Giles Road
Hoots - Holiday Playscheme (Holiday Playschemes)	Toftwood Infant School
Litcham Childcare Holiday Playscheme (Holiday Playschemes)	Litcham Children's Centre
Little Footsteps Of Dereham - Holiday Playscheme (Holiday Playschemes)	15a Norwich Road
Little Pirates At Drake - Holiday Scheme (Holiday Playschemes)	Drake Infant School & Nursery
Noahs Ark Pre School - Holiday Scheme (Holiday Playschemes)	Robertson Barracks
Pavilion Pre-School Nursery - Holiday Scheme (Holiday Playschemes)	The Pavilion
Rockinghorse Daycare (Holiday Playschemes)	Lime Tree Barn
Teenie Iceni's Day Nursery - Holiday Playscheme (Holiday Playschemes)	The Community Centre
The Social Hub Holiday Club (Holiday Playschemes)	Thomas Bullock School
Traquinas -Holiday Playscheme (Holiday Playschemes)	17/19 Raymond Street
XUK (Holiday Playschemes)	New Eccles Hall School

Count: 14

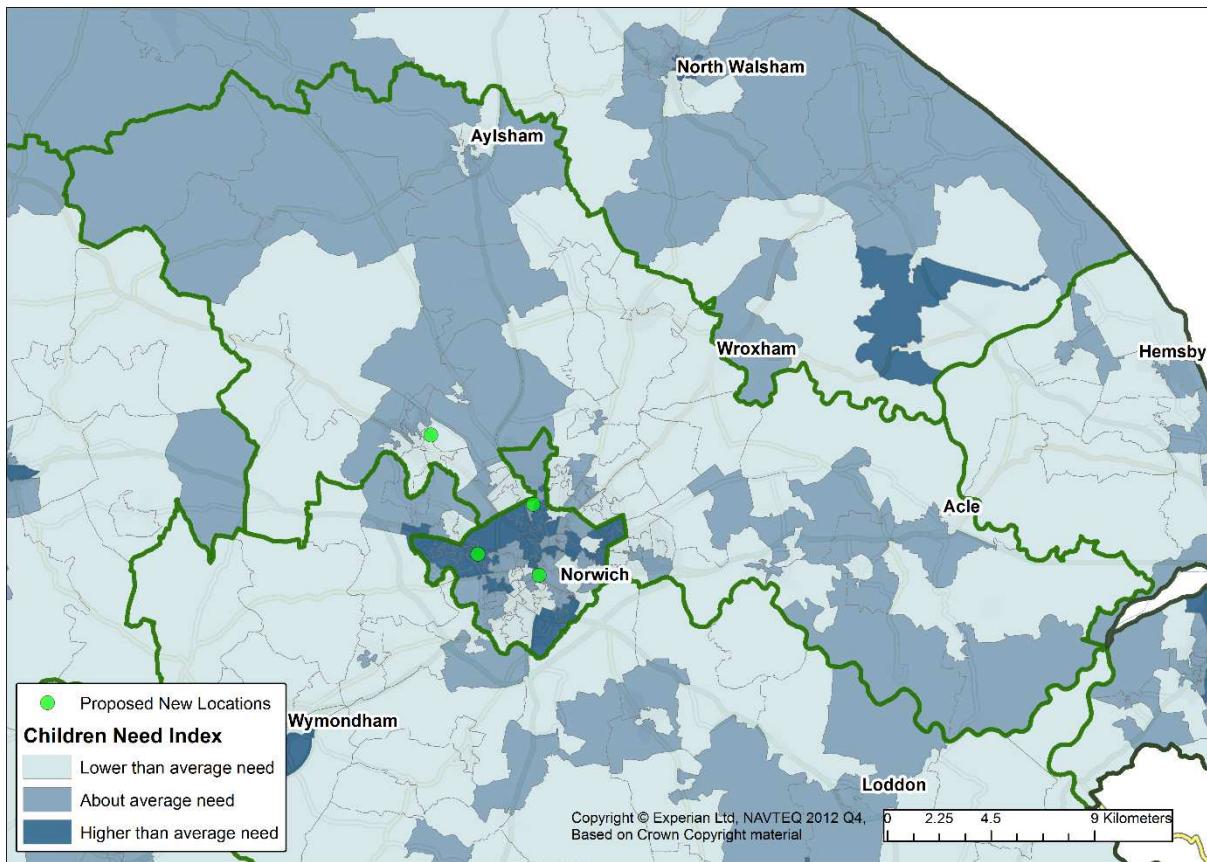
Museums and Libraries:

Service Name	Location
Ancient House, Museum of Thetford Life	21-23 White Hart Street
Attleborough Library	31 Connaught Road
Dereham Library	59 High Street
Gressenhall Farm & Workhouse Museum of Norfolk Life	Gressenhall
Swaffham Library	The Pightle
Thetford Library	Raymond Street
Watton Library	George Trollope Road

Count: 7

TOTAL: 160

Developing an early childhood offer for families in Broadland



The Early Childhood and Family Service will provide outreach and targeted support to families who need it across the district area, operating out of two Early Childhood and Family bases: Acle Marshes Children's Centre and Drayton and Taverham Children's Centre.

Families will have access to enhanced online and digital information and advice services.

Children and families will be supported to access a wide range of after school clubs, breakfast clubs, community groups, Early Years settings, parent and toddler groups. These include:

Service Name	Location
Acle Pre-School (Pre-School And Playgroups)	Fletcher Room, Fletcher Way
Acorns Parent & Toddler Group	Stalham & Broadland
Arden Grove Infant & Nursery School (Academy)	Marlpit Community Centre
Arden Grove Pre-School	Hellesdon Library
Attlebridge Montessori Nursery School	Attlebridge
Aylsham Tiny Tots (Parent And Toddler Group)	Methodist Church
Baby & Toddler	Heathlands Community Centre
Baby Jacks	Thorpe End Village Hall
Badersfield Tinies to Tots	Aylsham & Reepham
Blofield Day Nursery	Fox Lane
Blofield Pre-School Playgroup (Pre-School And Playgroups)	Margaret Harker Hall
Bounce & Rhyme Time	Martham Library
Busy Beavers Playgroup	Spixworth & Sprowston
Busy Beavers Playgroup (Pre-School And Playgroups)	Old Catton Village Hall
Busy Bee's Parent & Toddler Group	Stalham & Broadland

Busy Bees Day Nursery	Spixworth & Sprowston
Busy Bees Day Nursery at Norwich Meridian	Just Learning
Busy Bees Day Nursery at Norwich Thorpe	Northside Road
Busy Bees Day Nursery at Norwich Thorpe	Roxley Hall
Busy Bees Nursery	Village Hall
Butterflies at Lingwood Methodist Chapel, Lingwood	Lingwood Methodist Chapel, Chapel Road, Lingwood,
Buxton Pre-School	Buxton Village Hall
Buxton Pre-School Playgroup (Pre-School And Playgroups)	Village Hall
Cantley School Nursery	Village Hall
Cantley Tots, Stay & Play	Cantley Village Hall
Caterpillars and Butterflies at Marlpit Community Centre, Hellesdon	Marlpit Community Centre, Hellesdon Road, Hellesdon, NR6 5EG
Cawston Montessori	Cawston
Cawston Montessori (Pre-School And Playgroups)	Cawston Primary Academy
Cheeky Monkeys After School Club	Lodge Lane
Cheeky Monkeys Breakfast Club	Lodge Lane
Childcare - Domestic	Bawdeswell
Childerwood Nursery	Drayton & Taverham
Childerwood Nursery (Day Nursery)	Drayton Community Infant School
Childminder Support Group	Fleggburgh Village Hall
Coltishall & Horstead Preschool (Pre-School And Playgroups)	41 Rectory Road
Coltishall and Horstead Pre-School	Village Hall
Dandelion Forest School Nursery	Village Hall
Dandelion Forest School Nursery - Marsham (Day Nursery)	Marsham Cp School
Dandelion Forest School, Marsham	Aylsham & Reepham
Dawnies Little Stars Nursery (Pre-School And Playgroups)	The Drill Hall, Cawston Road
DND Childcare Ltd Nursery (Day Nursery)	Unit 11, Beech Avenue
Fair View Kindergarten (After School Club)	Fair View Farm
Fair View Kindergarten (Breakfast Club)	Fairview Farm
Fair View Kindergarten (Day Nursery)	Fairview Farm
Fairhaven Pre-School	Village Hall
Fairhaven Pre-School (Pre-School And Playgroups)	Village Hall, School Road
First Steps Baby and Toddler Café	Aylsham & Reepham
Foulsham & Bintree Playgroup (Pre-School And Playgroups)	New Frost Hall, Clay Pit Road
Foulsham And Bintree Parent & Toddler Group (Parent And Toddler Group)	New Frost Hall
Foulsham and Bintree Pre-School	Aylsham & Reepham
Freethorpe School Nursery	Village Hall
Ghost Hill Infant & Nursery	Drayton, Taverham & Hellesdon
Ghost Hill Infant & Nursery School	Drayton & Taverham
Ghost Hill Parent and Toddler Group	Drayton, Taverham & Hellesdon
Giggles Tots (Horsford) (Parent And Toddler Group)	Horsford Methodist Church
Giggles, Stay & Play	Brundall Memorial Hall
Hainford Pre-School	Spixworth & Sprowston
Hainford Pre-School Learning Alliance (Pre- School And Playgroups)	Hainford Village Hall

Happisburgh Pre-School	Stalham & Broadland
Heather Avenue-The Larks Breakfast Club	Warren Avenue
Hellesdon Community Pre-School	Drayton, Taverham & Hellesdon
Hellesdon Community Pre-School (Pre-School And Playgroups)	C/O Kinsale Infant School
Hemblington Pre-School (Pre-School And Playgroups)	Heathlands Social Club
Hemblington Pre-School Baby & Toddler Group (Parent And Toddler Group)	Heathlands Social Club
Hemsby Hedgehogs	Hemsby Village Hall
Hevingham Under 5's Association (Pre-School And Playgroups)	The Portacabin, Hevingham CP School
Hickling Parent & Toddler Group	Stalham & Broadland
Hickling Pre-School	Stalham & Broadland
Hillside Avenue Primary & Nursery School (Academy) (Nursery Schools/classes)	Hillside Avenue
Horning Pre-School	Stalham & Broadland
Horsford Pre-School	Drayton, Taverham & Hellesdon
Horsford Pre-School Playgroup (Pre-School And Playgroups)	Horsford Village Hall
Humpty Dumpty's Kindergarten	Drayton, Taverham & Hellesdon
Humpty Dumpty's Kindergarten (Day Nursery)	The Barn
John Bear Nursery	Town Hall
John of Gaunt Infant and Nursery 3-4 years	Aylsham & Reepham
Jubilee Tots (Parent And Toddler Group)	Jubilee Family Centre
Jumping Jacks Gym Club	Blofield Margaret Harker Hall
Langley Preparatory School At Taverham Hall	Drayton & Taverham
Lime Tree Day Nursery - Dussindale Park (Pre-School And Playgroups)	Fitzmaurice Pavilion, Pound Lane
Lingwood Primary Academy (Nursery Schools/classes)	Station Road
Lingwood Primary Nursery Class	Village Hall
Lingwood Tiny Tots	Lingwood Village Hall, Station Road,Lingwood, Norwich
Little Acorns Parent And Toddler Group	52 Station Road
Little Brown Hare Pre-School	Aylsham & Reepham
Little Ducklings Preschool (Pre-School And Playgroups)	School Hill
Little Owlets	Ormesby Pre-School
Little Owls Catfield Pre-School	Stalham & Broadland
Marsham Tots (Parent And Toddler Group)	Marsham Village Hall
Meadow Way Chapel Parents & Toddler Group	Drayton, Taverham & Hellesdon
Meadow Way Toddlers (Parent And Toddler Group)	Meadow Way Chapel
Music Group	"Reedham
Music Magic	Village Hall"
Nightingale Infant School and Nursery	Lingwood Village Hall
Old Catton Pre-School (Pre-School And Playgroups)	Drayton, Taverham & Hellesdon
Once Upon a Time Nursery	Lodge Lane First School
Once Upon A Time Nursery School - Cecil Gowing	Spixworth & Sprowston
Once Upon A Time Nursery School - Cecil Gowing (Pre-School And Playgroups)	Sprowston and Spixworth

Once Upon A Time Nursery School - White House Farm	Cecil Gowing Infant School
Once Upon A Time Nursery School - White House Farm (Day Nursery)	Sprowston and Spixworth
Once Upon A Time Nursery School - Wroxham Road	Stable 1, White House Farm
Once Upon A Time Nursery School - Wroxham Road (Day Nursery)	Sprowston and Spixworth
Orchidale Children's Nursery	Once Upon A Time Nursery
Orchidale Children's Nursery (Day Nursery)	Drayton & Taverham
Parent and toddler group	Nursery Bungalow
Parent, Baby and Toddler Group at Badersfield Community Church	Little Blossoms Nursery
Pavilion Pre-School	Badersfield Community Church, Lammas Road, Badersfield, Norwich,
Play Church at St Andrew and St Peter's, Blofield, Norwich	Spixworth & Sprowston
Playful Panda's (2-4 year old creative session)	St Andrew and St Peter's, Church Road, Blofield, Norwich,
PlayVan at St Michael and All Angels, Reepham	Drayton, Taverham & Hellesdon
Pre-School Playgroup	St Michael and All Angels, Church Street, Reepham,
Pushchair Club (Parent And Toddler Group)	Old Catton
Rackheath Bombers Pre-School	Sprowston Methodist Church
Rackheath Bombers Pre-school (Pre-School And Playgroups)	Village Hall
Reepham Nursery School	Rackheath C P School, Willoughby Way
Reepham Nursery School (Pre-School And Playgroups)	
Rhyme Time Mini Movers	Community Centre
Salhouse Mini Playgroup	Blofield Library
Salvation Army Parent & Toddler Group (Parent And Toddler Group)	Salhouse Jubilee Hall, Lower Street, Salhouse
School Lane Pre-School (Pre-School And Playgroups)	The Salvation Army
Scribbles Pre-School - Bawdeswell	The Diamond Centre
Snowys Nursery and Pre-School	
Snowy's Nursery And Pre-School (Pre-School And Playgroups)	Library
Sparhawk Infant School & Nursery	2 Braydeston Avenue
Sparhawk Infant School & Nursery (Nursery Schools/classes)	Sprowston and Spixworth
Sprowston Nursery Playgroup	Sparhawk Avenue
Sprowston Pavillion Playgroup (Pre-School And Playgroups)	Sprowston and Spixworth
Sprowston Pushchair Club	Sprowston Infant School
St Faiths Pre School	Sprowston Methodist Church, Wroxham Road, Norwich
St Faiths Pre School (Pre-School And Playgroups)	Hellesdon
St Jonh's School Nursery Class	Mission Room
St Michael's Ce Va Nursery And Infant School	Village Hall
St Michael's Ce Va Nursery And Infant School (Nursery Schools/classes)	Aylsham Community Church
Stalham Community Pre-School	St Michaels Nursery & Infant School

Stay & Play (Parent And Toddler Group)	Stalham & Broadland
Stepping Stones Day Nursery	Freethorpe Community Primary School
Stepping Stones Day Nursery - Frettenham	Frettenham
Stepping Stones Day Nursery - Spixworth	16 School Road
Stepping Stones Pre-School Aldborough	Sprowston and Spixworth
Taverham Hall Nursery	Aylsham & Reepham
Taverham Hall School Parent & Toddler	Drayton, Taverham & Hellesdon
Tec Toddlers (Parent And Toddler Group)	Drayton, Taverham & Hellesdon
The Fledglings Pre-School	Taverham Village Hall
The Fledglings Pre-School	The Jubilee Hall
The Fledglings Pre-School (Pre-School And Playgroups)	Stalham & Broadland
The Heathers Nursery	Salhouse Primary School
The Heathers Nursery	Drayton, Taverham & Hellesdon
The Heathers Nursery (Pre-School And Playgroups)	Hellesdon
Thorpe End (Teddies) Pre-School	Bracken Avenue
Thorpe End Preschool (Teddies) (Pre-School And Playgroups)	Dussindale
Thorpe Marriott Church Hall	St. Davids Drive
Tiddlers	Drayton, Taverham & Hellesdon
Tiny Talk (Baby signing - Toddler talking)	The Tithe Barn, Rectory Road, Horstead
Tiny Tots	Acle Marshes Children's Centre
Toddler Tunes at Hinks Meadow Village Hall,	Lingwood Village Hall
Tot Stop (Vineyard) (Parent And Toddler Group)	Hinks Meadow Village Hall, Kingswood Avenue, Thorpe Marriott, Taverham,
Trinity Toddlers (Parent And Toddler Group)	Dussindale Centre
Tuesday Tots Parent & Toddler Group (Parent And Toddler Group)	Trinity Church
Tuneful Tots	Hellesdon Community Centre
Wensum Valley Nursery	Drayton, Taverham & Hellesdon
Who Let the Dads Out	Aylsham & Reepham

Count: 161

Holiday playschemes:

Service Name	Location
Cheeky Monkeys Holiday Playscheme (Holiday Playschemes)	Lodge Lane
Dandelion Education Limited Holiday Club (Holiday Playschemes)	Marsham Cp School
Fair View Kindergarten (Holiday Playschemes)	Fairview Farm
Fledglings Holiday Club (Holiday Playschemes)	Salhouse Primary School
Freethorpe Community Primary School Holiday Playscheme (Holiday Playschemes)	School Road
Growild (Holiday Playschemes)	White House Farm
Spixworth Kidz Klub (Holiday Playschemes)	Woodland View Junior School
Sprowston Out Of School Club - Holiday Scheme (Holiday Playschemes)	Cecil Gowing Infant School
Taverham Afterschool Club And Playscheme (Holiday Playschemes)	Taverham Village Hall
Tots 2 Teens Playscheme (Holiday Playschemes)	Broadland District Council

Count: 10

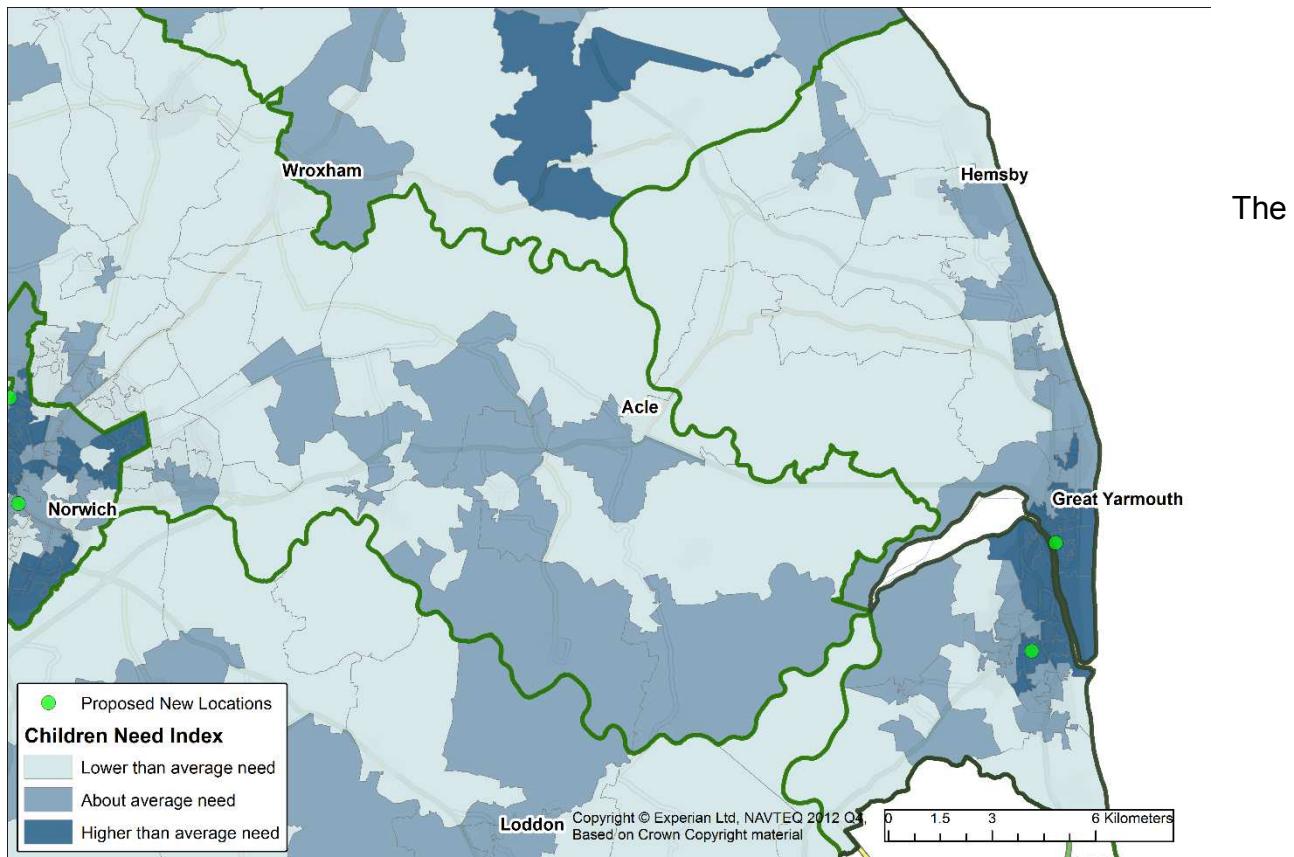
Museums and Libraries:

Service Name	Location
Acle Library	Bridewell Lane
Aylsham Library	7 Hungate Street
Blofield Library	The Reading Room
Brundall Library	90 The Street
Hellesdon Library	Woodview Road
Reepham Library	Bircham Institute
Sprowston Library	Recreation Ground Road
St Williams Way Library	Williams Loke
Taverham Library	Sandy Lane
Wroxham Library	Norwich Road

Count: 10

TOTAL: 181

Developing an early childhood offer for families in Great Yarmouth



Early Childhood and Family Service will provide outreach and targeted support to families who need it across the district area, operating out of two Early Childhood and Family bases: Priory Children's Centre and Seagulls Children's Centre.

Families will have access to enhanced online and digital information and advice services.

Children and families will be supported to access a wide range of after school clubs, breakfast clubs, community groups, Early Years settings, parent and toddler groups. These include:

Service Name	Location
Alphabet Nursery	Library
Alphabet Nursery (Day Nursery)	High Street
Blossoming Baby - Antenatal, Baby Massage and Baby and Child First Aid Courses	Moorlands Primary Academy
Bradwell Tots Friday Group (Parent And Toddler Group)	Community Centre
Busy Bees Day Nursery at Great Yarmouth	St Mary Magdalene Church Hall
Caister Infant School - Nursery Class	Community Centre
Caister Infant, Nursery and Children's Centre (Breakfast Club)	Kingston Avenue
Caister Infant, Nursery and Children's Centre (Day Nursery)	Kingston Avenue
Calthorpe Nursery (Pre-School And Playgroups)	Calthorpe House
Cherry Blossom Nursery	Belton with Browston
Cobholm and Lichfield Childcare Centre (Day Nursery)	Pasteur Road
Cobholm Primary Academy (Nursery Schools/classes)	Mill Road

Filby Nursery	Filby
Filby Nursery (Day Nursery)	Filby Primary School
Fingers and Fumb's	Minster Mission, Admiralty Rd, Gt Yarmouth,
Great Yarmouth Primary Academy (Nursery Schools/classes)	Dickens Avenue
Gt Yarmouth Primary Academy Breakfast Club	Dickens Avenue
Hillside Breakfast Club	Lords Lane
Hillside Nursery (Pre-School And Playgroups)	Hillside Primary School
Homefield Ce Vc Primary School (Nursery Schools/classes)	Homefield Avenue
House Of Fun Nursery - After School Club	House Of Fun
Little Explorers Nursery	
Little Explorers Nursery (Day Nursery)	Fleggburgh Primary School
Little Owlets (Parent And Toddler Group)	Ormesby Village Infant School
Little Pearls at St Nicholas, Bradwell	St Nicholas, Church Walk, Bradwell,
Little Stars Pre-School (Pre-School And Playgroups)	Hemsby Primary School
Lynn Grove Breakfast Club	Lynn Grove
Martham Academy And Nursery (Nursery Schools/classes)	Black Street
Moorlands Ce Primary Academy (Nursery Schools/classes)	Moorland School
North Denes	Caister
Ormesby Village Pre-School (After School Club)	Ormesby Village Pre-School
Ormesby Village Pre-School (Pre-School And Playgroups)	Ormesby Village Pre-School
Ormiston Herman Academy (Nursery Schools/classes)	Oriel Avenue
Ormiston Herman Academy Breakfast Club	Oriel Avenue
Parent & Toddler group at St Andrew's,	St Andrew's, Church Lane, Church Road, Gorleston-On-Sea, Great Yarmouth,
Park Playgroup (Pre-School And Playgroups)	Park Baptist Church
Peggotty Nursery (Pre-School And Playgroups)	Peggotty Road Community centre
Penguin Pre-School	Newtown Methodist Church
Penguin Pre-School (Pre-School And Playgroups)	Newtown Methodist Church
Peterhouse Ce Primary Academy	Seagulls
Peterhouse Ce Primary Academy (Nursery Schools/classes)	Magdalen Square
Peterhouse Ce Primary Academy Breakfast Club	Magdalen Square
Playdays - Caister	Caister
Playdays - Caister (Pre-School And Playgroups)	Caister Community Centre
Playdays (Caister) Breakfast Club	30 Millview
Priory Day Nursery	The Priory Centre
Rascal's Day Nursery	Stuart Close
Rollesby Primary and Nursery	Rollesby
Rollesby Primary School And Nursery (Nursery Schools/classes)	Main Road
Scribbles Day Nursery - Gorleston	217 High Street
Seagulls Day Nursery	Shrublands
Shine (EAST NORFOLK) (Day Nursery)	Alpha Road
Shrublands Pre-School (Pre-School And Playgroups)	Wroughton County First School
St George's Primary & Nursery School	Greenacre

St George's Primary & Nursery School (Nursery Schools/classes)	St Peters Road
St Mary And St Peter School Nursery Class	Cleydon Pavilion Community Centre?
St Nicholas Children's Centre (Day Nursery)	St Nicholas Childrens Centre
Sunflowers Pre-School	Priory
Teeny Tots (Parent And Toddler Group)	Kings Church, The Kings Centre
Treetops At Martham Academy	
Willow Day Nursery	Greenacre
Winterton Primary School & Nursery (Nursery Schools/classes)	Black Street
Woodlands Day Nursery	
Woodlands Primary Academy Breakfast Club	Church Walk
Wroughton Infant Academy - Early Bird (Breakfast Club)	Beccles Road

Count: 65

Holiday playschemes:

Service Name	Location
Caister Infant, Nursery and Children's Centre (Holiday Playschemes)	Kingston Avenue
Edward Worlledge Ormiston Academy (Holiday Playschemes)	Edward Worlledge Community School
House Of Fun Nursery - Holiday Scheme (Holiday Playschemes)	House Of Fun
Ormesby Village Pre-School (Holiday Playschemes)	Ormesby Village Infant School, Spruce Avenue
Scribbles Holiday Playscheme (Holiday Playschemes)	217 High Street
St Nicholas Childrens Centre - Holiday Scheme (Holiday Playschemes)	83 St Nicholas Road
Sunbeams Play (Holiday Playschemes)	Unit 7

Count: 7

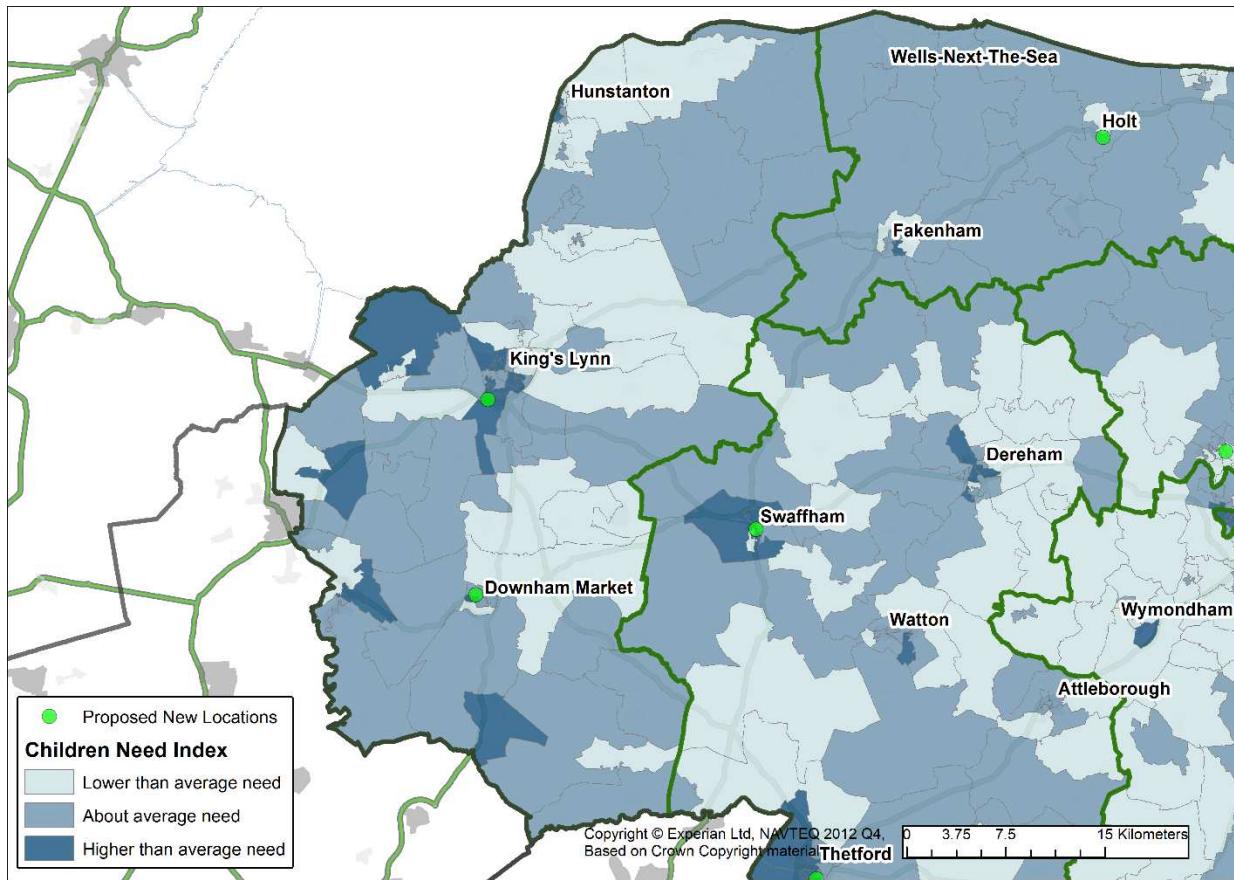
Museums and Libraries:

Service Name	Location
Caister Library	Beach Road
Elizabethan House Museum	South Quay
Gorleston Library	Lowestoft Road
Great Yarmouth Library	Tolhouse Street
Martham Library	Black Street
Time and Tide Museum	Time and Tide Museum
Tolhouse Museum	Tolhouse Street

Count: 7

TOTAL: 79

Developing an early childhood offer for families in King's Lynn and West Norfolk



The Early Childhood and Family Service will provide outreach and targeted support to families who need it across the district area, operating out of two Early Childhood and Family bases: Downham Market Children's Centre and Nar Children's Centre (South Lynn).

Families will have access to enhanced online and digital information and advice services.

Children and families will be supported to access a wide range of after school clubs, breakfast clubs, community groups, Early Years settings, parent and toddler groups. These include:

Service Name	Location
Apple Wood Children's Nursery	South Lynn Community Centre
Apple Wood Children's Nursery (Day Nursery)	Tennyson Avenue
Beaupre Under 5 Centre (Pre-School And Playgroups)	Church Drove
Big Adventures Pre-school (Pre-School And Playgroups)	West Walton Community Primary School
Brancaster Parent And Toddler Group	Simms Reeve Institute
Burnham Market Nursery School (Pre-School And Playgroups)	The Nursery Room, Burnham Market Primary School
Buttercups Pre-School	Village Meeting Place
Catkins Parent And Toddler Group	Sedgeford Pre-school
Children's world	Hockwold Village Hall
Children's World (After School Club)	Martin Place
Children's World (Breakfast Club)	Martin Place
Children's World (Day Nursery)	F.A.O Frances Rogers, Martin Place,
Child's Play Day Nursery	West Newton Village Hall?

Clackclose Pre-School (Pre-School And Playgroups)	Downham Market Sure Start Children's Centre
Clenchwarton Pre School	Clenchwarton Memorial Hall
Clever Clogs Breakfast Club	Downham Market Youth & Community Centre
Clever Clogs Nursery	Jubilee Community Centre
Clever Clogs Nursery - Downham Market (Day Nursery)	Downham Market Youth & Community Centre
Dersingham Pre-School (Pre-School And Playgroups)	Dersingham Infant And Nursery School
Dersingham Va Primary & Nursery School (Nursery Schools/classes)	Saxon Way
Docking Ce Primary School & Nursery (Nursery Schools/classes)	Chequers Street
Docking Day Care (Pre-School And Playgroups)	Well Street
Docking Daycare Wide Awake Club (Breakfast Club)	Chequers Street
Docking Primary School Nursery	Village Memorial Hall
Downham Nursery School (Day Nursery)	168 Lynn Road
Downham Preparatory School & Montessori Nursery (Day Nursery)	The Old Rectory
Downham Preparatory School And Montessori Nursery (Parent And Toddler Group)	Downham Montessori Nursery And Montessori Nursery
Ducklings Pre-School (Pre-School And Playgroups)	VC Primary School, Weasenham Road
Emneth Nursery School & Children's Centre (Day Nursery)	Hollycroft Road
Emneth Nursery School (Nursery Schools/classes)	Emneth Nursery School
Fairstead Community Primary & Nursery School	Fairstead Community Centre
Feltwell Playgroup	W.I Hall
Feltwell Playgroup (Pre-School And Playgroups)	Feltwell Playgroup, The W.I. Hall
Flitcham Church Of England Primary Academy - Breakfast Club	Church Road
Gayton Goslings After School Club	Lynn Road
Gayton Goslings Breakfast Club	Lynn Road
Gayton Goslings Daycare Centre (Pre-School And Playgroups)	Lynn Road
Gaywood Church Rooms Parent & Toddler Group (Parent And Toddler Group)	Gaywood Church Rooms
Giggles 'n' Squiggles Daycare (Day Nursery)	Kings Lynn Youth Centre
Giggles 'n' squiggles West Winch	Village Hall
Glebe House School	Community Centre
Gym Pit Fun	Greenpark Av
Heacham Infant & Nursery School (Nursery Schools/classes)	School Road
Hilgay Tots (Parent And Toddler Group)	Village Hall
Ingoldisthorpe Primary School	Village Hall
King's Lynn Nursery School (Nursery Schools/classes)	London Road
King's Oak Academy (Nursery Schools/classes)	Parkway
Krazy Dayz Nursery Ltd Oak Tree Farm (After School Club)	Oaktree Farm
Krazy Dayz Nursery Ltd Oak Tree Farm (Breakfast Club)	Oaktree Farm

Krazy Dayz Nursery Ltd Oak Tree Farm (Day Nursery)	Oaktree Farm
Ladybirds Pre-School - Walpole Cross Keys (Pre-School And Playgroups)	Walpole Cross Keys Cp School
Ladybirds/tea Time Club (After School Club)	Glebe House School
Little Bunnies Day Nursery	Unit 15
Little Lambs Pre-School And Nursery (Pre-School And Playgroups)	The Church Hall
Little Oaks Pre School (Pre-School And Playgroups)	47 Wretton Road
Lodge Cottage Nursery School (Day Nursery)	Manor Road
Magdalen Early Years	Village Hall
Marham Baby And Toddlers (Parent And Toddler Group)	The Rainbow Centre
Marham Village Pre-School (Pre-School And Playgroups)	Cherry Tree Academy Marham Junior School
Marshland St James Primary And Nursery School (Nursery Schools/classes)	Marshland St James Primary School & Nursery
Marshland St James School Nursery Class	Marshland Hall, Marshland St. James
Methwold Nursery School Ltd (Day Nursery)	39 Stoke Road
Methwold Nursery School Ltd (Parent And Toddler Group)	39 Stoke Road
Middleton Church Of England Primary Academy Breakfast Club	School Road
Mr Bee's North Lynn (Day Nursery)	Mr Bees Family Centre
Mr Bee's Springwood (Day Nursery)	Springwood High School
Mr Bee's St Augustine's (Day Nursery)	St. Augustines Centre
Mundford Playgroup	Village Hall
Nelson Academy (Nursery Schools/classes)	Nursery Road
Nelson Academy Breakfast Club	Nursery Road
Nelson Academy Nursery Class	
North Wootton Pre-School	North Lynn
North Wootton Pre-School (Pre-School And Playgroups)	St. Augustines Way
Parent & Toddler group at St Mary the Virgin, Heacham	St Mary the Virgin, Hunstanton Road , Church Lane, Heacham
Phoenix Montessori Nursery	Vancouver
Phoenix Montessori Nursery (Day Nursery)	Gayton Road
Phoenix Montessori Nursery (West Norfolk) Ltd (Day Nursery)	Phoenix Montessori Nursery (WN) Ltd, Oddfellows Hall
Playchurch at St Mary's, Old Hunstanton	St Mary's, Church Road, Old Hunstanton,
Playgroup/Parent & Toddler group at St Faith's, Gaywood, King's Lynn	St Faith's, Gayton Road A1076, Gaywood, King's Lynn,
Reffley Academy (Nursery Schools/classes)	Reffley Lane
Reffley Academy Breakfast Club	Reffley Lane
Rudham Pre-School (Pre-School And Playgroups)	The School House
Runcton Holme Pre-School	Village Hall
Sandringham and West Newton Pre School (Pre-School And Playgroups)	Louise Cottages
Skylarks Pre-School Ltd (Pre-School And Playgroups)	Village Hall, Magdalen Road
Snettisham Bobtails (Pre-School And Playgroups)	Snettisham First School

South Wootton Pre School (Pre-School And Playgroups)	Village Hall, 22 Church Lane
Southery Pre-School	
Spring Gaywood (Day Nursery)	Queen Mary Road
Spring Hunstanton (Day Nursery)	Hunstanton Children's Centre
St Edmund's Academy	North Lynn
St Edmund's Academy (Nursery Schools/classes)	Kilhams Way
St Edmund's Academy Breakfast Club	Kilhams Way
St German's Early Years	St Germans Memorial hall
St Martin at Shouldham School Nursery Class	Village Hall
St Michael's Family Centre	Nar
St Michael's Family Centre (Church Lane) (Pre-School And Playgroups)	Church Lane
St Michael's Family Centre (Day Nursery)	St Michael's CofE Primary School
Terrington St Clement Community School & Nursery	Village Hall
The Rainbow Centre - After School Club	The Rainbow Centre
The Rainbow Centre - Breakfast Club	The Rainbow Centre
The Rainbow Centre (Marham) (Day Nursery)	Elm Road
The Willow Breakfast Club	1 Sovereign Way
The Willows Day Nursery	1 Sovereign Way
Tom Thumb Daycare - Reffley	North Lynn
Tom Thumb Nursery	North Lynn
Twinkle Tots	Nar
Twinkle Tots (Day Nursery)	15-17 Horsleys Fields
Walpole Area Pre-School Limited (Pre-School And Playgroups)	The Community Centre
Watlington Pre-School	
Watlington Preschool (Pre-School And Playgroups)	22 Rectory Lane
Wereham Parent and Toddler (Parent And Toddler Group)	Village Hall
West Acre Montessori School (Day Nursery)	The Old Chapel
Whitefriars Ce Va Primary Academy Early Birds Club (Breakfast Club)	Whitefriars Road
Wimbothsham Early Years	Village Hall
Wimbotsham & Stow Breakfast Club	Chapel Lane

Count: 116

Holiday Playschemes:

Service Name	Location
Children's World (Holiday Playschemes)	Martin Place
Dersingham Va Primary & Nursery School Holiday Playscheme (Holiday Playschemes)	Dersingham Va Primary & Nursery School
Downham Preparatory School & Montessori Nursery- Holiday Playscheme (Holiday Playschemes)	Downham Montessori Nursery & Prep School
Gayton Goslings Holiday Scheme (Holiday Playschemes)	Lynn Road
Gingerbreads (Holiday Playschemes)	Downham Market Children's Centre
Krazy Dayz Nursery Ltd Oak Tree Farm (Holiday Playschemes)	Oaktree Farm

Little Oaks Pre School (Holiday Playschemes)	47 Wretton Road
Phoenix Montessori Nursery (West Norfolk) - Hps (Holiday Playschemes)	Phoenix Montessori Nursery (WN) Ltd, Oddfellows Hall
St Michaels Family Centre - Holiday Scheme (Holiday Playschemes)	St Michael's C of E Primary School
The Rainbow Centre - Holiday Playscheme (Holiday Playschemes)	The Rainbow Centre
The Willow Holiday Playscheme (Holiday Playschemes)	1 Sovereign Way
West Walton Community Primary School Holiday Scheme (Holiday Playschemes)	West Walton Community Primary School

Count: 12

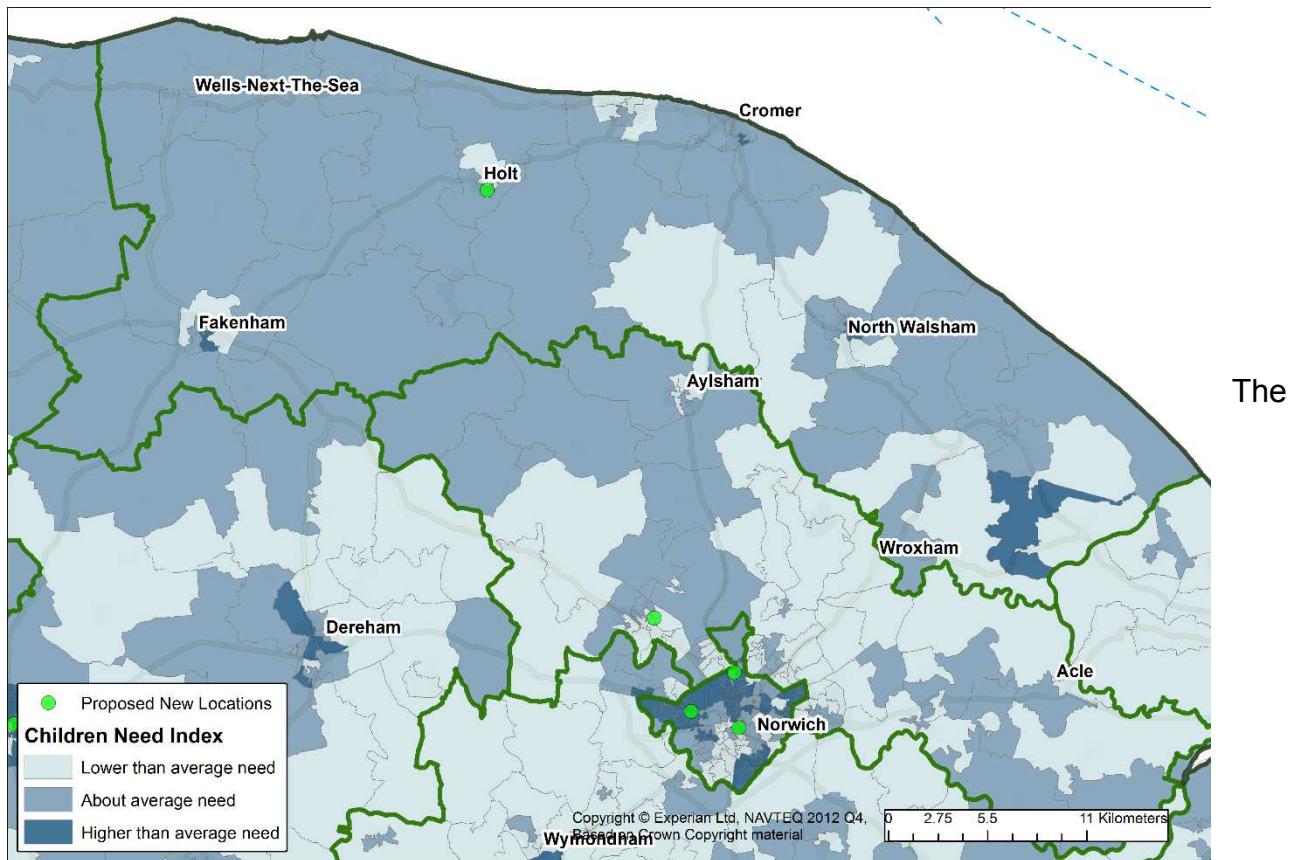
Museums and Libraries:

Service Name	Location
Dersingham Library	Chapel Road
Downham Market Library	The Priory Centre
Gaywood Library	River Lane
Hunstanton Library	Westgate
King's Lynn Library	London Road
Lynn Museum	Market Street

Count: 6

TOTAL: 134

Developing an early childhood offer for families in North Norfolk



Early Childhood and Family Service will provide outreach and targeted support to families who need it across the district area, operating out of two Early Childhood and Family bases: Fakenham Children's Centre and North Walsham Children's Centre.

Families will have access to enhanced online and digital information and advice services.

Children and families will be supported to access a wide range of after school clubs, breakfast clubs, community groups, Early Years settings, parent and toddler groups. These include:

Service Name	Location
Acorns (Parent And Toddler Group)	Happisburgh Vc First School
All Saints CEVA Primary School & Nursery	Village Hall
Army Bear Club (Parent And Toddler Group)	The Salvation Army
Astley Acorns Breakfast Club	Fakenham Road
Autism Anglia - Little Steps Parent support group	Sheringham
Baby & Toddler Cafe at All Saints, Mundesley, Cromer	All Saints, Beach Road, Mundesley, Cromer,
Baby Playtime @ St Martins Church (Parent And Toddler Group)	St Martins Church
Binham Playgroup	Binham Memorial Hall, Warham Road, Binham
Bizzy Bees Baby & Toddler group at St Mary's, Stalham	St Mary's, High Street, Stalham, Norwich,
Blossoms Childcare West Raynham (Day Nursery)	The Burr Centre
Brightstart Montessori Nursery - Scottow (Day Nursery)	The Old School

Brightstart Montessori Nursery, North Walsham	Library
Briston Community Nursery School Limited (Day Nursery)	Briston Community Nursery School
Briston parent and toddler group	Salvation Army, Holt Road
Bumbles Toddler Group (Parent And Toddler Group)	Trunch Village Hall
Catfield Primary School Foundation Stage Class (Pre-School And Playgroups)	Catfield Vc Primary School
Catfield Primary school, Pre-School	Catfield Village Hall
Colkirk Pre School	Parish Hall
Corusty & Saxthorpe Parent & Toddler Group	Village Hall
Corusty Primary School (EYFS Unit)	Village Hall, in Corusty
East Ruston Pre-School	East Ruston Village Hall
East Ruston Pre-School (Pre-School And Playgroups)	East Ruston Area Infant School
Fakenham Children's Day Care (Day Nursery)	Fakenham Childrens Daycare Centre
Fakenham Children's Daycare After School Club	Fakenham Childrens Daycare Centre
Fakenham Children's Daycare Breakfast Club	Fakenham Childrens Daycare Centre
Fakenham Infant & Nursery	Library
Gresham Village School & Nursery	Gresham Village Hall
Gresham's Nursery And Pre-Preparatory School	Library
Happisburgh Early years	Happisburgh Village Hall
Happy faces playgroup	Amy Rosbart Hall
Honing Hedgehogs Pre-School	Honing and Crostwright Village hall
Horning Hedgehogs Pre-school (Pre-School And Playgroups)	Horning Community Primary School
Jigsaw Toddler Group	Lighthouse Community Church
Kingfisher Nursery & Kids Club (Breakfast Club)	Kingfisher Kids Club
Ladybird Pre-School Nursery - Sheringham (Pre-School And Playgroups)	Cromer Road Play Area
Ladybirds Pre School Fakenham (Pre-School And Playgroups)	Fakenham Community Centre
Ladybirds Pre-School	Stalham Benefice Hall
Little Angels of Fakenham (Pre-School And Playgroups)	Little Angels
Little Fishes	St Nicholas Church, Curch Plain, Wells-nect-the sea
Little Fishes Parents and Tots (Parent And Toddler Group)	Fakenham Baptist Community Church
Little Fishes Todder Group	WI Hall behind youth hostel
Little Nippers Stay & Play	Blakeney Village Hall
Little Snoring Pre-School	Little Snoring
Little Snoring Pre-School (Pre-School And Playgroups)	The Playing Field
Little Sprouts (Day Nursery)	Aylmerton Village Hall
Ludham Primary School and Nursery	Ludham Village Hall
Millfield Pre-School (Pre-School And Playgroups)	South Rise
Neatishead and Barton Preschool (Pre-School And Playgroups)	Neatishead & Barton Turf Pre School
Noahs Arch Toddler Group	St Peters Church
North Walsham Infant School & Nursery (Nursery Schools/classes)	Manor Road
Northrepps Breakfast Club	Church Street
Northrepps Pre School	Northrepps Village Hall

Northrepps Pre-School (Pre-School And Playgroups)	Northrepps Primary School
Overstrand The Belfry- Breakfast Club	23 Cromer Road
Parent and toddler group	Sheringham
Pebbles Day Nursery	The Old School, Station Road
Pebbles Pre-School & Day Care (Day Nursery)	Trunch Road
Play Van @ Little Snoring (Parent And Toddler Group)	Little Snoring Cp School
Play Van Play Group	Little Snoring Primary School
Play Van Play Group	Baconsthorpe Village Hall
Play Van Play Group	Walsingham Primary School
Play Van Play Group	Hindringham Primary School
PlayVan at St Mary and the Holy Cross, Binham	St Mary and the Holy Cross, Warham Road, Binham,
Playvan Walsingham Parent And Toddler Group	Walsingham Cp School
Polka Day Care (Day Nursery)	Childrens Centre
Poppies Day Nursery	The Pavilion
Rainbow Childrens Nursery (Day Nursery)	Station Road
Rainbow Club (Parent And Toddler Group)	North Walsham Methodist Church
Roughton Under 5s Playgroup	Roughton Village Hall
Roughton Under 5s Playgroup (Pre-School And Playgroups)	St. Marys Primary School
Salvation Army Parent & Toddlers (Parent And Toddler Group)	The Salvation Army
Salvation Army Parent Tots (Parent And Toddler Group)	The Salvation Army
Sandcastles Pre School (Pre-School And Playgroups)	Bacton First School, Walcott Road
Seaview Pre School	Cromer Library
Seaview Pre-school (Pre-School And Playgroups)	North Lodge Park
Seedlings	Woodlands Pre-school, Antingham and Southrepps Primary School, Lower Street, Southrepps,
Sheringham Community Primary School & Nursery	Community Centre
Spring Holt (Day Nursery)	Corusty & Holt Childrens Centre
St Johns Community Primary School & Nursery (Nursery Schools/classes)	Horning Road
St Nicholas House Preparatory & Kindergarten School	
Stalham Community Pre School (Ladybirds Pre-School) (Pre-School And Playgroups)	Stalham Community Infant School
Stepping Stones at St Peter and St Paul's, Fakenham	St Peter and St Paul's, Oak Street, Fakenham,
Stepping Stones Pre-School - Aldborough (Pre-School And Playgroups)	Aldborough Cp School
Stibbard Childrens Centre Nursery	
Strawberry Patch Nursery and Pre-School	Village Hall (being refurbished)
Suffield Park Infant & Nursery	Community Centre
Suffield Park Nursery (Day Nursery)	Suffield Park Infant School
Sutton Pre-School (Pre-School And Playgroups)	New Road
Swanton Abbott Pre-School (Pre-School And Playgroups)	Swanton Abbott School

Syderstone Happy Faces Playgroup (Pre-School And Playgroups)	Blenheim Park Primary School
Take A Break Too (Parent And Toddler Group)	St Martins Church Hall
The Owl Playschool (Pre-School And Playgroups)	Owl Play School
The Play Van (Parent And Toddler Group)	Hindringham Ce Vc Primary School
The Play Van Baconsthorpe Parent And Toddler Group	Village Hall
The Strawberry Patch Nursery & Preschool (Day Nursery)	Becketts Farm
Toddler Group	YESU
Town Tots Pre School (Pre-School And Playgroups)	Town Tots Pre School
Valley Farm Nursery School (Day Nursery)	VALLEY FARM NURSERY SCHOOL VALLEY FARM
Wells Primary School & Nursery	The Maltings, Wells
Wells-next-the-sea Primary & Nursery School (Nursery Schools/classes)	Polka Road
Worstead Parent And Baby Group (Parent And Toddler Group)	Queen Elizabeth Hall
Worstead Preschool (Pre-School And Playgroups)	Queen Elizabeth Hall
Yesu Tots Parent And Toddler (Parent And Toddler Group)	15 High Street

Count: 103

Holiday playschemes:

Service Name	Location
Bright Stars Holiday Scheme (Holiday Playschemes)	Sheringham Cp School
Fakenham Children's Daycare Holiday Scheme (Holiday Playschemes)	Fakenham Childrens Daycare Centre
Horning Big Fun One- Holiday Club (Holiday Playschemes)	Horning Community Primary School
Kidzone Holiday Scheme (Holiday Playschemes)	North Walsham Junior School
Kingfisher Nursery & Kids Club (Holiday Playschemes)	Kingfisher Kids Club
Pebbles Pre-School And Daycare - Holiday Playscheme (Holiday Playschemes)	Trunch Road
Rainbow Childrens Nursery Ltd. (Holiday Playschemes)	Station Road

Count: 7

Museums and Libraries:

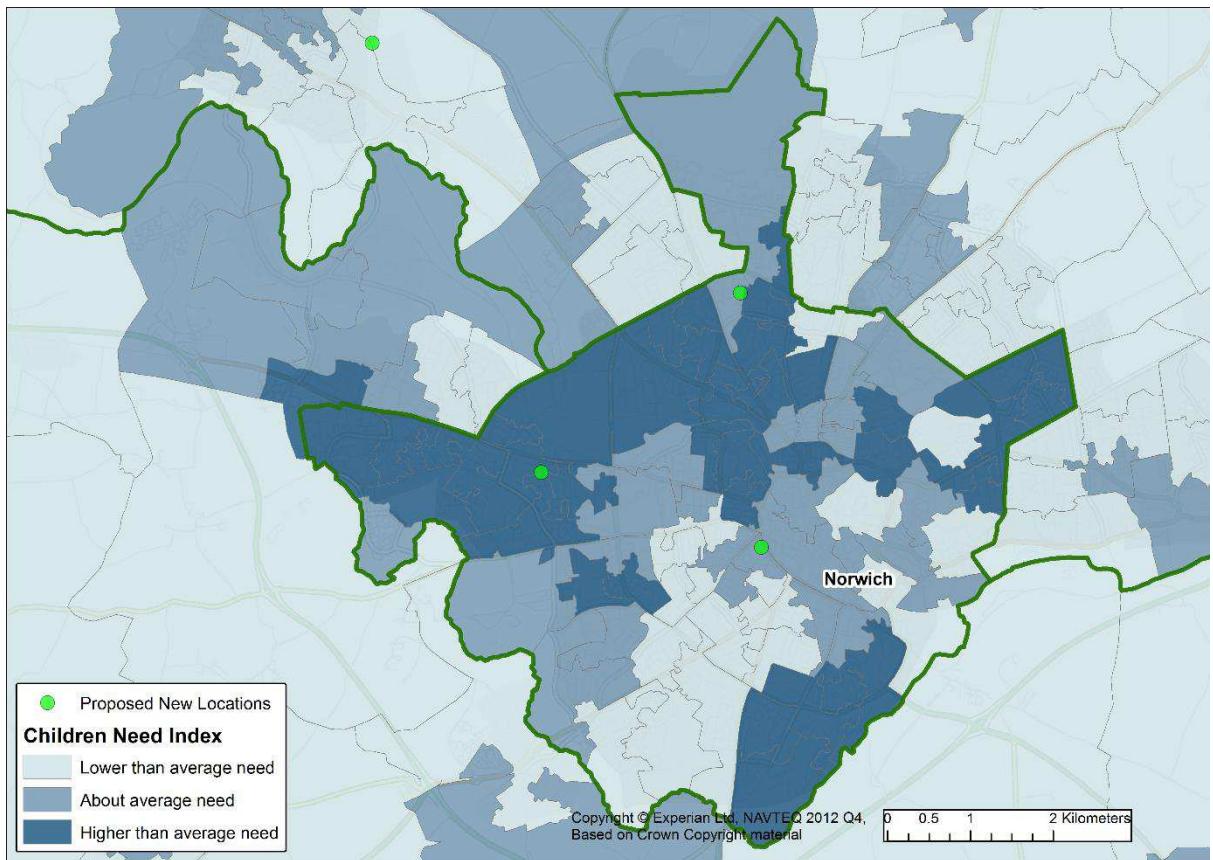
Service Name	Location
Cromer Library	Prince of Wales Road
Cromer Museum	East Cottages Tucker Street Cromer Norfolk
Fakenham Library	Oak Street
Holt Library	9 Church Street
Mundesley Library	18 Cromer Road
North Walsham Library	New Road
Sheringham Library	New Road

Stalham Library	High Street
Storysack Library	Norwich Road
Wells Library	Station Road

Count: 10

TOTAL: 120

Developing an early childhood offer for families in Norwich



Early Childhood and Family Service will provide outreach and targeted support to families who need it across the city, operating out of three Early Childhood and Family bases: Catton, Fiddlewood and Milecross Market Children's Centre, City and Eaton Children's Centre, and Earlham Children's Centre.

Families will have access to enhanced online and digital information and advice services.

Children and families will be supported to access a wide range of after school clubs, breakfast clubs, community groups, Early Years settings, parent and toddler groups. These include:

Service Name	Location
Acorn Preschool	Morse Pavilion
All Smiles Toddler Group (Parent And Toddler Group)	147 Dereham Road
Babblers Parent & Toddler Group	St Francis Church
Baby Development group	Delft Way, Norwich Airport, Norwich
Bignold Butterflies at Bignold Primary School and Nursery (Pre-School And Playgroups)	Bignold Primary School
Bishy Barney Bees	Garage Dance Studio
Bishy Barney Bees	Thorpe Hamlet and Heartsease
Bishy Barney Bees (Pre-School And Playgroups)	Heartsease Primary Academy
Bluebell Primary School (Nursery Schools/classes)	Earlham Library
Bounce & Rhyme at Willow Centre, Cringleford, Norwich	Willow Centre, 1-13 Willowcroft Way, , Round House Park, Cringleford, Norwich ,
Busy Bees Day Nursery at Norwich Airport	Delft Way, Off Amsterdam Way
Cafe Tots (Parent And Toddler Group)	Norwich Central Baptist Church

Cathedral Tots	Norwich Cathedral, The Close Norwich
Catton Grove Primary School (Nursery Schools/classes)	Catton Grove Primary School
Chapel Break OSC CIC (After School Club)	Chapelbreak Village Hall
Chapel Break OSC CIC (Breakfast Club)	Chapelbreak Village Hall
Chapel Break Toddlers (Parent And Toddler Group)	Harpsfield
Chapelbreak Pre-School	West Earlham Library
Chapelfield Children's Day Nursery Ltd	Chapelfield Gardens
Charles Darwin Day Nursery	East City and FE
Charles Darwin Day Nursery (Baby Room)	Charles Darwin Primary
Cheeky Smiles	East City and FE
Cheeky Smiles - Breakfast Club	Former Harford Community Centre
Cheeky Smiles (Day Nursery)	Former Harford Community Centre
Chestnut @nightingales	Cadge Hill Community Centre?
Chestnut Nursery	City & Eaton
Chestnut Nursery School - St Giles (Day Nursery)	St Giles Nursery School
Childcare - Domestic	Mile Cross Library
Childcare - Domestic	East City and FE
City College Nursery (Day Nursery)	5 Ipswich Road
Cleverclogs - Costessey	Library
Clover Hill Infant School & Nursery (Nursery Schools/classes)	Clover Hill First School
Clover Hill Toddler Group (Parent And Toddler Group)	Village Hall
Colman Road Parent and Toddler Group	Christ Church Eaton, Church Avenue
Costessey Monkeys	Costessey Baptist Church Hall, The Street, Old Costessey, Norwich
Crafticubs - Breakfast Club	Purtingay Close
Dandelion Education Ltd	City & Eaton
Dandelion Forest School Nursery - Eaton (Pre-School And Playgroups)	Eaton Vale, Church Lane
Ducketts Pre-School (Pre-School And Playgroups)	Nursery
Earlham Nursery School - Day Nursery	Cadge Road
Earlham Nursery School - Nursery Class	Earlham
Eaton Elephants Playgroup (Pre-School And Playgroups)	Eaton Primary School
Edith Cavell Academy And Nursery School, Norwich	East City and FE
First Steps Carers And Toddlers (Parent And Toddler Group)	Magdalen Gates Primary School
Footsteps Day Nursery (Pre-School And Playgroups)	20 Humbleyard
Golden Triangle Noah's Boat Mondays Baby & Toddler Group	Holy Trinity Church Hall, 54 Cambridge St. Norwich
Gravity Trampoline Park at Gravity Norwich, Norwich	Gravity Norwich, Riverside Entertainment Centre, Wherry Road, Norwich,
Greenfields Playgroup (Pre-School And Playgroups)	Community Centre
Heartsease Primary Academy (Nursery Schools/classes)	Rider Haggard Road
Heartsease Primary Academy Breakfast Club	Rider Haggard Road
Hewett Under 5's (Day Nursery)	The Hewett Academy

Hillside Avenue Primary & Nursery School (Academy)	Town Hall
Humpty Dumptys Pre-School	Village Hall
Jcb's Childcare	
Jelly Babies Toddler Group	St Andrews Church Hall, 41 Church Lane, Eaton, Norwich
Jessopp Road Playgroup (Pre-School And Playgroups)	United Reformed Church
Kid Ease at County Hall (Day Nursery)	41 Harriet Court
Kings Baby And Toddler Group (Parent And Toddler Group)	Kings Community Church
Lakenham Pre-School Jubilee Jellies (Pre-School And Playgroups)	Jubilee Community Centre
Lakenham Primary - Nursery Classes (Nursery Schools/classes)	City Road
Lionwood Infant & Nursery School (Nursery Schools/classes)	Telegraph Lane East
Little Acorns St Mary's Church Swardestone	High Common, Norwich
Little Lions at St Mark's, Lakenham	St Mark's, Hall Road, Lakenham,
Little Peoples Montessori Nursery (Day Nursery)	St Pauls Hall
Little Smiles	East City and FE
Little Sparks Preschool (Pre-School And Playgroups)	The Annexe At Valley Primary School
Little Squirrels Play Forest (Day Nursery)	Little Squirrels Play Forest
Little Squirrels Play Forest (Parent And Toddler Group)	70 Castle Mall
Little Steps @ Witard Road (Parent And Toddler Group)	Baptist Church
Magdalen Gates Pre-School	North City
Magdalen Gates Pre-School (Pre-School And Playgroups)	Magdalen Gates Primary School
Messy Church (St Catherines Baby And Toddler Group) (Parent And Toddler Group)	St Catherines Vicarage
Mile Cross Primary School (Nursery Schools/classes)	Brasier Road
Mousehold Infant & Nursery School	North City
Mousehold Infant & Nursery School (Nursery Schools/classes)	Mousehold Avenue
Nelson Preschool (Pre-School And Playgroups)	Nelson Infant School
Nightingales Day Nursery	382 Bowthorpe Road
Noah's Ark	Earlham Christian Centre, Assemblies of God, 171 Earlham Green Lane , Earlham, Norwich
Noah's Boat Baby and Toddler Group at Holy Trinity, Norwich	Holy Trinity, 110A Trinity Street, Norwich,
Norwich High school-Polliwiggle Nursery	Norwich Library, The Forum
Norwich Primary Academy - Breakfast Club	Clarkson Road
Norwich Steiner School	East City and FE
Oak Grove Community Church Toddler Group (Parent And Toddler Group)	70 Catton Grove Road
Once Upon A Time Nursery School - Constitution Hill	Catton, Fiddlewood, Mile Cross
Once Upon A Time Nursery School - Constitution Hill (Day Nursery)	15a Constitution Hill
Open Academy Breakfast Club	Salhouse Road

Open Youth Trust	20 Bank Plain, Norwich
Parent & Toddler bounce at High Altitude Trampoline Park, Norwich	High Altitude Trampoline Park, 91 Whiffler Road, Norwich,
Parent & Toddler group at St Catherine's, Mile Cross, Norwich	St Catherine's, Aylsham Road, next to Mile Cross library, Mile Cross, Norwich,
Parent & Toddler group at St Francis, Norwich	St Francis, Rider Haggard Road, Norwich, NR7 9UQ
Parent & Toddler group at St Mary's, Earlham	St Mary's, Earlham Road, Earlham,
Parent & Toddler group at Worship Centre, Bowthorpe, Norwich	Worship Centre, Bowthorpe Hall Road, Bowthorpe, Norwich, NR5 9AA
Patchwork Childcare (Pre-School And Playgroups)	St. Mary Magdalene Church
Pavilion Playschool (Pre-School And Playgroups)	Pavillion Playschool Rear Of Angel Road First School
Peapod Pre-School (After School Club)	95 Milford Road
Peapod Pre-School (Pre-School And Playgroups)	95 Milford Road
Pilling Park Nursery (Pre-School And Playgroups)	23 Pilling Park Road
Poringland Primary School & Nursery	East City and FE
Queen's Hill School Nursery Class	Breckland Hall
Seedlings Day Nursery	Annexe, Bowthorpe Hall
Silly Smiles	
Silver Road Community Centre	Silver Road, Norwich
Smiley Tots (Norman Centre) (Parent And Toddler Group)	Norman Community Centre
Soul Nursery (Pre-School And Playgroups)	Heartsease Lane
Soul Toddlers (Parent And Toddler Group)	4 Mason Road
Spring Milecross (Day Nursery)	Norman Community Centre
Spring Thorpe Hamlet (Day Nursery)	Sure Start Centre
St Annes Toddler Group	St Anne's Church, Colman Road, Norwich
St Augustine's Catholic Primary School Nursery Class	The Costessey Centre
St Faiths Baby & Toddler	Mission Rooms, Horsham st Faiths, Norwich
St Helens Pre School	Bowthorpe and West Earlham
St Michael's - Breakfast Club	Astley Road
St Thomas Toddlers	St Thomas Church Hall, Earlham Road, Norwich
St William's Nursery	St Williams Way Library
Stay and Play 2-5s	Delft Way, Norwich Airport, Norwich
Stay and Play session	Silver Road Community Centre
Teddies	Ipswich Road United Reform Church, Norwich,
The Beehive Childcare Group - Breakfast Club	Kinchen Hall
The Beehive Childcare Group (Pre-School And Playgroups)	Kinchen Hall
The Hamlet Centre Children's Service (Pre-School And Playgroups)	Johnson Place
Thorpe St Andrew Parish Toddler Group at The Good Shepherd,	The Good Shepherd, Thunder Lane, Thorpe Episcopi,
Time Childcare	East City and FE
Tiny Talk Baby Signing Classes Belvedere Community Centre (Parent And Toddler Group)	Belvedere Community Centre
Tiny Talk Baby Signing Classes Eaton (Parent And Toddler Group)	Eaton Park Community Centre

'Toddlers' at St Andrew's, Eaton, Norwich	St Andrew's, Church Lane, Eaton, Norwich,
Tots Club	East Harling Sports & Social Club, curch Road, East Harling , Norwich
Treehouse Children's Centre (Day Nursery)	Treehouse Childrens Centre
Tuckswood Academy And Nursery (Breakfast Club)	Tuckswood Centre
Tuckswood Academy And Nursery (Nursery Schools/classes)	Tuckswood Centre
University of East Anglia Nursery	Earlham
University of East Anglia Nursery (Day Nursery)	Earlham Road
West Earlham Infant & Nursery School (Nursery Schools/classes)	Scarnell Road
Woodside One Neighbourhood Nursery (Day Nursery)	Woodside Road

Count: 133

Holiday playschemes:

Service Name	Location
Activate (Holiday Playschemes)	Town Close House Preparatory School
Avenue Out Of School Club (Holiday Playschemes)	Avenue Junior School
Barracudas (Norwich) (Holiday Playschemes)	Norwich High School for Girls
Busy Bees Out Of School Club - Holiday Playscheme (Holiday Playschemes)	Bignold Primary School
Chapel Break OSC CIC (Holiday Playschemes)	Chapelbreak Village Hall
Earlham Nursery School - Holiday Playscheme (Holiday Playschemes)	Cadge Road
Magdalen Gates Activites - Holiday Scheme (Holiday Playschemes)	Magdalen Gates Primary
Mile Cross Phoenix Children's Centre - Playscheme (Holiday Playschemes)	Mile Cross Road
Notre Dame Prep School Daycare and Out of School Care (Holiday Playschemes)	Notre Dame Preparatory School
Sunflower Holiday Playscheme (Holiday Playschemes)	Recreation Road Infant School
The Beehive Childcare Group - Holiday Scheme (Holiday Playschemes)	Kinchen Hall
The Hamlet Centre Children's Service (Holiday Playschemes)	Johnson Place
Treehouse Children's Centre - Holiday Scheme (Holiday Playschemes)	30 Chatham Street

Count: 13

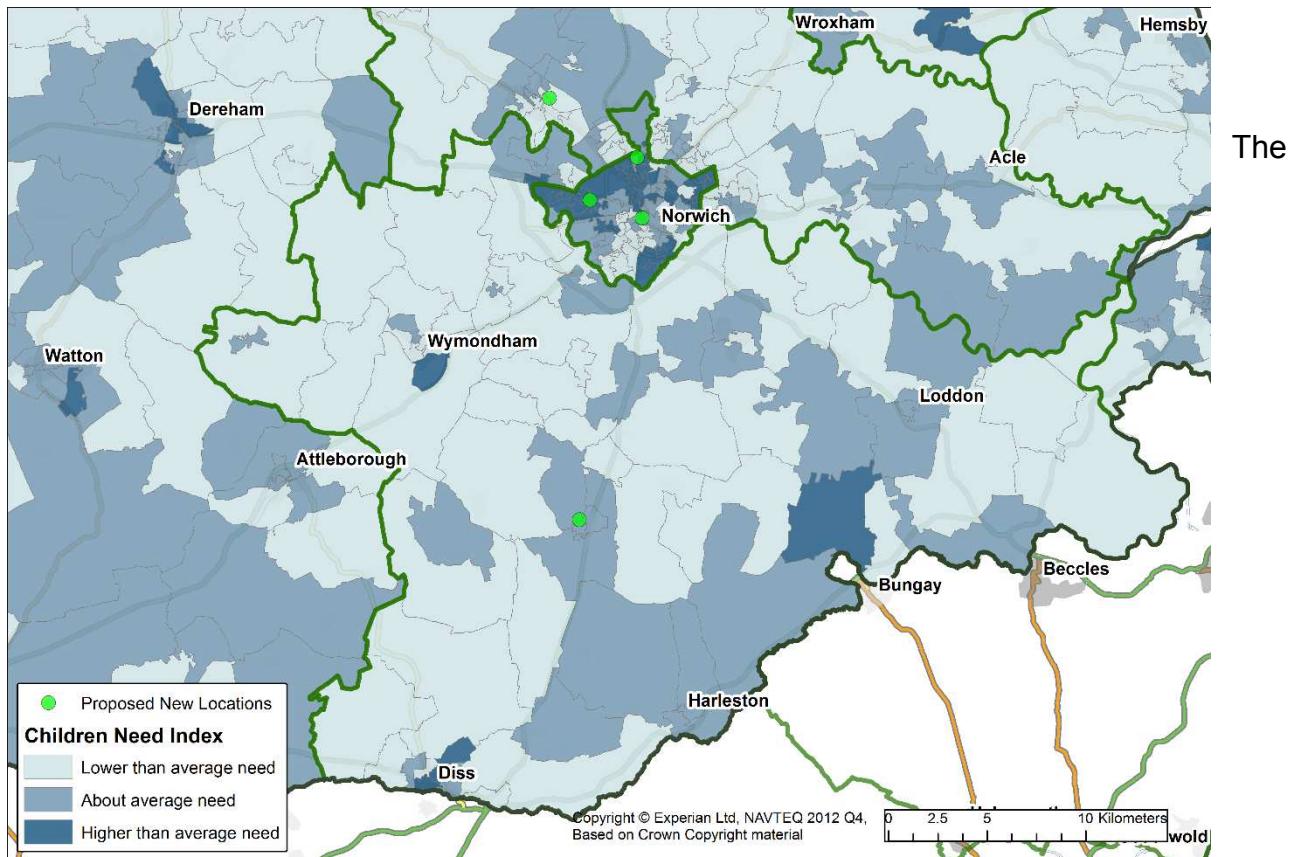
Museums and Libraries:

Service Name	Location
Earlham Library	Colman Road
Mile Cross Library	Aylsham Road
Norfolk and Norwich Millennium Library	The Forum
Plumstead Road Library	Plumstead Road
Royal Norfolk Regimental Museum	Castle Hill
Strangers' Hall	Charing Cross Norwich
Tuckswood Library	Robin Hood Road
West Earlham Library	17/18 Earlham West Centre

Count: 8

TOTAL: 154

Developing an early childhood offer for families in South Norfolk



Early Childhood and Family Service will provide outreach and targeted support to families who need it across the district area, operating out of two Early Childhood and Family bases: Diss Children's Centre and Long Stratton Children's Centre.

Families will have access to enhanced online and digital information and advice services.

Children and families will be supported to access a wide range of after school clubs, breakfast clubs, community groups, Early Years settings, parent and toddler groups. These include:

Service Name	Location
Alburgh with Denton Pre-School Nursery	School Road
Alpington & Yelverton Pre School	Alpington & Yelverton Village Hall
Alpington & Yelverton Pre-School (Pre-School And Playgroups)	Alpington Village Hall
Antenatal Classes with About Birth & Babies	Patteson Rooms
Ashleigh Primary & Nursery School (Nursery Schools/classes)	Sheffield Road
Barford Playgroup	Barford and Wramplingham Village Hall
Blossom Preschool (Pre-School And Playgroups)	Kirby Cane Memorial Hall
Blossom Preschool Holiday Playscheme - Kirby (Holiday Playschemes)	Kirby Cane Memorial Hall
Bouncing Beans Children's Nursery (Day Nursery)	197 Norwich Road
Bramble Bears	Ashwellthorpe Village Hall
Bramble Bears (Pre-School And Playgroups)	Ashwellthorpe Village Hall
Broome and Ditchingham Pre School (Pre-School And Playgroups)	Ditchingham Village Hall

Bumbles Bressingham Baby and Toddler group	Bressingham Village Hall, High Road, Bressingham, Diss
Burston Primary Breakfast Club	Crown Green
Busy Bees at Harleston	Jays Green Hall, Harleston
Busy Bees Day Nursery at Norwich Hospital	Colney Lane
Carleton Rode Breakfast Club	Jubilee Hall
Carleton Rode Playgroup (Pre-School And Playgroups)	Jubilee Hall
Chatty Church at St John the Baptist's, Harleston	St John the Baptist's, Broad Street, Harleston,
Cheeky Monkeys Toddler Group at St Augustines Hall	St Augustine's St, Norwich
Chestnut Nursery School - Norwich Research Park (NRP) (Day Nursery)	Norwich Research Park
Childcare - Domestic	Bracon Ash and Hethel Village Hall
Church Mice (Parent And Toddler Group)	St Mary's Church
Cleverclogs - Cringleford (Day Nursery)	Cleverclogs
Cleverclogs Cringleford	Pavilion, Cringleford
Conkers (Day Nursery)	Chestnut Tree Farm
Costessey Pre School (Pre-School And Playgroups)	Costessey Infant School
Country Kittens (Carleton Rode & Bunwell P & T) (Parent And Toddler Group)	Jubilee Hall
Cringleford Crackerjacks Pre-School	Hethersett
Cringleford Crackerjacks Pre-School (Pre-School And Playgroups)	Cringleford CofE VA Primary School
Cringletots (Parent And Toddler Group)	St Peters Church Hall
Dickleburgh Pre-School (Pre-School And Playgroups)	Dickleburgh County Primary School, Harvey Lane
Diss Infant & Nursery School	Diss
Diss Infant & Nursery School With Children's Centre (Nursery Schools/classes)	Fitzwalter Road
Diss Infant Breakfast Club	Fitzwalter Road
Ditchingham Ce Primary Academy - Breakfast Club	Rider Haggard Way
Ditchingham Day Nursery	Ditchingham Day Nursery All Hallows School
Ditchingham Pre-School	Village Hall
Ducklings Baby and Toddler group	Mulbarton Scout Hut, Mulbarton, Norwich
Early Birds Parent & Toddler Group	High Street Chapel, High Street, Hopton, Diss
Edward Bear Club at Poringland Village Hall	Poringland Village Hall, The Street, Poringland, The Street, Poringland,
Edward Bear St Margaret's Church	The Street, Hempnall,
F&N Childcare	St Thomas More Church Hall
Fornsett Playgroup	Village Hall
Gillingham Early Years (Pre-School And Playgroups)	Gillingham Early Years
Gissing Children's Centre - A Community Pre-School (Pre-School And Playgroups)	The Old School, Lower Street
Gissing Children's Centre - Holiday Playscheme (Holiday Playschemes)	The Old School, Lower Street
Gissing Children's Centre - Toddler Group (Parent And Toddler Group)	The Old School, Lower Street
Gissing Toddler Group	Gissing Village Hall, Gissing, Diss
Happy Days Under Fives (Pre-School And Playgroups)	Barnham Broom Primary School

Hapton Stay and Play	The Church Hall, Hapton Primary School, The Street, Hapton,
Harleston Ce Va Primary School (Nursery Schools/classes)	School Lane
Harleston Preschool Nursery (Pre-School And Playgroups)	Harleston Childrens Centre
Harleston Primary School & Nursery	Harleston United Reform Church Hall
Hetherset Old Hall School - Nursery	Hetherset
Hetherset Pre-School Playgroup (Pre-School And Playgroups)	Hetherset Woodside School
Hetherset Woodside Infant & Nursery School (Nursery Schools/classes)	Firs Road
Hingham Playgroup (Pre-School And Playgroups)	20 Hardingham Street
Hoppers Parent & Toddler Group @ The Hub (Parent And Toddler Group)	The Hub
Hummingbird Preschool (Pre-School And Playgroups)	Unit 1, Great Expectations Business Park
Humpty Dumptys Easton Pre-School (Pre-School And Playgroups)	St. Peters C of E VC Primary School, Marlingford Road
Imps - Imagine A Magical Playspace (Parent And Toddler Group)	Diss United Reformed Church
Jack In The Box - Breakfast Club	Willow Lodge
Jack In The Box - Holiday Playscheme (Holiday Playschemes)	Willow Lodge
Jack In The Box Nursery - Long Stratton (Pre-School And Playgroups)	Long Stratton Childrens Centre, Manor Road
Jack In The Box Nursery - Morningthorpe (Day Nursery)	Willow Lodge, Hempnall Road
Jack in the Box Pre-School	Village Hall
Kaleidoscope Out Of School Childcare Facility - Holiday Scheme (Holiday Playschemes)	Browick Road Infant School
Kaleidoscope Out of School Childcare Facility (After School Club)	Browick School
Kids Camp (Holiday Playschemes)	Long Stratton Leisure Centre, Swan Lane
Kids Camp (Holiday Playschemes) (D3780)	Wymondham Leisure Centre
Lime Tree Day Nursery - Mulbarton (Pre-School And Playgroups)	Mulbarton Village Hall
Little Acorns (Parent And Toddler Group)	Wymondham Baptist Church
Little Beams at Bramerton Village Hall	Easthill Lane, Bramerton
Little Melton Preschool Nursery (Pre-School And Playgroups)	Little Melton Village Hall
Loddon Infant & Nursery School (Nursery Schools/classes)	Kittens Lane
Loddon Nursery School (Day Nursery)	Loddon Nursery School
Long Stratton 123 Toddler Group (Parent And Toddler Group)	Long Stratton Methodist Church
Manor Field Breakfast Club	Manor Road
Manor Field Infant & Nursery School (Nursery Schools/classes)	Manor Road
Merryfields Playschool (Pre-School And Playgroups)	The Sports Pavillion, Diss Sports Ground
Morley Under 5's Pre-school (Pre-School And Playgroups)	Deopham Road
Mulbarton Primary Breakfast Club	The Common

Mulberry Bush Day Nursery - Mulbarton	Wingfield Court
Mulberry Bush Day Nursery - Mulbarton	Hethersetts
Mulberry Bush Day Nursery - St Edmunds	St Edmunds
Nellie's Nursery (Day Nursery)	Thickthorn Farm
Newton Flotman Pre-School (Pre-School And Playgroups)	Newton Flotman Village Centre
Noah's Ark at St John's Chapel, Loddon, Loddon	St John's Chapel, Loddon, George Lane, Loddon,
Noah's Ark Children's Nursery (Day Nursery)	The Park
Orchard Nursery School	Hethersetts
Orchard Nursery School (Day Nursery)	Orchard Nursery School, Ketteringham Hall
Parent & Toddler group at St Mary's, Newton Flotman	St Mary's, Church Road A140, Newton Flotman,
Parent & Toddler group at St Peter's, Swainsthorpe	St Peter's, Church Road, Swainsthorpe,
Poringland Primary School & Nursery (Nursery Schools/classes)	The Footpath
Puddleducks Playgroup (Pre-School And Playgroups)	Jubilee Room, Village Hall
Pullhams Pre-School (Pre-School And Playgroups)	Pulham Market Memorial Hall
Roydon Early Years Ltd (Pre-School And Playgroups)	The Village Hall
Roydon Early Years Pre-School	Roydon
Safe Hands After School Club	Hopper Way
Safe Hands Day Nursery	Diss
Saxlingham Baby and Toddler Group	Saxlingham Village Hall, Steward Close, Saxlingham Nethergate,
Smarties Mother and Toddler group	Harleston Methodist Church Rooms, London Road, Harleston
So Schools Out Loddon (After School Club)	Loddon Infant And Nursery School
Soft Play sessions	Soft steps, East Harling Sports & Social Club, Recreation Ground, Church Road, East Harling , Norwich
Spooner Row Acorns (Pre-School And Playgroups)	Spooner Row Cp School
Spring-board Nursery (Day Nursery)	The Village Hall
St Andrews Pre-School	North Lopham
St Augustine's Catholic Primary School (Nursery Schools/classes)	19 West End
St Helens Pre School (Pre-School And Playgroups)	Gurney Road
Stay & Play Together Parent & Toddler Group (Parent And Toddler Group)	Owen Barnes Room
Stepping Stones After School Club	Woodton County Primary School
Stepping Stones Children's Nursery School - Woodton (Day Nursery)	Woodton County Primary School
Stepping Stones Pre School - Wymondham (Pre-School And Playgroups)	Catholic Hall Parish Church
Stoke Holy Cross Pre-School (Pre-School And Playgroups)	The Pavilion
Tas Valley Pre-School	Village Hall
Tas Valley Pre-school and Playgroup (Pre-School And Playgroups)	Tasburgh Village Hall
The Children's Garden	Hethersetts

The Children's Garden (Day Nursery)	The Walled Garden, Colney Hall
The Den - Barnham Broom Breakfast Club	65 Norwich Road
The Norwich Montessori School Ltd (Day Nursery)	The Colney Parish Room
The Oaks Nursery	Diss
The Oaks Nursery (Day Nursery)	JARRETTS YARD CHURCH STREET
The Swan Nursery School (Day Nursery)	Orchard Lodge, Hall Lane
The Swan Nursery School (Holiday Playschemes)	Orchard Lodge, Hall Lane
The Tiffin Day Nursery and Pre-School (Holiday Playschemes)	The Tiffin Day Nursery
Thurlton Pre School (Pre-School And Playgroups)	Thurlton Village Hall
Thurton & Ashby St Mary Pre-School	Loddon
Thurton & Ashby St. Mary Pre-School (Pre-School And Playgroups)	Thurton Village Hall
Time Childcare (After School Club)	Poringland Village Hall
Time Childcare (Holiday Playschemes)	Poringland Village Hall
Time Childcare (Pre-School And Playgroups)	Poringland Village Hall, The Street
Tiny Talk Baby Signing Classes Wymondham (Parent And Toddler Group)	Abbey Hall
Tiny Tots	Kenninghall Road, Banham,
TinyTalk Baby Signing Classes Diss	Diss Children's Centre,Fitzwalter Road
Tots on Thursday	Bowthorpe church Centre, Bowthorpe Hall Road, Bowthorpe Norwich
Trowse Baby And Toddler Group (Parent And Toddler Group)	The Manor Rooms
Wicklewood Extended School (Pre-School And Playgroups)	Wicklewood Cp School
Woodside Wonders - After School Club	Firs Road
Woodside Wonders - Breakfast Club	Firs Road

Count: 131

Holiday playschemes:

Service Name	Location
Blossom Preschool Holiday Playscheme - Kirby (Holiday Playschemes)	Kirby Cane Memorial Hall
Gissing Children's Centre - Holiday Playscheme (Holiday Playschemes)	The Old School, Lower Street
Jack In The Box - Holiday Playscheme (Holiday Playschemes)	Willow Lodge
Kaleidoscope Out Of School Childcare Facility - Holiday Scheme (Holiday Playschemes)	Browick Road Infant School
Kids Camp (Holiday Playschemes)	Long Stratton Leisure Centre, Swan Lane
Kids Camp (Holiday Playschemes) (D3780)	Wymondham Leisure Centre
The Swan Nursery School (Holiday Playschemes)	Orchard Lodge, Hall Lane
The Tiffin Day Nursery and Pre-School (Holiday Playschemes)	The Tiffin Day Nursery
Time Childcare (Holiday Playschemes)	Poringland Village Hall

Count: 9

Museums and Libraries:

Service Name	Location
Costessey Library	Breckland Road
Diss Library	Diss
Harleston Library	Swan Lane
Hethersett Library	Queens Road
Hingham Library	The Fairland
Loddon Library	31 Church Plain
Long Stratton Library	The Street

Count: 8

TOTAL: 148



Norfolk
County Council

**Have your say on
proposals for an**

Early Childhood and Family Service

Transforming our children's centres

Consultation open from
17 September – 12 November 2018



Introduction

This document sets out our ambitious proposals for a new Early Childhood and Family Service for Norfolk. We propose to:

- 1. Bring the services out of buildings and into the community, to the children and families who need them the most.**
- 2. Help communities and parents offer local activities and groups.**
- 3. Make it easier for families to access the information and advice they need, through providing better joined-up online and digital services.**
- 4. Change how we work to make sure we deliver in the best way for today's families.**

Our proposal - to create an Early Childhood and Family Service

We want to make sure early childhood and family services are working together across the county so that they are accessible to children and families and respond to their needs.

We therefore propose to create an Early Childhood and Family Service. Our proposal is that this would mainly be delivered on an outreach basis within local community venues, such as libraries, village halls and community centres, schools, and in families' homes. As part of the proposal we would have seven district early childhood and family bases – these would be used as places for staff to work across the district and to deliver some of the local services.

We want the proposed Early Childhood and Family Service to make a significant difference to the lives of young children and their families. The aims of the new service would be to work with families who have children aged 0-5 years and who need extra help to cope with the demands of family life:

- Supporting them to help their children achieve their developmental milestones
- Preventing more children from experiencing neglect or emotional harm
- Increasing their social mobility

To do this we need to identify and work with disadvantaged children and vulnerable families as early as possible, and give them support and services to meet their needs.

Wherever possible, we want families' needs to be met from services set up and run by the local community, and for help and support to be provided by others who have been through similar experiences in the past – this is called peer-led support.

We are proposing that the new early childhood and family service will have four types of services.



Community support - helping communities and parents offer local activities and groups

Many families with children aged 0-5 years want to attend activities and groups in their local community. They want to meet other parents and create friendships and local networks of support. They can share advice and information, while their young children socialise and make friends. Often families pay to attend these local activities and groups. We recognise that much of this already happens in many communities, but that in some places there are fewer opportunities for this to happen.

We are proposing to invest in community development and work closely with other community development teams in each district, including staff in our Early Years Team, local councils and the voluntary sector. This will ensure that the Early Childhood and Family Service supports the development of both existing and new community groups who are open to families with children aged 0-5 years. We will be able to help some local groups secure small amounts of funding to build new groups or improve existing ones.

We will expect there to be strong links with our Early Years Team, which works with pre-schools, nurseries, childminders and local community groups to support early education in each district area. The Early Years Team also support the ‘home learning environment’, which is everything a child experiences with their family and helps their learning, confidence and self-esteem at home.

Online digital offer – providing information, advice and guidance for all

We know that the way families use services is changing; many parents and carers go online to find information about what is happening in their area or to seek advice when they need help. This information needs to be reliable, high quality and up to date. Families need to be able to get information in ways they find accessible. This could be available across a range of interactive online platforms, as we recognise that families access information from a range of sources.

We want to make it easier for families to access information online about what’s on in their local area, and how to access groups and activities for 0-5s. Doing this will also help local groups with promoting their activities for children and young families. This information can be made available on the Norfolk Community Directory.

We are proposing to link up with the Healthy Child Programme ‘Just One Norfolk’ digital offer. This enables parents and carers to access health advice and guidance for their children online and by phone at the earliest opportunity.

We are also proposing to promote our information with the help of other services and partners, such as midwives. This would mean that parents could access information across Norfolk as early as possible. We are proposing that when parents register the birth of their child they will also be able to enrol online to receive information and advice which would support them and their child’s development. We would integrate this with existing services provided by Norfolk’s Library Service and Family Information Service, such as how to access childcare and early years learning for children. We would also join up with Norfolk’s Local Offer, which currently provides information in a single place about education, health and social care for children and young people who have special educational needs and disabilities.

We propose providing a mix of high quality local, district, countywide and nationally recognised information, advice and guidance that all families can access online and use to support themselves and their children. This would be developed with partner organisations and families.

Group-based support - working with families who need extra help

Families who are likely to need extra help to cope with the demands of family life, will be offered the opportunity to attend support groups and activities at venues close to them in their local communities where they feel comfortable. For example, in the local library, community centre or village hall. These group sessions would be at times to suit families, including evenings and weekends. We would offer group support on things such as, parenting skills, understanding your child's behaviour and development, or healthy eating, as well as helping families to link with other services and local community activities.

Parents would be able to choose to attend groups themselves or as part of the support provided by someone already working with them, such as an early help family practitioner or a social worker. The groups will be designed to meet the needs of families and disadvantaged children aged 0-5 years, although we particularly want to support families with children aged 0-2 years as we know these first few years of life are so important.

One-to-one support - working with families who need extra help

This part of the new service will visit families, at home or in their community, who are likely to need extra help to cope with the demands of family life, and would work closely with health, education and other partners. We call this 'outreach'. We would work with families to develop a plan that helps them find ways to cope and get the support that they need. For example, some families need help with mental health, drug or alcohol issues, or domestic abuse. We would also help families access the local community networks and support that can be so important to them.

For more vulnerable families with additional and complex needs, the new service will work closely with our existing Early Help and Family Focus teams, Social Work teams and other agencies, offering additional help as part of the wider support being provided. As with the targeted group sessions, our focus would be on meeting the needs of families and disadvantaged children aged 0-5 years, and especially families with children aged 0-2 years.

What our proposal means for people who use our services

We need to make sure that children and young people are receiving the right services at the right time. The Norfolk Threshold Guide describes four levels of need and how services might respond to this need. These levels of need are:

- **Universal Services:** Services all children receive to keep them safe and meet their health and development needs, often provided by early years' groups, schools, health visitors and GPs.
- **Early Help:** Services for children and families beginning to experience – or at risk of – difficulties, for example school counselling, parenting programmes, support for teenage parents.

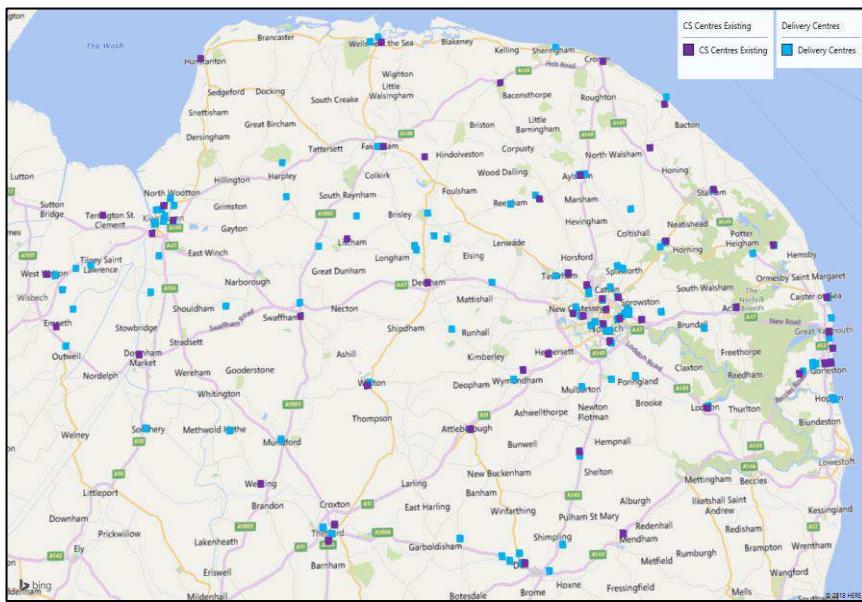
Targeted Support: Specialist services for children and families with additional and complex needs that require support from early help services and/or children's social care and other agencies, such as intensive family support or specialist child and adolescent mental health services.

- **Child Protection:** Children at risk of significant harm, with complex and/or acute needs requiring a referral to the Children's Advice Duty Team and Multi Agency Safeguarding Hub and sometimes the police where there is an immediate danger.
- (The technical description of these levels of need can be found here:
www.norfolklscb.org/people-working-with-children/threshold-guide)

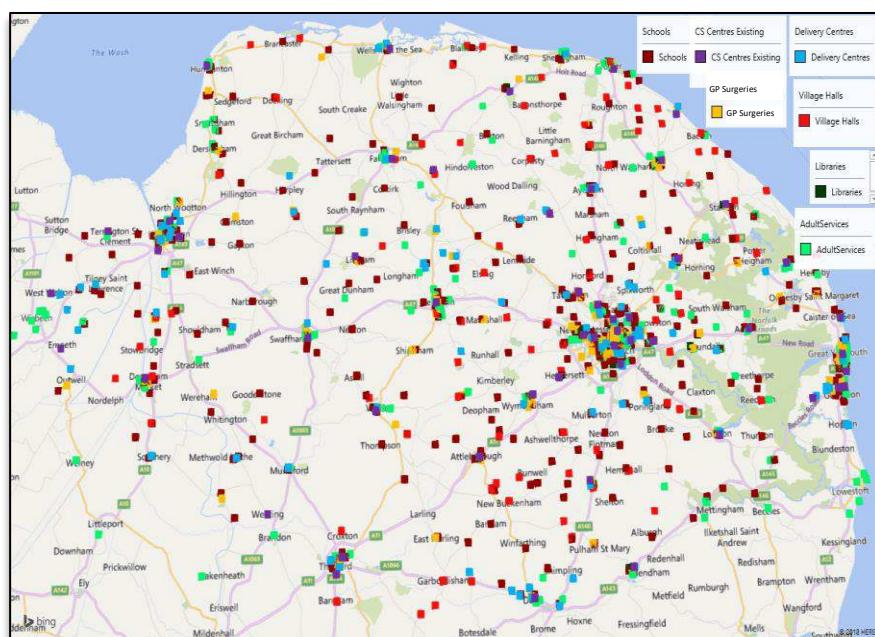
How the new Early Childhood and Family Service would meet families' needs

We are proposing that the new Early Childhood and Family Service will focus more on supporting families who need extra help to cope with the demands of family life. This would be through a mix of group programmes and one-to-one support.

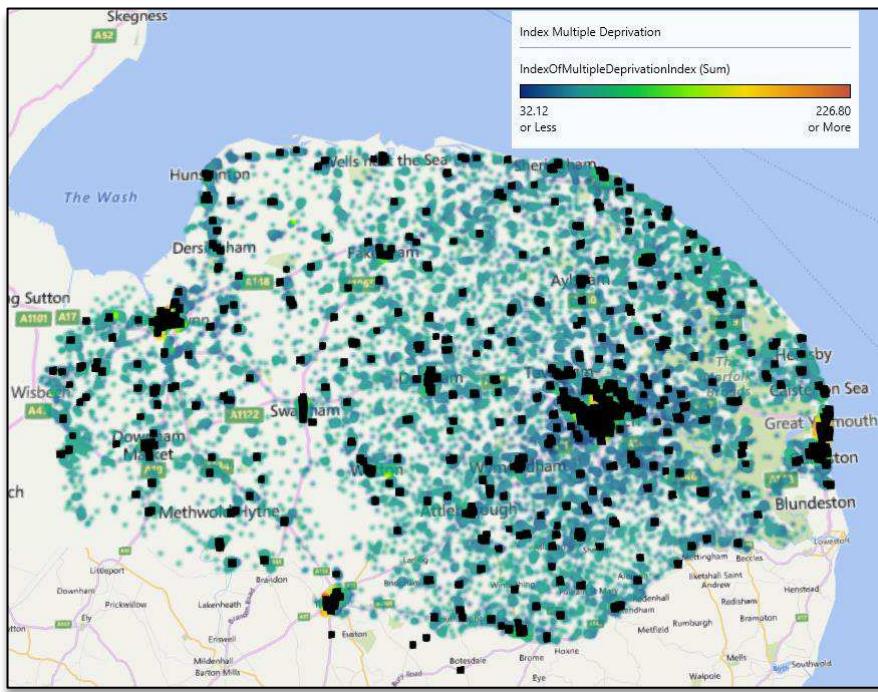
The following maps show the range of possible delivery sites compared to the existing children's centre delivery locations (shown in Map1).



Map 1 - The current children's centre delivery locations, including designated centres and outreach sites



Map 2 - The range of possible additional delivery locations for the proposed new Early Childhood and Family Service



Map 3 - The range of possible additional delivery locations for the proposed new Early Childhood and Family Service, shown against areas of multiple deprivation

For people who use our services and communities this means that:

- Families currently receiving free universal services and support from children's centres, for example Rhyme Time; Stories and Songs; Stay, Play and Learn Together; Baby Babble and Explore through Play, would receive similar services from community and peer-led groups. In future, families may have to pay to access some of these services. Information about these services will be available through the online digital offer.
- Families would be able to access high quality online and digital information, advice and guidance, which would be available 24 hours a day, 7 days a week.
- Families would have a single point of contact for the Early Childhood and Family Service and other support so that information, advice and guidance would be easier to find and access.
- Families likely to need extra help to cope with the demands of family life would receive help through support groups. These would be delivered in spaces such as village halls, community centres, schools, libraries and early years settings like pre-schools or nurseries. These would be at times to suit families, including evenings and weekends.

This means that some people currently receiving a service might receive it in a different building to the one they currently use.

- Families likely to need extra help to cope with the demands of family life would receive one-to-one support through an outreach service. This would be focused on supporting families with children 0-5 years especially in the first two years of life. This would be coordinated by staff working out of the early childhood and family base. Some of the outreach would be provided in families' homes, focusing on parenting support.
- Each district council area would have early childhood and family service spaces, with activity coordinated out of a base using one of the existing children's centre buildings.

For professionals and organisations this means that:

- Early years' education settings will continue to give families help to cope with the demands of family life, where their children are aged two years and above. These settings would work closely with the new Early Childhood and Family Service and the existing Early Years Team to ensure the right support is provided to children and their families at the right time.
- Children's Services Early Help Family Focus Teams will continue to offer vulnerable families with additional and complex needs the support they need, but would be able to seek additional targeted support from the new Early Childhood and Family Service as part of their plan with families and children aged 0-5 years.
- Children's Services social work teams will continue to support all children in need or needing protection, but would be able to seek additional targeted support from the new Early Childhood and Family Service as part of their plan with families and children aged 0-5 years.
- The Healthy Child Programme will continue to offer every family a programme of screening tests, promote uptake of immunisations, developmental reviews, and information and guidance to support parenting and healthy choices – all services that children and families need to receive if they are to achieve their optimum health and wellbeing. The service is for everyone with a very young child or baby, so families that

need additional support and children who are at risk of poor outcomes can quickly be identified.

- The Early Childhood and Family Support Service bases would enable staff to co-ordinate the group and one-to-one support, work with partner organisations across the district, as well as provide space for groups to deliver activities.
- We will have to go out to tender to find the right organisation/s to deliver the proposed group-based and one-to-one support for the new Early Childhood and Family Service.

Examples of how the new Early Childhood and Family Service might work and what will be different

Community Support	
Current children's centre service	Proposed new Early Childhood and Family Service
<p>Every children's centre service offers a range of activities. Usually these are delivered at the local children's centre building and sometimes at other places like the local library or village hall.</p> <p>Anyone can come to these activities with their child. They can find out information about things like child development and meet other parents, creating networks of support.</p>	<p>The new Early Childhood and Family Service will support community groups to run activities available to everyone with a young child in a wider range of community venues.</p> <p>Many local communities have groups that are run in community centres, village halls or at the local library. The new Early Childhood and Family Service would have the resources to help support existing groups in communities and help develop new ones. It would do this through community workers who would support local people to organise and develop activity in their own communities.</p>

<p>The services are mostly free and consist of things like Rhyme Time, Stories and Songs, Stay, Play and Learn Together.</p> <p>If they have other things they want to talk about such as childcare and getting back to work there is someone on hand to give advice and support. Or there is information available so they can help themselves.</p>	<p>In most cases people would have to pay to use these groups.</p> <p>Parents would be able to meet and be helped to create networks of support.</p> <p>Advice on childcare would be available through the Early Years Team as part of providing information guidance and advice for all (see below)</p> <p>If they need extra help parents would be able to use the online digital offer and information and guidance part of the service (see below)</p>
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Online digital offer	
Current children's centre service	Proposed new Early Childhood and Family Service
<p>Parents can talk to someone from the children's centre service who will help with advice on breastfeeding, healthy eating, parenting and childcare or getting back to work.</p> <p>Children's centres service providers often use social media or websites to give information about what services they provide and where to find further information.</p>	<p>The new Early Childhood and Family Service would offer information advice and guidance either online or by telephone.</p> <p>Parents would be able to access high quality online and digital information, advice and guidance, which would be available 24 hours a day, 7 days a week.</p> <p>Parents would have a single point of contact for the Early Childhood and Family Service and other support so</p>

<p>If parents have more complicated worries, such as mental health, domestic abuse or substance misuse, they can talk to a staff member who can offer advice and support and refer or signpost to a more specialised service.</p>	<p>that information, advice and guidance would be easier to find and access.</p> <p>If parents have more complicated worries, a referral can be made to either the group-based or one-to-one support (see below).</p>
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Group based support	
Current children's centre service	Proposed new Early Childhood and Family Service
<p>Families likely to need extra help to cope with the demands of family life receive help through support groups.</p>	<p>Families likely to need extra help to cope with the demands of family life would receive help through support groups.</p> <p>Families with additional and complex needs, already being supported by our Early Help and Family Focus teams, Social Work teams and other agencies, would be offered opportunities to join group sessions as part of the wider support they receive.</p> <p>Families would be able to refer themselves.</p> <p>This would be focused on support for families and disadvantaged children aged 0-5 years, and especially children aged 0-2 years.</p>

<p>These are delivered in designated children's centres or outreach venues such as community centres or village halls.</p> <p>They are often delivered on weekdays and during the daytime.</p>	<p>These would be delivered at venues such as village halls, community centres, schools, libraries and early year's settings like pre-schools or nurseries.</p> <p>This means that some people currently receiving a service might receive a service in a different building to the one they currently use.</p> <p>This would be co-ordinated by staff at the early childhood and family base.</p> <p>These would be at times to suit families, including evenings and weekends.</p>
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One-to-one support	
Current children's centre service	Proposed new Early Childhood and Family Service
<p>Families likely to need extra help to cope with the demands of family life receive one-to-one support through their children's centre service.</p>	<p>Families likely to need extra help to cope with the demands of family life would receive one-to-one support through an outreach service.</p> <p>Families with additional and complex needs, already being supported by our Early Help and Family Focus teams, Social Work teams and other agencies, would be offered additional help as part of the wider support they receive.</p>

This is focused on support for families with children aged 0-5 years.	This would be focused on support for families and disadvantaged children aged 0-5 years, and especially children aged 0-2 years.
This is delivered by the children's centre provider from the local designated children's centre base.	This would be co-ordinated and delivered by staff at the Early Childhood and Family Support Service base.
Some of the outreach is provided in families' homes, focusing on parenting support.	Some of the outreach would be provided in families' homes, focusing on parenting support.

When would the proposed change happen?

If we decide to go ahead with our proposal then the services would change from October 2019. We would work hard to make sure that the move to the new service would go smoothly. We would let parents who currently use services know where they need to go to find out information about the new services they can access. We would work with providers and local groups to make sure that there were services in place ready to meet people's needs.

Things we have considered when developing our proposal

We have carried out a review of children's centre services. As part of this review we have considered the things that can affect the start that children get in life.

These are:

- The parents' income and home environment
- The parents' health, particularly mental health
- The mother's health in particular
- The parents' education, skills and knowledge
- The impact of fathers in the early years

Social mobility is a person's ability to access a broader range of opportunities and experiences. In 2016 the Social Mobility Index commissioned by the Social Mobility Commission found that social mobility in Norfolk was among the lowest in the country.

Over a six-year period (2012-17), there have been 5,705 children requiring a child protection plan, with most due to neglect or emotional abuse. More children in disadvantaged areas are born with a low birth weight, they are more likely to experience poor housing, higher rates of chronic illness (such as asthma), and poor diet and nutrition.

We have also taken the following into account when developing our proposals:

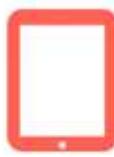
- Our duties under Section 3 (2) the 2006 Childcare Act.
- Feedback from parents who use children's centre services recorded in our children's centre parental satisfaction survey 2017.
- Meetings and discussions with current children's centre providers and staff
- Conversations with individual parents and groups who use children's centre services; trying to understand why some families do not use the services.
- Information about our population and the needs of Norfolk's children and families, including the level of deprivation.
- Evidence of what works well in improving families and children's lives such as:
 - Fair Society, Healthy Lives – Marmot Review
 - An Equal Start: Improving Outcomes in Children's Centres - UCL Institute of Health Equity
 - 1001 Critical Days – Cross Party Report
 - Poverty and Social Exclusion – Frank Field
 - Attachment Theory and the Key Person Approach - Juliet Mickelburgh
- Feedback from the consultation about children's centres undertaken in winter 2017
<https://norfolk.citizenspace.com/consultation/childrenscentres/>
- The number of people using each children's centre service
- The number of people using each children's centre building
- How people get to children's centre services and the transport options available
- The way in which children's centre services are delivered elsewhere in the country
- The four guiding principles underpinning the council's Norfolk Futures strategy, which are:



Offering our help early to **prevent and reduce** demand for specialist services



Joining up our work so that similar activities and services are easily accessible, **done once and done well**



Being **business-like** and making best use of **digital technology** to ensure value for money



Using evidence and data to **target our work** where it can make the most difference

Some of the options considered

Option 1 - To extend the current contracts maintaining operation of current children's centres from April 2019 – March 2020 (possible under current plus one-year contract arrangements) – this option is unaffordable under the budget agreed by Norfolk County Council.

Option 2 - To operate 50% of the current number of children's centres by focusing only on the 'reach areas' with the highest level of need, taking account of 50% of current annual budget being available – This would not be a viable option as there would be gaps left for families. In addition, it would not fulfil statutory Department of Education requirements to offer sufficient children's centre services.

Option 3 - District outreach model using only community venues, no longer operating from any designated children's centre premises – This would be subject to formal challenge as it does not fulfil the requirements of statutory Department of Education guidance to have a designated building offering services.

Option 4 - District early childhood and family bases with community outreach model – using seven of our current designated children's centres and including libraries, day centres, village halls, community centres etc. – preferred option, as it fulfils statutory guidance and offers the opportunity to reach the most disadvantaged families across Norfolk.

You can read more detailed information on the evidence that we have considered in our data pack which can be viewed online at www.norfolk.gov.uk/childrenscentres

Overview of Norfolk children's centres

Section 3 (2) the 2006 Childcare Act says Norfolk County Council “*must, so far as is reasonably practicable, include arrangements for sufficient provision of children’s centres to meet local need*”.

Children’s centres were set up in Norfolk in 2000, with the first centre opening in Norwich as part of the national Sure Start programme. Their aim was to offer support to families in the most disadvantaged areas of the county.

Our existing children’s centres aim to make life better for young children and their families, with a focus on families in greatest need of support; wanting to make sure that:

- All children reach their development milestones and are ready for school when the time comes.
- All parents are ambitious for their children, feel confident and have good parenting skills.
- All children have access to good health and life chances.

The number of centres gradually expanded and there are now 53 designated children centres across the county.

Children’s centres are defined in legislation as a place or a group of places:

- which is managed by or on behalf of, or under arrangements with, the local authority with a view to securing that early childhood services in the local authority’s area are made available in an integrated way;
- through which early childhood services are made available (either by providing the services on site, or by providing advice and assistance on gaining access to services elsewhere); and
- at which activities for young children are provided.

Children’s centre services themselves are delivered from a range of different buildings and locations across Norfolk. This includes schools, libraries and purpose-built buildings. Services are also delivered directly to some families in their own homes.

The services are currently delivered through contracts with 12 different providers including national charities, a local charity, an NHS Trust, and schools, including academies.

Children's centre services include:

- Antenatal and postnatal programmes and support.
- Parenting advice and programmes.
- Individual support for parents experiencing difficulties such as mental health, drugs and alcohol use and domestic abuse.
- Advice about early years education and childcare.
- Support, information and advice on a range of topics from healthy eating to employment and training.
- Drop-in play sessions.
- A place to meet and talk to other parents/carers.

There are over 47,000 children aged between 0-5 years old in Norfolk. Of these:

- 41,455 are currently registered with their local children's centre service.
- 33,424 families currently have a child registered with their local children's centre service.
- 23,000 children and their families have used their children's centre service in the past 12 months - either for advice and information, to attend groups or for more targeted support.
- On average there are over 800 families receiving more targeted support at any one time.
- 24% of Norfolk's most deprived children aged under five years have had no contact with children's centres.

How often families use children's centres is important and tells us how successful each centre is in reaching local families, especially those who are most in need.

Our most disadvantaged families who do use children's centre services use them more frequently than other families.

Current children's centre services were set up over seven years ago and contracts with current providers are coming to an end in September 2019.

What has changed since we last commissioned children's centres?

Norfolk Futures

Norfolk County Council has adopted the Norfolk Futures Strategy. This sets out new ways of working within the council and how council services should be delivered in future. By modernising our services, we can adapt how we meet families' needs now and into the future. This will help us avoid storing up more serious problems in the longer term.

We cannot do this alone and we need to work together. Norfolk Futures starts with our residents and their families. We need to develop a new relationship with our residents and partners and adopt different ways of working to sustain local services and realise Norfolk's ambitions.

By 2036 Norfolk will have a population of one million. People are generally living longer and the type of services that they need is changing and becoming more complex. Whilst our funding as a council continues to face real pressures, the demand for County Council services is rising in both Adult Social Care and in Children's Services, making the way we currently work unsustainable. By changing now, we will get ahead of our challenges and better adapt for a positive future.

Local Service Strategy

We are working to join-up services in our communities, offering help early and in the right places. This will be better for people and better for the council, by making best use of our resources. We are getting away from a 'one size fits all' model. Services will be targeted, according to the different needs of different areas. We're trialling the approach at three sites in autumn 2018 and will learn lessons, before we develop centres in each district in 2019.

- This is not just about buildings. We are integrating services around communities
- We want to avoid making decisions in silos – this is about joining-up the council's different services and working more effectively together
- We want to work with partners on future phases

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/council-vision-and-strategy>

National and local context

Government policy on supporting families and young children has changed over recent years. Central government no longer pay for children's centres or provide any funding for new ones.

At the same time the Government has introduced several other ways to support families, including:

- Entitlement to 15 hours fully funded early education for some two-year-olds who meet certain criteria, such as if the family receives benefits.
- Entitlement to 15 hours fully funded early education for all 3-4 year olds.

- Entitlement to an additional 15 hours fully funded early education for some 3-4 year olds where both parents work and meet certain criteria, such as each parent is earning at least the National Minimum Wage or Living Wage for 16 hours a week.
- The Healthy Child Programme for children, young people and families. By providing health visitors and school nurses, the service offers every family a programme of screening tests, promote uptake of immunisations, developmental reviews, information and guidance on parenting and healthy choices. This includes the Family Nurse Partnership, whose specially trained family nurses visit first-time mothers and fathers under the age of 19 at their homes, from early pregnancy until the child is two.
- The second phase of the Troubled Families Programme, launched in 2013 provides funding to transform early help services for children, young people and their families. In Norfolk we have used this funding to develop new Early Help Family Focus teams to help families cope better with the challenges and difficulties they face.

The Government has also published several reports that include recommendations for improving services. These include:

- “Unlocking, talent, fulfilling potential: A plan for improving social mobility through education”. Department of Education, December 2017 – which states the importance of good early years education to improving social mobility.
- “State of the Nation 2017: Social Mobility in Great Britain”, Social Mobility Commission, November 2017 – which recommends that every local authority should develop an integrated strategy for improving disadvantaged children’s outcomes, and for this strategy to include improved support for early education settings, collaborative working groups, tailored advice and comprehensive training for early years teachers.

The grant that central government gives Norfolk County Council has fallen since 2011 and is expected to end by 2021. In February 2018, following a consultation between November 2017 and January 2018, Norfolk County Council decided on a budget of £5 million a year for children’s centre services. Locally, children’s centre services have been a key part of the early help we offer to families. We need to make sure that we use these services in a more integrated way with other services to meet the changing needs of our Norfolk population.

We therefore think this is the right time to propose new ways of working that reflect the change in needs and how residents access services - and to seek views on how these services can be provided in the future.

What the proposed Early Childhood and Family service means for the buildings we currently use

Currently our children's centre services operate through 53 designated children's centre buildings. Many of these are well used and people who use the centres have told us that they value them.

Some of the buildings are underused or used for other purposes, such as childcare. We have been very mindful of this in developing our proposals and we have done a lot of work to understand how our current children's centres are used. You can find more detail about this work in our data pack which can be viewed online at www.norfolk.gov.uk/childrenscentres. In some places the services have already moved to a local library or operate from different locations. In some areas the population has changed and our buildings are in the wrong place.

Our records show us that our service providers spend a substantial amount of money running buildings, including costs for receptionists, administration, managers and staff to service and maintain the buildings.

By bringing the services out of the buildings and into the community, we will be able to spend a greater proportion of the budget on providing services and frontline staff to the children and families who need it the most. Our proposed Early Childhood and Family Service would be more focused on providing outreach to families and less about families having to go to a centre.

We are proposing that, where possible, the Early Childhood and Family Service will still have access to many of the current children's centres to deliver services.

We are proposing to have early childhood and family spaces in each district area, co-ordinated by a base that offers a place for multi-agency staff to work from as well as providing a high-quality space for services for children aged 0-5 years.

When considering the location of the base in each district area we have thought about:

1. Ensuring there is a base in each district and where there is opportunity, we have located these with the proposed multi-function centres being developed as part of the Local Service Strategy.
2. That there will need to be an area in the base that provides delivery space for work with families and children.

3. Offering good quality space for early childhood and family support service staff to collaborate with other agencies who are working with families.
4. Making best use of the existing children centre buildings in each district area.
5. Protecting public capital investment in the buildings used for children's centres.

Our proposals mean that we would have to find ways that local communities could use the rest of buildings currently designated as children's centres. We are interested in your views on how we could use these in other ways to benefit families with children under the age of five.

The proposals for buildings in each district council area are:

Norwich City		
Designated children's centres	Children's centres that may be available for alternative use for young children	Children's centre to remain designated and used as a district Early Childhood Family Service Base
City and Eaton Children's Centre (The Vauxhall Centre, Johnson Place, Norwich NR2 2SA)		City and Eaton Children's Centre
CFM Children's Centre (Hunter Road, Norwich NR3 3PY)	CFM Children's Centre	
Thorpe Hamlet & Heartsease Children's Centre (63 Wolfe Road, Norwich NR1 4HT)	Thorpe Hamlet & Heartsease Children's Centre	
East City & Framingham Earl Children's Centre (Duckett Close, Norwich NR1 2LR)	East City & Framingham Earl Children's Centre	
Earlham Early Years Centre (Motum Road, Norwich NR5 8DB)	Earlham Early Years Centre	
Bowthorpe, West Earlham and Costessey Children's Centre (Humbleyard, Clover Hill, Norwich NR5 9BN)	Bowthorpe, West Earlham and Costessey Children's Centre	
	North City Children's Centre	

North City Children's Centre (Angel Road Infants School, Angel Road, Norwich NR3 3HR)		
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In addition to the rationale described earlier, City and Eaton has been proposed as a base for the following reasons:

- a) Local Service Strategy 'Multi-Function Centre' for services and staff to be located together
- b) Central location for city
- c) Other agencies are already operating from this site
- d) Norfolk County Council freehold building
- e) Alternative transport links other than parking

Broadland District		
Designated children's centres	Children's centres that may be available for alternative use for young children	Children's centre to remain designated and used as a district Early Childhood Family Service Base
Drayton and Taverham Children's Centre (Drayton Infants School, School Road, Drayton NR8 6EP)		Drayton and Taverham Children's Centre
Aylsham Children's Centre (The Pavilion, Sir Williams Lane, Aylsham, Norwich, Norfolk NR11 6AW)	Aylsham Children's Centre	
Reepham Children's Centre (The Pavilion, Sir Williams Lane, Aylsham, Norwich, Norfolk NR11 6AW)	Reepham Children's Centre	
Hellesdon Children's Centre (Horsford CE VC Infant School, Holt Road, Horsford NR8 6EP)	Hellesdon Children's Centre	
Spixworth & Sprowston Children's Centre (Sprowston Infant School, Recreation Ground Road, Norwich NR7 8EW)	Spixworth & Sprowston Children's Centre	

Hoveton and Broadland Children's Centre (Hoveton Youth and Community Centre, Stalham Road, Hoveton NR12 8DJ)	Hoveton and Broadland Children's Centre	
Dussindale Children's Centre (Woodside Community Base, Witard Road, Norwich, NR7 9XD)	Dussindale Children's Centre	
Acle Marshes Children's Centre (Bridewell Lane, Acle, Norfolk NR13 3RA)	Acle Marshes Children's Centre	

In addition to the rationale described earlier, Drayton and Taverham Children's Centre has been proposed as a base for the following reasons:

- a. High public capital investment as a children's centre
- b. Norfolk County Council freehold building
- c. Limited suitable children's centre alternatives in this district

Borough of King's Lynn and West Norfolk		
Designated children's centres	Children's centres that may be available for alternative use for young children	Children's centre to remain designated and used as a district Early Childhood Family Service Base
St Clements Children's Centre (101 Churchgate Way, Terrington St Clement, King's Lynn PE34 4LZ)		St Clements Children's Centre
Hunstanton Children's Centre (Avenue Road, Hunstanton PE36 5BW)	Hunstanton Children's Centre	
North Lynn, Gaywood Children's Centre (4 Walpole Road, Kings Lynn PE30 2DZ)	North Lynn, Gaywood Children's Centre	
Vancouver Children's Centre (Fairstead Community Centre, Centre Point, King's Lynn PE30 4SR)	Vancouver Children's Centre	
West Walton Children's Centre (Ashleigh Infant and Nursery School, School Road, Wisbech PE14 7HA)	West Walton Children's Centre	

Nar Children's Centre (St Michael's Family Centre, Saddlebow Road, King's Lynn PE30 5BN)	Nar Children's Centre	
Downham Market Children's Centre (Snape Lane, Paradise Road, Downham Market PE38 9JE)	Downham Market Children's Centre	
Methwold Children's Centre (Old School House, Brandon IP27 0QQ)	Methwold Children's Centre	
Emneth Children's Centre (Hollycroft Road, Emneth, Wisbech PE14 8AY)	Emneth Children's Centre	

In addition to the rationale described earlier, St. Clements Children's Centre has been proposed as a base for the following reasons:

- a. High public capital investment as a children's centre
- b. Limited suitable children's centre alternatives in this district
- c. Car parking available

Breckland District		
Designated children's centres	Children's centres that may be available for alternative use for young children	Children's centre to remain designated and used as a district Early Childhood Family Service Base
Attleborough Children's Centre (2 Church Street, Attleborough NR17 2AH)	Attleborough Children's Centre	Attleborough Children's Centre
Watton Children's Centre (Westfield Infant and Nursery School, West Road, Thetford IP25 6AU)	Watton Children's Centre	
Thetford Kingsway Children's Centre (Kingsway, Thetford IP24 3DY)	Thetford Kingsway Children's Centre	
Thetford Drake Children's Centre (Drake Primary School, Fairfields, Thetford IP24 1JW)	Thetford Drake Children's Centre	
Dereham Central Children's Centre (Breckland District Resource Base, 18 London Road, East Dereham NR19 1AS)	Dereham Central Children's Centre	

Dereham South Children's Centre (Breckland District Resource Base, 18 London Road, East Dereham NR19 1AS)	Dereham South Children's Centre	
Litcham Children's Centre (Litcham Primary School, Weasenham Road, Litcham, Kings Lynn PE32 2QT)	Litcham Children's Centre	
Swaffham Children's Centre (White Cross Road, Swaffham PE37 7RF)	Swaffham Children's Centre	

In addition to the rationale described earlier, Attleborough Children's Centre has been proposed as a base for the following reasons:

- a) Local Service Strategy 'Multi-Function Centre' for services and staff to be located together
- b) Norfolk County Council freehold building

South Norfolk District		
Designated children's centres	Children's centres that may be available for alternative use for young children	Children's centre to remain designated and used as a district Early Childhood Family Service Base
Long Stratton Children's Centre (Manor Field Infant and Nursery School, Manor Road, Norwich NR15 2XR)		Long Stratton Children's Centre
Diss Children's Centre (Diss Infant and Nursery School, Fitzwalter Road, Diss IP22 4PU)	Diss Children's Centre	
Harleston Children's Centre (Harleston CE VA Primary School, School Lane, Harleston IP20 9HG)	Harleston Children's Centre	
Loddon Children's Centre (Loddon Library Annexe, Church Plain, Loddon NR14 6EX)	Loddon Children's Centre	
Wymondham Children's Centre (Ashleigh Infant and Nursery School, Sheffield Road, Sheffield Road, Wymondham NR18 0HL)	Wymondham Children's Centre	

Hetherset Children's Centre (Hetherset Woodside Nursery and Infant School, Firs Road, Hetherset NR9 3EQ)	Hetherset Children's Centre	
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In addition to the rationale described earlier, Long Stratton has been proposed as a base for the following reasons:

- a. Central location for district
- b. High public capital investment as a children's centre
- c. Norfolk County Council freehold building
- d. Car parking available

Great Yarmouth Borough		
Designated children's centres	Children's centres that may be available for alternative use for young children	Children's centre to remain designated and used as a district Early Childhood Family Service Base
Seagulls Children's Centre (Shrublands, Magdalen Way, Gorleston, Great Yarmouth NR31 7BP)		Seagulls Children's Centre
Village Green Children's Centre (Moorlands Church of England Primary Academy, Moorland Way, Belton, Great Yarmouth NR31 9PA)	Village Green Children's Centre	
Greenacre Children's Centre (Peggotty Road, Great Yarmouth, NR30 3EF)	Greenacre Children's Centre	
Gorleston and Hopton Children's Centre (Gorleston Library, Lowestoft Road, Gorleston, NR31 6SG)	Gorleston and Hopton Children's Centre	
Great Yarmouth Children's Centre (Priory) (The Priory Centre, Priory Plain, Great Yarmouth NR30 1NW)	Great Yarmouth Children's Centre (Priory)	
Caister Children's Centre (Caister Infant, Nursery School and Children's Centre, Kingston Avenue,	Caister Children's Centre	

<p>Caister on Sea, Great Yarmouth NR30 5ET)</p> <p>Trinity Children's Centre (Martham Primary and Nursery School, Black Street, Martham, NR29 4PR)</p>	<p>Trinity Children's Centre</p>	
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In addition to the rationale described earlier, Seagulls Children's Centre has been proposed as a base for the following reasons:

- a. Other agencies are already operating from this site
- b. High public capital investment as a children's centre
- c. Norfolk County Council freehold building
- d. Car parking available

North Norfolk District		
Designated children's centres	Children's centres that may be available for alternative use for young children	Children's centre to remain designated and used as a district Early Childhood Family Service Base
Holt Children's Centre (Corputsy and Holt Area Children's Centre, Charles Road, Holt NR25 6DA)		Holt Children Centre
Stalham & Sutton Children's Centre (Brumstead Road, Stalham NR12 9DG)	Stalham & Sutton Children's Centre	
North Walsham Children's Centre (Manor Road, North Walsham NR28 9HG)	North Walsham Children's Centre	
Mundesley Children's Centre (Trunch Road, Mundesley NR11 8LE)	Mundesley Children's Centre	
Cromer Children's Centre (Mill Road, Cromer NR27 0AD)	Cromer Children's Centre	
Stibbard Children's Centre (Fulmodeston Road, Stibbard, Fakenham NR21 0EL)	Stibbard Children's Centre	

Fakenham Children's Centre (Fakenham Gateway Sure Start, Fakenham Infant and Nursery School, Norwich Road, Fakenham NR21 8HN)	Fakenham Children's Centre	
Wells Children's Centre (Polka Road, Wells-next-the-Sea, NR23 1JG)	Wells Children's Centre	

In addition to the rationale described earlier, Holt Children's Centre has been proposed as a base for the following reasons:

- a. High public capital investment as a children's centre
- b. Norfolk County Council freehold building
- c. Car parking available

We are now consulting on proposed new ways to deliver services to meet families' needs. We want to find out what people think about our proposed approach in general. We also want people's views on specific proposals about what might happen in their local area.

Have your say on our proposal for an Early Childhood and Family Service

The views of Norfolk residents to the proposed changes set out in this document are very important. We need your thoughts and ideas to inform our decision-making as we shape the future of this service.

We also have a statutory duty to consult with those affected about any proposals that may result in significant changes to, and/or the use of, our children's centre buildings, as part of any proposed redesigned service.

Who we are consulting with:

We want the views of the public in Norfolk, and in particular we want to hear from families, community groups, staff, children's centre advisory board representatives, service providers, district councils, parish councils and voluntary sector organisations.

We are consulting through:

- Our online consultation – visit www.norfolk.gov.uk/childrenscentres to complete this consultation online.
- This paper copy of our consultation.
- Events.

Personal information, confidentiality and data protection

We will use any personal information to see how representative the feedback is of Norfolk's population. We will also use it to see if any particular groups of people are especially affected by our proposals.

We will process any personal information we receive from in line with the *General Data Protection Regulation (GDPR)* (Regulation (EU) 2016/679), the Data Protection Act 2018 and Norfolk County Council's data protection policy and guidelines. This means that Norfolk County Council will hold your personal data and only use it for the purpose for which it was collected,

being this consultation. We won't identify individuals when reporting back our findings and under our record management policy we will keep this information for five years.

We will also, under normal circumstances, not pass your personal data on to anyone else. However, we may be asked under access to information laws to publish or disclose some, or all, of the information you provide in response to this consultation, including any personal information. We will only do this where such disclosure will comply with such relevant information laws which include the Freedom of Information Act 2000, the Data Protection Act 2018 and the Environmental Information Regulations 2004.

Questions we are inviting you to answer as part of this consultation:

1. We are proposing to create an Early Childhood and Family Service that would offer:

- Community support - helping communities and parents offer local activities and groups
- Online digital offer – providing information, advice and guidance for all
- Group-based support - working with families who need extra help
- One-to-one support - working with families who need extra help

How far do you agree with or disagree with our proposal? Please select one only:

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know

2. Why do you say that? Please write in below:

3. If our proposals went ahead how, if at all, would you be affected? Please write in below:

4. If you have any specific comments about any of the four types of services we are proposing please write them in the relevant section below:

Community support - helping communities and parents offer local activities and groups

Online digital offer – providing information, advice and guidance for all

Group-based support - working with families who need extra help

One-to-one support - working with families who need extra help

5. We are proposing that the service would run groups and other outreach services through a variety of different community venues, such as schools, libraries, village halls, community centres and GPs surgeries.

How far do you agree or disagree with this approach? Please select one only:

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know

6. Why do you say that? Please write in below:

7. We are proposing to use seven of our current children's centre buildings as early childhood and family bases. Where possible we would like to continue to use the other 46 children's centre buildings to support families with children under the age of five years

How far do you agree or disagree with this approach? Please select one only:

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know

8. Why do you say that? Please write in below:

9. If you have any suggestions for how we could use any of the 46 buildings mentioned above to support families with children under the age of 5 years please write these in below. If your suggestion is about a specific building please tell us which one.

About you

We use this information to see how representative the feedback is of Norfolk's population. We also use it to see if any particular groups of people are especially affected by our proposals.

10. Please select all the descriptions that apply to you?

- | | |
|---|--------------------------|
| I am a parent / carer of a child (or children) aged 0-5 | <input type="checkbox"/> |
| I currently use children's centre services | <input type="checkbox"/> |
| I am a children's centre worker | <input type="checkbox"/> |
| I work for an organisation that operates from a children's centre | <input type="checkbox"/> |
| None of the above | <input type="checkbox"/> |

11. If you currently use a children's centre, which one do you usually use? Please select one from the list below:

- | | |
|---|--------------------------|
| Acle (Marshes) Children's Centre | <input type="checkbox"/> |
| Attleborough Area Childrens Centre | <input type="checkbox"/> |
| Aylsham Cluster Area Children's Centre | <input type="checkbox"/> |
| Bowthorpe, West Earlham and Costessey Children's Centre | <input type="checkbox"/> |
| Caister Children's Centre | <input type="checkbox"/> |
| Catton Grove, Fiddlewood and Mile Cross Children's Centre | <input type="checkbox"/> |
| City and Eaton Children's Centre | <input type="checkbox"/> |
| Corpusby and Holt Area Children's Centre | <input type="checkbox"/> |
| Cromer Children's Centre | <input type="checkbox"/> |
| Dereham Central Children's Centre | <input type="checkbox"/> |
| Dereham South Children's Centre | <input type="checkbox"/> |
| Diss Children's Centre | <input type="checkbox"/> |
| Downham Market Childrens Centre | <input type="checkbox"/> |
| Drayton and Taverham Childrens Centre | <input type="checkbox"/> |
| Dussindale Children's Centre | <input type="checkbox"/> |
| Earlham Early Years Centre | <input type="checkbox"/> |
| East City and Framingham Earl Area Children's Centre | <input type="checkbox"/> |
| Emneth Children's Centre | <input type="checkbox"/> |
| Fakenham Gateway Children's Centre | <input type="checkbox"/> |
| Gorleston and Hopton Children's Centre | <input type="checkbox"/> |

Greenacre Children's Centre, Peggotty Road, Great Yarmouth	<input type="checkbox"/>
Harleston Area Childrens Centre	<input type="checkbox"/>
Hellesdon Childrens Centre	<input type="checkbox"/>
Hethersett Area Childrens Centre	<input type="checkbox"/>
Hoveton & Broadland Area Children's Centre	<input type="checkbox"/>
Hunstanton Childrens Centre	<input type="checkbox"/>
Litcham Children's Centre	<input type="checkbox"/>
Loddon Area Childrens Centre	<input type="checkbox"/>
Long Stratton Area Childrens Centre	<input type="checkbox"/>
Methwold Children's Centre	<input type="checkbox"/>
Mundesley Children's Centre	<input type="checkbox"/>
Nar Children's Centre	<input type="checkbox"/>
North City Children's Centre, Angel Road Infant School	<input type="checkbox"/>
North Lynn, Gaywood North Bank and The Woottons Children's Centre	<input type="checkbox"/>
North Walsham Children's Centre	<input type="checkbox"/>
Priory Children's Centre, Great Yarmouth	<input type="checkbox"/>
Reepham Children's Centre	<input type="checkbox"/>
Seagulls Children's Centre, Gorleston	<input type="checkbox"/>
Spixworth & Sprowston Children's Centre	<input type="checkbox"/>
St Clement's Children's Centre, Terrington St Clement	<input type="checkbox"/>
Stalham and Sutton Children's Centre	<input type="checkbox"/>
Stibbard Children's Centre, Fakenham	<input type="checkbox"/>

Thetford Children's Centre, Kingsway	<input type="checkbox"/>
Thetford Drake Children's Centre, Drake Infant School & Nursery	<input type="checkbox"/>
Swaffham Children's Centre	<input type="checkbox"/>
Thorpe Hamlet and Heartsease Children's Centre	<input type="checkbox"/>
Trinity Children's Centre, Martham	<input type="checkbox"/>
Vancouver Children's Centre, King's Lynn	<input type="checkbox"/>
Village Green Children's Centre, Belton	<input type="checkbox"/>
Watton Children's Centre	<input type="checkbox"/>
Wells-next-the-sea Children's Centre	<input type="checkbox"/>
West Walton Children's Centre	<input type="checkbox"/>
Wymondham Area Children's Centre	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

12. Are you responding as...?

Please select one answer

An individual / member of the public	<input type="checkbox"/>
A family	<input type="checkbox"/>
On behalf of a voluntary or community group	<input type="checkbox"/>
On behalf of a statutory organisation	<input type="checkbox"/>
On behalf of a business	<input type="checkbox"/>
A Norfolk County Councillor	<input type="checkbox"/>
A district or borough councillor	<input type="checkbox"/>
A town or parish councillor	<input type="checkbox"/>
A Norfolk County Council employee	<input type="checkbox"/>

13. If you are responding on behalf of another organisation, what is the name of the organisation, group or business?

Please write your answer in the box:

14. Are you...?

Please select one answer

Male

Female

Prefer to self-describe (please specify below)

Prefer not to say

If you prefer to self-describe please write in here:

15. How old are you?

Please select one answer

Under 18

18-24

25-34

35-44

45-54

55-64

65-74

75-84

85 or older

Prefer not to say

16. Do you have any long-term illness, disability or health problem that limits your daily activities or the work you can do?

Please select one answer

Yes

No

Prefer not to say

17. How would you describe your ethnic background?

Please select one answer

White British

White Irish

White other

Mixed

Asian or Asian British

Black or Black British

Chinese

Prefer not to say

Other ethnic background - please describe below

18. What is your first language?

Please write your answer in the box:



19. What is the first part of your postcode? (e.g. NR4)

Please write your answer in the box:

You can respond by post for free to:

Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, Ground floor - South Wing, County Hall, Martineau Lane, Norwich NR1 2DH.

However, if you want to help the council save money please use a stamp and send to this address: Stakeholder and Consultation Team, Norfolk County Council, Ground floor - South Wing, County Hall, Martineau Lane, NR1 2DH.

You may wish to keep a copy of your response to our consultation for your own records.

We are consulting from Monday 17th September to midnight on Monday 12th November 2018. Please note that if we receive any consultation responses after this date we cannot guarantee that we will be able to take them into account.

How we will make our decision and report back to you

We will take a report about the findings to this consultation to our Children's Services Committee on 22 January 2019. The report will feed back what people have told us about the potential impact of our proposal. Our county councillors will use this as part of the evidence they consider when deciding whether to go ahead with this proposal.

They will consider:



- The impact of the proposal on individuals, groups or communities and in particular on people identified as having 'protected characteristics' under the Equality Act 2010. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. As well as this equality impact assessment, councillors will consider the impact of proposals on rural areas.
- The views of people and stakeholders consulted.
- The evidence of need and what is proven to work effectively and well.
- The financial and legal positions and any constraints at the time.

Your opinions are valuable to us. Thank you for taking the time to read this document and respond.



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Customer Services on 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.

September 2018

About this report



Last year we asked people what they thought about our idea for a new Early Childhood and Family Service to help children and families.



This is a report about what people told us about this idea.



There are 53 children's centres in Norfolk. Children's centres support families with young children.



Children's centres help families by running play sessions and giving them information.

Our idea



We asked people about our idea for a new Early Childhood and Family Service to help children and families.



Our new service would help communities and parents to run their own local activities and groups.



Our new service would give information and advice for all parents online.



Our new service would offer support groups for some families who need extra help.



Our new service would offer one-to-one support for some families who need extra help.



We think we that we would need seven buildings to run the new service. We think these buildings should be:

- City and Eaton Children's Centre
- Drayton and Taverham Children's Centre
- St Clements Children's Centre
- Attleborough Children's Centre
- Long Stratton Children's Centre
- Seagulls Children's Centre
- Holt Children's Centre

Who did we ask?



We asked people in Norfolk what they thought about our idea. Anyone could have their say.



We tried hard to get the views of people who use our children's centres.

How people could have their say



We asked people to fill in a questionnaire.



We had 7 drop-in events for people to come and talk to us about our idea.



We ran two meetings for people from groups and organisations to find out more about our idea.



People also sent us some petitions. A petition is when lots of people sign to ask the council to do something.



We heard from 1,576 individuals and people from groups and organisations.



We looked at everything that those people told us.

What people told us about our idea



Most people said they disagree with our idea.



Many people said that they don't want us to close any children's centres. They said children's centres are safe places for families and workers.



Many agreed that the service would provide a better and needed service and wanted them to run alongside existing children's centres.



Some people working in organisations said they don't think we could make our idea work.

How people said our idea might affect them



Many people said that if our idea goes ahead they think the service will get worse. A few suggested our idea would result in a better service.



People said if our idea went ahead they think they will become lonely.



People are worried that staff will lose their jobs.

What people said about our idea for communities and parents to run their own local activities and groups



Many people said communities and parents are already running local activities and groups.



Some people said that children will not be safe if the services are in community buildings, like libraries.



Some people said it will not be easy for them to get to community spaces.

What people said about our idea to give information and advice to parents online



Many people said we should give parents information online.



Many people said that there is already lots of information available online.



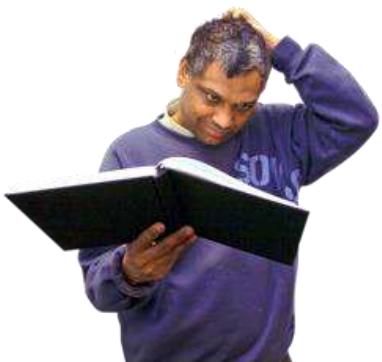
Most people said face-to-face information is best.



Some people said using the internet is expensive.



Some people said it can be hard to connect to the internet.



Some people said information on the internet is not good for people who find reading difficult.

What people said about our idea to offer support groups and one-to-one help for some families who need extra help



Many people said that families who need extra help already get support.



People said that all families need to be able to get this help.



People said they think our idea will make it hard to keep children safe.

What people said about our idea to use buildings like village halls, schools and libraries



Most people disagree with our idea to run services for children and families in village halls, schools and libraries.



People told us they think the children's centres we already have are better buildings.



Some people think it is a good idea for services to be in the community.



Some people think it will cost more to run services in community buildings.

What people said about our idea to keep using children's centre buildings to support families with young children



Many people said they weren't sure about this idea.



People said they do not want their children's centre to close.



Some people said it would result in an improved service.



People said they like the children's centres as they are now as they think they are safe and can trust them.

People's ideas for other ways we can use our children's centre buildings



Many people said we should keep our children's centres open.



People said we should spend more on services for children and families, working more closely with our partners to find better ways of delivering services.



People told us their ideas for children's centres buildings. These include:



More support for parents

Health visitors



Play areas, sensory play and 'stay and play'



Running courses



Café

What happens next?



We will take this report to our Children's Services Committee meeting.



The meeting is on 22 January 2019.



Our County Councillors will use this report to help them decide if they want to go ahead with our ideas.



If you need this document in large print, audio, Braille, alternative format or in a different language please contact us on 0344 800 8020, Text Relay on 18001 0344 800 8020 (textphone) or email haveyoursay@norfolk.gov.uk and we will do our best to help.



Early Childhood and Family Service

Transforming our **children centres**

Consultation Findings

22nd January 2019



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Introduction

Overview of this consultation

The consultation on our proposals to create an Early Childhood and Family Service ran from 17 September to 12 November 2018. During the consultation period we sought the views of the public in Norfolk; we wanted to hear from families, community groups, staff, children's centre advisory board representatives, service providers, district councils, parish councils and voluntary sector organisations.

They were invited to read our consultation document and to respond to 19 questions. The document was published on our consultation hub which could be accessed via our website and distributed in paper format upon request and at our public drop-in sessions. Alternative languages of the consultation document were also requested, a list of translations is provided in Appendix 3. We also produced large print and Easy Read versions. Residents and organisations could also contact us on haveyoursay@norfolk.gov.uk.

We proposed creating an Early Childhood and Family Service. This would be delivered on an outreach basis within local community venues, such as libraries, village halls and community centres, schools and in families' homes. As part of the proposal we would have seven district early childhood and family bases. The focus of the new service would be to support more vulnerable families, prevent more children aged 0-2 from experiencing neglect or emotional harm and increase social mobility for disadvantaged families with children aged 0-5.

There were 1,576 responses to the consultation received, with 1,401 responses from residents and 175 from respondents affiliated with organisations. More details about the responses from residents can be viewed from page 13 of this report, and more details about the respondents affiliated with organisations can be viewed from page 47.

Briefings

Public drop-in sessions

Public drop-in sessions were organised and attended by Council officers, which were designed to enable people from all backgrounds and communities to find out more and discuss our proposals. Each drop-in session had three separate time slots; 10am - 12pm; 2pm - 4pm and 6pm - 8pm. People visiting the sessions had the opportunity to speak to officers to find out more and respond to our consultation.

The drop-in sessions were published on our consultation hub and are tabled below:

District	Venue	Date
Norwich	Millennium Library, The Forum, Millennium Plain, Norwich, NR21 1AW	11 October
Breckland	Dereham Library, 59 High Street, Dereham NR19 1DZ	15 October
Broadland	The Pavilion, Recreation Ground, Church Street, Old Catton, NR6 7DS	16 October
North Norfolk	Merchant's Place, 16 Church Street, Cromer, NR27 9ES	23 October
Borough of King's Lynn & West Norfolk	Gaywood Library, River Lane, Gaywood, King's Lynn, PE30 4HD	25 October
South Norfolk	Wymondham Library, Back Lane, Wymondham, NR18 0QB	29 October
Great Yarmouth Borough	Central Library, Tolhouse Street, Great Yarmouth, NR30 2SH	7 November

Stakeholder events

We ran two stakeholder events on 17th October 2018, the first was at the Abbey Conference Centre in Norwich and the second at 18 Tuesday Market Place in Kings Lynn. The events were designed for groups or organisations to find out more about our consultation, put questions to senior officers and discuss our proposals in greater detail. Some key themes were discussed between stakeholders and those carrying out the consultation. A consistency of themes was found across the consultation with some feedback at the stakeholder event being similar to that gathered via our online questionnaire. Whilst it is not possible to quantify the frequency or strength of the themes shared and discussed, a summary of the key themes from the events and outside the online questionnaire have been captured and are outlined in Appendix 1.

Hard to reach groups

Children Centre staff briefings

We also briefed Children's Centres staff on the 19th and 20th September. Three briefings were held at Mattishall, Swaffham and Gressenhall areas and staff had the opportunity to find out more about the consultation via a dedicated presentation where they were able to ask questions. Staff were encouraged to provide feedback to our consultation.

We liaised with Homestart and Family Nurse Partnership, we met with various groups who did not use or have minimal involvement with Children's Centres. We wanted to tell them about our consultation and encourage them to become involved. These groups included:

Homestart families, meeting with one family in Norwich, 30th October and another family in Caister on 5th November.

Teenage Parenting, Dereham, 6th November.

Tots & Teens, Dereham Baptist Group, 7th November.

Little Fishes, Toftwood Village Hall, 12th November

Promoting the Consultation

We promoted the consultation through an initial, launch day media briefing with the Chair and Vice-Chair of Children's Services and subsequent media and social media messaging, including reminders about the final week of consultation. The Chairman of the Children's Services Committee conducted a number of media interviews, including with BBC Look East, BBC Radio Norfolk, Heart FM and the EDP and its sister titles and the Leader of the Council was interviewed on BBC Radio Four's Today programme.

We supplied media statements and answered reporters' questions throughout the consultation process, including when Labour leader Jeremy Corbyn visited a Children's Centre. The consultation received county-wide publicity, the majority of which was classed as negative, under our media evaluation system and the council's messages were contained in most stories.

We also ensured our consultation was promoted via our website, Your Norfolk Extra and Your Voice residents panel. We wrote briefings to our key stakeholders, which were issued on the day the consultation went live. A table outlining all channels we used to promote our consultation can be found in Appendix 2.

Interpreting the Consultation Findings

The consultation findings have been reviewed and analysed by our Intelligence & Analytics Team and collated into this report. The consultation includes some questions that ask respondents about their gender, age, health and ethnicity, and these responses are presented in the report in a graphical format.

There are twelve questions that ask respondents for their opinions about various aspects of the proposals. Some of these questions gave respondents the opportunity to give a quantitative response, to demonstrate how far they agree or disagree with a proposal or approach; this provides us with numerical data. Responses to these quantitative questions are presented in the report in a graphical format.

Some questions gave respondents the opportunity to give a qualitative response, allowing respondents the chance to describe why they agree or disagree with a particular approach or proposal, and how they would be affected if the proposals went ahead; this helps us to discover trends in thoughts and opinions. The methodology adopted in analysing these qualitative responses involved each comment being coded into a theme based on the number of times a theme is mentioned by different respondents. The number of times each coded theme has been recorded for each question is provided in Appendix 4 to Appendix 21, thereby allowing us to identify which themes are most commonly mentioned by respondents. This methodology has successfully been used in the analysis of responses for previous consultations.

We will take the findings of this report to our Children's Services Committee on 22 January 2019. The report will feedback what people have told us about the potential impact of our proposal. Our County Councillors will use this report as part of the evidence they consider when deciding whether to go ahead with our proposals.

Our councillors will consider:

- The impact of the proposal on individuals, groups or communities and, in particular, on the people identified as having 'protected characteristics' under the Equality Act 2010.
- The views of people and stakeholders consulted.
- The evidence of need and what is proven to work effectively and well.

Legal context

Under section 3 (2) of the Local Government Act 1999 authorities are under a duty to consult representatives of a wide range of local people when making decisions relating to local services. These include council tax payers, those who use or are likely to use services provided by the authority and other stakeholders or interested parties. There is also a common law duty of fairness which requires that consultation should take place at a time when proposals are at a formative stage; should be based on sufficient information to allow those consulted to give intelligent consideration of options; should give adequate time for consideration and response and that consultation responses should be conscientiously taken into account in the final decision.

Section 3 (2) of the 2006 Childcare Act says Norfolk County Council “must, so far as is reasonably practicable, include arrangements for sufficient provision of Children’s Centres to meet local need”. In addition to this, section 5D also states that:

- 1. An English local authority must secure that such consultation as they think appropriate is carried out:**
 - (a)** before making arrangements under section 3(2) for the provision of a Children's Centre;
 - (b)** before any significant change is made in the services provided through a relevant Children's Centre;
 - (c)** before anything is done that would result in a relevant children's centre ceasing to be a Children's Centre.

Children’s Centres were set up in Norfolk in 2000, with the first centre opening in Norwich as part of the national Sure Start programme. Their aim was to offer support to families in the most disadvantaged areas of the county. Children’s Centres are defined in legislation as a place or a group of places:

- which is managed by or on behalf of, or under arrangements with, the local authority with a view to securing that early childhood services in the local authority's area are made available in an integrated way;
- through which early childhood services are made available (either by providing the services on site, or by providing advice and assistance on gaining access to services elsewhere); and at which activities for young children are provided.

Children’s Centre services themselves are delivered from a range of different buildings and locations across Norfolk. This includes schools, libraries and purpose-built buildings. Services are also delivered directly to some families in their own homes.

The services are currently delivered through contracts with 12 different providers including national charities, a local charity, an NHS Trust, and schools, including academies.

Executive Summary

The consultation on the proposals to create an Early Childhood and Family Service ran from 17 September to 12 November 2018. Views were sought from families, community groups, staff, Children's Centre Advisory Board representatives, service providers, local government and voluntary sector organisations. There were 1,576 responses, with 1,401 responses from individuals and 175 from respondents affiliated with organisations. Every response was analysed by our Intelligence & Analytics Team and the key themes drawn from the questions are provided below.

For the proposal to create an Early Childhood and Family Service (Q1 & Q2)

Of the respondents, 68% of residents and 54% of respondents affiliated with organisations disagree or strongly disagree with the proposal, compared to 24% of residents and 35% of respondents affiliated with organisations who agree or strongly agree. Many said that Children's Centres were a familiar, trusted, local hub that are a safe place for families and workers to use and their loss would result in a poorer service.

However, many agreed that the proposed service would provide a better and needed service but wanted them to run alongside the existing Children's Centres. Respondents affiliated with organisations particularly questioned our thinking behind the proposal, asking whether it is deliverable.

If the proposal went ahead, how would people be affected (Q3)

The main view point raised was that people would receive a poorer service and would not be able to get to the new locations, however a few suggested the proposal would result in a better service. It was said that mental health or wellbeing would be negatively affected, including increased isolation or loneliness and there were also comments over potential job losses for both staff, parents and carers.

Specific comments on the proposed four types of services (Q4):

- **Community support.** Many agreed this is an important service which is already happening in places, but some thought it would result in a poorer service. People

raised questions over suitable space, accessibility, confidentiality, security and affordability issues.

- **Online digital offer.** Many agreed that we should use technology more to deliver services, but many more thought there is already a wealth of online information, and more is not needed. Most agree that face-to-face support is often better. Comments raised over accessing online services were affordability, difficulty finding the right support, poor connectivity and reading difficulties.
 - **Targeted group-based and one-to-one support.** Again, many agreed it is an important service, which is already happening in places, but some said that this would result in a poorer service and that safeguarding risks may be less likely to be flagged. People said it is important that the service remains accessible to everyone, not just those that live in deprived areas or who live on low incomes. People raised questions over suitable space, accessibility, confidentiality, security and affordability issues. Many people wanted more information about this service. Respondents affiliated with organisations particularly questioned our thinking behind the proposal, asking whether it is deliverable.
-

On the proposal to run services through different community venues (Q5 & Q6).

Of the respondents, 61% of residents and 52% of respondents affiliated with organisations disagree or strongly disagree with the proposal, compared to 25% of residents and 36% of respondents affiliated with organisations who agree or strongly agree. The main view point is that it makes little sense to close the Children's Centres to deliver services from community buildings instead. However, some thought that running services from community buildings is a positive move. Questions were raised over location, lack of suitable space and capacity, poor accessibility, confidentiality, security and that safeguarding risks may be less likely to be flagged. Some commented over the viability of running services from many locations and whether they would be affordable.

On the proposal to continue to use the 46 Children's Centre buildings to support families with children under the age of five (Q7 & Q8).

Of the respondents, 45% of residents and 41% of respondents affiliated with organisations disagree or strongly disagree with the proposal, compared to 35% of residents and 39% of respondents affiliated with organisations who agree or strongly agree. Many respondents say they neither agree or disagree with the approach, or don't know if they agree or disagree with the approach as they needed more information to be able to respond constructively.

The main issue raised by people is to ask why change when things work well as they are. People commented that they don't want their local Children's Centre to close as it would result in a poorer service with access difficulties. However, some people said that it would result in an improved service. Some individuals said that it is important that Children's Services remain universal and accessible to everyone and that the current set-up is an essential service, providing access to a trusted local hub that is safe and secure.

Suggestions for how to use the 46 buildings to support families with children under the age of five (Q9).

The overwhelming response is that Children's Centres currently work well, so respondents would like them to stay open and continue using them as they are. It was said that we should spend more money on the service, working more closely with partners to find better ways of delivering services; investing rather than cutting. Popular suggestions included parent support, health visitor, breastfeeding and antenatal support, play areas, education courses, private hire, sensory play, stay and play, and café.

Equalities

When making decisions the Council must give due regard to the need to promote equality of opportunity and eliminate unlawful discrimination. This public consultation has been wide-ranging, to engage people and families from across the county with different backgrounds, characteristics and circumstances.

The consultation findings form a core part of the evidence base for the equality impact assessment of the proposal and the findings outlined in this report should be read alongside the Equality Impact Assessment (EQIA). The full EQIA is published [here](#) as an appendix to the committee report on the proposal and will be considered by Children's Services Committee on 22 January 2019.

Respondent Numbers

There were 1,576 responses received for this consultation. Of these, the clear majority responded as individuals or families (1,401 people or 88.9%)¹, with another 175 (or 11.1%) responses from individuals affiliated with organisations, groups, businesses or from councillors representing their constituents.

Responding as		
An individual / member of the public	689	43.7%
A family	503	31.9%
A Norfolk County Council employee	66	4.2%
An individual affiliated with a voluntary or community group	45	2.9%
An individual affiliated with a statutory organisation	65	4.1%
An individual affiliated with a business	13	0.8%
A Norfolk County Councillor	11	0.7%
A district or borough councillor	15	1.0%
A town or parish councillor	25	1.6%
An MP	1	0.06%
Not Answered ¹	143	9.1%
Total	1,576	100%

Of the 1,576 responses received, the clear majority (1,376 or 87.3%) were online submissions to the consultation. A further breakdown of how other responses were submitted are detailed below.

How we received the responses		
Online submission	1,376	87.3%
Email	73	4.6%
Letter	5	0.3%
Easy Read Version	29	1.8%
In person	3	0.2%
Facebook	1	0.06%
Paper petition	1	0.06%
Event	27	1.7%
Consultation paper feedback form	61	3.9%
Total	1,576	100%

1. The individuals and families category includes 143 respondents who did not indicate the capacity in which they responded. An analysis of their responses gives no indication that were affiliated with an organisation, group, business or from a councillor representing their constituents. Therefore, these 143 respondents are included in the individuals and families category.

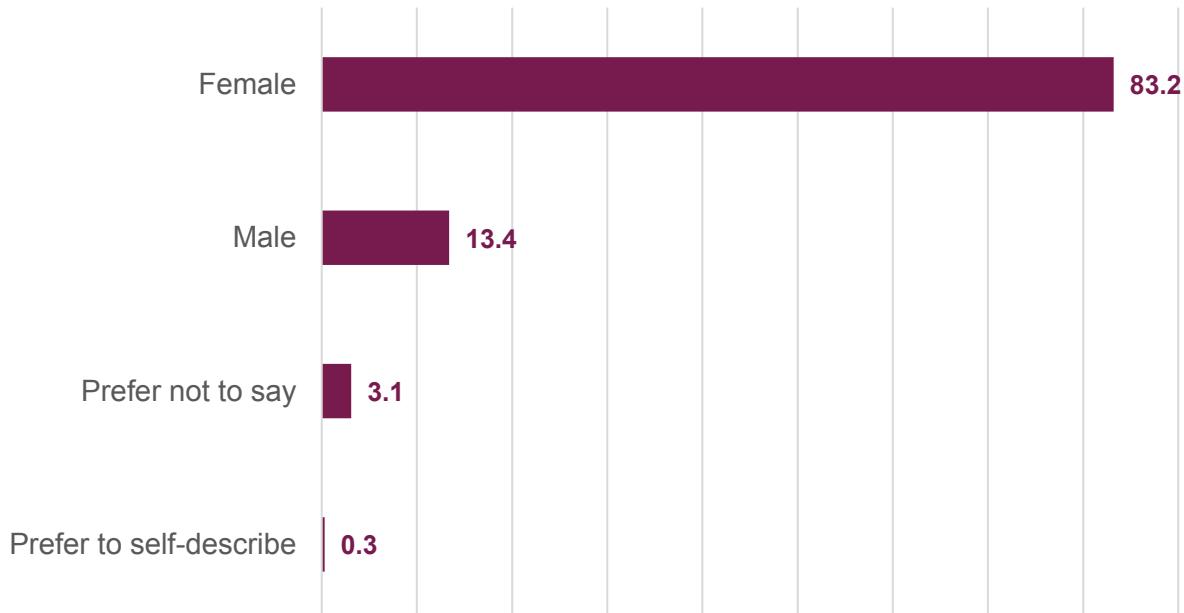
Findings of the Consultation

Residents

The consultation includes some questions that ask respondents about their gender, age, health and ethnicity, and these responses are presented in the report in a graphical format. Analysis of these responses show that certain groups are over-represented, and others are under-represented, compared with Norfolk's general population. The details of any such over- and under-representation are as follows.

Of those 1,317 residents responding to the consultation that answered the specific question about their gender, **Figure 1** shows that the clear majority are female (83.2%), with a much lower proportion of males responding (13.4%). In Norfolk's general adult population, females account for around 51% of the population, and males account for around 49% of the population.

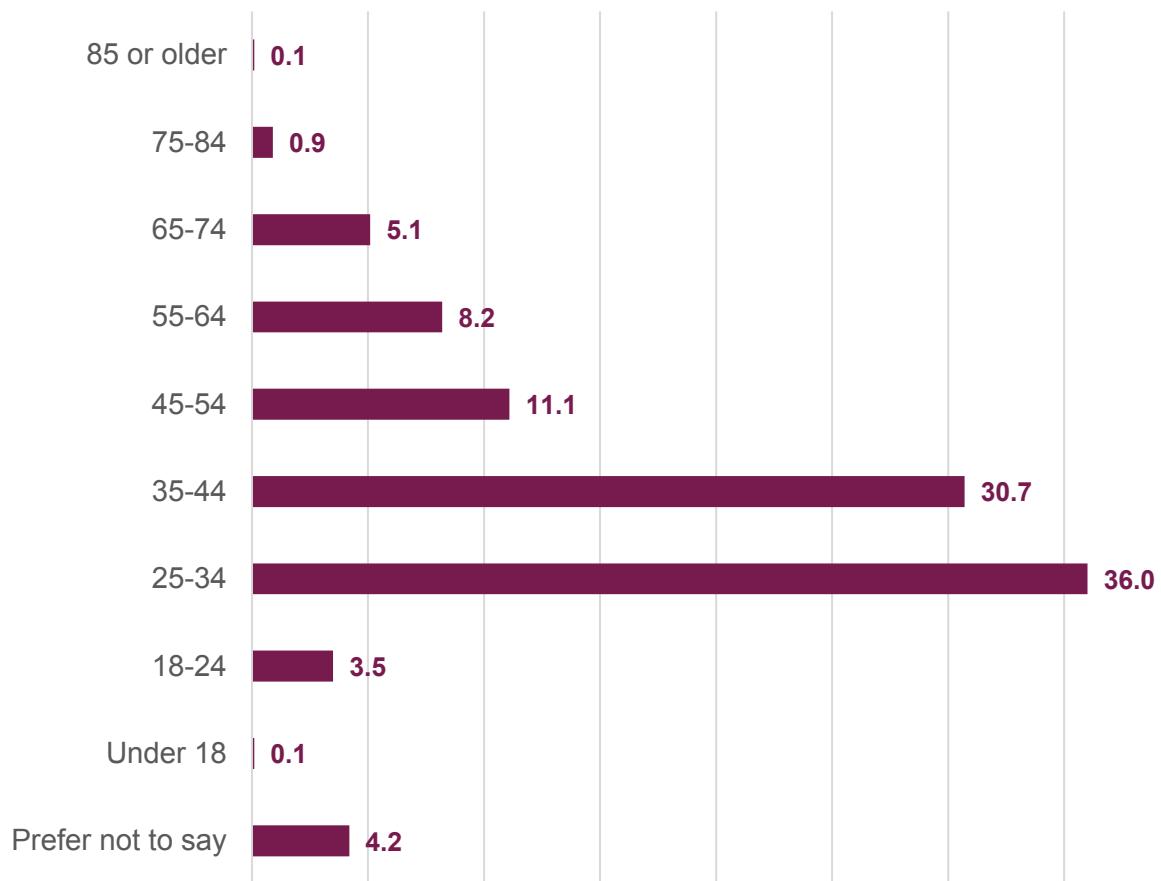
Figure 1:
Gender of those residents responding to the consultation (%)



Of those 1,302 residents responding to the consultation that answered the specific question about their age, **Figure 2** shows that the majority are in the 25 to 34 age group (36.0%) and the 35 to 44 age group (30.7%). No other age group accounts for more than 12% of those responding to this question. Compared with Norfolk's general adult population, the 25 to 34 and 35 to 44 age groups are heavily over-represented in responding to the consultation, with all other age groups being under-represented.

Figure 2:

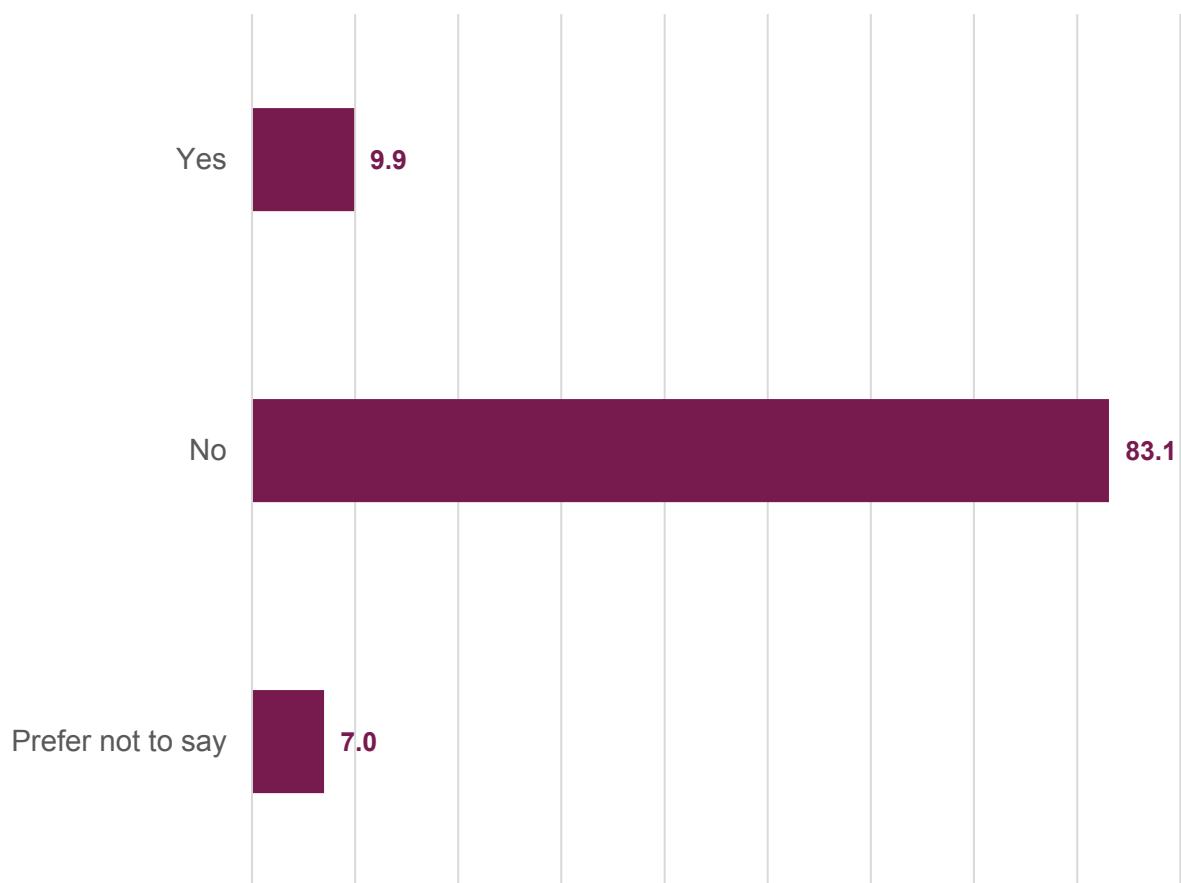
Age group of those residents responding to the consultation (%)



Of those 1,289 residents responding to the consultation that answered the specific question about long-term illness, disability or health problem that limits their daily activities or work, **Figure 3** shows that the clear majority have no such conditions (83.1%), with a much lower proportion responding that they have such health issues (9.9%), although seven per cent preferred not to say. Around a fifth of people living in Norfolk identify as having a long-term health problem or disability (20.1% in the 2011 Census), compared with 9.9% responding to the consultation.

Figure 3:

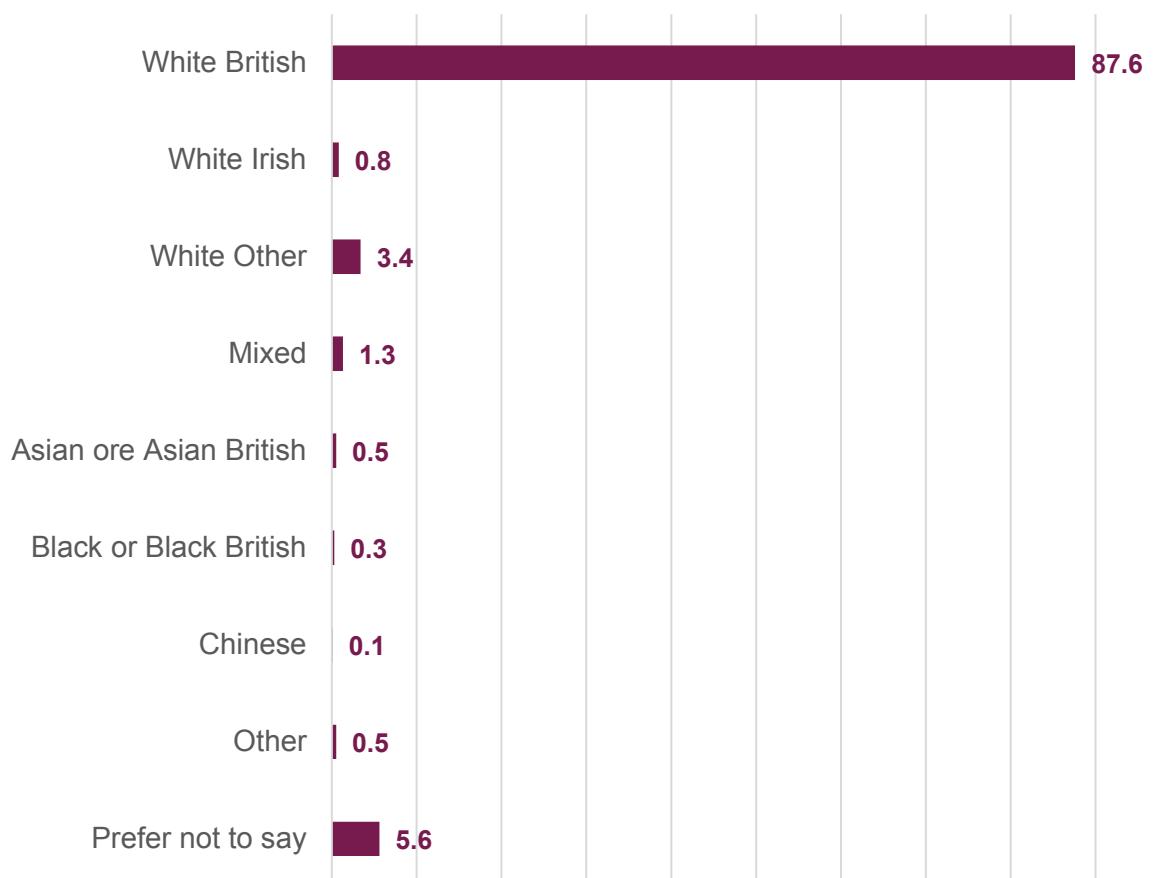
Long-term illness, disability or health problem of those residents responding to the consultation (%)



Of those 1,292 residents responding to the consultation that answered the specific question about their ethnicity, **Figure 4** shows that the clear majority are White British (87.6%). No other broad ethnic group accounts for more than four per cent of those responding to this question, although 5.6% preferred not to state their ethnicity. The proportion of people with an ethnic group other than White is 3.5% in Norfolk's general population (in the 2011 Census), compared with 2.7% responding to the consultation.

Figure 4:

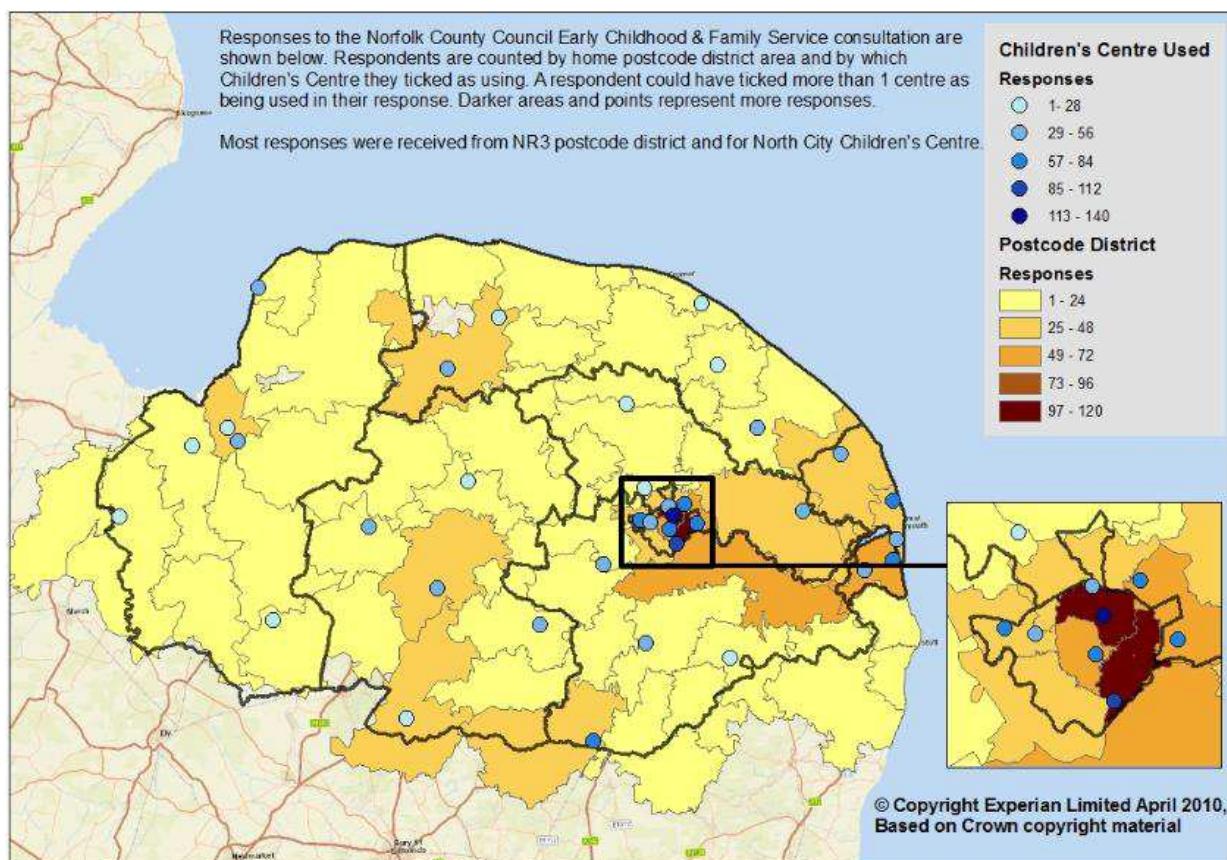
Ethnicity of those residents responding to the consultation (%)



Respondents were asked to tell us the first part of their home postcode and which Children's Centre(s) they currently use. It is acknowledged that not all respondents gave their home postcode or told us which Children's Centre(s) they currently use. **Figure 5** shows respondents counted by their home postcode district area and by which Children's Centre(s) they ticked as using; respondents could tick more than one centre. The shaded areas represent postcode district areas and the dots represent Children's Centre. The darker the colouring of the areas and dots represents greater numbers of responses. Of all the postcode district areas, the highest number of responses were received from the NR3 postcode district area. Of all the Children's Centres, the highest number of users were from the North City Children's Centre.

Figure 5:

Numbers of responses to the consultation for home postcode district area and for users of each Children's Centre



Findings from the 1,401 resident respondents are reported below and the coded comments are tabled in the Appendices.

Residents' Perceptions of the Proposed Service Offer

We are proposing to create an Early Childhood and Family Service that would offer:

- Community support - helping communities and parents offer local activities and groups.
- Online digital offer – providing information, advice and guidance for all.
- Targeted group-based support - working with families who need extra help.
- Targeted one to one support - working with families who need extra help.

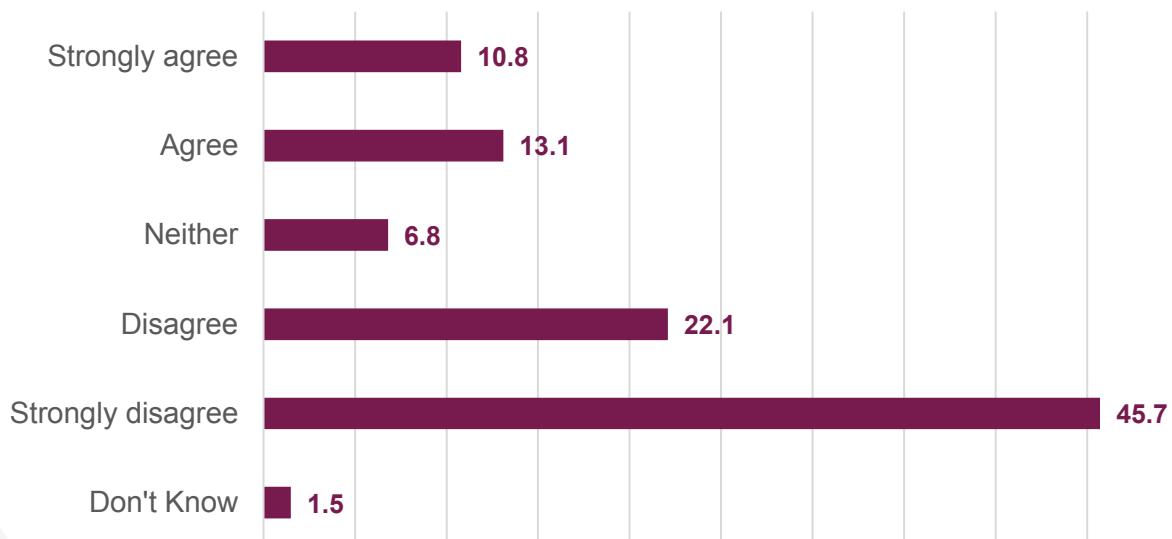
Question
1

How far do you agree with or disagree with our proposal?

Of those 1,335 residents responding to the consultation that answered the specific question, **Figure 6** shows that the clear majority of 67.8% disagree (22.1%) or strongly disagree (45.7%) with the proposal. This compares with 23.9% who agree (13.1%) or strongly agree (10.8%) with the proposal. Those that neither agree or disagree account for 6.8% and those who don't know account for 1.5%.

Figure 6:

Resident responses to Q1. How far do you agree or disagree with our proposal? (%)



Question 2

Why do you say that?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (60 themes have been identified for the responses to this question and tabled in Appendix 4) and the main themes are reported below.

Key themes

Many respondents used Questions 1 and 2 as the opportunity to comment on wider aspects of the consultation (specifically around closure of Children's Centres), rather than merely commenting on the proposed service offer that is detailed in this question.

Many people's observations were that currently, Children's Centres are a familiar, welcoming and, trusted local hub that are a safe or secure place for families and workers to use, with all services under one roof. If the proposals went ahead, this set-up would be lost, resulting in a poorer service to local families and especially vulnerable people.

Many people said that they agreed that the proposed service offer included services that were needed and would provide a better service, but many wanted them to run alongside the current Children's Centre arrangement.

Observations were made about the use of community buildings to deliver services. Many people thought that to close the (often purpose built) Children's Centres and deliver services from community buildings made little sense, with comments of location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues.

Linked to this, comments of running services from numerous venues may impact on the service, in terms of time allowed to get to venues, costs involved, non-familiar faces at different venues, where resources would be stored and the negative effect of this change on children. A few people said that they thought using community buildings to deliver services was a good idea and that so long as appropriate advice and support is provided, the venue is unimportant.

People said that individual or community mental health or wellbeing could be negatively affected by the closure of Children's Centres, including observations about increased isolation or loneliness. Many said that if the proposal went ahead, it would mean people wouldn't be able to travel to a service because of the costs and distances involved, or lack of public transport. Many people said that this would mean that those people who most need support would not be able to access it.

Comments were made that if the proposals went ahead, safeguarding risks would be less likely to be flagged up and people who need help or support would be overlooked or slip through the net. This is linked to observations about losing professionalism and experience when using volunteers who might not be adequately trained to provide services, impacting on the level of support or advice given, or signposting to appropriate agencies. More people told us that they thought it is important that services remain universal and accessible to everyone in Norfolk, than those who said services should be targeted. Many people commented around the identification of need and that it is not just families who live in deprived areas or live on low incomes that need support. Many people say that if the proposals went ahead and Children's Centres closed, it would be more likely that people would need more specialist or expensive services in the long-term.

Many people used this opportunity to talk about the online digital offer. People suggested that there is already a wealth of online information available and observed that some services need to be provided face-to-face, rather than online or on the phone. Many people see the online digital offer as needing to be in addition to the support currently provided by Children's Centres, as effective advice cannot be given online for some issues. There were further comments on access to online information; for example, many people say they cannot afford the costs involved to get online (device costs and broadband costs); many people say they cannot navigate their way online to find the support they need; many say that there is poor connectivity in Norfolk; and many others say they have issues around not being able to read well.

Many people thought that this is purely an austerity driven cost saving scheme, with others suggesting that this is on the back of other cuts that have already reduced services. People have suggested that we should spend more money on the service, instead of cutting as the proposal suggests. People have also commented that if the proposals went ahead, costs and services would be pushed onto partners, including the NHS, residential care, carers, the community and VSCE organisations.

People have questioned our thinking behind the proposal, asking whether it is deliverable. Feedback about the consultation process also suggests that people find some questions unhelpful, or that more information is needed to be able to respond to the consultation constructively, or suggestions that we won't use or even read people's comments.

Quotes

The following quotes demonstrate how people feel about how they would be affected if the proposals went ahead. All quotes are as they were submitted and reflect the spelling and grammar of the submissions.

"I see the pros but concerned that with so few bases people might not be able to get to one close enough especially with really little children and babies and may not reach out to the info available. But if they had a place to drop into to ask questions they'd be more likely to ask for help."

"Current Children's Centre's do not reach the parents who need support and rely on parents attending who will always do the right thing for advice. In my experience Children's Centres quickly become full of parents who form tight friendship groups and neither staff or other parents are welcoming to new attendees. The different tiers of support will enable those most in need of support to access one to one help discretely and non-judgmentally. Equally those in need of social groups can tailor their own services to their needs."

"I purposefully moved from a village where I felt isolated to a town with a thriving children's centre. I suffered terribly with post natal depression after having my 2nd child and now pregnant with my 3rd I would be lost without the support of the children's centre. With your new proposals, I would have to drive miles to my nearest one in a setting and place I am not familiar with. My local children's centre is like a 2nd home and an absolute lifeline for me and so many others."

"It would involve the closure of child centres. These centres are used by children with disabilities and include sensory rooms, specially adapted areas and are freely accessible. They are also often used by those who are highly vulnerable and offer a daily place to obtain advice and help in the same situ."

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
A family	I am a trained early years teacher and would be interested in accessing funding and helping to facilitate baby / child sessions in (redacted).
NCC employee	The building will be best used by (redacted) school
An individual	Opportunities for adult learning; Bookstart corner programme; flexible transport scheme; and family hubs.

Question 3

If our proposals went ahead how, if at all, would you be affected?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (52 themes have been identified for the responses to this question and tabled in Appendix 5) and the main themes are reported below.

Key themes

The main way that people say they would be affected if the proposals went ahead is that they would receive a poorer service. Even where people said that the proposals would have no direct impact on them, they most often said that it would result in a poorer service for people they know or the wider community.

Many people say that their mental health or wellbeing would be negatively affected if the proposals went ahead, including increased isolation or loneliness. If the closure of the Children's Centres went ahead, people say this would prevent them from accessing a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.

A few suggested the proposal would result in a better service with the focus on service rather than buildings and making better use of existing buildings already known and loved by their communities.

Many observed that if the proposals went ahead, people would not be able to get to the new locations where support and groups are expected to be run from. The contributing factors being around the costs and distances involved in travel and the lack of public transport. Many people said that these factors, in particular, costs, would mean that those people who most need support would not be able to access it.

People commented that if the proposals went ahead, this would result in job losses, both for staff, parents and carers. For parents and carers, they said that they may have to give up working or reduce their hours as a result of Children's Centres closing and having to travel further afield to get a service; the time involved would affect their employability.

Further, if the proposals went ahead, families that are not classed as deprived or in need would be at risk of losing support that they currently have from Children's Centres' experienced staff. People observed that safeguarding risks would be less likely to be flagged up, and that this could result in problems being stored up for the future, rather than being addressed now.

Quotes

The following quotes demonstrate how people feel about how they would be affected if the proposals went ahead.

"I would lose the centre where my child goes to tnytalk, bounce and rhyme and the services offered by the staff. Without the loan of a breastpump at the early stages of my daughters life, my wife would have struggled to maintain breastfeeding and keep with the current NHS guidelines. By closing these centres you remove vital support for families that don't have access to vehicles as lengthy bus journeys are less than ideal for newborns especially if the parents are struggling. As the transport links in the county are poor for more rural areas families based there will lose this support network."

"I feel that parental issues and support will be given at an earlier level of intervention than that currently being provided by Children's Centre's. This will enable children to be better supported and more prepared for school. Currently issues remain unresolved until the child becomes school age. It will also reduce the cost of running purpose built facilities to free up this income to provide tailored services on a face to face basis. The budget wasted by Children's Centres providing services to affluent parents and not engaging with hard to reach families would have better spent funding special schools and SEN services."

"Yes. If my local children's centre was to become more community based then I would be unable to attend as much as I do. I also know that any time I need a chat or advice they are there for support. If out in the community, I feel this access wouldn't be so readily available but also the group activities that are currently offered at the centre would be non-existent. I also appreciate that there are families that need extra support, this isn't always reflected or easily spoken about. Attending sessions is a way for people to access support and if required ask for individual/extra support but equally support can be offered when sessions are run and problems picked up on. Equally families that require the extra support may not realise or accept there is a problem so wouldn't use the facilities on offer."

"I attend various groups at local children's centres and would be unable to do so if these groups were no longer free of charge. My family would not fall into the vulnerable or low income bracket, we do not receive benefits, but money is tight while I am on maternity leave."

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
Resident	Delete all the development workers and their management structure and outsource the development work in the same way it has for schools.

**Question
4**

If you have any specific comments about any of the four types of services we are proposing, please write them in the relevant section below:

4a.

Community support - helping communities and parents offer local activities and groups

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (49 themes have been identified for the responses to this question and tabled in Appendix 6), and the main themes are reported below.

Key themes

Many respondents said that the proposed service of community support (helping communities and parents offer local activities and groups) is an important service and is already happening in some places. Around the same number of people said that this proposal would result in a poorer service.

People commented that we should not rely on volunteers to provide this service as they're not necessarily professional, experienced or adequately trained to provide support or give advice and that safeguarding risks are less likely to be flagged up.

Linked to this, many people raised the issue of not wanting the Children's Centres to close as they feel they would lose the familiar, welcoming, trusted, local hub that are a safe and secure place for families and workers to use, with all services under one roof. Many people commented that running services from community buildings would have problems including location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues.

People commented that they wouldn't be able to afford to pay for the proposed community support service, or that they would not be able to get to the new locations. Key points are around the costs and distances involved in travel, or the lack of public transport. Many

people said that this would mean that those people who most need community support would not be able to access it.

Quotes

The following quotes demonstrate how people feel about the proposed service of community support (helping communities and parents offer local activities and groups).

“By asking people to pay for community activities, when they themselves are at their most financially vulnerable (greater child care costs, less opportunities to work, lots of additional costs in terms of clothes, food and necessities such as cots etc), you will make these services inaccessible to the people who need these services most.”

“these proposals will provide greater ease of access to the service for those living in smaller communities and make things easier for those without transport.”

“The logistic of this will not work, or I don't understand how do you see this may work. We are talking about storage resources, hiring venues (if there are any available), cost of venue hire/transport both staff and hard to reach families. That may work in Norwich where buses are available, but you probably forgot that Norfolk is a massive rural area with out the transport facility. Who will coordinate that? How this will be promoted to those hard to reach if they don't come in to the building we always there for them? What about Safeguarding? Will those "Community Supporters" be DBS checked?”

“Where is the evidence that this will be successful, there are not many parents I know who would be able to organise and run groups whilst also raising their own children.”

“The idea is excellent. However, encouraging families who struggle to integrate for what ever reason would not find this easy. Also many have no transport, this would be a challenge, particularly for those who live in remote areas with poor public transport services.”

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
An individual	Might be worth making sure a local activities, groups and support info & contact sheet is given to everyone at hospital or in antenatal midwife visit.
A family	Super markets could have information about community support that people could pick up.

4b.

Online digital offer – providing information, advice and guidance for all

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (34 themes have been identified for the responses to this question and tabled in Appendix 7), and the main themes are reported below.

Key themes

Regarding the proposed service of the online digital offer (providing information, advice and guidance for all), many respondents said that parents and carers use technology more than they used to and we should use technology more to deliver services. However, many more respondents said that there is already a wealth of online information available and more is not needed.

Many people who support using technology in this way agree with those that do not support this proposal, insofar that they acknowledge that effective advice cannot always be given online for some issues; face-to-face support and advice is preferable to the online digital offer. Many people see the online digital offer as needing to be in addition to the support currently provided by Children's Centres.

People have commented around issues of access to online information. Many people say that families cannot always afford the costs involved to get online (device and broadband costs); many people say they cannot navigate their way online to find the support they need; many people say that there is poor connectivity in Norfolk; and many people say they have issues around not being able to read well.

Quotes

The following quotes demonstrate how people feel about the proposed service of the online digital offer (providing information, advice and guidance for all).

“The people most in need and most vulnerable are those who are most likely to have least access to getting online and are most likely to feel uncomfortable using IT or computer illiterate. If needing to access a public computer to get support, I certainly would not be happy to do this in a library.”

“Everyone can access the WWW now, so this is a way of enabling parents to access support / info etc 24 hours a day (more than a physical building has ever done) in a way that is accessible to them”

“In Norfolk an online offering is completely unrealistic!! Little or no mobile phone signal, poor broadband offering and coverage. Limited hubs with which to access online terminals. Poor web design and parents get lost and overwhelmed. Also how can parents with limited resources print or apply online?”

“This is useful and the way families like to access information. However, without the back up of face to face contact with other parents and children, I would anticipate an increase in post natal depression and isolation, leading to a decline in the emotional well-being of babies and young children in the vital early years”

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
An individual	Professionals and parents often say that parents don't know they need help, or they're reluctant to speak out. Therefore, a digital offer needs to 'reach out' to parents e.g. via social media with relevant posts appearing in news feeds, and not just a website that needs to be sought out. Parents may be more interested in 'following' local pages to seek community groups, rather than a countywide page; such as the Family Information Service. This could be possible, even if centrally managed.

4c.

Targeted group-based support - working with families who need extra help

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (45 themes have been identified for the responses to this question and tabled in Appendix 8) and the main themes are reported below.

Key themes

Many respondents said that the proposed service of targeted group-based support (working with families who need extra help) is an important service and is already happening in some places, although some people said that this proposal would result in a poorer service.

Some people said that it is important that the service remains universal and accessible to everyone in Norfolk and observed that it is not just families that live in deprived areas or who live on low incomes that need support. They commented that safeguarding risks are less likely to be flagged up if the proposal went ahead.

There was some feedback about the consultation process, such as the question not being helpful, and that more information was needed to make an informed comment about the proposal.

Quotes

The following quotes demonstrate how people feel about the proposed service of targeted group-based support (working with families who need extra help).

“Groups are notoriously difficult to access for all the families I work with. Having different groups in different venues will make this more difficult.”

“Group based is better as families can start to develop their own support network - which extends beyond the life of the ‘support group’

“Not everyone wants to receive group based support. Not everyone feels comfortable going to a group specifically for help. The current children’s centre groups allow you to request help and be signposted to relevant support in a non intrusive, private manner.”

“Whilst there are some groups that would benefit families, what we know by looking at our outreach families is that the majority have mental health or learning difficulties and they struggle to be put in a group situation. If this is the offer, they are unlikely to attend and will not get the support they need. There was also mention of a cost attached to some of these groups; our really vulnerable families would not pay this, therefore not access these services. We also know that peer support groups are not necessarily the right way to offer support and usually end up delivering this type of support in the home as those mentioned above do not sustain attendance.”

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
A family	Consider keeping more centres open part-time and hiring the facilities to other groups to raise additional funds.
A family	Some families may need a more tailored approach than this. Being in a group can be immensely intimidating for some; it will need careful planning. Maybe a mentor / buddy approach to group work could work, with mums supporting mums rather than it always being from a professional with a Children's Services association.
An individual	Could adapt to the reduced budget by decreasing its groups and activities but remaining open to ensure the service is still there and available to children and families who need it most. If the use of the building reduces but remains open, it is then also available for other services and activities.

4d.

Targeted one to one support - working with families who need extra help

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (45 themes have been identified for the responses to this question and tabled in Appendix 9), and the main themes are reported below.

Key themes

Many respondents said that the proposed service of targeted one to one support (working with families who need extra help) is an important service and is already happening in some places, although some people said that this proposal would result in a poorer service.

Some people said that it is important that the service remains universal and accessible to everyone in Norfolk and raised commented that it is not just families that live in deprived areas or who live on low incomes that need support. Some commented that safeguarding risks are less likely to be flagged up if the proposal went ahead.

There was some feedback about the consultation process, such as the question not being helpful, and that more information was needed to make an informed comment about the proposal.

Quotes

The following quotes demonstrate how people feel about the proposed service of targeted one to one support (working with families who need extra help).

“Workers will be unable to offer as much one to one support as they will have to be travelling further distances between their base and where they work in. The staff will be more isolated as well from colleagues due to travelling and not popping in to a base as often. This will hinder sharing knowledge and support, which will have an impact on well-being.”

“Targeted support is needed for one-to-one support. I don't think that everyone who needs support and who are vulnerable are necessarily registering with a Children's Centre or making full use of the facilities and activity. Having one-to-one support should, I believe, be working towards getting them to socialise and mix with others at groups and sessions.”

“This would enable services to target specific families to provide support rather than families being reliant on seeking services themselves.”

“1:1 support could well continue as it currently exists, supporting families in their homes. However this is unusual to be a stand alone piece of work and often requires a multidisciplinary team approach. Meaning confidential meetings having to take place, at times at short notice. Where this would be able to happen under these proposals? In all serious case reviews it is commented about the importance of communication between professionals and I believe that this would become restricted.”

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
An individual	Our Children's Centres are trying to embed the Parents as First Teachers (PAFT) programme into our work with families on a one to one and group basis. This has the potential to be very successful at addressing some of the parenting and child development areas required. (Bedford Borough Council have embedded PAFT into their work and have created KPIs linked to PAFT outcomes so they are meaningful and can evidence performance. They are willing to share their work and have invited visitors.) Investing in a programme such as PAFT could bring quality and consistency which would increase other professional's confidence to make a referral.
An individual	At our children's centres we offer an information pack to families with babies aged 3-4 months. This provides an important contact during the gap between the health visitor's 6-week visit and a one year review. It provides an opportunity to visit families in their home environment. In our experience this has led to greater attendance at group services and provides an opportunity to get to know vulnerable families who haven't been previously identified. If this were co-ordinated by one organisation with the contract for the countywide service it could be embedded within the HCP offer.

We are proposing that the service would run groups and other outreach services through a variety of different community venues, such as schools, libraries, village halls, community centres and GPs surgeries.

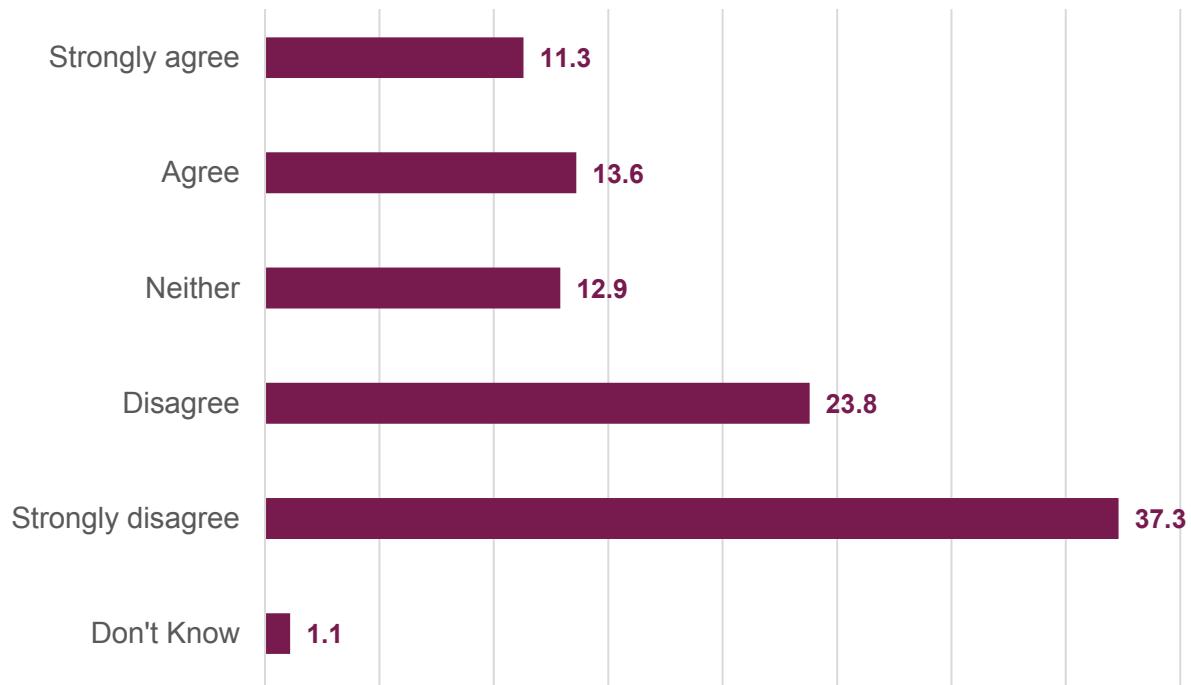
**Question
5**

How far do you agree or disagree with this approach?

Of those 1,280 residents responding to the consultation that answered the specific question, **Figure 7** shows that the clear majority of 61.1% disagree (23.8%) or strongly disagree (37.3%) with the approach. This compares with 24.9% who agree (13.6%) or strongly agree (11.3%) with the approach. Those that neither agree or disagree account for 12.9% and those who don't know account for 1.1%.

Figure 7:

Resident responses to Q5. How far do you agree or disagree with this approach? (%)



Question 6

Why do you say that?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (53 themes have been identified for the responses to this question and are tabled in Appendix 10), and the main themes are reported below.

Key themes

The main observation raised is that it makes little sense to close the (often purpose built) Children's Centres that are familiar, welcoming, trusted, local hubs offering a safe or secure place for families and workers to use, with all services under one roof, and attempt to deliver services from community buildings instead. Issues mentioned include the location of community buildings, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues, resulting in a poorer service being offered. Many people have asked why change when things work perfectly well as they are.

On the other hand, many people say that running services from community buildings is a positive thing, but expressed the opinion about making sure these buildings are appropriate spaces to deliver services.

It has been mentioned that in some places services already run groups and other outreach services through a variety of different community venues.

Many people have observed that running services from numerous venues may impact on the service, in terms of time allowed to get to venues, costs involved, non-familiar faces at different venues, where resources would be stored and the negative effect of this change on children.

People commented that they wouldn't be able to afford to pay for the proposed services if they became chargeable and that they would not be able to get to the new community building locations where support is expected to be run from. Key points are around the costs and distances involved in travel and the lack of public transport. Many people said that this would mean that those people who most need support would not be able to access it.

People have commented that delivering services from community buildings could mean that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.

People have asked about our thinking behind the proposal, such as whether the proposal is deliverable. Feedback about the consultation process also suggests that people find this question unhelpful, or that more information is needed to be able to respond to the consultation constructively, or suggestions that we won't use or even read people's comments.

Quotes

The following quotes demonstrate how people feel about the proposal that the service would run groups and other outreach services through a variety of different community venues, such as schools, libraries, village halls, community centres and GPs surgeries.

"Using shared spaces is not always appropriate for children or their families. They are not purpose built or even have sole use, which means rooms and venues aren't always entirely appropriate. It creates a make-do situation for these groups, and that often means that fewer people attend and can benefit from what little service would be remaining. It particularly disadvantages families of children with disabilities or additional needs. I did not feel comfortable taking my son with additional needs to community groups for precisely this reason."

"It often gives an opportunity for families to discover what is local to them. Eg if in a school, a wonderful introduction for the children to a school and if parents are planning on their children attending there then also a familiar setting by the time they attend. So many council run facilities aren't utilised to their best ability, so it makes sense."

"The spaces available in these sorts of buildings are always 'spare' rooms that are not in use by the organisation itself - they are never quite suitable for groups and activities to be run there. Having to go to various different places and having to find (and probably pay for) somewhere to park each time will make it much more difficult for people to attend these groups in comparison to attending a children's centre."

"It can be very intimidating, daunting and sometimes embarrassing to admit you are struggling with an aspect of raising your own child. Having a designated location, close by, that you can go to for support. Moving this into a shared space that is being used by other members of the community makes the process of seeking support even more intimidating and daunting and I know there will be parents currently comfortable going to the children's centre that will shy away from other municipal buildings or doctors surgeries."

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
A family	Consider opening part time and renting the building to raise extra funds.
A family	Children's Centres staff to attend the community venues once a month; they could offer an activity at a session or an advice type clinic and this could allow both support to the organisers and for anyone struggling to access support.
A NCC employee	Traveller sites should continue to receive Early Years Outreach. Please see proposals for meeting the needs of GRT children and families in Norfolk: 1. needs should be addressed through the targeted support level of need with advice and support from the Early Years GRT Adviser on the GRT Education Team at EVGAAS (Education Vulnerable Groups Achievement and Access Service); 2. Each Centre should have one or two designated GRT Outreach Practitioners depending on need; 3. EYFS GRT Adviser to work strategically with each Centre base and support and advise; 4. EYFS GRT Adviser to deliver Early Years GRT Cultural Awareness Training to each of the Early Childhood and Family Centres; and 5. Equality Impact Statement must include all ethnic groups including GRT.
An individual	A hub and spoke model with Children's Centres offering services both on site and in other locations works well.

We are proposing to use seven of our current children's centre buildings as early childhood and family bases. Where possible we would like to continue to use the other 46 children's centre buildings to support families with children under the age of five.

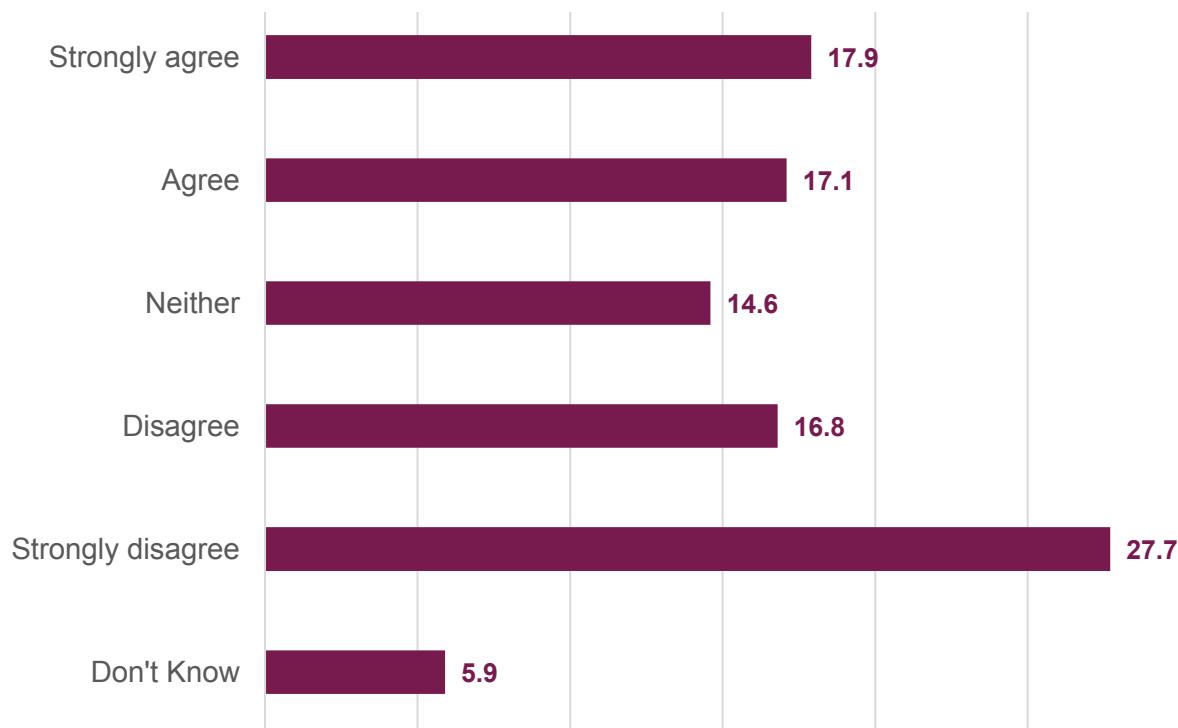
Question
7

How far do you agree or disagree with this approach?

Of those 1,271 residents responding to the consultation that answered the specific question, **Figure 8** shows that the majority of 44.5% disagree (16.8%) or strongly disagree (27.7%) with the approach. This compares with 35.0% who agree (17.1%) or strongly agree (17.9%) with the approach. Those that neither agree or disagree account for 14.6% and those who don't know account for 5.9%.

Figure 8:

Resident responses to Q7. How far do you agree or disagree with this approach? (%)



Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (54 themes have been identified for the responses to this question and tabled in Appendix 11), and the main themes are reported below.

Key themes

The main issue raised by people is why change when things work perfectly well as they are. People commented that they don't want their local Children's Centre to close and that if the proposal went ahead, it would result in a poorer service. Many people also talk about the problems they would have in accessing services anywhere other than their local Children's Centre, including issues around the costs and distances involved in travel and the lack of public transport.

Linked to this, people have said that they feel the current Children's Centre set-up is an essential service where people can access a familiar, local hub that are a safe or secure place for families and workers to use, with all services under one roof. However, some people said that it would result in an improved service

People have asked about our thinking behind the proposal, such as whether the proposal is deliverable. Feedback about the consultation process also suggests that people find this question unhelpful, or that more information is needed to be able to respond to the consultation constructively, or suggestions that we won't use or even read people's comments. Responses to Q7 (see Figure 8) show that 14.6% neither agree or disagree with the approach and a further 5.9% don't know if they agree or disagree with the approach, suggesting that the approach is unclear, and people do not understand it fully.

Quotes

The following quotes demonstrate how people feel about the proposal to use seven of our current children's centre buildings as early childhood and family bases and where possible to continue to use the other 46 children's centre buildings to support families with children under the age of five.

"I think there is need to identify and make changes where some of the current CC buildings are not practical, not being accessed, costly to run and maintain and low level of foot fall. however it is also wrong to be choosing specific buildings just because because it is seen as the cheapest , NCC owned or purpose built. it will be no good having a building even if freehold if no one is going to access it including families and other professionals because its not in an are of most need or in the wrong geographical area."

"This opens up buildings for other organisations to use and reduces the costs of running buildings many of which are not fully used. This means more money spent on front line support"

"I really think the level of service provided at each centre should be decided on a case by case basis as they are all so different. The choice between keeping a centre open full time and accessible to the public and closing it completely and all options in between should remain on the table until this has been properly assessed. The cost benefit analysis will be very different from centre to centre but where the benefits clearly are greater than the costs I think it is needlessly limiting and simplistic to say that only one centre per district can remain open to the public full time."

"This is a huge cut and many of these buildings are use by a wealth of professionals and have worked hard to become a trustworthy place where parents are confident and comfortable to attend. I think it would be a waste to not use the buildings because of where some are situated I don't think they would be readily be used for other purposes."

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below:

Suggested by?	Suggestion
An individual	Maybe stagger closing them to allow the private/ NGO's to replace them.
An individual	Why not cluster up some of the Centres and then use these to deliver services to other villages. This approach would mean less buildings open but still have services delivered within all reach areas without closing Children's Centres within the larger and higher need areas.
An individual	Agree that we need to reduce the number of buildings for the provision of the new Early Childhood & Family Service however it should be reduced to two buildings per district rather than seven. Suggestions given of premises for the provision of the Early Childhood & Family Service in Norfolk.
An individual	A hub model would work well however there needs to be a few 'spokes' or satellite centres.
A family	Propose that the well used centres in the city remain open and only the less used centres are closed and replaced with the community run groups outlined in this proposal. This way there would be financial saving for the council whilst striking the balance of providing effective, professional support to local families. Then outreach services should be increased to reach those families who do not attend the centres.
An individual	Strongly feel that an area trial, lasting a year, needs to take place to see if your proposed approach actually works before all the centres are closed.
An individual	Where possible, maintaining a second base that could be used as a hot-desk for staff and for some services would be a better option in larger localities.

**Question
9**

If you have any suggestions for how we could use any of the 46 buildings mentioned in our proposals to support families with children under the age of 5 please write these in below. If your suggestion is about a specific building, please tell us which one.

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (45 themes have been identified for the responses to this question and tabled in Appendix 12), and the results analysed and tabled below followed by a summary of main themes:

Key themes

When asked for suggestions for how we could use any of the 46 buildings mentioned in our proposals to support families with children under the age of five, the overwhelming response is that Children's Centres currently work perfectly well, so leave them open and continue using them as they are.

People also suggested we should spend more money on the service, investing rather than cutting as the proposal suggests. People also suggested working more closely with partners to find better ways of delivering services, rather than cutting as much as we propose.

There were also further popular suggestions of how we could use the buildings, which include: parent support; health visitor; breastfeeding support; educational courses; play areas; private hire; antenatal support; sensory play; baby massage; stay and play; café or coffee mornings; nursery; and various groups such as baby group and music group.

People were asked that if their suggestion was about a specific building, then please tell us which one. Not many specific buildings were mentioned, but of those that were, the top mentions were: North City; Bowthorpe, West Earlham and Costessey; East City and Framingham Earl; Fakenham; and Thorpe Hamlet and Heartsease.

Quotes

The following quotes relate to people's suggestions for how we could use any of the 46 buildings mentioned in our proposals to support families with children under the age of five.

"I wouldn't want the proposal to go ahead full stop. So many people will be affected and I think it is a big mistake. I think the centre should stay as it is with staff who are trained to give support and offer the groups which help our children's development. The staff just don't put out any old toys, they plan the session with their knowledge and do activities which can help in our children's development."

"You cannot make any public use building 100% financially independent through public support. Get commercial corporate support. Corporate social responsibility should be being tapped."

"Maintain the high quality spaces as they are, close those that are under used or that are notoriously poor quality."

"Keep as is now ! don't change something that is not broken!!"

"The services currently offered are so heavily signposted throughout every stage of your pregnancy, antenatal and postnatal journey it verges on ridiculous. You are told about them regularly, you attend your antenatal classes at them, your midwife tells you about them, your GP tells you about them. If you choose not to use them after all of this encouragement then it's your own loss. What you absolutely must not do is take services to the 25% of parents who have wilfully chosen to avoid them. How dare you jeopardise the services offered to the 75% of us that bothered to help the 25% who didn't."

Suggested activities and number of times mentioned

parent support	45	health visitor	29	groups	28
breastfeeding support	27	education courses	24	play areas	22
private hire	21	baby group	18	antenatal support	15
sensory play	15	baby massage	14	stay and play	13
café or coffee mornings	12	nursery	11	music group	10
childcare	9	courses	9	family activities	9
mental health group	9	messy play	9	toddler group	9
information hub	8	drop in sessions	7	family contact centre	7
first aid	7	speech therapy	7	weaning support	7
Yoga	7	toy swap	6	community support	5
fitness club	5	midwife session	5	story-telling	5
Clinics	4	clothing swaps	4	creche	4
post-natal support	4	special needs sessions	4	weigh-in clinic	4
youth services	4	after school activities	3	counselling	3
food bank	3	healthy eating class	3	meetings	3
mixed age groups	3	money advice	3	play therapy	3
social activities	3	arts and crafts	2	gaming club	2
holiday clubs	2	therapy work	2	welfare advice	2
1-2-1 support	2	allotments	1	baby signing	1
breakfast club	1	citizens advice	1	community asset	1
credit union	1	dads group	1	emergency shelter	1
employment group	1	equipment loan	1	explore with me	1
homeless centre	1	homework club	1	hydrotherapy	1
infant feeding group	1	jumpin jacks	1	NHS walk-in centre	1
occupational therapy	1	outdoor learning	1	outreach services	1
PND groups	1	Portage	1	second hand store	1
sling-wearing group	1	sport	1	transitions	1

Specific buildings mentioned for suggested activities and number of times mentioned

North City	23	Bowthorpe, West Earlham and Costessey	10	East City and Framingham Earl	10
Fakenham	9	Thorpe Hamlet and Heartsease	9	Catton Grove, Fiddlewood and Mile Cross	6
Vancouver	6	Watton	6	Caister	5
Downham Market	5	Earlham	5	Priory	5
Stibbard	5	Village Green	5	Aylsham	4
Hunstanton	4	Stalham and Sutton	4	Diss	3

Mundesley	3	Spixworth & Sprowston	3	Thetford Kingsway	3
Thetford Drake	3	Trinity	3	Wymondham	3
Emneth	2	Nar	2	North Walsham	2
Reepham	2	Swaffham	2	Attleborough	1
Cromer	1	Dereham Central	1	Dereham South	1
Gorleston and Hopton	1	Litcham	1	Long Stratton	1
Methwold	1	North Lynn, Gaywood North Bank and The Woottons	1	Seagulls	1
Wells-next-the-sea	1				

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
A family	I have a full proposal for how they could be used as this was something I wanted to do myself through lottery funding, but due to personal reasons I had to put it on hold. I would like to open a Family Social Hub.
An individual	Reviewing existing children's centre provision and finding a way to ensure that existing children's centre buildings are used to their capacity provides the opportunity to join children's centre provision to nursery provision to maximise funding usage and guide targeted families to a universal pathway. This way of working/model could include the following activities: identify areas of need in Norfolk; work with those interested in tendering for proposed new model; and consider a cluster network arrangement.
An individual	Suggest buying or part-buying some of the rented venues.
An individual	Sustainability plans need to be put in place for each one unless it is currently under-used - even then it should be reviewed. This could run in a similar way as community shops/post offices. These could then be run by a team of trustees linking with local businesses, schools, pre-school settings and healthcare practitioners. They could work as sites for special education needs children's intervention if near to a school or for parents in the community learning key skills.

A family	Great spaces and resources that could generate income if hired out to various individuals and groups that run activities for children, as well as birthday parties, etc. You could also boost income by making free activities available on an optional donation basis (pay what you can afford).
A family	Hubs with information on support and activity groups, that can be accessed at any time of the day (i.e. access code entry so it doesn't need to be manned by staff).
An individual	Suggestions for a number of Children's Centres, including reinstating as a full day care nursery; childcare to be extended; expansion into existing buildings; delivery of groups; provision of education; outreach venue; and multi-agency base.
An individual	Perhaps two sub-bases per district dependent upon its size. At least this way there is a more even spread of bases for staff to work out of, thus reducing mileage and lone working.
A family	NCC should pay group coordinators to push the use of these buildings and rally community support for them. They should organise the insurances, maintenance, coordinate bookings and any training volunteers need.
An individual	Charge for hire of rooms to other agencies, corporate funding, sponsorship for certain roles cc would provide i.e. outdoor learning play sessions possible funding from outdoor clothing suppliers.
A family	A wider variety of pre school education establishments are required. There are too many mainstream organisations and not enough Montessori, Steiner, Forest school type organisations available for parents to choose from.
An individual	Suggestions for various Children's Centres, including retaining as an additional base for staff working in the area to hot desk, to hold meetings and for activities to be delivered.
An individual	Suggest the less used centres merge with other centres so that families still had a fairly local base to visit but outreach groups could be run by the cluster centre in the other area.

Respondents affiliated with Organisations

There were 1,576 responses received for this consultation of these 175 (or 11.1%) indicated that they were affiliated with organisations, groups, businesses or from councillors representing their constituents. Results from those affiliated with organisations are reported in this section and the coded comments are tabled in the Appendices. This section of the report provides focuses on the views of respondents affiliated with organisations.

Not all gave the name of the organisation they responded on behalf of; it is acknowledged that some responses will not necessarily represent the organisational view.

The organisations cited are as follows.

Organisations cited as respondents to the consultation (listed alphabetically)	
Acle and District Good Neighbours Scheme	Acle Parish Council
Action for Children	All Saints Stibbard Nursery and Childcare
Beetley Parish Council	Birth Voices East Maternity Voices Partnership
Blofield Parish Council	Boughton Parish Council
Broadland District Council	Caister Infant Nursery School and Children's Centre Governing Body
Caister Infant, Nursery School and Children's Centre	Cambridge Children and Young People's Service
Cambridgeshire Community Services	Cantley, Limpenehoe and Southwood Parish Council
Catton Grove Community Centre	CCS Children and Family Services
Childerwood Nursery (The Childcare Professionals Ltd)	Clackclose Pre-School
Clive Lewis MP	Community Action Norfolk
Corvus Education Trust	Crimplesham Parish Council
Daisy Programme	Designated Safeguarding Children Team on behalf of Norfolk CCGs
Diss Womens Institute	Diversa Multi Academy Trust
DWP East Anglia	Earlham early years centre
East City and Framingham Earl Area Children's Centre PACC (Parents and Children Chat) group	Emneth Nursery School Board of Governors
Family Action	Fincham Parish Council
Gingerbreads Out of School Care Ltd	Great Yarmouth Community Trust
Healthy Child Pathway, Cambridgeshire Community Services	Henderson Trust
High Kelling Parish Council	Home-Start Norfolk

Inclusive Schools Trust	Leeway Domestic Violence and Abuse Services
Litcham Childcare	Litcham Parish Council
Litcham School	Little Discoverers, West Norfolk School for Parents Charity
Little Squirrels Play Forest	Lucy Rope Trust
Marshland St James Parish Council	Mattishall Parish Council
Morston Parish Council	Mother Like No Other
NCH&C	New Routes Integration
NHS	Norfolk and Norwich Hospital
Norfolk and Suffolk Mental Health NHS Foundation Trust	Norfolk County Labour Group
Norfolk Healthy Child Programme	Norfolk Portage Service
Norfolk Wildlife Trust	Norwich City Council
Norwich City Council's Cabinet	Norwich Green Party
Norwich Green Party City Group	Ormiston Herman Academy
Ormiston Families	Pavilion Playschool
Our Hoveton Community Network	People from Abroad Team
Pebbles Pre-School & Day Care	Plumstead Parish Council
Playdays	Rightforsuccess Academy Trust
Prospect Medical Practice	Sewell Toy Library
SENsational Families	Spixworth Infant School
South Norfolk Council	St Mary's Church Watton & Watton Churches Together
Spring Nurseries	Stalham Town Council
St Matthew's Church International Friendship Group	Suffolk Community Health Care
Suffield Park infant and Nursery School	Taverham Hall
Swanton Morley Parish Council	The Heathers Nursery
The Church of England in Great Yarmouth	Thetford Town Council
The Point 1 0-4 Team	Time Childcare
Thorpe Hamlet Children's Centre	United For All Ages
Treetots Playgroup	Watton Westfield Infant and Nursery School
Virtual School Sensory Support	Weeting with Broomhill Parish Council
Wayland Junior Academy Watton	Wellspring Family Centre
Wells Primary and Nursery School	Weston Longville Parish Council
West Winch Parish Council	YMCA Norfolk
Worstead Pre-school	

Findings from the 175 respondents affiliated with organisations are reported on the next pages.

Perceptions of the Proposed Service Offer

We are proposing to create an Early Childhood and Family Service that would offer:

- Community support - helping communities and parents offer local activities and groups
- Online digital offer – providing information, advice and guidance for all
- Targeted group-based support - working with families who need extra help
- Targeted one to one support - working with families who need extra help

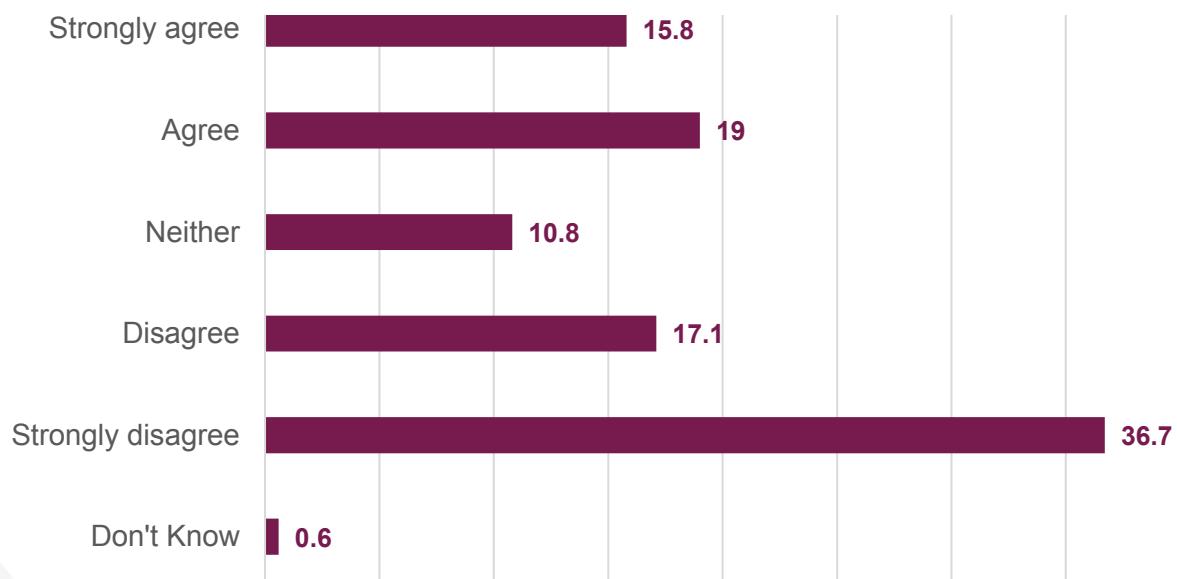
Question
1

How far do you agree with or disagree with our proposal?

Of those 158 responding to the consultation that answered the specific question, **Figure 9** shows that the clear majority of 53.8% disagree (17.1%) or strongly disagree (36.7%) with the proposal. This compares with 34.8% who agree (19.0%) or strongly agree (15.8%) with the proposal. Those that neither agree or disagree account for 10.8% and those who don't know account for 0.6%.

Figure 9:

Organisation-affiliated responses to Q1. How far do you agree or disagree with our proposal? (%)



Question 2

Why do you say that?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (52 themes have been identified for the responses to this question and tabled in Appendix 13), and the main themes are outlined below.

Key themes

Some respondents used Questions 1 and 2 as the opportunity to comment on wider aspects of the consultation (specifically around closure of Children's Centres), rather than merely commenting on the proposed service offer that is detailed in this question. Some respondents commented that currently, Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof, and that if the proposals went ahead, this set-up would be lost, resulting in a poorer service to local families. However, some respondents said that in some places, what was being proposed happens anyway.

Respondents have questioned our thinking behind the proposal, asking whether it is deliverable.

Respondents said that if the proposal went ahead, it would mean people wouldn't be able to travel to a service because of the costs and distances involved, or lack of public transport. Respondents suggested that this would mean that those people who most need support would not be able to access it.

Observations were made about the use of community buildings to deliver services. Some respondents thought that to close the (often purpose built) Children's Centres and deliver services from community buildings made little sense, with comments of location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues.

Respondents talked about the online digital offer, suggesting that there is already a wealth of online information available and observed that some services need to be provided face-to-face, rather than online or on the phone. Many respondents see the online digital offer as needing to be in addition to the support currently provided by Children's Centres, as effective advice cannot be given online for some issues.

Quotes

The following quotes demonstrate what respondents think about the proposals mentioned for this question and about the closure of the Children's Centres.

A statutory organisation commented

"The Children's Centre currently provide a base for vulnerable and isolated parents to go, to be able to access contact with other parents and access support from family support workers. Without there being a base for them to attend there will be a lot of families who are left feeling they have nowhere to go to access support."

A business commented

"I agree that it is good to have support in a variety of places and different ways to access that support."

A district or borough councillor commented –

"(redacted) opposes any closure of designated children's centres in Norfolk as short sighted and short termism, especially those in the urban areas where deprivation is higher. We need to see a re-orientation of Norfolk County Council's priorities. In December 2016, the County Council voted to make spending on new road infrastructure their top priority. In our view, this is the wrong priority. We believe that the local public spending priority should be our children and other vulnerable groups and not laying more tarmac. the County Council doesn't have the information from trials of their new approach at three sites that it is currently conducting. The Council needs to complete the trials and evaluate the outcomes before deciding whether to go out to public consultation."

A voluntary or community group commented –

"Current services are not coping, cutting it back further shows a total lack of understanding of families problems, also there is too much relying on bodies outside of Norfolk County council or their agents. this is unworkable."

A town or parish councillor commented

"Community cohesion is an essential part of retaining an overall concern for its protection, such as identification of drug usage,,, burglary, personal abuse and suchlike. Young people can be helped before they become embedded in crime. A sense of mutual responsibility will be helped through this initiative."

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
A business	<p>Given most children's centres have seen significant capital investment over the last decade or more, we believe the county council should look again at making better use of these buildings and facilities to better serve their local communities.</p> <p>Alternatives include: Transferring the assets to local communities as a base for locally run support and services; Encouraging older people, to volunteer to maintain support and services for children and families along with other community groups; and Creating 'centres for all ages'. (redacted) can advise the county council on developing such alternatives.</p>
A voluntary or community group	We run (redacted) a building that is looking to be used for social action and to provide help and support to families in the local community. It would be great to have support groups/toddler groups/parenting groups etc running out of the centre. We lack to access to these parents but could work with you to provide services to those in the local community.
A statutory organisation	We would recommend an in-depth survey of demand, and a defined-scope pilot scheme, in order to minimise risk of losing the very families the service is trying to help.
A statutory organisation	There is an opportunity, to develop a model that complements the proposed single co-ordinating 'hub' in Norwich by the addition of a number of 'spokes' that reflects the greater need in the city and the council's neighbourhood model with a local 'hub' in each neighbourhood. Would welcome the opportunity to work jointly with childrens services to develop a Norwich delivery model, that would focus investment and bring together the resources in the city on 'turning the curve' in those early years for those who need it most with resource allocated to support this need.
A NCC Councillor	Detailed comments about the consultation, including alternative proposals around collaboration and co-location; mental health; adverse childhood experiences; location of services and service model; funding; and shaping the future of Children's Centres.

Question 3

If our proposals went ahead how, if at all, would you be affected?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (43 themes have been identified for the responses to this question and tabled in Appendix 14), and the themes have been reported below:

Key themes

The main way that respondents say they would be affected if the proposals went ahead is that people would receive a poorer service. Even where respondents said that the proposals would have no direct impact on them, they most often said that it would result in a poorer service for people they know, families, the wider community, and those people who are most vulnerable.

Respondents speculated that if the proposals went ahead, this would result in job losses.

Respondents commented on individual or community mental health or wellbeing being negatively affected by the closure of Children's Centres, including observations about increased isolation or loneliness.

Observations were made about the use of community buildings to deliver services. Some thought that to close the (often purpose built) Children's Centres and deliver services from community buildings made little sense, with comments of location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues.

Comments were made that if the proposals went ahead, safeguarding risks would less likely to be flagged up and people who need help and support would be overlooked or slip through the net.

Quotes

The following quotes demonstrate how respondents feel they would be affected if the proposals went ahead.

A statutory organisation commented

"I am worried that many of the families on my caseload would not be able to access services that are evidence based and supported by staff who are properly qualified and know how to support and signpost"

A voluntary or community group commented

"From a voluntary sector perspective it gives us greater opportunity to work closer with families in the local community, giving them what they need within their own home/geographical area."

A town or parish councillor commented

"Everyone in society is affected. Early years provision is the foundation for children. Removal of this provision means that families will be disadvantaged, unable to step back into the workplace, and children will be further behind when they start school in Reception Year. There is no long-term benefit of closing children's centres for the children & families who use these. The reason for retaining the Holt Centre given as 'high public capital investment as children's centre, freehold of the building and car parking available' is meaningless for the children and families who will lose their provision."

A voluntary or community group commented

"Many families in the area that I work in, an urban area with high levels of multiple deprivation, will be displaced, with no plans in place to replace the services that they rely on."

A statutory organisation commented

"The proposal would have a positive effect on front line delivery as the Council and families would only have to build a relationship with one provider for 121 and group work. This would enable us to have a more consistent offer across the district to ensure the Help Hub model enables support to both rural and urban families."

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services.

The suggestions are provided below.

Suggested by?	Suggestion
A voluntary or community group	I am engaging in this consultation to say that if any of the Children's Centres in the City Centre are closing, (redacted) is urgently looking for new, larger premises and would like to be top of the list of possible tenants.
A statutory organisation	We would like to work in partnership with Children's Services in being able to offer our services throughout (redacted) for clients. We are happy to have talks regarding a proposal for the services we offer to work together collaboratively to support the families in (redacted) who are struggling with Domestic Abuse.

Question 4

If you have any specific comments about any of the four types of services we are proposing, please write them in the relevant section below:

4a.

Community support - helping communities and parents offer local activities and groups

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (42 themes have been identified for the responses to this question and tabled in Appendix 15), and the main themes are outlined below.

Key themes

Respondents said that the proposed service of community support (helping communities and parents offer local activities and groups) is an important service, although some respondents said that this proposal would result in a poorer service.

Respondents made comments around running services from community buildings and said there could be problems including location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues. Respondents also said that we should not rely on volunteers to provide this service as they're not necessarily professional or experienced or adequately trained to provide support or give advice.

Quotes

The following quotes demonstrate how respondents feel about the proposed service of community support (helping communities and parents offer local activities and groups).

Voluntary or community group commented

"We are concerned about the ability for all communities across Norfolk to provide additional local activities. Feedback suggests that many communities struggle to sustain the community activity they provide at present. Other communities however feel ready and able to develop additional activities. On balance the feedback we have had is pessimistic about community capacity to provide a strong local offer."

Voluntary or community group commented

"Community support can help build stronger communities which then begin to help each other, parents have skills that they can share with others, strengths based approach."

Voluntary or community group commented

"The children's centre and other organisations provide a strong base for these. Take it away and the framework risks falling over + the families with it."

Business commented

"This in theory looks good and children centre workers already do this. However, moving their groups into these settings means families will then be charged and I do not agree with this. The whole point of children centre groups is that they are free and will appeal to a more disadvantaged family."

Voluntary or community group commented

"We agree with this concept and believe where possible groups and services should indeed be led by those who use them. As an organisation we have a successful history of supporting parents/carers to establish their own groups and services."

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
A voluntary or community group	We would recommend a voucher or bursary scheme, to enable those on lower income to access universally provided services at a free or reduced cost. The threshold should be set lower than that of the more intensive support offer for families identified as needing extra help. Ideally implemented in a way that does not single out 'in-need' groups. The example was given of a pre-purchase voucher book, that could be bought by some but given to others.

4b.

Online digital offer – providing information, advice and guidance for all

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (25 themes have been identified for the responses to this question and tabled in Appendix 16), and the main themes are below.

Key themes

Regarding the proposed service of the online digital offer (providing information, advice and guidance for all), many respondents said that parents and carers use technology more than they used to and we should use technology more to deliver services. However, a similar number of respondents said that there is already a wealth of online information available and more is not needed. Respondents who support using technology in this way tend to agree with those that do not support this proposal, insofar that they acknowledge that effective advice cannot always be given online for some issues; face-to-face support and advice is preferable to the online digital offer. Some respondents see the online digital offer as needing to be in addition to the support currently provided by Children's Centres.

Respondents have also commented around issues of access to online information, saying that families cannot always afford the costs involved to get online (device costs and broadband costs); often cannot navigate their way online to find the support they need; many people say that there is poor connectivity in Norfolk; and many people say they have issues around not being able to read well.

Quotes

The following quotes demonstrate how respondents feel about the proposed service of the online digital offer (providing information, advice and guidance for all).

Statutory organisation commented

“A lot of vulnerable parents will not know how to access the right information online, or have the initiative to search for this. This will mean that the most vulnerable families will not access the information they need.”

voluntary or community group commented

“More people use on line services and social media so this method may reach parents/families that other methods do not”

Town or parish councillor commented

“Computerisation can take over a lot of services needed but it cannot socialise either the small children ready for school or the parents if they are struggling. These drop in centres are a social need and I think the budget for them is a priority.”

Business commented

“Makes the service much more accessible in remote locations”

Statutory organisation commented

“For most having access to online resources if the first thing that they go to. There are many online resources which can create anxiety in parents and offer inappropriate advise and support. By having up to date and relevant information we can ensure that families are receiving appropriate information. This is a huge area and will need a great deal of time, planning and ongoing review.”

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
	There are no specific suggestions for this question.

4c.

Targeted group-based support - working with families who need extra help

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (33 themes have been identified for the responses to this question and tabled in Appendix 17), and the main themes are reported below.

Key themes

Many respondents said that the proposed service of targeted group-based support (working with families who need extra help) is an important service and is already happening in some places, although some people said that this proposal would result in a poorer service.

Respondents said that there could be problems running services from community buildings which could include location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues. There were observations that if the proposal went ahead, it would mean people wouldn't be able to travel to a service because of the costs and distances involved, or lack of public transport. Respondents suggested that this would mean that those people who most need support would not be able to access it.

Respondents questioned our thinking behind the proposal, asking whether the proposal is deliverable.

Quotes

The following quotes demonstrate how respondents feel about the proposed service of targeted group-based support (working with families who need extra help).

A business commented

"Children's centre already run groups at a more targeted level, but I do not think moving them in a community setting is a good idea. I do not think GPS, schools, nurseries will have the capacity to support this and would question the appropriateness of some community centre buildings depending on the type of groups run. I do not think vulnerable families will access the group in these buildings. Often children's centre will run a crèche alongside the targeted group."

A voluntary or community group commented

"(redacted) feel that this is a great opportunity for parents to have easier access to group based support in their local area using community resources already in place."

A district or borough councillor commented

"Group-based support is important, but designated children's centres offer optimum settings as they are supported by a range of other facilities. In Norwich, the children's centres are in areas of high deprivation and so are more accessible to families who need them most. A focus on this element would lose the universality of services provided by children's centres."

A statutory organisation commented

"Group work is very effective for many and for the children center staff to be able to continue to offer this is key to the outcomes of children within Norfolk."

A voluntary or community group commented

"The most significant level of concern fed back to us was around access to provision. Whilst the proposals include outreach activity that outreach activity must be accessible to all service users. It should be noted that in many communities a journey of even a few miles is likely to be a barrier when reliant on public transport. This also shifts the cost of access onto the service user. It also must be remembered that the nature of transport links may make it easier to access provision in urban centres over adjoining communities."

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services.

The suggestions are provided below.

Suggested by?	Suggestion
A voluntary or community group	(redacted) Preschool would be happy to host groups after hours. (Pay rental for this please.)
A statutory organisation	Portage could be provided via the Children's Centres on a group basis and this will encourage families to engage further in services - many at present will not attend the current Children's Centres as they feel their child is different and not included.

4d.

Targeted one to one support - working with families who need extra help

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (32 themes have been identified for the responses to this question are tabled in Appendix 18), and the main themes are reported below.

Key themes

Many respondents said that the proposed service of targeted one to one support (working with families who need extra help) is an important service, and in some places is already happening. A similar number of respondents said that this proposal would result in a poorer service as to those that said the proposal would result in an improved service.

Respondents have questioned our thinking behind the proposal, asking whether the proposal is deliverable.

Quotes

The following quotes demonstrate how respondents feel about the proposed service of targeted one to one support (working with families who need extra help).

Statutory organisation commented

"We can see that there could be some benefits through co-ordinating this support from a district base. The resources can be targeted to the areas of most need. It can be less confusing for other professionals to have a single point of access rather than trying to find out which CC area a family lives in. It would bring greater consistency to the service and standardise practice. However, we have concerns that there may be long waiting lists and families in less deprived areas may not be prioritised."

Voluntary or community group commented

"This only works if families feel safe and confident with the person. In my experience, people get to know the staff from various community events and drop in sessions meaning that a relationship builds over time."

Norfolk County Councillor, representing their constituents, commented

"There is no information provided on how this would differ from the existing service. Many staff that we spoke to were particularly indignant at this proposal, as it was felt what they already offered was not well understood. It is an unacceptable omission from the consultation information that the extent and frequency of existing 1:1 outreach support is not evidenced. The 'case for change' is therefore not made."

Voluntary or community group commented

"Hard to reach families will have more opportunities to engage in services which are currently challenging for them to access for many reasons. Not being centre based will support this type of intervention greatly."

Statutory organisation commented

"This will be helpful to families if it continues to be offered by skilled family support workers who know and understand children's needs and how to support parents, and pass on concerns appropriately. I am concerned that even if the support continues to be offered by appropriate professionals, that they are unlikely to have the right support and supervision to make this effective, if they are not based together in a team environment."

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services.

The suggestions are provided below.

Suggested by?	Suggestion
	There were no specific suggestions to this question.

We are proposing that the service would run groups and other outreach services through a variety of different community venues, such as schools, libraries, village halls, community centres and GPs surgeries.

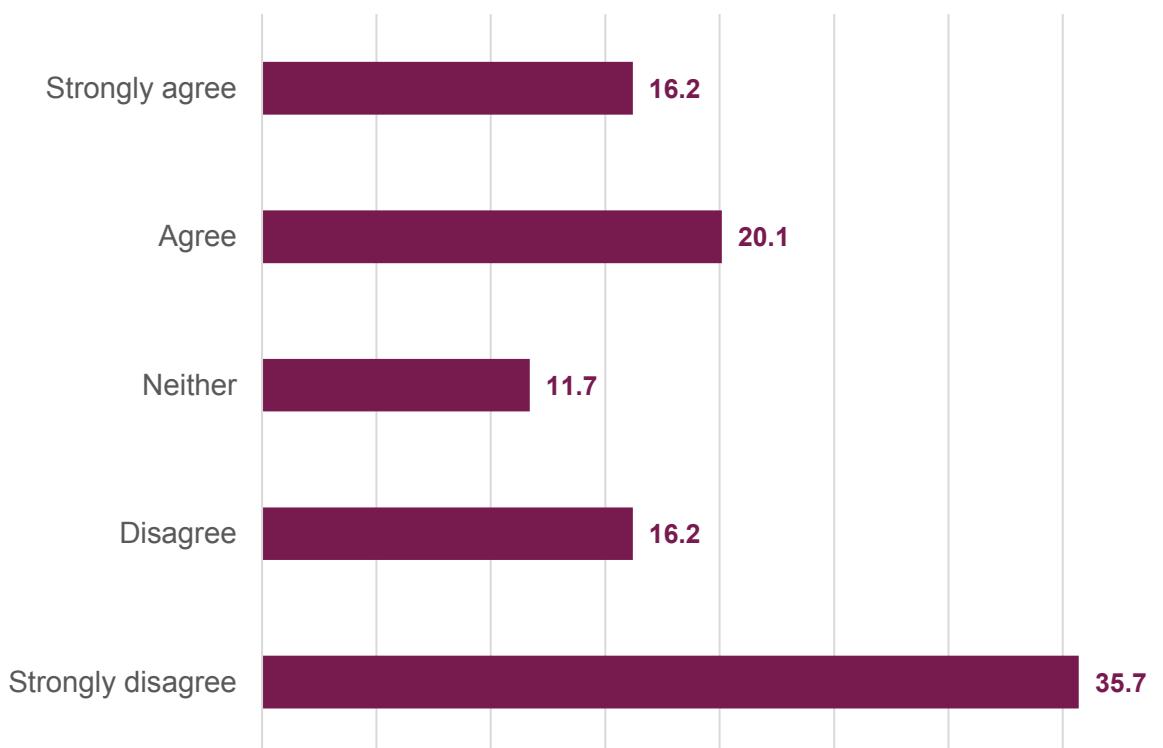
Question
5

How far do you agree or disagree with this approach?

Of those 154 responding to the consultation that answered the specific question, **Figure 10** shows that the majority of 51.9% disagree (16.2%) or strongly disagree (35.7%) with the approach. This compares with 36.3% who agree (20.1%) or strongly agree (16.2%) with the approach. Those that neither agree or disagree account for 11.7%.

Figure 10

Organisation-affiliated responses to Q5. How far do you agree or disagree with this approach? (%)



Question 6

Why do you say that?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (37 themes have been identified for the responses to this question and tabled in Appendix 19), and the main themes are reported below.

Key themes

The key observation raised is that there are issues with using community buildings, including the location of community buildings, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues. On the other hand, some respondents say that running services from community buildings is a positive thing, but expressed the opinion about making sure these buildings are appropriate spaces to deliver services.

Respondents have questioned our thinking behind the proposal, asking whether it is deliverable.

Quotes

The following quotes demonstrate how respondents feel about the proposal that the service would run groups and other outreach services through a variety of different community venues, such as schools, libraries, village halls, community centres and GPs surgeries.

Statutory organisation commented

“Implementing this would be extremely difficult. There need to be more hubs/bases to work from. Storage of group activity resources, providing a crèche for certain groups within the same venue will be more than difficult. Schools and GP's do not want to know and there will be no help or rooms available from them as we have already tried this. There are limited groups that can be held within libraries.”

Norfolk County Councillor, representing their constituents, commented

“99% of villages have a village hall even if they don't have GP practice or children's centre. Every Village has a Parish Council and can encourage local engagement.”

Voluntary or community group commented

"What's wrong with keeping the existing building? There are few venues locally which could facilitate regular meetings. Plus it's confusing to have different groups in different places. Presently when I show prospective parents round our setting or talk to people new to the area I always suggest a visit to the children's centre. I direct them to it and off they go. If I had to say on Monday they're here, on Tuesday they're there etc it would be massively confusing."

Statutory organisation commented

"Using venues as multi-purpose, community hubs could have many benefits such as parents feeling more relaxed entering them, parents being able to locate them more easily and parents accessing other services too e.g. library books if held at a library or medical advice if held at a GP surgery."

Statutory organisation commented

"Parents can not afford costs of transport to other areas, no public transport to the outlying villages. Parents cannot afford the £1 bus fare into town but there is a footpath. Parents are too scared of reading to go into the library."

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
A statutory organisation	Why not get rid of the libraries and keep the centres; libraries are offering similar services.

We are proposing to use seven of our current children's centre buildings as early childhood and family bases. Where possible we would like to continue to use the other 46 children's centre buildings to support families with children under the age of five.

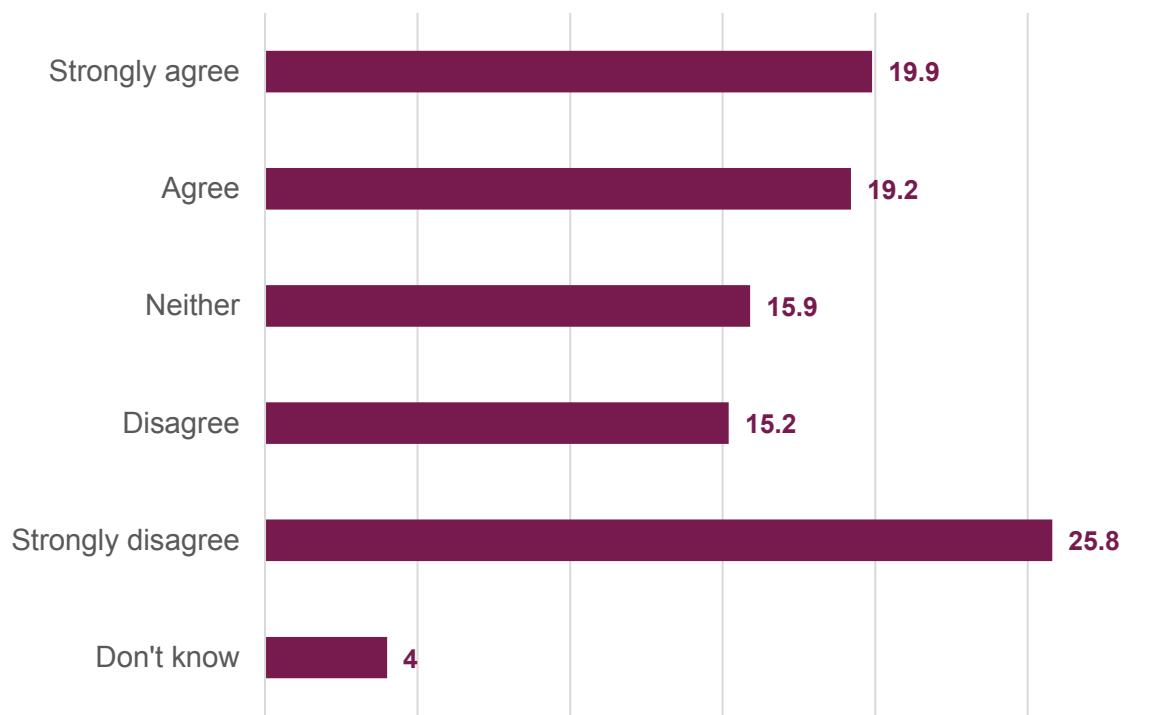
**Question
7**

How far do you agree or disagree with this approach?

Of those 151 organisations responding to the consultation that answered the specific question, **Figure 11** shows that 41.0% disagree (15.2%) or strongly disagree (25.8%) with the approach. This compares with 39.1% who agree (19.2%) or strongly agree (19.9%) with the approach. Those that neither agree or disagree account for 15.9% and those who don't know account for 4.0%.

Figure 11:

Organisation-affiliated responses to Q7. How far do you agree or disagree with this approach? (%)



Question 8

Why do you say that?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (47 themes have been identified for the responses to this question and tabled in Appendix 20), and the main themes are reported below.

Key themes

One of the main issues raised by respondents is to ask why change when things work perfectly well as they are. Respondents commented that they don't want their local Children's Centre to close and that if the proposal went ahead, it would result in a poorer service. Many respondents also talk about the problems people would have in accessing services anywhere other than their local Children's Centre, including issues around the costs and distances involved in travel and the lack of public transport.

Respondents have asked about our thinking behind the proposal, such as whether the proposal is deliverable. Feedback about the consultation process also suggests that respondents find this question unhelpful, or that more information is needed to be able to respond to the consultation constructively. Responses to Q7 (see Figure 11) show that 15.9% neither agree or disagree with the approach and a further four per cent don't know if they agree or disagree with the approach, suggesting that the approach is unclear, and respondents do not understand it fully.

Quotes

The following quotes demonstrate how respondents feel about the proposal to use seven of our current children's centre buildings as early childhood and family bases and where possible to continue to use the other 46 children's centre buildings to support families with children under the age of five.

Voluntary or community commented

"We would like the Children's Centre buildings to remain as Children's Centres. The centres are already located within communities, are purpose-built, and are meeting the needs of the local community. There is no substitute for this service. The supporting information is not clear. If you are closing centres to save money, how will these then be kept open to run groups?"

Statutory organisation commented

"We agree with the proposal; the new service should be based on support for families and not physical space and the (redacted) Children's Centre is positioned in the centre of the district and close to the Council and Help Hub to aid collaboration."

Norfolk County Councillor, representing their constituents, commented

"We propose that buildings used for future service delivery are selected based on proximity and suitability to meet the needs of the local community, weighted to areas of greatest need. Where purpose built settings are currently used and there is a risk the current owner or provider may not be successful in any tender for future contracts, then the council and councillors should take a leadership role in encouraging local collaboration or the development of local consortia to meet needs in a way that keeps the needs and wishes of children and families at the heart of each decision taken, and provides the environment which is the most child-centred and suitable for service provision."

Voluntary or community group commented

"We understand the reasoning behind this approach. As an organisation we use buildings to house multiple complimentary services and are clear on the effective partnership working this can encourage and the benefits that can be achieved as a result of this. We have considered the locations identified and also have concerns that in some areas this may make cost effective travel difficult for some groups. We therefore believe it will be important to ensure an effective balance between community venues, outreach in parents/carers homes and existing children's centres, to ensure equitable, safe, and cost effective access for all to these services."

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
A business	As the Executive Headteacher of (redacted) we would be keen to use the building to run a Nursery facility as we are short of places for Nursery ages children.
A Norfolk County Councillor	We propose that buildings used for future service delivery are selected based on proximity and suitability to meet the needs of the local community, weighted to areas of greatest need. Where purpose built settings are currently used and there is a risk the current owner or provider may not be successful in any tender for future contracts, then the council and councillors should take a leadership role in encouraging local collaboration or the development of local consortia to meet needs in a way that keeps the needs and wishes of children and families at the heart of each decision taken, and provides the environment which is the most child-centred and suitable for service provision.

**Question
9**

If you have any suggestions for how we could use any of the 46 buildings mentioned in our proposals to support families with children under the age of 5 please write these in below. If your suggestion is about a specific building, please tell us which one.

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (34 themes have been identified for the responses to this question Appendix 21), and key findings are tabled below.

Key themes

When asked for suggestions for how we could use any of the 46 buildings mentioned in our proposals to support families with children under the age of five, the largest response is that Children's Centres currently work perfectly well, so leave them open and continue using them as they are.

Respondents also suggested we should spend more money on the service, investing rather than cutting as the proposal suggests. Respondents also suggested working more closely with partners to find better ways of delivering services, rather than cutting as much as we propose.

There were also a few further suggestions of how we could use the buildings, which include: parent support; community support; educational courses; speech therapy; breastfeeding support; and various groups including mental health group.

Respondents were asked that if their suggestion was about a specific building, then please tell us which one. Not many specific buildings were mentioned, but of those that were, the top mentions were: Watton and Downham Market.

Quotes

The following quotes relate to respondents' suggestions for how we could use any of the 46 buildings mentioned in our proposals to support families with children under the age of five.

Voluntary or community group commented

"Do not change the children's centres. They are vital and import services for the whole community when a child is diagnosed with a disability or SEN, condition - children's centres help. They refer, support, grant applications, advise on benefits offer parenting courses and a rea a great place to meet other families. Closing these centres will cause untold harm to families and this will have to be addressed in later life which will cost more. It is so short sighted."

Statutory organisation commented

"We believe that the other centres should be turned into family centres. Norfolk County Council has a wide remit to support all ages, and through our experience with the early help approach, supporting the whole family to thrive, from children to grandparents provides better outcomes for children and families. This would make an important statement to the coordination of service at Norfolk County Council between all the directorates and would promote the early help ethos of a whole family approach."

Town or parish councillor commented

"A few are attached to Community Centres and the rooms could be absorbed in to the Main building if the landlord agrees and /or rented out for Childrens Centre Services. Some could become Community Assets under the Gov Scheme. Others that are attached to Schools who may be able to take the space on and rent out for Outreach Services."

Business commented

"Leave them as children's centres as there is a definite need for these throughout Norfolk"

Suggested activities and number of times mentioned

parent support	8	community support	5	education courses	5
groups	5	mental health group	5	speech therapy	4
breastfeeding support	3	childcare	3	clinics	3
community asset	3	nursery	3	therapy work	3
after school activities	2	baby group	2	baby massage	2
breakfast club	2	café or coffee mornings	2	drop in sessions	2
family activities	2	health visitor	2	information hub including benefit advice	2
outreach services	2	private hire	2	social activities	2
antenatal support	1	arts and crafts	1	citizens advice	1
creche	1	dads group	1	family contact centre	1
healthy eating class	1	LAC	1	midwife session	1
mixed age groups	1	music group	1	outdoor learning	1
play areas	1	sensory play	1	special needs sessions	1
stay and play	1	toddler group	1		

Specific buildings mentioned for suggested activities and number of times mentioned

Watton	7	Downham Market	5	Diss	3
Litcham	3	Spixworth & Sprowston	3	Vancouver	3
Attleborough	2	Aylsham	2	Dereham	2
Dereham South	2	Emneth	2	Hunstanton	2
Mundesley	2	North Walsham	2	Stibbard	2
Wells-next-the-sea	2	Acle (Marshes)	1	Bowthorpe, West Earlham and Costessey	1
Caister	1	Catton Grove, Fiddlewood and Mile Cross	1	City and Eaton	1
Cromer	1	Drayton and Taverham	1	Dussindale	1
East City and Framingham Earl	1	Fakenham	1	Greenacre	1
Hellesdon	1	Hoveton & Broadland	1	Long Stratton	1

Methwold	1	North City	1	Priory	1
Reepham	1	Stalham and Sutton	1	Swaffham	1
Thetford Kingsway	1	Wymondham	1		

Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
A voluntary or community group	If you were to offer any site in the centre of (redacted) for (redacted) to open a nursery school (not simple childcare but pre-school education) - that would pay dividends within 5 years as the attainment and outcomes levels for many children would be moved on by a couple of years and the benefits would last lifelong – (redacted) has done a great deal of planning and research around this and invested in its early years provision and would be ready to seize that opportunity of raising standards at such a key point in childrens lives, and building further links with local families, providing it came with the necessary financial support.
A business	The building could be passed on to myself and/or the manager of the other childcare business to run which would allow our business to operate. I would be interested in finding out how viable this option would be to enable the (redacted) centre to remain open. I would also be interested in looking into expanding my childcare business into other parts of Norfolk.
A business	The (redacted) is based in the (redacted) Children's Centre providing care to children aged 2-4 years would be interested in staying in the two rooms currently used in the (redacted) Children's Centre. The Pre-School would also be interested in expanded to take on more of the building.
A voluntary or community group	Interested to explore with NCC any surplus buildings being taken on by the community and potentially managed directly by (redacted) for community benefit.
A statutory organisation	Development of an Integrated Community ESOL Hub. Would prefer to consider repurposing a Children's Centre in the NR1 or NR2 area.

A district or borough councillor	Would like to see in all communities is a walk-in centre for people of all ages, where advice and guidance, or just a friendly face is available, provided by the County Council. In (redacted), there is a centre which combines food bank, food recycling, job hunting advice, a cafe, well-being advice etc. If provided in all communities, this new type of Community Centre could act as a triage for the Doctor's surgeries, job centres and the MIND service as well as a place for the lonely and/or retired to meet others and new parents to pick up advice.
A statutory organisation	Two possible uses for the (redacted) CC. To improve provision for 0 - 4-year-old or to provide a specialist resource base for autistic children in EYFS and KS1. And to match the proposed model at a second CC in (redacted) - would like to create provision for 2+ years olds or we would like to use the building for a SRB for autism. Our proposal would ensure stability in provision.
A voluntary or community group	Suggestions for a number of Children's Centres, including reinstating as a full day care nursery; childcare to be extended; expansion into existing buildings; delivery of groups; provision of education; outreach venue; and multi-agency base.
A voluntary or community group	Suggest the formation of a social community enterprise company being formed between churches, schools and others which would then enable the existing provision to continue.
A NCC Councillor	What is clear is that the children's centre contract has, through the spirit of collaboration, been subsidising other services through allowing them to use their premises for free. While we applaud the collaborative working that has taken place, it is essential that NHS (midwifery, mental health, child health) and public health (health visiting /healthy child) commissioners are engaged with, and that premises costs are met fairly and equitably across the sectors. Opportunities for more creative commissioning should also be explored, that takes in to account the cross-over of work undertaken effectively by children's centres, and where they are best placed to facilitate or directly deliver work with children and families.

Additional Responses

Petitions

One petition was organised by the Labour Party in Norfolk and signed by 4,439 people; there were 3,298 paper responses and 1,141 online responses. The online responses included over 800 comments from individuals.

The wording of the petition is:

“Sign this petition to Save Norfolk's Children's Centres

46 out of 53 Children's centres are facing the axe because Norfolk Tories have slashed £5 million (50%) from the budget. This service is a lifeline for Norfolk families. It cannot be replaced by online support and volunteers.

Sign this petition to join Labour in calling on Norfolk Tories to keep our children's centres open & Tory MPs to fund Norfolk services properly.”

www.norfolklabour.com/saveourchildrenscentres

The second petition was organised by the Save Our Sure Start campaign which received over 976 online responses.

The wording of this petition is:

“Save our SureStart

We have created this petition to campaign against your proposal to close children's centres across Norfolk.”

www.savesurestart.co.uk

The third petition was organised by Diss Women's Institute, part of the 'Boudicca Way Group', and received 41 signatures.

The wording of this petition is:

"There is overwhelming support for keeping Diss children's centre open. From local women's institutes. Please continue to fund our local skilled workers as we highly value the vital services they provide for the good of "everyone" in our area. Please reconsider."

Internet Poll

We received an internet poll from Hoveton Community Facebook page. The poll was conducted over 7 days and solicited 243 votes. The split in the vote was 228 against the closure and 15 votes for the closure.

Appendix 1

Stakeholder Event Feedback

The following stakeholders attended our events:

- Broadland District Council
- Great Yarmouth and Waveney CCG
- Homestart
- Portage
- Public Health
- Norfolk & Suffolk
- Norfolk County Council's
 - *Library Service*
 - *Public Health*
 - *Early Years Services*
 - *Early Help*

Key themes discussed at the stakeholder events are captured below;

Proposed bases

Comments were raised about the proposed bases in the seven districts particularly, around whether there would enough space to deliver services to families and if they were in the right locations. It was felt there should be more consideration about the proposed base in King's Lynn, (Torrington) and whether another centre should be considered. Great Yarmouth (Seagulls) was also queried as was Holt.

Comments

“Holt is not a deprived area, but it does draw plenty of people and has a good network of roads.”

“Torrington might make sense from a buildings point of view, but it really doesn't from a needs points of view.”

“Seagulls in Great Yarmouth may be difficult because people don't like to travel over the river so this building as a base could be a deterrent.”

Support in the community

There was praise and support for children's centres staff who deliver services in the community. It was also acknowledged there are people (residents) in the community who are keen to help run services and groups. One stakeholder mentioned that Norwich City Council has an approach in Heartsease designed to find out what members of the community can do to help young people with obesity. It was suggested that we take learnings from this approach.

Comments

“Social prescribing is a big these days and that involves putting capacity back into the community. We need to know more about capacity in the community.”

“It would be good to know more about how Norfolk County Council plans to support people in the community to deliver services.”

“One of our local NHS Clinical Commissioning Groups and Norwich City Council is working with the local community in Heartsease to find out more about helping young people with obesity.”

Location and type of building in the community

Comments were raised about what type of community buildings could be used and whether they would be appropriate, safe and warm for families. There was interest around whether some community buildings had been found or considered and what Norfolk County Council will do to find the right building(s) for families throughout Norfolk.

Comments

“A sensible thought process needs to happen about which venues are suitable. A library may not be suitable for some activities.”

“Think carefully about venues and make sure they are accessible and equitable for people across Norfolk.”

Impact on staff

There was praise for children's centre staff and the support they provide families and the knowledge they have about their local area. One person at the event in Kings Lynn wanted reassurance that Norfolk County Council was speaking to staff about the consultation. There were comments that if buildings were not used, then where will staff be based in the future?

Comments

"I think I understand there could be staff situated in bases and working out in the community"

"Having the right people with the right skills in place to support families is so important and it's good to know what children's centre staff do with families and demonstrate how their work helps and makes a difference."

Gypsy and travelling families

It was acknowledged that hard to reach groups such as gypsy and travelling families did not visit children's centres and the outreach services are essential for this group. The outreach service is important because although it reaches low levels of services users they do tend to have a high level of need.

Comment

"The outreach service is so important for travelling communities and I would be really happy to help keep this service going"

Portage services

Current support for the Portage service was highlighted as a positive which should be maintained. This service works with pre-school children who are showing signs of developmental delay and referrals currently come from health professionals and parents. There are currently 43 families who receive visits from children's centres staff who are trained in Portage.

Comment

"There is a good, long-standing relationship between children's centres and Portage. I hope this continues"

Appendix 2

Publicising Our Consultation

Channel	Detail
External	
https://norfolk.gov.uk/childrenscentres https://norfolk.citizenspace.com/	Direct links to our consultation
Haveyoursay@norfolk.gov.uk	Dedicated email address for all matters relating to the consultation
Media relations	We released two proactive press releases, conducted eight media interviews and responded to 23 reactive media enquiries
Social media	While the consultation was live, @NorfolkCC was tagged into 153 tweets referencing the consultation and/or proposals 125 of these tweets were critical in tone, 22 were neutral and six were positive We proactively sent seven tweets encouraging people to engage in the process, and we also posted on Facebook and YouTube at the start of the consultation.

Your Voice residents panel	We sent a covering email and link to the consultation document to our resident's panel
Your Norfolk Extra	20 September edition: 3643 delivered, 2010 opened
Drop-in sessions with the public	7 meetings, one in each district starting on 11 October in Norwich and ending in Great Yarmouth on 7 November
Meeting with children's centres staff	Briefing for children's centres staff on 10 September
Email brief to stakeholders	Personalised email and link to consultation to our stakeholder groups; district councils; parish councils; MPs; schools; libraries; healthcare providers and commissioners; children's services providers and the voluntary sector
Stakeholder events	17 October two stakeholder events in Norwich and King's Lynn
Internal	
Email brief to Children's Services	Personalised email from Sara Tough sent to all Children's Services staff on 17 th September
Friday TakeAway	26 October edition: article published in staff newsletter promoting the consultation to all NCC employees

Appendix 3 – Consultation document translation languages

Language
Albanian
Kurdish
Lithuanian
Polish
Russian
Spanish
Romanian
Portuguese
French
Chinese (simplified)
Chinese (traditional Hong Kong)

Appendix 4 – Question 2 (Residents)

Coded comment	Number of times mentioned
Proposal would result in a poorer service.	241
Children's centres are familiar, welcoming, trusted, safe and secure.	224
Potential affect on mental health and wellbeing, isolation and loneliness.	168
Question of whether online advice is effective.	106
Better to support people face-to-face and can't be replaced by online info.	106
Where it is suggested that the council should not use or rely on volunteers.	100
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	99
Proposal would mean people couldn't get or travel to a service.	96
It is important that the service remains universal and accessible to everyone in Norfolk.	90
Our proposal would be bad for families.	84
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	84
Why change when things work perfectly well as they are.	82
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	80
A challenge to our thinking behind the proposal – are the sums correct, has the council thought it through correctly?	79
Opposition to cutting preventative services, because they keep people independent and it could lead to greater long-term costs and store up problems in the future	77
The Children's Centre is considered a lifeline or safety net.	73

Coded comment	Number of times mentioned
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	72
Questions about community buildings, including observations on location, suitable space, accessibility, lack of space, confidentiality issues, or security all being issues.	69
It is not just families that live in deprived areas or live on low incomes that need support. There are pockets of deprivation and families who need support across Norfolk, including in rural areas.	69
Observation that not all families are either able or motivated to use or access a service or proposed service.	68
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	62
Where it is suggested that this is purely an austerity driven cost saving scheme.	60
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	59
Where the respondent suggests what is proposed currently happens anyway.	54
Proposal would result in a better or improved service.	53
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	38
This is another cut and, in addition to previous cuts by NCC/central Government, will have a cumulative effect.	33
Don't close Children's Centre buildings (only when they gave no additional response)	30
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	30

Coded comment	Number of times mentioned
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	24
Comments about pushing costs onto partners, including the NHS.	22
Where someone observes that services are not always being used by those who most need them.	21
Comments that the service is important due to the rural nature of our county.	21
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	20
When a respondent disagrees with a proposal because of how much we are proposing to save or cut (e.g. they might support the proposal if the cut was smaller).	18
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	17
Parents and carers use technology more than they used to. We should use technology more to deliver Children's Centre services.	16
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	15
Concerns staff may see an increase in workload and travel and a poorer working environment – plus concern about support staff would receive	14
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	13
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	10
Support for communities doing more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.	9

Coded comment	Number of times mentioned
Comments about central government being to blame or needing to be held to account. Or that the council should challenge central government and get a better deal for Norfolk.	9
Where someone says it is important for staff and/or communities to know the challenges they face and the needs of the community.	9
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	8
When someone suggests charging for a service or introducing or raising fees.	8
Comment about children being 'the future' and therefore should be invested in.	7
Where someone suggests raising council tax instead of making the saving or cut.	3
Don't cut - but only when they say nothing else.	3
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	3
Where a business or provider has used the consultation process as an opportunity to promote their business, or to express interest in exploiting the opportunities that may arise.	2
Where the respondent agrees that community buildings have space or capacity which should be utilised.	2
Where the respondent suggests it is more economical to use existing community buildings than to maintain Children's Centres.	2
Where someone suggests expanding current services into existing buildings.	2
Where someone suggests that community buildings could benefit from income generation.	2
Where someone suggests that something is inevitable, or the way the world is going, or is sure to happen.	2

Coded comment	Number of times mentioned
As a consequence of the proposal, respondent comments that VCSE groups and organisations may close.	1
When respondents say a service is a luxury, should not be subsidised, or that we should cut non-essential services.	1
Use when a response states that this should be the responsibility of individuals, families or parents.	1
When people can see pros and cons of co-location of Children's Centre services and libraries.	1

Appendix 5 – Question 3 (Residents)

Coded comment	Number of times mentioned
Proposal would result in a poorer service.	339
I don't use Children's Centre services. The proposal would have no impact on me.	228
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	201
Proposal would mean people couldn't get or travel to a service.	146
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	123
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	98
Our proposal would be bad for families.	85

Coded comment	Number of times mentioned
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	64
The Children's Centre is considered a lifeline or safety net.	61
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	56
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	37
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	35
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	33
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	31
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	30
Proposal would result in a better or improved service.	29
Observation that not all families are either able or motivated to use or access a service or proposed service.	27
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	25
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	22
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	22

Coded comment	Number of times mentioned
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	19
It is important that the service remains universal and accessible to everyone in Norfolk.	19
Where it is suggested that the council should not use or rely on volunteers.	16
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	14
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	14
Concerns staff may see an increase in workload and travel and a poorer working environment – plus concern about support staff would receive	11
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	10
Suggestion that there is already a wealth of online information available, and more is not needed, or that effective advice cannot be given online for some issues.	10
Respondent comments that the service is important due to the rural nature of our county.	9
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	8
Why change when things work perfectly well as they are.	8
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	7
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	6

Coded comment	Number of times mentioned
Don't close Children's Centre buildings - but only when they say nothing else.	5
Comment about children being 'the future' and therefore should be invested in.	5
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	5
When someone suggests charging for a service or introducing or raising fees.	4
Where someone observes that services are not always being used by those who most need them.	4
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	4
As a consequence of the proposal, respondent comments that VCSE groups and organisations may close.	3
Where it is suggested that this is purely an austerity driven cost saving scheme.	3
We should cut staff pay, executive pay, the number of staff we have, pensions or other terms and conditions - also if Member expenses or pay mentioned.	3
Comments about central government being to blame or needing to be held to account. Or that the council should challenge central government and get a better deal for Norfolk.	3
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	3
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	3
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	3

Coded comment	Number of times mentioned
When a respondent disagrees with a proposal because of how much we are proposing to save or cut (e.g. they might support the proposal if the cut was smaller).	2
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	1
Where the respondent agrees that community buildings have space or capacity which should be utilised.	1
Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.	1
Where someone suggests expanding current services into existing buildings.	1
Volunteers or a voluntary organisation could run all or part of a service.	1

Appendix 6 – Question 4a (Residents)

Coded comment	Number of times mentioned
Where it is suggested that the council should not use or rely on volunteers.	207
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	146
Proposal would result in a poorer service.	96
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	87
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	87
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	77
Where the respondent suggests that what is proposed currently happens anyway.	67
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	67
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	55
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	54
Why change when things work perfectly well as they are.	42
Proposal would mean people couldn't get or travel to a service.	40

Coded comment	Number of times mentioned
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	37
It is important that the service remains universal and accessible to everyone in Norfolk.	33
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	30
Observation that not all families are either able or motivated to use or access a service or proposed service.	25
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	21
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	21
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	20
Where someone observes that services are not always being used by those who most need them.	19
Where it is suggested that this is purely an austerity driven cost saving scheme.	18
Our proposal would be bad for families.	15
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because they keep people independent, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	15
Proposal would result in a better or improved service.	14
Don't close Children's Centre buildings - but only when they say nothing else.	13

Coded comment	Number of times mentioned
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	13
Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.	12
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	11
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	9
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	7
The Children's Centre is considered a lifeline or safety net.	7
Respondent comments that the service is important due to the rural nature of our county.	7
Concerns staff may see an increase in workload and travel and a poorer working environment – plus concern about support staff would receive	7
When someone suggests charging for a service or introducing or raising fees.	6
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	5
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	5
Volunteers or a voluntary organisation could run all or part of a service.	5

Coded comment	Number of times mentioned
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	4
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	4
Where someone suggests expanding current services into existing buildings.	3
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	3
When a respondent disagrees with a proposal because of how much we are proposing to save or cut (e.g. they might support the proposal if the cut was smaller).	2
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	2
Comment about children being 'the future' and therefore should be invested in.	2
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	1
Where the respondent agrees that community buildings have space or capacity which should be utilised.	1
Proposal would negatively impact on carers, not just service users.	1
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	1
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	1

Appendix 7 – Question 4b (Residents)

Coded comment	Number of times mentioned
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	389
Observation that not all families are either able or motivated to use or access a service or proposed service.	303
Suggestion that there is already a wealth of online information available, and more is not needed, or that effective advice cannot be given online for some issues.	258
Parents and carers use technology more than they used to. We should use technology more to deliver Children's Centre services.	137
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	29
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	28
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	23
Where the respondent suggests that what is proposed currently happens anyway.	19
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	18
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	16
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	16
Proposal would result in a poorer service.	13

Coded comment	Number of times mentioned
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	11
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	8
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	8
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	8
Where it is suggested that this is purely an austerity driven cost saving scheme.	7
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	7
Don't close Children's Centre buildings - but only when they say nothing else.	4
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	4
Why change when things work perfectly well as they are.	4
Our proposal would be bad for families.	3
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	2

Coded comment	Number of times mentioned
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	2
Proposal would result in a better or improved service.	1
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	1
Proposal would mean people couldn't get or travel to a service.	1
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	1
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	1
Where someone suggests that something is inevitable, or the way the world is going, or is sure to happen.	1
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	1
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	1
Use when a response states that this should be the responsibility of individuals, families or parents.	1
Respondent comments that the service is important due to the rural nature of our county.	1

Appendix 8 – Question 4c (Residents)

Coded comment	Number of times mentioned
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	196
Where the respondent suggests that what is proposed currently happens anyway.	123
It is important that the service remains universal and accessible to everyone in Norfolk.	62
Proposal would result in a poorer service.	58
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	39
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	38
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	31
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	30
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	28
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	25

Coded comment	Number of times mentioned
Why change when things work perfectly well as they are.	23
Observation that not all families are either able or motivated to use or access a service or proposed service.	22
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	22
Proposal would mean people couldn't get or travel to a service.	20
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	20
Where someone observes that services are not always being used by those who most need them.	19
Proposal would result in a better or improved service.	18
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	15
Where it is suggested that the council should not use or rely on volunteers.	15
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	13
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	13
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	13
Don't close Children's Centre buildings - but only when they say nothing else.	11
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	10

Coded comment	Number of times mentioned
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	8
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	8
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	7
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	6
Observations that because of the proposals, staff may see an increase in workload and travel and a poorer work environment	6
Our proposal would be bad for families.	5
The Children's Centre is considered a lifeline or safety net.	5
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	4
Where it is suggested that this is purely an austerity driven cost saving scheme.	3
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	3
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	3
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	2

Coded comment	Number of times mentioned
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	2
Volunteers or a voluntary organisation could run all or part of a service.	2
Where the respondent agrees that community buildings have space or capacity which should be utilised.	1
Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.	1
Where someone suggests expanding current services into existing buildings.	1
I don't use Children's Centre services. The proposal would have no impact on me.	1
When respondents say a service is a luxury, not a priority, should not be subsidised, or that we should cut non-essential services.	1
Use when a response states that this should be the responsibility of individuals, families or parents.	1
Respondent comments that the service is important due to the rural nature of our county.	1

Appendix 9 – Question 4d (Residents)

Coded comment	Number of times mentioned
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	233
Where the respondent suggests that what is proposed currently happens anyway.	147

Coded comment	Number of times mentioned
Proposal would result in a poorer service.	44
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	41
It is important that the service remains universal and accessible to everyone in Norfolk.	35
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	29
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	25
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	24
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	24
Why change when things work perfectly well as they are.	24
Proposal would result in a better or improved service.	23
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	18
Observations staff may see an increase in workload and travel time and a poorer working environment	18
Where someone observes that services are not always being used by those who most need them.	17
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	16
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	14
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	14
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	14
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	13

Coded comment	Number of times mentioned
Observation that not all families are either able or motivated to use or access a service or proposed service.	12
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	12
Don't close Children's Centre buildings - but only when they say nothing else.	9
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	6
The Children's Centre is considered a lifeline or safety net.	6
Proposal would mean people couldn't get or travel to a service.	5
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	5
Our proposal would be bad for families.	5
When respondents say a service is a luxury, not a priority, should not be subsidised, or that we should cut non-essential services.	5
Don't cut - but only when they say nothing else.	4
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	4
Where it is suggested that the council should not use or rely on volunteers.	4
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	3
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	3
Where it is suggested that this is purely an austerity driven cost saving scheme.	3
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	3
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	2
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	2

Coded comment	Number of times mentioned
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	2
Respondent comments that the service is important due to the rural nature of our county.	2
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	1
As a consequence of the proposal, respondent comments that VCSE groups and organisations may close.	1
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	1
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	1
Use when a response states that this should be the responsibility of individuals, families or parents.	1
Volunteers or a voluntary organisation could run all or part of a service.	1

Appendix 10 – Question 6 (Residents)

Coded comment	Number of times mentioned
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	473

Coded comment	Number of times mentioned
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	153
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	127
Why change when things work perfectly well as they are.	92
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	86
Proposal would result in a poorer service.	77
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	61
Proposal would mean people couldn't get or travel to a service.	54
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	45
Where the respondent suggests that what is proposed currently happens anyway.	43
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	42
Proposal would result in a better or improved service.	34
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	34
Don't close Children's Centre buildings - but only when they say nothing else.	25
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	24
Observation that not all families are either able or motivated to use or access a service or proposed service.	23
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	22

Coded comment	Number of times mentioned
Where it is suggested that the council should not use or rely on volunteers.	22
Where it is suggested that this is purely an austerity driven cost saving scheme.	20
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	20
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	20
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	20
Our proposal would be bad for families.	15
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	13
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	13
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	11
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	10
It is important that the service remains universal and accessible to everyone in Norfolk.	10
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	9
The Children's Centre is considered a lifeline or safety net.	9
Respondent comments that the service is important due to the rural nature of our county.	9
Observations staff may see an increase in workload and travel and a poorer working environment.	9
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	8
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services	8

Coded comment	Number of times mentioned
later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	
Where the respondent agrees that community buildings have space or capacity which should be utilised.	6
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	5
Where someone observes that services are not always being used by those who most need them.	5
Where the respondent suggests it is more economical to use existing community buildings than to maintain Children's Centres.	4
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	4
When a respondent disagrees with a proposal because of how much we are proposing to save or cut (e.g. they might support the proposal if the cut was smaller).	3
We should cut staff pay, executive pay, the number of staff we have, pensions or other terms and conditions - also if Member expenses or pay mentioned.	3
Don't cut - but only when they say nothing else.	3
Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.	3
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	3
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	2
Where someone suggests that community buildings could benefit from income generation.	2
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	2
Where someone suggests raising council tax instead of making the saving or cut.	1

Coded comment	Number of times mentioned
Where someone suggests expanding current services into existing buildings.	1
Comments about central government being to blame or needing to be held to account. Or that the council should challenge central government and the austerity narrative and get a better deal for Norfolk.	1
Where someone suggests that something is inevitable, or the way the world is going, or is sure to happen.	1
When respondents say a service is a luxury, not a priority, should not be subsidised, or that we should cut non-essential services.	1
Use when a response states that this should be the responsibility of individuals, families or parents.	1

Appendix 11 – Question 8 (Residents)

Coded comment	Number of times mentioned
Why change when things work perfectly well as they are.	202
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	137
Proposal would mean people couldn't get or travel to a service.	133
Proposal would result in a poorer service.	110
Don't close Children's Centre buildings - but only when they say nothing else.	98
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	87

Coded comment	Number of times mentioned
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	50
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	32
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	30
It is important that the service remains universal and accessible to everyone in Norfolk.	28
Where it is suggested that this is purely an austerity driven cost saving scheme.	26
When a respondent disagrees with a proposal because of how much we are proposing to save or cut (e.g. they might support the proposal if the cut was smaller).	23
Our proposal would be bad for families.	23
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	21
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	21
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	17
Proposal would result in a better or improved service.	16
Observation that not all families are either able or motivated to use or access a service or proposed service.	15

Coded comment	Number of times mentioned
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	15
The Children's Centre is considered a lifeline or safety net.	14
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	14
Observations staff may see an increase in workload and travel and a poorer working environment	14
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	13
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	13
Respondent comments that the service is important due to the rural nature of our county.	13
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	12
Where the respondent suggests that what is proposed currently happens anyway.	12
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	12
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	12

Coded comment	Number of times mentioned
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	10
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	8
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	7
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	7
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	7
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	6
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	6
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	5
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	5
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	4
Comment about children being 'the future' and therefore should be invested in.	3
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	3

Coded comment	Number of times mentioned
Where someone suggests we should sell the Children's Centre buildings.	3
Where the respondent agrees that community buildings have space or capacity which should be utilised.	2
As a consequence of the proposal, respondent comments that VCSE groups and organisations may close.	2
Don't cut - but only when they say nothing else.	2
Where the respondent suggests it is more economical to use existing community buildings than to maintain Children's Centres.	2
Volunteers or a voluntary organisation could run all or part of a service.	2
When someone suggests charging for a service or introducing or raising fees.	1
We should cut staff pay, executive pay, the number of staff we have, pensions or other terms and conditions - also if Member expenses or pay mentioned.	1
Suggestion that there is already a wealth of online information available, and more is not needed, or that effective advice cannot be given online for some issues.	1
Where someone suggests expanding current services into existing buildings.	1
Comments about central government being to blame or needing to be held to account. Or that the council should challenge central government and get a better deal for Norfolk.	1
Where someone observes that services are not always being used by those who most need them.	1
Where it is suggested that the council should not use or rely on volunteers.	1

Appendix 12 – Question 9 (Residents)

Coded comment	Number of times mentioned
Why change when things work perfectly well as they are.	363
Don't close Children's Centre buildings - but only when they say nothing else.	65
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	34
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	19
When a respondent disagrees with a proposal because of how much we are proposing to save or cut (e.g. they might support the proposal if the cut was smaller).	17
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	17
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	14
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	13
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	12
The Children's Centre is considered a lifeline or safety net.	11

Coded comment	Number of times mentioned
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	10
It is important that the service remains universal and accessible to everyone in Norfolk.	10
Proposal would mean people couldn't get or travel to a service.	9
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	9
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	8
Where someone suggests we should sell the Children's Centre buildings.	8
When someone suggests charging for a service or introducing or raising fees.	7
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	7
Where someone suggests expanding current services into existing buildings.	7
Our proposal would be bad for families.	7
Where the respondent suggests that what is proposed currently happens anyway.	7
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	7
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	7

Coded comment	Number of times mentioned
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	7
Comments about central government being to blame or needing to be held to account. Or that the council should challenge central government and the austerity narrative and get a better deal for Norfolk.	6
Proposal would result in a poorer service.	5
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	5
Where someone suggests that community buildings could benefit from income generation.	5
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	5
Where the respondent agrees that community buildings have space or capacity which should be utilised.	4
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	4
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	4
Where a business or provider has used the consultation process as an opportunity to promote their business, or to express interest in exploiting the opportunities that may arise.	3
We should cut staff pay, executive pay, the number of staff we have, pensions or other terms and conditions - also if Member expenses or pay mentioned.	3
Comment about children being 'the future' and therefore should be invested in.	3
Respondent comments that the service is important due to the rural nature of our county.	3

Coded comment	Number of times mentioned
Observation that not all families are either able or motivated to use or access a service or proposed service.	2
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	2
Where the respondent suggests it is more economical to use existing community buildings than to maintain Children's Centres.	2
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	2
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	1
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	1
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	1
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	1
Parents and carers use technology more than they used to. We should use technology more to deliver Children's Centre services.	1

Appendix 13 – Question 2 (Respondents affiliated with Organisations)

Coded comment	Number of times mentioned
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	31
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	29
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	19
Observation that not all families are either able or motivated to use or access a service or proposed service.	17
Where the respondent suggests that what is proposed currently happens anyway.	17
Proposal would mean people couldn't get or travel to a service.	16
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	15
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	15
Proposal would result in a poorer service.	14
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	14
Where it is suggested that the council should not use or rely on volunteers.	14

Coded comment	Number of times mentioned
It is important that the service remains universal and accessible to everyone in Norfolk.	14
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	14
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	13
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	13
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	12
Proposal would result in a better or improved service.	11
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	11
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	10
Our proposal would be bad for families.	10
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	10
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	10

Coded comment	Number of times mentioned
Suggestion that there is already a wealth of online information available, and more is not needed, or that effective advice cannot be given online for some issues.	9
Why change when things work perfectly well as they are.	9
Where someone observes that services are not always being used by those who most need them.	8
Respondent comments that the service is important due to the rural nature of our county.	8
Where it is suggested that this is purely an austerity driven cost saving scheme.	7
Don't close Children's Centre buildings - but only when they say nothing else.	7
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	6
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	6
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	6
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	5
Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.	4
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	4
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	3

Coded comment	Number of times mentioned
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	3
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	3
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	3
Comment about children being 'the future' and therefore should be invested in.	2
Comments about central government being to blame or needing to be held to account. Or that the council should challenge central government and get a better deal for Norfolk.	2
Observations staff may see an increase in workload and travel and a poorer working environment	2
Parents and carers use technology more than they used to. We should use technology more to deliver Children's Centre services.	2
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	1
Where a business or provider has used the consultation process as an opportunity to promote their business, or to express interest in exploiting the opportunities that may arise.	1
Where the respondent agrees that community buildings have space or capacity which should be utilised.	1
When someone suggests charging for a service or introducing or raising fees.	1

Coded comment	Number of times mentioned
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	1
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	1
We should cut staff pay, executive pay, the number of staff we have, pensions or other terms and conditions - also if Member expenses or pay mentioned.	1
Don't cut - but only when they say nothing else.	1
Where the respondent suggests it is more economical to use existing community buildings than to maintain Children's Centres.	1
The Children's Centre is considered a lifeline or safety net.	1

Appendix 14 – Question 3 (Respondents affiliated with Organisations)

Coded comment	Number of times mentioned
Proposal would result in a poorer service.	31
I don't use Children's Centre services. The proposal would have no impact on me.	23
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	18
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	14
Our proposal would be bad for families.	14

Coded comment	Number of times mentioned
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	11
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	11
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	11
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	9
Proposal would result in a better or improved service.	8
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	8
Observation that not all families are either able or motivated to use or access a service or proposed service.	7
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	6
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe hub or secure place for families and workers to use, with all services under one roof.	6
Proposal would mean people couldn't get or travel to a service.	5
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	5

Coded comment	Number of times mentioned
The Children's Centre is considered a lifeline or safety net.	5
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	4
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	4
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	4
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	3
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	3
Where a business or provider has used the consultation process as an opportunity to promote their business, or to express interest in exploiting the opportunities that may arise.	2
Where the respondent agrees that community buildings have space or capacity which should be utilised.	2
Where it is suggested that this is purely an austerity driven cost saving scheme.	2
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	2
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	2
Where someone observes that services are not always being used by those who most need them.	2
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	2

Coded comment	Number of times mentioned
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	2
Respondent comments that the service is important due to the rural nature of our county.	2
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	2
It is important that the service remains universal and accessible to everyone in Norfolk.	2
Why change when things work perfectly well as they are.	2
As a consequence of the proposal, respondent comments that VCSE groups and organisations may close.	1
Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.	1
Where someone suggests expanding current services into existing buildings.	1
Comment about children being 'the future' and therefore should be invested in.	1
Where the respondent suggests that what is proposed currently happens anyway.	1
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	1
Where it is suggested that the council should not use or rely on volunteers.	1
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	1
Parents and carers use technology more than they used to. We should use technology more to deliver Children's Centre services.	1

Appendix 15 – Question 4a (Respondents affiliated with Organisations)

Coded comment	Number of times mentioned
Where it is suggested that the council should not use or rely on volunteers.	17
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	15
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	14
Proposal would result in a poorer service.	14
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	13
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe hub or secure place for families and workers to use, with all services under one roof.	10
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	9
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	9
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	8
Why change when things work perfectly well as they are.	8
Observation that not all families are either able or motivated to use or access a service or proposed service.	7

Coded comment	Number of times mentioned
Where the respondent suggests that what is proposed currently happens anyway.	7
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	7
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	6
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	6
Proposal would result in a better or improved service.	4
Proposal would mean people couldn't get or travel to a service.	4
Our proposal would be bad for families.	4
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	4
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	3
Where someone observes that services are not always being used by those who most need them.	3
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because they keep people independent, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	3
Respondent comments that the service is important due to the rural nature of our county.	3
Volunteers or a voluntary organisation could run all or part of a service.	3

Coded comment	Number of times mentioned
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	2
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	2
Where it is suggested that this is purely an austerity driven cost saving scheme.	2
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	2
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	2
Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.	2
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	2
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	2
The Children's Centre is considered a lifeline or safety net.	2
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	2
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	2
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	2

Coded comment	Number of times mentioned
When someone suggests charging for a service or introducing or raising fees.	1
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	1
Where someone suggests expanding current services into existing buildings.	1
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	1
Observations that because of the proposals, staff may see an increase in workload, or perhaps have to travel a lot more, or have a poorer work environment. Comments include the level of support staff would receive, such as de-briefings and supervision, which may leave staff vulnerable and perhaps isolated.	1
It is important that the service remains universal and accessible to everyone in Norfolk.	1

Appendix 16 – Question 4b (Respondents affiliated with Organisations)

Coded comment	Number of times mentioned
Observation that not all families are either able or motivated to use or access a service or proposed service.	69
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	38
Parents and carers use technology more than they used to. We should use technology more to deliver Children's Centre services.	15
Suggestion that there is already a wealth of online information available, and more is not needed, or that effective advice cannot be given online for some issues.	12
Where the respondent suggests that what is proposed currently happens anyway.	10
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	5
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	4
Where someone observes that services are not always being used by those who most need them.	4
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	3
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	3

Coded comment	Number of times mentioned
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	2
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	2
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	2
Respondent comments that the service is important due to the rural nature of our county.	2
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	2
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	2
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	1
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	1
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	1
Where someone suggests that something is inevitable, or the way the world is going, or is sure to happen.	1
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	1
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	1

Coded comment	Number of times mentioned
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	1
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	1
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	1

Appendix 17 – Question 4c (Respondents affiliated with Organisations)

Coded comment	Number of times mentioned
Where the respondent suggests that what is proposed currently happens anyway.	19
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	18
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	13
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	11
Observation that not all families are either able or motivated to use or access a service or proposed service.	7

Coded comment	Number of times mentioned
Proposal would mean people couldn't get or travel to a service.	7
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	7
Proposal would result in a better or improved service.	6
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	6
It is important that the service remains universal and accessible to everyone in Norfolk.	6
Where it is suggested that the council should not use or rely on volunteers.	5
Proposal would result in a poorer service.	4
Where someone observes that services are not always being used by those who most need them.	4
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	4
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	4
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	3
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	3
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	3

Coded comment	Number of times mentioned
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	3
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	3
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	2
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	2
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	2
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	2
Where a business or provider has used the consultation process as an opportunity to promote their business, or to express interest in exploiting the opportunities that may arise.	1
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	1
Don't close Children's Centre buildings - but only when they say nothing else.	1
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	1
The Children's Centre is considered a lifeline or safety net.	1

Coded comment	Number of times mentioned
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	1
Use when a response states that this should be the responsibility of individuals, families or parents.	1
Respondent comments that the service is important due to the rural nature of our county.	1
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	1

Appendix 18 – Question 4d (Respondents affiliated with Organisations)

Coded comment	Number of times mentioned
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	32
Where the respondent suggests that what is proposed currently happens anyway.	24
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	11
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	10
Proposal would result in a better or improved service.	6
Proposal would result in a poorer service.	6
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	6
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	6
Observation that not all families are either able or motivated to use or access a service or proposed service.	5
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	5
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	4

Coded comment	Number of times mentioned
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	4
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	4
Observations staff may see an increase in workload and travel and a poorer working environment	4
It is important that the service remains universal and accessible to everyone in Norfolk.	4
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	3
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	3
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	3
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	2
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	2
Respondent comments that the service is important due to the rural nature of our county.	2

Coded comment	Number of times mentioned
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	2
Why change when things work perfectly well as they are.	2
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	1
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	1
Where it is suggested that this is purely an austerity driven cost saving scheme.	1
Don't cut - but only when they say nothing else.	1
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	1
Our proposal would be bad for families.	1
Where someone observes that services are not always being used by those who most need them.	1
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	1
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	1

Appendix 19 – Question 6 (Respondents affiliated with Organisations)

Coded comment	Number of times mentioned
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	64
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	24
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	20
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	15
Proposal would result in a better or improved service.	10
Proposal would mean people couldn't get or travel to a service.	9
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	9
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	9
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	8
Why change when things work perfectly well as they are.	8
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	7

Coded comment	Number of times mentioned
Observation that not all families are either able or motivated to use or access a service or proposed service.	6
Proposal would result in a poorer service.	5
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	5
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	5
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	5
Where the respondent suggests that what is proposed currently happens anyway.	4
Where the respondent agrees that community buildings have space or capacity which should be utilised.	3
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	3
Where it is suggested that this is purely an austerity driven cost saving scheme.	3
Where it is suggested that the council should not use or rely on volunteers.	3
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	3
Respondent comments that the service is important due to the rural nature of our county.	3

Coded comment	Number of times mentioned
Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.	2
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	2
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	2
Observations staff may see an increase in workload and travel and a poorer working environment	2
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	2
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	1
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	1
Don't close Children's Centre buildings - but only when they say nothing else.	1
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	1
Our proposal would be bad for families.	1
Where someone observes that services are not always being used by those who most need them.	1
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	1

Coded comment	Number of times mentioned
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	1
It is important that the service remains universal and accessible to everyone in Norfolk.	1

Appendix 20 – Question 8 (Respondents affiliated with Organisations)

Coded comment	Number of times mentioned
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	19
Why change when things work perfectly well as they are.	18
Proposal would mean people couldn't get or travel to a service.	14
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	14
Don't close Children's Centre buildings - but only when they say nothing else.	12
Observation that not all families are either able or motivated to use or access a service or proposed service.	10
Proposal would result in a poorer service.	9
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	8

Coded comment	Number of times mentioned
<p>The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.</p>	7
<p>Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.</p>	6
<p>People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.</p>	6
<p>It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.</p>	6
<p>Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.</p>	6
<p>It is important that the service remains universal and accessible to everyone in Norfolk.</p>	6
<p>Where it is suggested that this is purely an austerity driven cost saving scheme.</p>	5
<p>When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.</p>	5
<p>When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.</p>	5
<p>Respondent comments that the service is important due to the rural nature of our county.</p>	4
<p>Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.</p>	3

Coded comment	Number of times mentioned
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	3
Where the respondent suggests that what is proposed currently happens anyway.	3
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	3
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	2
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	2
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	2
Our proposal would be bad for families.	2
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	2
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	2
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	2
Where someone suggests we should sell the Children's Centre buildings.	2
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	2
Proposal would result in a better or improved service.	1
Where a business or provider has used the consultation process as an opportunity to promote their business, or to express interest in exploiting the opportunities that may arise.	1

Coded comment	Number of times mentioned
Where the respondent agrees that community buildings have space or capacity which should be utilised.	1
When a respondent disagrees with a proposal because of how much we are proposing to save or cut (e.g. they might support the proposal if the cut was smaller).	1
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	1
Where the respondent suggests it is more economical to use existing community buildings than to maintain Children's Centres.	1
Suggestion that there is already a wealth of online information available, and more is not needed, or that effective advice cannot be given online for some issues.	1
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	1
Where someone suggests expanding current services into existing buildings.	1
Where someone suggests that community buildings could benefit from income generation.	1
Where someone suggests that something is inevitable, or the way the world is going, or is sure to happen.	1
The Children's Centre is considered a lifeline or safety net.	1
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	1
Observations staff may see an increase in workload and travel and a poorer working environment	1
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	1

Coded comment	Number of times mentioned
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	1

Appendix 21 – Question 9 (Respondents affiliated with Organisations)

Coded comment	Number of times mentioned
Why change when things work perfectly well as they are.	25
Don't close Children's Centre buildings - but only when they say nothing else.	12
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	9
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	6
Where a business or provider has used the consultation process as an opportunity to promote their business, or to express interest in exploiting the opportunities that may arise.	5
Where someone suggests expanding current services into existing buildings.	5
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	5
Proposal would mean people couldn't get or travel to a service.	4
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	4

Coded comment	Number of times mentioned
<p>People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.</p>	3
<p>A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.</p>	3
<p>Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.</p>	3
<p>The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.</p>	3
<p>Observation that not all families are either able or motivated to use or access a service or proposed service.</p>	2
<p>Where the respondent agrees that community buildings have space or capacity which should be utilised.</p>	2
<p>Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.</p>	2
<p>Suggestion that the proposal will disadvantage certain people or groups or communities over others.</p>	2
<p>Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.</p>	2
<p>Where the respondent suggests that what is proposed currently happens anyway.</p>	2
<p>When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.</p>	2
<p>The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.</p>	2

Coded comment	Number of times mentioned
Proposal would result in a better or improved service.	1
Proposal would negatively impact on carers, not just service users.	1
Proposal would result in a poorer service.	1
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	1
Our proposal would be bad for families.	1
Where someone suggests that community buildings could benefit from income generation.	1
The Children's Centre is considered a lifeline or safety net.	1
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	1
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	1
Where someone suggests we should sell the Children's Centre buildings.	1
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	1
It is important that the service remains universal and accessible to everyone in Norfolk.	1
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	1

Appendix 22 – Supplementary data relating to responses for Norfolk's seven districts

Early Childhood and Family Service – Transforming our Children's Centres

The consultation on our proposals to create an Early Childhood and Family Service ran from 17 September to 12 November 2018. During the consultation period we sought the views of the public in Norfolk; we wanted to hear from families, community groups, staff, children's centre advisory board representatives, service providers, district councils, parish councils and voluntary sector organisations. They were invited to read our consultation document and to respond to 19 questions.

We proposed creating an Early Childhood and Family Service. This would be delivered on an outreach basis within local community venues, such as libraries, village halls and community centres, schools and in families' homes. As part of the proposal we would have seven district early childhood and family bases. The focus of the new service would be to support more vulnerable families, prevent more children aged 0-2 from experiencing neglect or emotional harm and increase social mobility for disadvantaged families with children aged 0-5.

There were 1,576 responses to the consultation received, with 1,401 responses from residents and 175 who responded as affiliated with organisations. More details about the responses can be viewed in the Report of Consultation Findings.

Additional information has been requested about responses on a district basis, and this paper outlines responses for Norfolk's seven districts. As part of the consultation process, respondents were asked for the first part of their postcode, which has allowed us to provide data and information at district level. It should be noted that not all respondents gave their postcode, and that some postcodes given were outside of Norfolk's boundary; therefore, the information provided in this paper will not be a full picture of responses from everyone that responded.

As mentioned in the Report of Consultation Findings, many respondents used Question 1 as the opportunity to comment on wider aspects of the consultation (specifically around closure of Children's Centres), rather than merely commenting on the proposed service offer that is detailed in that question. Therefore, this paper comprises an analysis of quantitative Question 1 as an indication of respondents' views. An analysis of quantitative Questions 5 and 7 is also included.

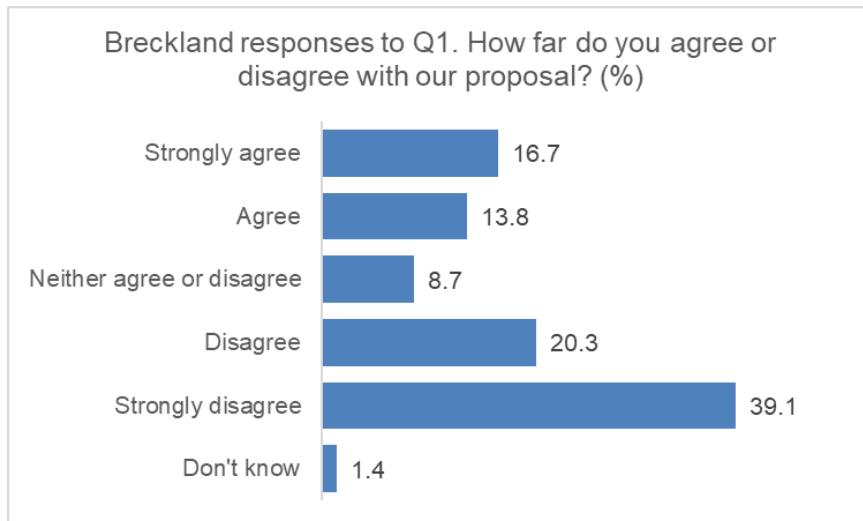
Question 1. We are proposing to create an Early Childhood and Family Service that would offer:

- Community support - helping communities and parents offer local activities and groups.
- Online digital offer – providing information, advice and guidance for all.
- Targeted group-based support - working with families who need extra help.
- Targeted one to one support - working with families who need extra help.

How far do you agree with or disagree with our proposal?

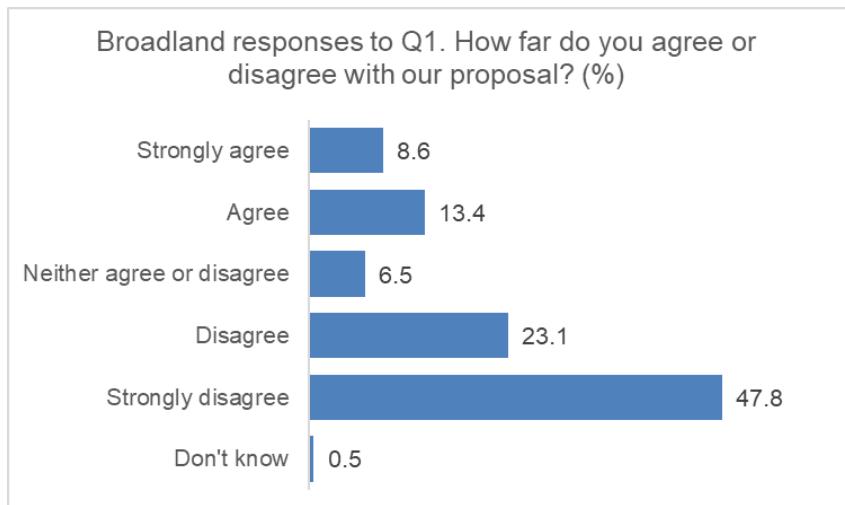
Of those 138 respondents in **Breckland** that answered the specific question and provided their postcode, **Figure 1** shows that 59.4% disagree (20.3%) or strongly disagree (39.1%) with the proposal. This compares with 30.5% who agree (13.8%) or strongly agree (16.7%) with the proposal. Those that neither agree or disagree account for 8.7% and those who don't know account for 1.4%.

Figure 1: Breckland responses to Q1. How far do you agree or disagree with our proposal? (%)



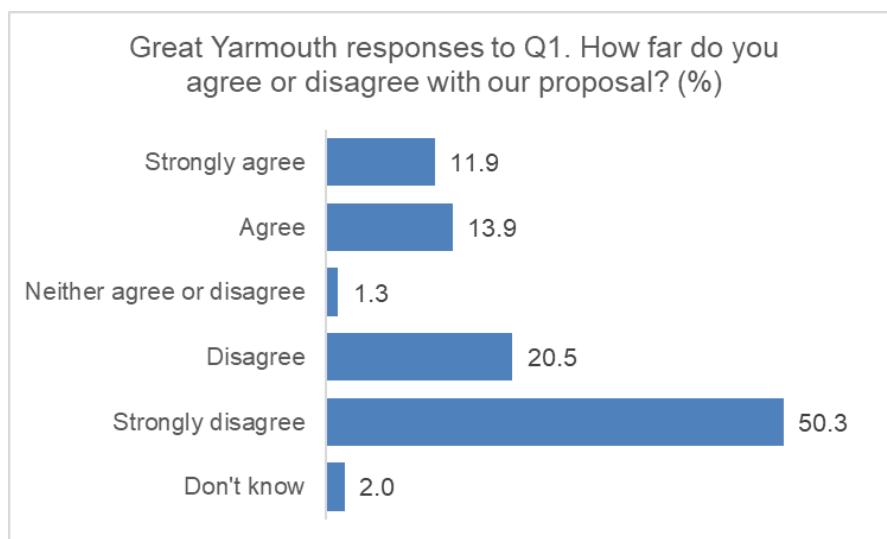
Of those 186 respondents in **Broadland** that answered the specific question and provided their postcode, **Figure 2** shows that 70.9% disagree (23.1%) or strongly disagree (47.8%) with the proposal. This compares with 22.0% who agree (13.4%) or strongly agree (8.6%) with the proposal. Those that neither agree or disagree account for 6.5% and those who don't know account for 0.5%.

Figure 2: Broadland responses to Q1. How far do you agree or disagree with our proposal? (%)



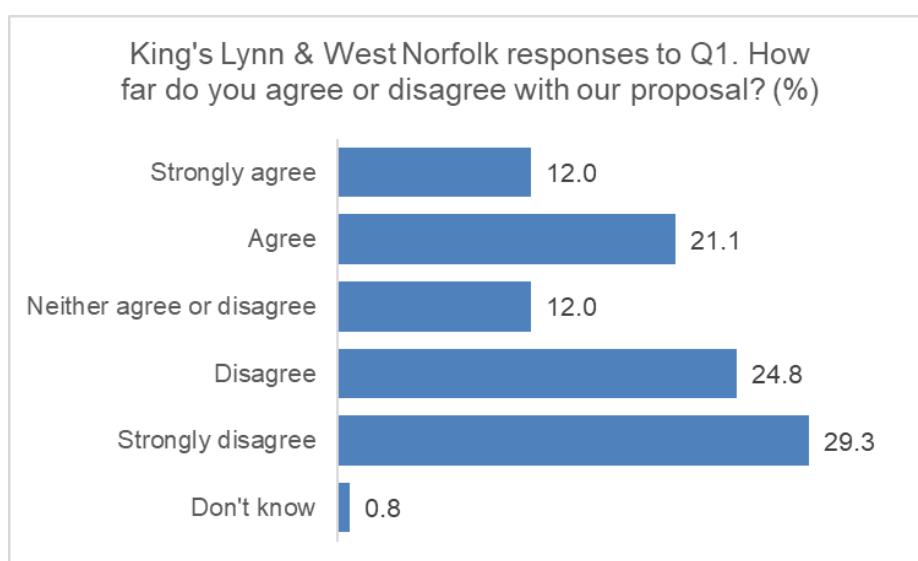
Of those 151 respondents in **Great Yarmouth** that answered the specific question and provided their postcode, **Figure 3** shows that 70.8% disagree (20.5%) or strongly disagree (50.3%) with the proposal. This compares with 25.8% who agree (13.9%) or strongly agree (11.9%) with the proposal. Those that neither agree or disagree account for 1.3% and those who don't know account for 2.0%.

Figure 3: Great Yarmouth responses to Q1. How far do you agree or disagree with our proposal? (%)



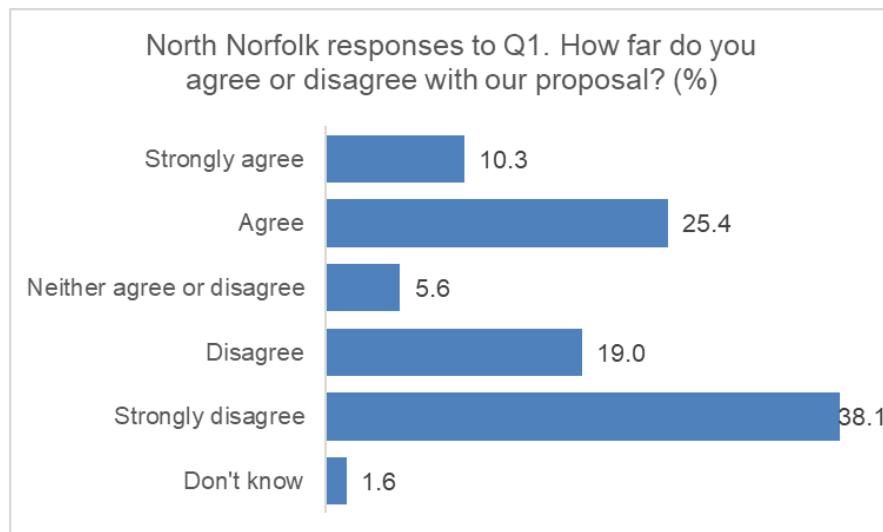
Of those 133 respondents in **King's Lynn & West Norfolk** that answered the specific question and provided their postcode, **Figure 4** shows that 54.1% disagree (24.8%) or strongly disagree (29.3%) with the proposal. This compares with 33.1% who agree (21.1%) or strongly agree (12.0%) with the proposal. Those that neither agree or disagree account for 12.0% and those who don't know account for 0.8%.

Figure 4: King's Lynn & West Norfolk responses to Q1. How far do you agree or disagree with our proposal? (%)



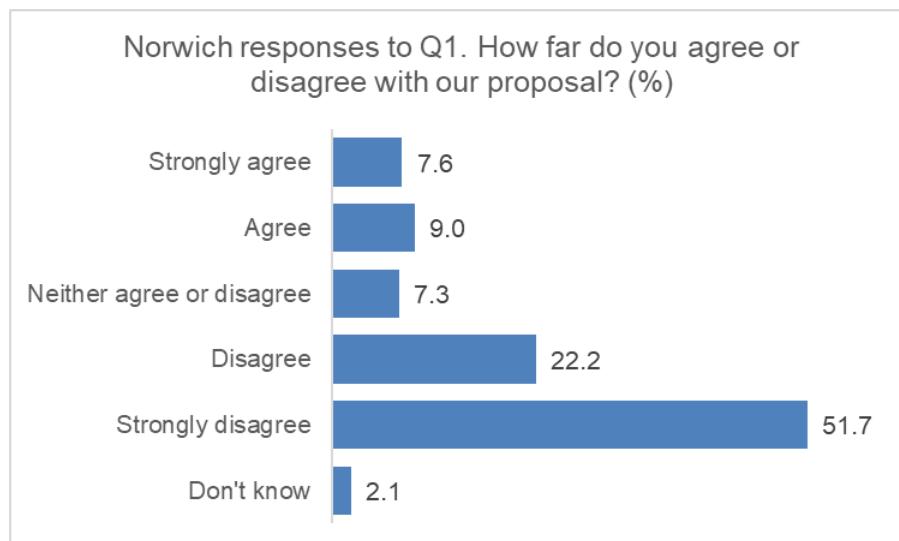
Of those 126 respondents in **North Norfolk** that answered the specific question and provided their postcode, **Figure 5** shows that 57.1% disagree (19.0%) or strongly disagree (38.1%) with the proposal. This compares with 35.7% who agree (25.4%) or strongly agree (10.3%) with the proposal. Those that neither agree or disagree account for 5.6% and those who don't know account for 1.6%.

Figure 5: North Norfolk responses to Q1. How far do you agree or disagree with our proposal? (%)



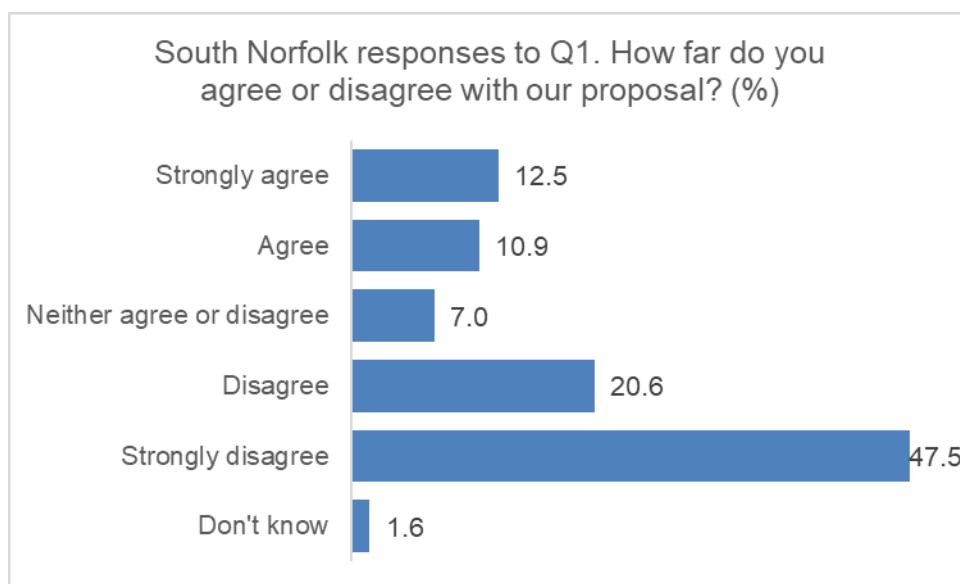
Of those 288 respondents in **Norwich** that answered the specific question and provided their postcode, **Figure 6** shows that 73.9% disagree (22.2%) or strongly disagree (51.7%) with the proposal. This compares with 16.6% who agree (9.0%) or strongly agree (7.6%) with the proposal. Those that neither agree or disagree account for 7.3% and those who don't know account for 2.1%.

Figure 6: Norwich responses to Q1. How far do you agree or disagree with our proposal? (%)



Of those 257 respondents in **South Norfolk** that answered the specific question and provided their postcode, **Figure 7** shows that 68.1% disagree (20.6%) or strongly disagree (47.5%) with the proposal. This compares with 23.4% who agree (10.9%) or strongly agree (12.5%) with the proposal. Those that neither agree or disagree account for 7.0% and those who don't know account for 1.6%.

Figure 7: South Norfolk responses to Q1. How far do you agree or disagree with our proposal? (%)

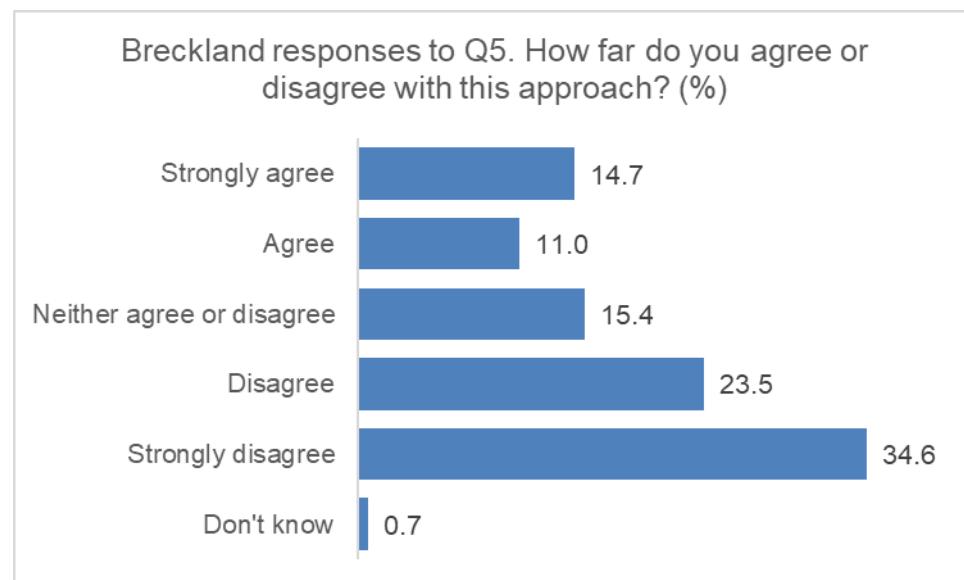


Question 5. We are proposing that the service would run groups and other outreach services through a variety of different community venues, such as schools, libraries, village halls, community centres and GPs surgeries.

How far do you agree or disagree with this approach?

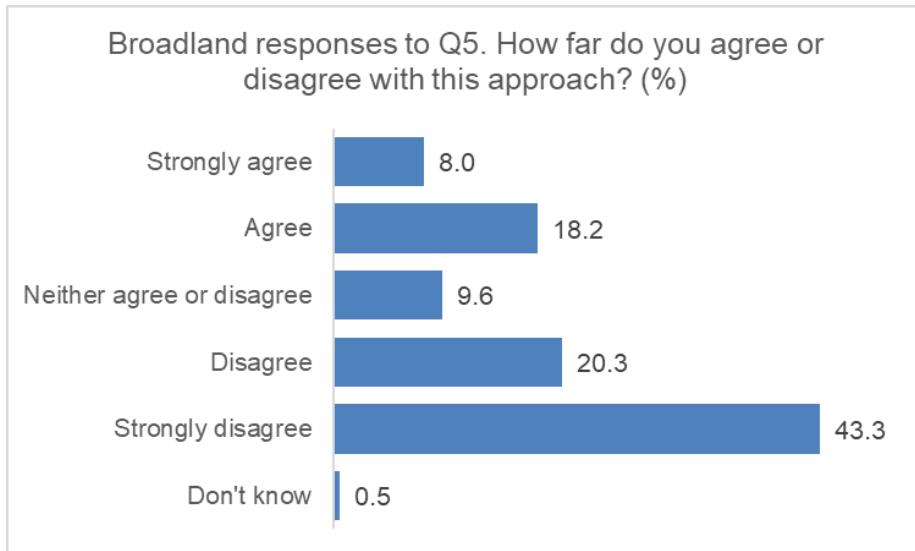
Of those 136 respondents in **Breckland** that answered the specific question and provided their postcode, **Figure 8** shows that 58.1% disagree (23.5%) or strongly disagree (34.6%) with the approach. This compares with 25.7% who agree (11.0%) or strongly agree (14.7%) with the approach. Those that neither agree or disagree account for 15.4% and those who don't know account for 0.7%.

Figure 8: Breckland resident responses to Q5. How far do you agree or disagree with this approach? (%)



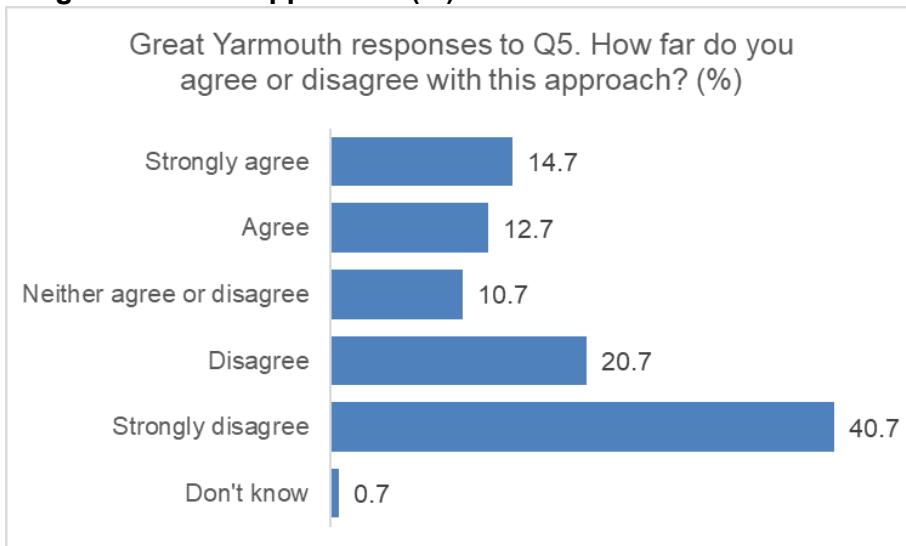
Of those 187 respondents in **Broadland** that answered the specific question and provided their postcode, **Figure 9** shows that 63.6% disagree (20.3%) or strongly disagree (43.3%) with the approach. This compares with 26.2% who agree (18.2%) or strongly agree (8.0%) with the approach. Those that neither agree or disagree account for 9.6% and those who don't know account for 0.5%.

Figure 9: Broadland resident responses to Q5. How far do you agree or disagree with this approach? (%)



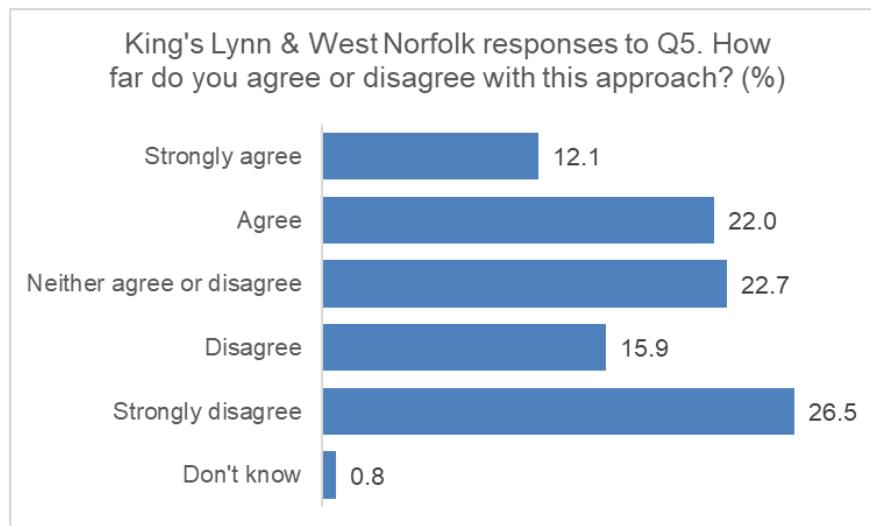
Of those 150 respondents in **Great Yarmouth** that answered the specific question and provided their postcode, **Figure 10** shows that 61.4% disagree (20.7%) or strongly disagree (40.7%) with the approach. This compares with 27.4% who agree (12.7%) or strongly agree (14.7%) with the approach. Those that neither agree or disagree account for 10.7% and those who don't know account for 0.7%.

Figure 10: Great Yarmouth resident responses to Q5. How far do you agree or disagree with this approach? (%)



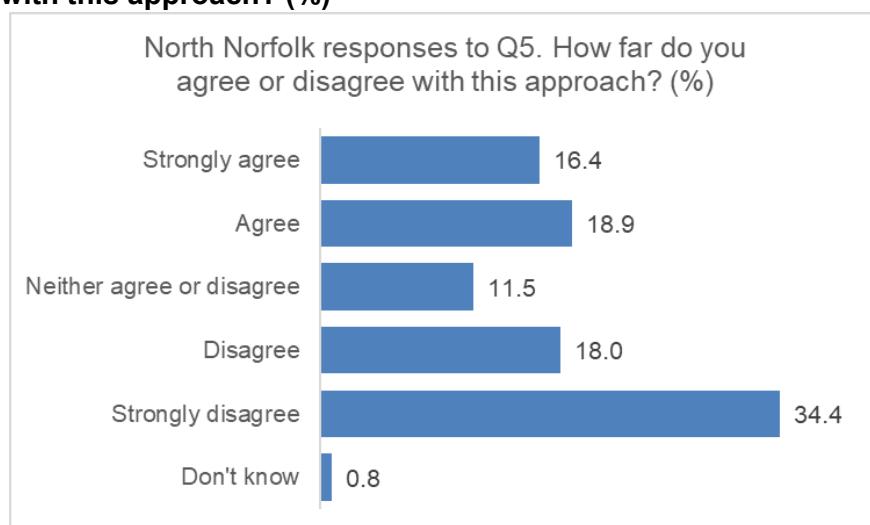
Of those 132 respondents in **King's Lynn & West Norfolk** that answered the specific question and provided their postcode, **Figure 11** shows that 42.4% disagree (15.9%) or strongly disagree (26.5%) with the approach. This compares with 34.1% who agree (22.0%) or strongly agree (12.1%) with the approach. Those that neither agree or disagree account for 22.7% and those who don't know account for 0.8%.

Figure 11: King's Lynn & West Norfolk resident responses to Q5. How far do you agree or disagree with this approach? (%)



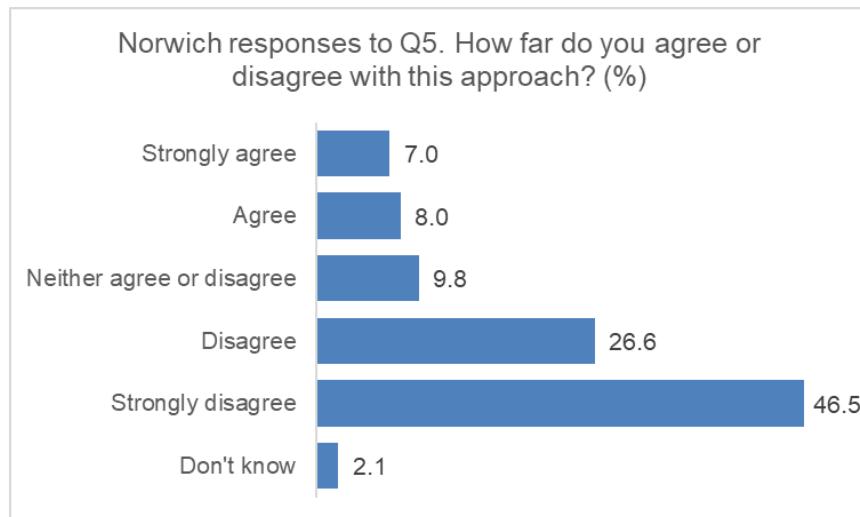
Of those 122 respondents in **North Norfolk** that answered the specific question and provided their postcode, **Figure 12** shows that 52.4% disagree (18.0%) or strongly disagree (34.4%) with the approach. This compares with 35.3% who agree (18.9%) or strongly agree (16.4%) with the approach. Those that neither agree or disagree account for 11.5% and those who don't know account for 0.8%.

Figure 12: North Norfolk resident responses to Q5. How far do you agree or disagree with this approach? (%)



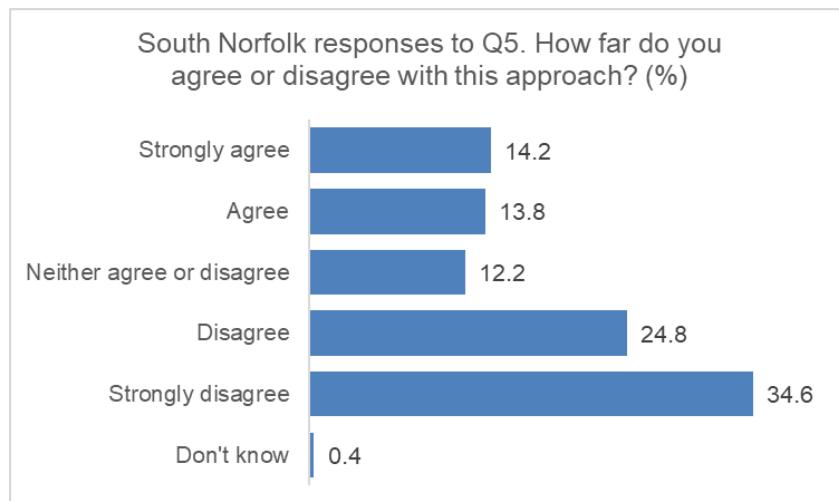
Of those 286 respondents in **Norwich** that answered the specific question and provided their postcode, **Figure 13** shows that 73.1% disagree (26.6%) or strongly disagree (46.5%) with the approach. This compares with 15.0% who agree (8.0%) or strongly agree (7.0%) with the approach. Those that neither agree or disagree account for 9.8% and those who don't know account for 2.1%.

Figure 13: Norwich resident responses to Q5. How far do you agree or disagree with this approach? (%)



Of those 254 respondents in **South Norfolk** that answered the specific question and provided their postcode, **Figure 14** shows that 59.4% disagree (24.8%) or strongly disagree (34.6%) with the approach. This compares with 28.0% who agree (13.8%) or strongly agree (14.2%) with the approach. Those that neither agree or disagree account for 12.2% and those who don't know account for 0.4%.

Figure 14: South Norfolk resident responses to Q5. How far do you agree or disagree with this approach? (%)

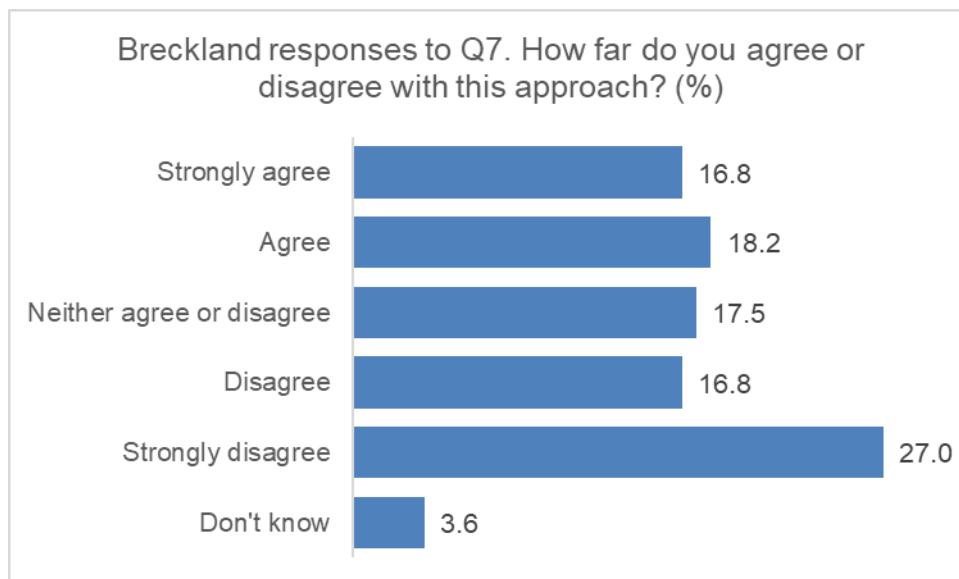


Question 7. We are proposing to use seven of our current children's centre buildings as early childhood and family bases. Where possible we would like to continue to use the other 46 children's centre buildings to support families with children under the age of five.

How far do you agree or disagree with this approach?

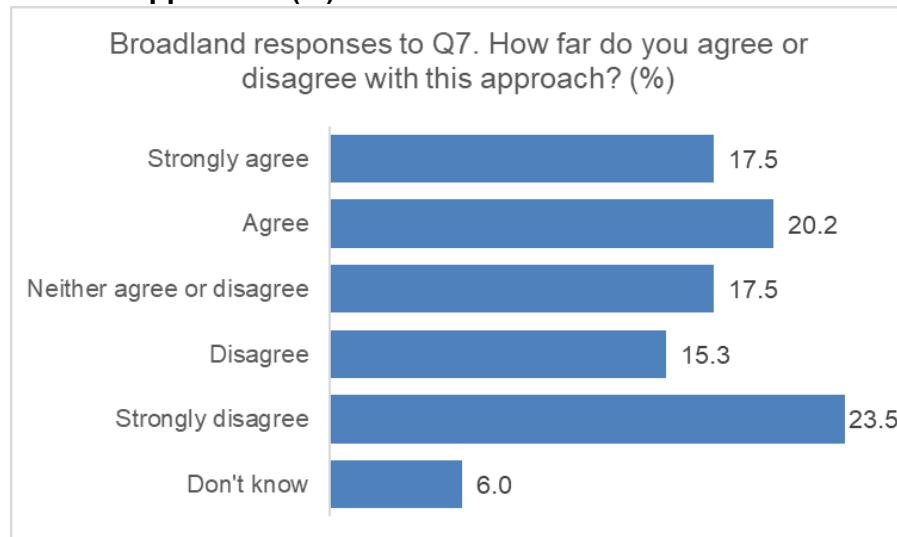
Of those 137 respondents in **Breckland** that answered the specific question and provided their postcode, **Figure 15** shows that 43.8% disagree (16.8%) or strongly disagree (27.0%) with the approach. This compares with 35.0% who agree (18.2%) or strongly agree (16.8%) with the approach. Those that neither agree or disagree account for 17.5% and those who don't know account for 3.6%.

Figure 15: Breckland resident responses to Q7. How far do you agree or disagree with this approach? (%)



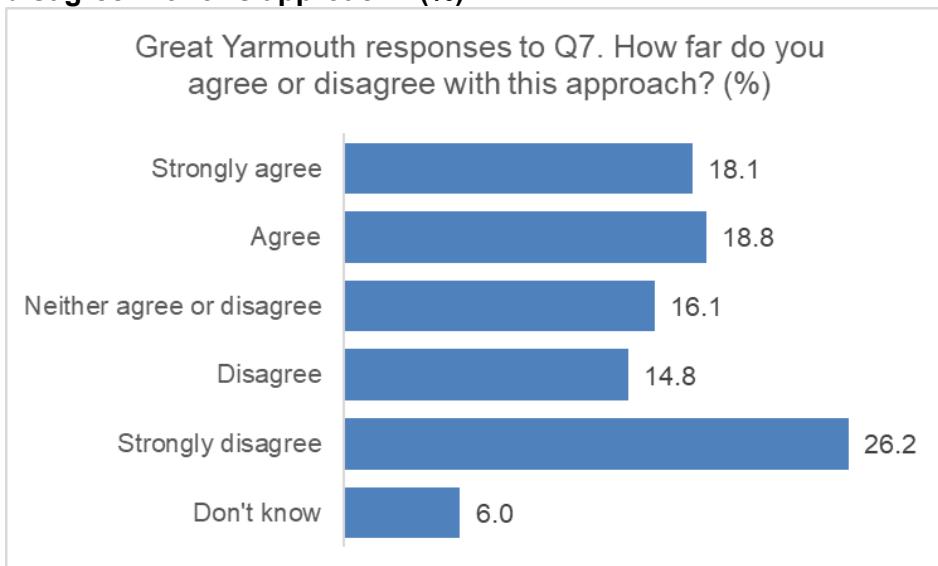
Of those 183 respondents in **Broadland** that answered the specific question and provided their postcode, **Figure 16** shows that 38.8% disagree (15.3%) or strongly disagree (23.5%) with the approach. This compares with 37.7% who agree (20.2%) or strongly agree (17.5%) with the approach. Those that neither agree or disagree account for 17.5% and those who don't know account for 6.0%.

Figure 16: Broadland resident responses to Q7. How far do you agree or disagree with this approach? (%)



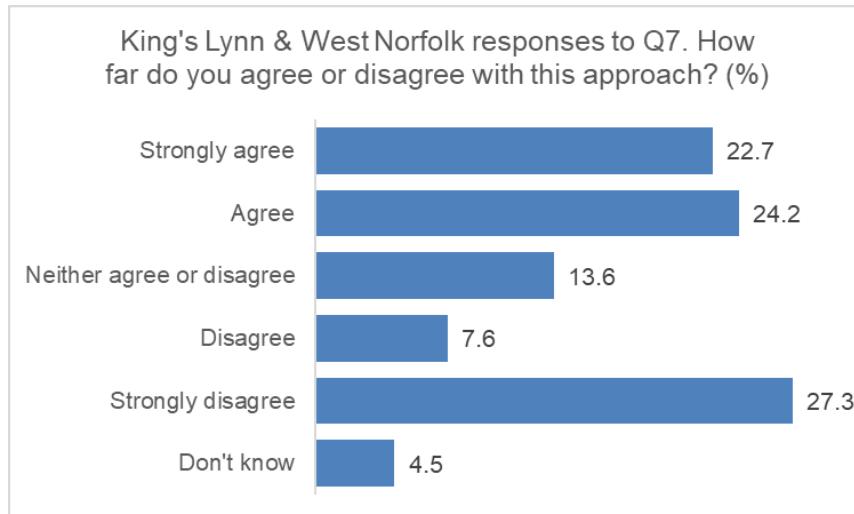
Of those 149 respondents in **Great Yarmouth** that answered the specific question and provided their postcode, **Figure 17** shows that 41.0% disagree (14.8%) or strongly disagree (26.2%) with the approach. This compares with 36.9% who agree (18.8%) or strongly agree (18.1%) with the approach. Those that neither agree or disagree account for 16.1% and those who don't know account for 6.0%.

Figure 17: Great Yarmouth resident responses to Q7. How far do you agree or disagree with this approach? (%)



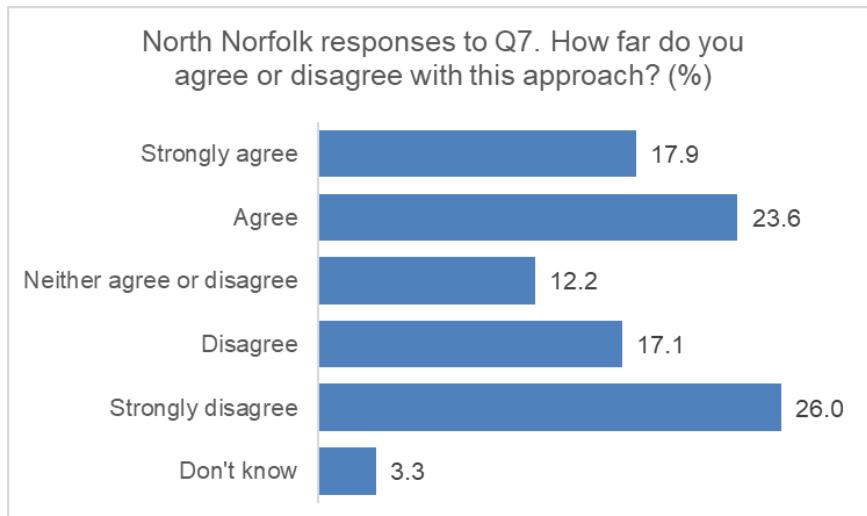
Of those 132 respondents in **King's Lynn & West Norfolk** that answered the specific question and provided their postcode, **Figure 18** shows 34.9% disagree (7.6%) or strongly disagree (27.3%) with the approach. This compares with 46.9% who agree (24.2%) or strongly agree (22.7%) with the approach. Those that neither agree or disagree account for 13.6% and those who don't know account for 4.5%.

Figure 18: King's Lynn & West Norfolk resident responses to Q7. How far do you agree or disagree with this approach? (%)



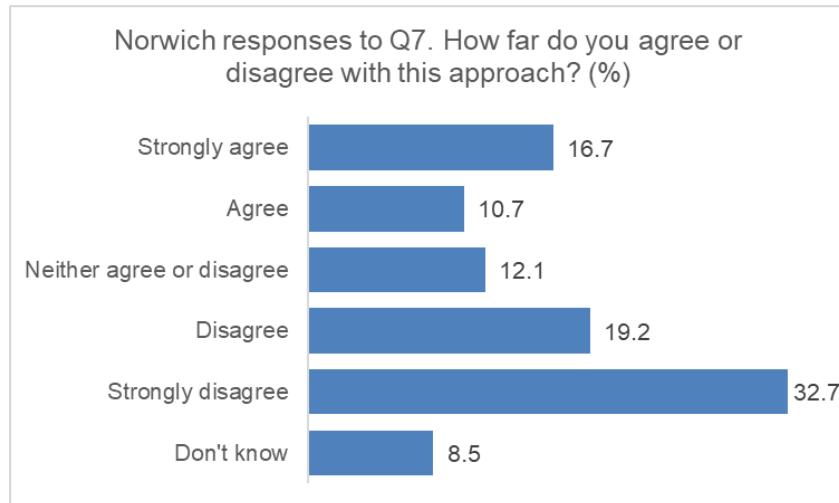
Of those 123 respondents in **North Norfolk** that answered the specific question and provided their postcode, **Figure 19** shows that 43.1% disagree (17.1%) or strongly disagree (26.0%) with the approach. This compares with 41.5% who agree (23.6%) or strongly agree (17.9%) with the approach. Those that neither agree or disagree account for 12.2% and those who don't know account for 3.3%.

Figure 19: North Norfolk resident responses to Q7. How far do you agree or disagree with this approach? (%)



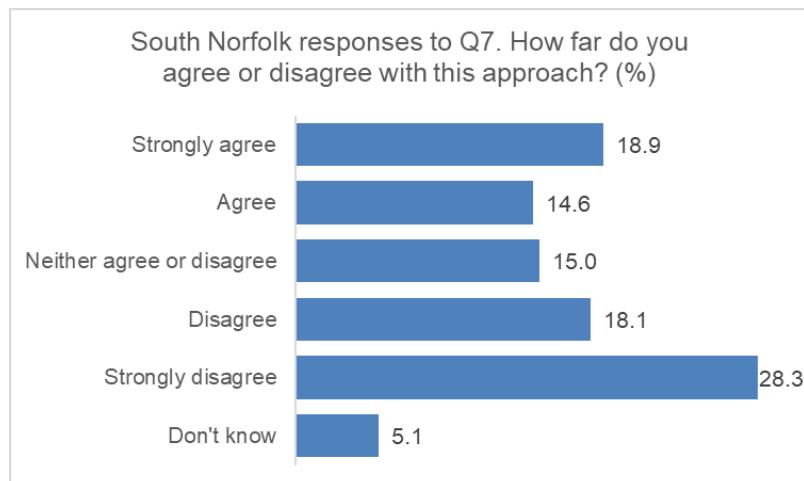
Of those 281 respondents in **Norwich** that answered the specific question and provided their postcode, **Figure 20** shows that 51.9% disagree (19.2%) or strongly disagree (32.7%) with the approach. This compares with 27.4% who agree (10.7%) or strongly agree (16.7%) with the approach. Those that neither agree or disagree account for 12.1% and those who don't know account for 8.5%.

Figure 20: Norwich resident responses to Q7. How far do you agree or disagree with this approach? (%)



Of those 254 respondents in **South Norfolk** that answered the specific question and provided their postcode, **Figure 21** shows that 46.4% disagree (18.1%) or strongly disagree (28.3%) with the approach. This compares with 33.5% who agree (14.6%) or strongly agree (18.9%) with the approach. Those that neither agree or disagree account for 15.0% and those who don't know account for 5.1%.

Figure 21: South Norfolk resident responses to Q7. How far do you agree or disagree with this approach? (%)



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Early Childhood and Family Service – Transforming our Children's Centres

Equality and rural assessment – findings and recommendations

22 January 2019

Lead officer: Equality & Armed Forces Covenant Officer (Bev Herron), in consultation with Assistant Director Early Help and Prevention (Sarah Jones), the Head of Children's Integrated Commissioning (Tim Eyres) and Kevin Howard (Commissioning and Service Development Manager - Younger Children)

This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. The assessment can be updated at any time to inform service planning and commissioning.

For more information please contact Equality & Diversity team, email: equality@norfolk.gov.uk or tel: 01603 223816.

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The purpose of an equality assessment

1. The purpose of an equality assessment is to enable elected members to consider the impact of a proposal on different people and communities prior to a decision being made.

The Legal context

2. Public authorities have a duty under the Equality Act 2010 to consider the implications of proposals on people with protected characteristics. The Act states that public bodies must pay due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act¹;
 - Advance equality of opportunity between people who share a relevant protected characteristic² and people who do not share it³;
 - Foster good relations between people who share a relevant protected characteristic and people who do not share it⁴.

The full Act is available [here](#).

The assessment process

3. This assessment comprises three phases:
 - **Phase 1** – evidence is gathered on the proposal – to examine who might be affected and how. This includes reviewing the findings of related assessments and public consultation, contextual information about local populations and other relevant data. Public consultation takes place.
 - **Phase 2** – the results are analysed. Where the assessment indicates that the proposal may impact adversely on people with protected characteristics, mitigating actions are identified. Because this proposal represents a major and complex service change, the assessment covers three key areas of analysis:
 - The different potential impacts (detrimental and positive) that may occur for parents, carers, children and young people – whether male or female; disabled; Black or minority ethnic; gay, lesbian or bisexual; transgender; or who have a religion or belief.
 - The potential cumulative impacts
 - The potential impacts for staff
 - **Phase 3** – when completed, the findings are provided to Children's Services Committee, to enable any impacts to be considered by elected members before a decision is made.

Overview of the proposal

4. This proposal is to replace the existing offer for Children's Centres through the development of a new Early Childhood and Family service.

Summary of the proposal

5. The technical detail of the proposal is set out in the report to Children's Services Committee, and therefore is not replicated again here. However, in summary the aims of the new service are to:
 - Support more vulnerable families to help their children achieve their developmental milestones up to age 2.
 - Prevent more children aged 0-2 from experiencing neglect or emotional harm.
 - Increase social mobility for disadvantaged families with children aged 0-5.
 - Deliver services across each locality through active outreach in existing community venues, partnership working and building community capacity.
6. To do this the service will need to identify and work with vulnerable families as early as possible and target support and services to meet their needs.
7. Wherever possible the service wants families' needs to be met from peer-led support and services set up and run by the local community rather than providing a building in which generic services are delivered.
8. The differences between the existing service and the proposed service are:
 - The new service will prioritise outreach rather than being linked to physical buildings.
 - Greater use will be made of community venues, such as libraries, village halls and community centres, schools and families' homes.
 - As part of the proposal the service would have seven district early childhood and family bases – these would be used as places for staff to work across the district and to deliver some of the local services. The remaining 46 buildings currently being used to deliver children's centre services would no longer be used for this purpose.
 - The new service will not deliver services previously stated under the 'universal offer', currently provided for free. Instead these services, where available, will be delivered by alternative providers in community venues potentially at a cost to the user as charging will be at the discretion of the provider.

Who is affected?

9. The proposal affects all current users of children's centre services in Norfolk – adults, children and families. This includes adults, children and families with protected characteristics e.g. disabled and Black and minority ethnic parents and families. It also affects people in rural areas and staff.

Potential impact

10. If the proposal goes ahead, it will impact on all current users of children's centre services – adults, children and families, including those with protected characteristics and in rural areas.
11. The nature of the impact will differ depending upon the user's circumstances. For example, for some people, there may be a positive impact – a lone parent with a busy schedule living in a rural area may have increased access to information through enhanced online services which are available 24/7 or be able to access group support at a venue nearer to their home. For others, the impact may be detrimental because, for instance, they may no longer be able to access universal children's centre services at the same building or may have to start paying for a service.
12. This section examines in detail the different ways in which the proposal may impact on users of children's centre services. Some of the issues raised may be equally relevant to current service delivery and therefore do not reflect a change. This impact assessment does not seek to compare the two delivery models but details the potential impact of each of the key elements of service delivery proposed by the new model.
13. Any reference to a parent in this EqIA is a wide reference not only to a child's birth parents but to adoptive, step and foster parents, or other persons who have parental responsibility for, or who have care of, a child.

Increased access to universal services via community-based groups (helping communities and parents offer local activities and groups)

This aspect of the proposal represents the most significant area of change to existing service delivery. The following section looks at the potential impact of this change upon relevant protected characteristics in accordance with the Equality Act 2010.

Age (children and young people)

14. Some children aged 0-5 may not be able to access the same level of service or type of service that is currently provided if community alternatives are unavailable or if their parents are unwilling / unable to pay for them. This could mean that parents and children who currently rely on or benefit from these services may no longer be able to access equivalent support.
15. Children and families living in rural areas may be less likely to have access to community-led groups than children living in urban areas, simply because there may be fewer people in a rural area who are interested in starting or attending a group or making it sustainable. There may also be less availability of suitable premises.
16. If so, it could follow that children / families who cannot access a community-led group may be less visible to public services. This may not be an issue for families who are doing well, but it could mean that there are reduced opportunities for professionals to identify families who are struggling or who have more complex needs and require support or intervention.

17. Volunteers leading and organising community-based groups will not necessarily have a relevant professional qualification. They may not have sufficient expertise to recognise issues presented by a child or parent that meet a threshold of need and require intervention or be able to support parents who are struggling with specific issues – e.g. behavioural issues or breastfeeding. This lack of expertise may mean that it takes longer for the needs of some children/parents to be recognised and referred on to specialist support. This impact could be mitigated by investing in training and support for volunteers, which in the long run, could have a positive impact on a local community, as it would mean that more people in the local area were skilled to support parents and young people with complex needs.
18. There may be a positive impact for some children as investment in community-led provision means that there may be a greater choice for some families and less need to travel. This will impact positively not only on individuals who were previously using a children's centre but also parents who have previously chosen not to access children's centres. In doing so, it would present opportunities for parents and families living in the same area to meet and connect socially and build local support networks in venues that they are comfortable with prior to their children reaching school age.
19. The proposal may place increased demand / pressure upon existing community-led groups within the community that groups are unable to meet. For example, if parents in an area all try to access a single local group that can only service limited numbers, not all parents may be able to secure a place. Increased investment in community-led groups may mitigate some of this impact by enabling existing groups to increase capacity and / or new groups to be set up in the area, however, this will be dependent upon individuals and the capacity of a suitable venue and the availability and willingness of parents / staff / volunteers.
20. Travel for some parents may be more difficult or costly if similar alternative services are not available locally or are full to capacity. This may be particularly difficult for parents with very young children, children of multiple ages or disabled children. For example, a parent of three children may not be able to find a local group that could support all three children at the same time – especially if one child had more complex needs.
21. There may be a positive impact if investment in community-based groups means that there are an increased number of groups available, however, this may not assist families in remote rural communities where there is an older demographic and fewer public transport links.
22. It is conceivable that some parents who live in rural areas do not drive but are currently able to access children's centre services because they live on a bus route that takes them to an urban centre where they can access a children's centre. If the centre closes, and it is necessary for them to access services elsewhere, it is possible that the parent might find it difficult to reach equivalent services. However, the likelihood of this may be small, because if the parent is on a bus route, they should continue to have some flexibility to access services. Many (although not all) parents living in a very rural environment probably already drive to access other services and meet the demands of day to day life.
23. Some working families in very rural areas may only have access to one car and the other working parent may need to prioritise use of the car, which would limit the ability of the parent with caring responsibilities to access local groups. However, this issue could be applied to the current model.

Sex

24. The proposal may impact more on women than men as women tend to be the primary care giver and will need to change where and how they access services.
25. Becoming a parent or experiencing challenges during parenting can be a difficult time for anyone. Therefore, support networks are vital to minimising the impact on an individual. Research indicates that women may be more likely than men to suffer from anxiety, particularly during the postnatal period and the early years of child-rearing. This may mean that women are more likely to be affected by the proposed changes, not only because they are more likely to be the ones accessing existing services but also because they may feel the impact more and be less able to cope with any potential loss of support.
26. However, some parents of either sex may benefit from increased investment in community-led groups providing more choice. They may feel more comfortable accessing services in their community, providing opportunities to meet peers and build a social network which can also provide signposting to other community-based services. This may decrease the amount they have to travel not just to access universal services delivered through children's centre buildings but also to attend local groups and community-based activities that are adult based and held at the same venue. For example, a parent attending a universal service at the Library may learn about a local reading club.
27. Women with mental health issues may be harder to identify than men due to their ability to mask their symptoms more effectively in social situations. As noted earlier, volunteers at community-led groups may lack the knowledge or skills to identify women who may need additional support due to a mental health issue. This may lead to the woman not gaining the support she needs or being unable to participate in sessions. The same issue may apply to children and men.
28. Some men may be reluctant to access community-groups which are predominantly female orientated, especially universal services rather than targeted support. This could lead to male care givers and their children missing out on emotional support and social interaction with peers. However, this impact applies equally to the current children's centre services model.
29. Some men may experience a positive impact through increased investment in community-led groups which can cater for specific needs, for example, a group of men may decide to set up a father's only session to provide an alternative option to existing groups.
30. Parents of either sex may not perceive that their safety and that of their child can be catered for as well in a community-based venue as it can be in some designated children's centre buildings. For example, some (but not all) buildings currently delivering children's centre services have a dedicated reception area and security system in place. Working with community-based groups that involve non-DBS checked volunteers may deter some parents from attending. However, because some existing children's centres do not have a reception and security system in place, these concerns could be applied to the current model. The concerns could be mitigated by providing clear information to parents about safeguarding and security processes, and appropriate advice and support to groups about good safeguarding practice.

31. Where, for example, a women attends a children's centre to discretely access advice about domestic violence, it would be possible to find other 'neutral' venues where domestic violence information could be provided in a similarly discrete way.

Pregnancy / Maternity

32. Accessing services may become difficult for mothers who do not have their own transport. If so this could lead to isolation, especially for new mothers who do not yet have a support network or pregnant women with more than one child who find it difficult to travel. However, this impact applies equally to the current children's centre services model.
33. During pregnancy mothers may find it more difficult to maintain attendance at groups and therefore having a community-led group nearer to them may be beneficial. This may also provide opportunities for other children in the family to maintain attendance that they might have otherwise missed out on if their mother is unable to travel far or enable opportunities for their other carers to take them if they are held closer to home at times which can be accessed outside of normal working hours.
34. Without access to universal services at children's centre buildings it may be more difficult to identify first time parents who need additional support early on. This may be because the parent in question does not perceive that a community-led group will be able to support them as well as professionals operating out of a dedicated children's centre building. This may include for example mothers who are suffering from post-natal depression who may not feel comfortable going to their GP.
35. Children's centres currently have a good reputation for encouraging mothers to breastfeed and can offer support and equipment when needed. This support may not exist in community-groups and some mothers may perceive that it would be inappropriate to breastfeed in a church for example or they may not feel comfortable in a Library setting with members of the public nearby. This could make some mothers feel less confident about breastfeeding, or a mother could stop breastfeeding if she was unable to access specialist support, especially in the early stages. Community-led groups should provide information promoting positive messages about breastfeeding and provide appropriate spaces for women to breastfeed.

Disability

36. Children with disabilities and disabled parents may struggle to find community groups that can meet their needs. This could be because the building is not physically accessible, for example, or Deaf-friendly. Staff may not have adequate experience / skills to meet specific needs, for example, they may not know how to make a session accessible for a child with Autism. Families with disabled children or disabled parents may have restrictions placed on them as to which community groups they can access because they may not have appropriate facilities. This may mean that they are unable to mix with families outside of the disabled community or are limited as to which universal service they can physically access. This potential impact could be mitigated by giving groups clear advice about how to provide accessible and inclusive venues. Training could also be provided to volunteers, and guidance could be given to venue owners about how to address accessibility issues.

37. As noted earlier, some community-based groups may lack the skills or training to identify parents who need additional support early on or those parents whose mental / physical health is experiencing a dip, especially in the early stages of an issue emerging.
38. There may be a positive impact for some parents with a mental health issue. For example, they may find accessing universal services within their community in a less formal setting more appealing. This may be useful particularly for those with low level mental health issues who do not want the perceived stigma of dealing with more formal settings.
39. Some disabled parents or parents with disabled children may require support to find a community-led group that can cater for their needs. For example, a parent with mental health issues may need someone who they trust like a worker from the children's centre to give them advice on which community-group can support them rather than feeling confident to approach groups themselves, especially where there are several choices. In addition, they may require ongoing support to ensure that they are making best use of services and that any concerns are being closely monitored both for the parent and child. This may be more complex to support if the disabled parent or child is attending more than one community-based group and may put additional pressure on professionals supporting them.
40. A potential positive impact for parents with autism or those who have children on the autism spectrum, is that smaller, local groups may offer more scope for being autism friendly, as it may be easier to control factors like noise levels and lighting in a smaller group. The increased investment in community-based groups may enable groups to be established which are solely focused on supporting particular needs.

Race / ethnicity

41. Some families whose first language is not English may lack the confidence to approach smaller, community-run groups, as they may be unsure whether they are welcome. However, this is easy to address, by ensuring that smaller groups convey clear messages that diversity is valued and respected. Some smaller community-groups may lack the expertise or resources to support additional needs such as English language support. Gypsies, Roma and Travellers are unlikely to engage with community-led groups, but this applies equally to the current service model.
42. For some families, having community-led support that reflects the diversity of their local community may encourage them to access services when they might otherwise not have done. This could help to foster strong links across the community and provide additional support, particularly for new parents and / or those who are newly arrived in the UK.
43. The proposal may be beneficial for children whose parents' first language is not English as it may provide them with a wider support network and opportunities to learn language skills alongside their parents before they are school age.

Gender reassignment

44. Parents or families who identify as transgender, may perceive that community-led groups are not for them as they feel in the minority. They may feel uncomfortable, especially if the group is not able or willing to meet their needs for example faith-based community groups who may not be able to support their identity. This may also

be true of the current delivery model. It is likely that many community-led groups will rely more heavily on volunteers than paid staff. Volunteers may not have undergone the same kind of awareness training as a paid member of staff.

45. The increased investment in community-based groups may be positive for parents or families who identify as transgender as they may for example, decide to set up a group which focuses on support that is not met elsewhere.

Religion / belief

46. Some parents may choose not to attend certain community groups where the group is being held at a location which has significance for another religion. This could reduce the options open to the parent.

Sexual orientation

47. Lesbian and gay parents may lack confidence to approach some community-groups if the group does not convey a strong message of inclusion, or if it is delivered from a location that may be perceived to be potentially homophobic, for example, some faith-based community groups.
48. The increased investment in community-based groups may be positive for parents or families with different sexual orientations as they may for example, decide to set up a group which focuses on particular needs or promotes a strong ethos of inclusion.

Increased and improved on-line digital offer (providing information, advice and guidance for all)

This aspect of the proposal represents a less significant area of change to existing service delivery as it seeks to enhance the existing offer rather than create a new one. The following section looks, where relevant, at the potential impact upon relevant protected characteristics in accordance with the Equality Act 2010.

Age

49. The demographic age group of parents of 0-5-year olds mean that they are likely to be aware of how to access information digitally and have access to the necessary hardware, software and skills. However, for some children their carer may be for example their grandparents who may not be able or willing to access information in this way as they come from a generation where accessing information digitally was not common place. This may also be linked to fears about the safety of on-line information.

Sex

50. Some parents and care givers may see this aspect of the proposal as positive as it will provide an easy, accessible, judgement-free place where they can get information. There are already many online Facebook and other groups across Norfolk with thousands of members that parents can access to get information about local services, exchange ideas and provide mutual support for parenting issues. For busy parents with little time, access to good online information is essential. There may also be a positive impact for women and men in full time employment who may not be able to get time off work to access information during normal working hours or

who may work part-time but have other children of school age restricting their time. The ability to access information on-line will allow them to be informed and be able to plan for events / attendance at groups etc that they may wish to be involved in.

51. Some male care givers may see this as a positive as it will provide an easy, accessible place where they can get information without having to attend groups that they perceive as having a female bias.
52. Parents of either sex may experience a positive outcome from being able to register to receive relevant information and advice on child development at the same time as registering their baby. The link with the 'Just one Norfolk' digital offer and the Norfolk Community Directory will ensure that parents can access the right information from a trusted source.
53. Parents of either sex may experience a detrimental impact if they live for example, in a rural area without good access to the internet or are on a low income and unable to afford IT equipment. This may mean that some parents may need to rely upon other sources of information which may not be up to date. However, the Council's digital inclusion strategy is working to ensure digital inclusion for all of Norfolk and has achieved a strong track record in making improvements in this area. Parents who are unable or unwilling to access information on-line from Just one Norfolk should be provided with alternative sources of information when they register their child.

Pregnancy / Maternity

54. Some pregnant women may experience a positive impact from this proposed change as they will be able to access information prior to their child being born about services in their area. The linking of the 'Just one Norfolk' digital offer and the Norfolk Community Directory will help to bring together information in one trusted source not just on early years services but also health and a variety of community activities allowing the mother to be better informed by the time her baby arrives.
55. Being able to register for child development information at the same time as registering a baby may be positive, especially for first time mothers or parents with more than one child. This will enable them to access information from a single source rather than having to search independently saving time and effort. This may be particularly positive for parents of disabled children or children with health concerns as the information will include relevant links to health service information as well as general development milestones.
56. The proposal may be particularly appealing for mothers who are struggling but who do not want to approach their GP or other professional for fear of feeling inadequate.

Disability

57. Some disabled parents and children may find it difficult to access information on-line. This may be due to a lack of accessibility built in to the website design or a lack of compatibility with software being used by the individual. Digital inclusion is a complex area to get right and disabled parents face many barriers to getting online.
58. As part of this equality impact assessment, a high level technical assessment was undertaken of the 'Just one Norfolk' website, which will act as the host for the new digital offer. The assessment concluded that overall the 'Just one Norfolk' website will provide a good foundation for digital inclusion for disabled parents. For example, it

contains an accessibility function called Recite. This provides tools associated with language, different coloured backgrounds/fonts, a ruler, masking functions as well as a screen reader. Access will differ slightly depending upon the software and hardware being used by individual parents.

59. Improving the on-line digital offer for children's centre services and joining this with the Just one Norfolk website presents an opportunity to carry out an in-depth review of the site and put in place enhancements to further aid accessibility. For example, it will be important to ensure that parents with Learning Difficulties can access and navigate information. The site currently contains a lot of information giving an overall visual impression of being very 'busy'. This may cause some parents to miss information or become overloaded unless they have additional support. The site does not currently contain a video to assist Deaf parents to navigate information using BSL. There is also a lack of general information embedded in the site to enable a screen reader to work. These are all issues that can be addressed through further work.
60. The availability of 'easy read' can at times be inconsistent, even on the same website (this issue relates to all public services in the UK, not just this proposal). Easy Read can also be the last thing to be updated as part of an information refresh but without it some disabled parents may find it difficult to navigate a large amount of complex text. This may be impacted by the offer from community-based groups which may lack the skills and budget to create truly accessible web design and information creating further inconsistency of information. The use of 'Just one Norfolk' should provide a single platform for accessing information. The link to other systems such as the Norfolk Directory will need to be reviewed to ensure that access is consistent and that the whole system is accessible rather than just elements of it.
61. It is unrealistic to expect disabled parents to access the internet at public locations because the technology available in these locations may be unable to support people with a wide range of access needs. For example, public computers may be located in busy, noisy, brightly lit public spaces which for some neurodiverse people may cause sensory overload. This may mean that some parents may be unable to access information on-line if they do not have access at home.
62. Many disabled people and families with disabled children are on a low income due to the increased costs they experience through their disability. This may prohibit them from accessing information electronically due to the cost of appropriate hardware and software.
63. Accessibility of broadband connections in the county and poor/fast connection speeds may also impact upon a family's ability to access information as some accessibility software may require additional capacity to function.
64. There may be a positive impact for disabled parents and parents with disabled children, as the proposal will enable them to access more information online, not only about children's services but information on health all in one place. This will provide an alternative to costly travel for some families who may otherwise struggle and provide a source of information that can be accessed 24/7. This may be particularly useful for example where one parent needs to access information but can only do so when their partner is home from work.
65. Forms and other information which require the user to enter information, remember passwords etc can present problems for some disabled parents, e.g. those with

memory or fatigue issues due to long term conditions. Often this can be due to the system timing out or not being able to save information and come back later. This may lead to some parents electing not to use information on-line or frustration when for example, a parent believes they have used an e-form to enter information to be contacted later, only to find that it has not worked properly. This could lead to missed contacts from parents in need of advice or help.

66. Updating information electronically may provide increased accessibility for some disabled people as it can be done quickly and is not dependent upon the ability to access hard copies to share information. This means that information can be shared almost immediately without the need to travel. Information can also be manipulated to make it accessible for example, by increasing font size on screen. This may provide greater independence when accessing information.

Race / ethnicity

67. Parents who do not have English as their first language may have difficulty accessing complex information if it is not available in a language / format they can understand. This may mean that some parents may miss out on information about local community-based support and may have to find alternative sources of information about health issues.
68. This can be mitigated by directly engaging with Norfolk's 80+ BAME groups, particularly those that provide advice and support to people newly arrived from abroad or whose first language is not English, to make sure they are informed about the offer and know who to contact if they experience challenges accessing information or are unsure what services may be available.

Gender reassignment and sexual orientation

69. The proposal will provide an opportunity to ensure that information and images published online are inclusive and reflect the diversity of all families living in Norfolk.

Group based support and one to one sessions (working with families who need extra help)

This aspect of the proposal represents the least significant area of change to existing service delivery as it seeks to develop the existing offer rather than create a new one. However, service users who have previously accessed these services at buildings delivering children's centre services may experience a change. Impacts that have been highlighted elsewhere in this assessment have not been duplicated within this section. The following section looks, where relevant, at the potential impact upon relevant protected characteristics in accordance with the Equality Act 2010.

Age

70. Although the service is aimed at families with children aged 0-5 years, the scope says that families with children in the 0-2 age range will be treated as a priority to provide support as early as possible. Whilst it is understood that early help is vital to success it is important that those aged 3-5 years are not disadvantaged.
71. Teenage parents may benefit from group sessions held at community venues close to their home. This may be because a less formal setting may feel less intimidating,

- may involve less travel and may provide access to other social activities / clubs that use the same venue. Attendance may also provide additional support because it may be easier to form friendships, particularly as the teenage parent may be less likely than an older parent to have peers they can relate to.
72. The proposal may have a positive impact on teenage parents who may require more support than older parents. This may be for several reasons but for example a teenage mother trying to balance her education with bringing up a child may not feel comfortable in a group session where she may fear being judged or where there are limited peers to whom she can relate. She may also have limited travel options and therefore a community-based group session or one to one support in her own home may allow her to access the service more easily.

73. The provision of creche facilities to allow parents to attend group sessions will remain important. Accessibility will continue to need to be built into this, to support the needs of all parents, including disabled parents. Due to the young age group of this cohort it will require certain facilities / resources to be made available which may be more difficult to provide within some community venues as for example, a village hall may only consist of one large room with limited toilet and kitchen facilities. They may also lack the space to store equipment required for looking after small children impacting upon staff running the session who have to transport equipment.

Sex

74. Parents of either sex who are first time parents or new to the area may benefit from group sessions held in community venues as they will enable them to meet peers in the same situation as themselves and build up local support networks which may then carry on into their child's schooling. It may also introduce them to other services for example, a parent attending a group session in a Library may become Library members as it becomes a familiar place.
75. Men who have chosen to act as their child's main carer may feel uncomfortable attending group sessions which they perceive as largely attended by women. They may therefore be less likely to participate in sessions or attend. However, this impact could be equally applied to the current model of provision.
76. It will be important to continue to ensure that the sex of the parent undertaking the support, particularly in a one to one setting is considered as, for example, men may feel more comfortable receiving one to one support from another man rather than a woman and vice versa.

Pregnancy / Maternity

77. Pregnant women, new mothers and women with more than one child may find a positive outcome from this proposal. Having access to outreach support that can come to their home or be provided in a venue near to their home rather than having to access a children's centre building will mean that they may not have to travel so far, thereby reducing cost and stress and allowing them to continue receiving support late into the pregnancy. This may also provide an opportunity for them to access other services such as Libraries where the group session is held.

Disability

78. Disabled parents or parents with disabled children may experience a positive outcome from the proposal as they may be able to access help through outreach in their own home if they so choose. This will mean that they may not have to travel so far, saving time and money. It may also provide additional reassurance, particularly for parents with issues which makes being amongst groups of people difficult and allows the support given to be tailored to the needs of the individual.
79. The proposal will maintain the current 'model' which focuses on a single issue such as parenting skills for each group meeting. However, the use of community-based venues may mean that any parent wanting to access a variety of 'topics' may have to access more than one location, especially if the community venue is shared use. This may be challenging for some disabled parents as they may be limited to which buildings they can access or park close to providing less choice as to which groups they can attend or incurring additional travelling costs
80. The proposal states that sessions will be held 'at venues close to them in their local communities where they feel comfortable'. For disabled parents and parents with disabled children it will be important that the venue is accessible and can meet their needs. For example, holding a session at a village hall which does not have hearing loops may stop disabled people accessing the group session. It is important that all venues to be used for this type of support are assessed ahead of the session to ensure that the building is accessible, and that relevant equipment is available and working. This will include ensuring that all staff attending the session are aware of how to make the session physically accessible for the parent, including how to use equipment and may exclude the use of some venues for certain types of support.
81. A parent or child who is neurodiverse may find it difficult to maintain attendance at group sessions, especially if their mental health is low or the group is large or autism-unfriendly. Attendance may also be affected by where the sessions are held as for example, a village hall may consist of a single, large room with loud acoustics and bright lighting which may cause sensory overload. For some individuals this may not be a consistent issue as there may be times at which they can cope and times at which they cannot. It will be important that the support received by a family in this situation is flexible and that it does not present the family with gaps in support due to a lack of suitable resources or the emphasis being put on the family to find alternative sources of support.

Race / ethnicity

82. Parents whose first language is not English may benefit from this 'tailored' support, especially where they are new to an area but can access help in their own home. It will be important that the outreach is carried out in such a way that language and cultural differences do not become a barrier to understanding.

Gender reassignment

83. Some families who identify as transgender may welcome one to one support delivered through outreach in their own home as they may feel uncomfortable in some group situations, e.g. if they are still coming to terms with gender questioning. Equally some families who identify as transgender may benefit from group-based

sessions held within their local community where they already know people and feel comfortable.

Sexual orientation

84. Some parents in a same sex relationship may lack the confidence to attend a group session due to their concern about the perceived reaction of other parents. This may also depend on the venue in which the group session is held. For example, a gay couple being asked to attend a group session in a local catholic church hall. Therefore, they may welcome the option of one to one support delivered through outreach or benefit from a group session which is tailored to their needs.

Impact upon people with protected characteristics working in Children's Centre buildings and for Community-Based Groups

85. Staff at existing children's centre buildings are predominantly women.
86. It is not possible at this stage to know which individuals may be at risk of redundancy as this decision will be made by the individual contract holder for each centre building should the proposal go ahead. There is no reason to expect that staff with protected characteristics (other than potentially gender) would be disproportionately represented in any redundancy or redeployment figures.
87. Many of the female staff affected by the proposals may have caring responsibilities of their own. Staff will be covered under the conditions of their contract, however changes to the way in which the service is delivered may impact upon their working conditions i.e. they may be asked to work at another location which may impact on their own flexible working.
88. The proposed change may have a positive impact for some staff and volunteers in enabling them access to training to develop their skills and enable the group they work for to 'grow'. This may enable volunteers for example, to elevate their skills to a point where they may consider paid employment rather than a volunteer role. This may also apply to parents who may be able to apply for funding to set up their own groups to meet local need. However, for some women there may be a detrimental impact, as they may not feel that they have the capacity or energy to take on a role such as this.
89. Staff and volunteers working in community settings may need to 'upskill' should families with higher levels of need choose to access universal services through their group. This may include needing more formal safeguarding training and greater awareness of accessibility for disabled families and health and safety than before. This may be physically and emotionally demanding for some staff and volunteers.
90. Any disabled staff working at buildings currently being used to deliver services associated with children's centres will be covered by the terms and conditions of their contract with the third party. There is a possibility that the proposal may mean that some disabled staff may be required to work elsewhere or differently. This may be challenging for some disabled staff, for example people who are neurodiverse may find the change in circumstances challenging.
91. Disabled staff and volunteers working for community-groups may experience positive outcomes from the proposal as the group they work with may attract additional

- funding (e.g. for access improvements to local community facilities) and be able to grow.
92. The greater emphasis on outreach work may lead to increased lone working in a variety of settings. Appropriate procedures must be put in place to ensure the safety of staff of both sexes whilst carrying out these duties as well as ensuring that appropriate safeguarding procedures are in place.
 93. By using more community-based venues and increased outreach, staff may be required to travel more and take responsibility for moving / storing equipment as some venues may not be able to store items and staff may need it for sessions in a variety of locations. Appropriate procedures must be put in place to ensure the health and safety of staff under these circumstances.

Cumulative Impacts

90. When considering the impact of a proposal, it is helpful to take into account other social factors which may be impacting on service users – for example; the rising cost of living; changes to welfare reform, changes to other public services and social issues such as the rise in social media.
91. Although it is not possible to explore every scenario the following examples give an overview of the types of cumulative issues that may arise:

If you are a new mother who is a lone parent with disabilities including a mental health issue, you may experience the proposed new digital offer in this way:

92. Being a lone parent, you are limited as to what time you can spend away from your parental responsibilities. The proposal may benefit you by providing a source of information that can be accessed at a time that fits around your schedule, which doesn't require you to make a journey, and which enables you to obtain information in a way which is accessible to you. This is important because your condition means you suffer from fatigue and memory problems and you can't take in large amounts of written information.
93. This is exacerbated because your baby wakes up a lot during the night, so you're very tired. You've joined the huge (9000 members) "Babes with Babies" Norfolk Facebook online community and have found it reassuring to talk with other mums online to get advice and reassurance – sometimes at 3am when your baby wakes to feed. A lot of mums feel confident talking about their mental health issues in this group, which has made you feel more confident verbalising the anxiety you're experiencing, and posts from people experiencing a dip in their mental health attract a lot of support.
94. You're on a low income, and a recent reduction in your benefit entitlement means you're getting £10 per week less now than you did six months ago. This is a worry for you, as in the past you have struggled to cover your smartphone bill, which you use to access online information. You worry about what would happen if your phone was cut off because it's your lifeline.
95. You tend to use your smartphone because your disabilities mean that you require a certain type of software to enable you to access web information on a computer.

This software is expensive and you can't afford it. You also worry that any equipment you purchase will be rapidly out of date, adding to the cost and requiring the skills and knowledge to purchase the right thing and update it when necessary.

96. Late one night you experience a serious dip in your mental health. Even though it's out of hours at night, you're able to research your options and local support networks that are nearby immediately, instead of having to wait for opening hours the next morning. You post a message on the Babes with Babies message board, and three mums come back to you immediately urging you to contact your GP to get checked out. One of the mums, who is also a lone parent and with whom you've chatted online before, messages you privately to suggest a coffee the next day.

If you are female teenage parent with a disabled child living in an urban area, you may experience the proposed new service model in this way:

97. As a teenage parent you are not confident to access universal services as you feel that the other parents will be older and judge you.
98. However, you're happy to access a targeted group and one to one support and doing so increases your confidence to a point where you want to attend a universal service.
99. You were apprehensive about attending a large children's centre as you felt that you might be in the minority due to your age. However, the stay and play session your social worker helped you to find in your local children's centre was welcoming.
100. Being on a low income means you prioritise essentials for your child and rely heavily on your step-mum's financial support. The proposal means that you can no longer attend the stay and play session at your local children's centre, and you have to journey slightly further in a different direction to attend a new stay and play group that is community led. The bus journey costs £1 more and you have to start paying £3 per session to attend the stay and play group whereas previously it was free. This means you're now paying £16 more per month than you were previously. Your step mother gives you the money each week, but you worry about what you would do if she wasn't helping you financially.
101. Your child initially settles well into the new group. His condition means that he often shouts very loudly and gets angry, and there was an incident where one of the volunteers at the stay and play told you it wasn't acceptable as it was disturbing other people. This really upset you. Fortunately, soon after this, volunteers at the stay and play were trained to understand how to positively manage disruptive behaviours arising from disabilities, and the next time your child exhibited this behaviour it was dealt with positively.
102. Some of the volunteers at the stay and play group have a limited knowledge of how to ensure physical accessibility for your child. This means that sometimes your child is unable to join in with activities, because the right support was not in place. However, after a while you develop the confidence to explain this to the organiser and work together to provide your child access. The organiser contacts Norfolk County Council for advice on how to put some physical adjustments in place.
103. You have thoughts about setting up your own group for other teenage parents. You don't feel ready for this, but you set up a small Facebook group with some of the

young mums you met at the new stay and play. This means you can chat online during the week, outside of the community-led session.

If you are a disabled father with mobility issues living on the outskirts of Norwich who has chosen to act as your child's main care giver, you may experience the proposed new service model in this way:

104. The use of community-based venues mean that you perceive that you have more choice of where to access services. You decide to set up your own group to meet more fathers who are acting as their child's main carer, thereby widening your social network.
105. Although you own and run a car, disabled parking and access at some community buildings in your area are limited. This is also because community buildings such as GP surgeries are already well-used by the local community and therefore there are competing pressures.
106. The parish building you want to use closest to your home does not currently have fully accessible toilet facilities. This is because although a disabled toilet is available it is not big enough to accommodate your large electric wheelchair and the baby changing facilities are based in the female toilets.
107. This means you have to find another more accessible venue that also has disabled parking. You find one which is slightly further away and less convenient.
108. However, you launch the group and it is a success. You regularly meet up with six other fathers for your children's sensory play sessions. The main challenge you find is that your condition makes you very tired, so some weeks you have to cancel the session or get someone else to run it for you as you are not able to attend.
109. Over the next year, you successfully secure funding to enhance the accessibility of the toilet facilities in the initial venue of your choice. This means you can move the sensory play session closer to where you live, which makes it easier to run and attend. You increase the sessions to twice a week. You are really proud of your work to achieve this, as it was not easy, but it has led to a major improvement in the accessibility of your local parish rooms and is a legacy for the wider community.

If you are a woman from a BAME community living in a rural area, you may experience the proposed new service model in this way:

110. Living in a rural community you have less choice as to what community-based groups you can access. This is because there aren't any groups in your local area and the groups in the nearest urban centre meet at a time when you cannot access them.
111. The opportunity for community-led groups to grow and develop because of additional funding inspires you. However, you lack the confidence to set up a group of your own and do not know enough women in your situation making the prospect of setting up a group impractical.

112. English is not your first language. Your culture means that you do not feel comfortable being part of a group that includes male attendees, staff or volunteers, or that has the potential for you to mix with men outside of your family.
113. The County Council identified that there were a small number of women with young children from diverse backgrounds in your area (including both white British and Bangladeshi) who were interested in being part of a group. The Council worked with the local community to help establish a small community-led group which you joined.
114. You were nervous at first as you didn't know anyone, but your child enjoyed the play sessions and you enjoyed the opportunity to meet other new mothers who were feeling a little isolated as new parents in a rural area. After 12 months, you had the confidence to join a rota to help run the sessions. This provided you with an opportunity to develop new skills and social networks.

Conclusions

115. There is no legal impediment to going ahead with the proposal. It would be implemented in full accordance with due process, national guidance and policy. Similar proposals have been implemented elsewhere in the UK which involve reducing the amount of buildings used to deliver universal children's centre services in favour of community-based solutions and outreach. The enhanced digital offer is also replicated in many other areas of service delivery.
116. It is possible to conclude that the proposal may have a detrimental impact on some groups of people, for the reasons set out in this assessment. It may also have some positive impacts, set out in the assessment. The process of designing new community-based groups and outreach services presents an opportunity to integrate inclusion and accessibility into communities.
117. Children's Services Committee is therefore advised to take these impacts into account when deciding whether the proposal should go ahead, in addition to the mitigating actions recommended below.
118. Some of the mitigating actions will address the potential detrimental impacts identified in this assessment, but it is not possible to address all the potential impacts. Ultimately, the task for Children's Services Committee is to balance these impacts alongside the need to manage reduced resources and continue to provide essential children's services to those who need them most.

Proposed mitigating actions

119. The following mitigating actions seek to address the impacts identified within this assessment:

Proposed mitigating action/s	Lead	Date
1. If the proposal goes ahead, ensure that the findings of this assessment are communicated across all teams responsible for implementation, to ensure that the issues highlighted are systematically addressed in delivery plans, service design and commissioning.	Assistant Director Early Help and Prevention	From 1st April 2019

Proposed mitigating action/s		Lead	Date
2.	Increased investment in community-based groups to be targeted at areas of most need, including rural areas. This should aim to; map and identify gaps in capacity, ensuring as far as possible, a consistent offer across the county and; invest in the expertise / skills of the workforce (both paid and voluntary) and the community venues to be used for service delivery.	Assistant Director Early Help and Prevention	From 1st April 2019
3.	Work across all statutory agencies (children's services, adult services, health) to develop a support network for community groups running universal services and establish a mechanism for parents to report issues as to practice.	Assistant Director Early Help and Prevention	From 1st April 2019
4.	Develop a self-assessment tool for reviewing the accessibility, inclusivity and suitability of community-based venues. To include the development of guidance for groups in determining what they need to provide linked with funding applications.	Equality & Diversity Manager in consultation with Assistant Director Early Help and Prevention	By end July 2019
5.	Further review to be carried out of the on-line offer 'Just one Norfolk' platform and the 'Norfolk Directory' to identify opportunities for enhancing accessibility of digital information, particularly focusing on the needs of disabled users, including those with learning difficulties or who are Deaf. Following the review ensure that web information meets accessibility standards and set clear parameters for the ongoing development of the site.	Assistant Director Early Help and Prevention	From 1st April 2019
6.	If the proposal goes ahead, engage directly with Gypsy, Roma and Traveller communities, and Norfolk's Black, Asian and minority ethnic groups (those which play a key role in Norfolk in supporting newly arrived people whose first language is not English), to make sure they are informed about the offer, and know who to contact if individuals cannot access information or are unsure what services may be available.	Equality & Diversity Manager in consultation with Assistant Director Early Help and Prevention	From 1st April 2019

Evidence used to inform this assessment

- Equality Act 2010
- Public Sector Equality Duty
- Relevant business intelligence is held in papers elsewhere on this agenda which have been used to develop this assessment. This includes data associated with the usage of children's centres by protected characteristic groups.
- University of Cambridge and Westminster City Council, funded by UK National Institute for Health Research into anxiety.

Further information

120. For further information about this equality impact assessment please contact Bev Herron Equality and Armed Forces Covenant Officer.



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Bev Herron on 0344 800 8020.

¹ Prohibited conduct:

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic.

Indirect discrimination occurs when a condition, rule, policy or practice in your organisation that applies to everyone disadvantages people who share a protected characteristic.

Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

2 The protected characteristics are:

- **Age** – e.g. a person belonging to a particular age or a range of ages (for example 18 to 30-year olds).
- **Disability** - a person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.
- **Gender reassignment** - the process of transitioning from one gender to another.
- **Marriage and civil partnership**
- **Pregnancy and maternity**
- **Race** - refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.
- **Religion and belief** - has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (such as Atheism).
- **Sex** - a man or a woman.
- **Sexual orientation** - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

3 The Act specifies that having due regard to the need to advance equality of opportunity might mean:

- Removing or minimizing disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of others;
- Encouraging people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such people is disproportionately low.

4 Having due regard to the need to foster good relations between people and communities involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.



Norfolk Children's Centre Proposals

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Community Impact Assessments

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1 Introduction

- 1.1. These Community Impact Assessments relate to the proposals for the Norfolk early childhood and family service that will significantly change the current Children's Centre offer across Norfolk.
- 1.2. A Community Impact Assessment examines the impact of the proposals on the community as a whole. It is separate from the formal consultation process on the proposals and is designed to provide a wider 'scope' than could be achieved through an Equality Impact Assessment which focuses only upon the impact of a proposal on people with protected characteristics.
- 1.3. Community Action Norfolk has undertaken this research on behalf of Norfolk County Council. Community Action Norfolk's role has been to gather information about the potential positive and negative impacts on communities and report these back.
- 1.4. Whilst the Community Impact Assessment is separate and distinct from the consultation process for the proposals themselves it is impossible to entirely separate people's general feelings about the proposals from the impact assessment process.
- 1.5. The proposal provides a broad outline of the future model. It is therefore difficult to define the exact impact when the future service configuration is not known. What has been clear throughout our research is that the location and nature of outreach provision will be critical in determining the actual impact on the community.
- 1.6. These assessments are not exhaustive of all impacts on the community but aim to highlight the key elements identified through our data analysis and engagement with stakeholders. The depth of analysis is practically constrained by the time and resources available to undertake the research.
- 1.7. We have used six broad elements to provide a framework for understanding and articulating the potential impacts on the community of the proposals.
 - Economic & Employment.
 - Community facilities & Environment.
 - Strength of community.
 - Access to services.
 - Aspirations and positivity.
 - Local people having a say.
- 1.8. Impacts have been identified through a mixture of stakeholder engagement, data analysis and Community Action Norfolk's expert opinion.

- 1.9. 460 stakeholders were contacted as part of the development of the impact assessment ranging from Parish and Town councils through to child-minding businesses. 179 stakeholders inputted into the survey.
- 1.10. A core component of a Community Impact Assessment is consideration of the impacts on the sense of community, aspirations, positivity and degree of agency the community has. These are qualitative feelings that may not correlate to a more objective assessment, changes in services, or provision.
- 1.11. The same element of the proposals may impact different parts of the community differently. For example, the outreach provision within the proposals may enhance the service offering for those in areas where Children's Centres are not currently based however it is likely that this will reduce the service offering for those benefiting from close proximity to one of the current Centres. Similarly, the increased targeting of those most in need proposed should positively impact the service offering.
- 1.12. In as far as it is possible the Impact Assessment is intended to be a neutral document outlining the potential positive and negative impacts of the proposals without passing judgement on the comparative importance or relevance to the decision making process.
- 1.13. Where possible we have attempted to quantify the impact on the community. In most cases this has been done relative to other areas of the county by stating that this is likely to be an area most, more, less or least effected by a certain impact. Where impacts are identified by stakeholders we have attempted to state whether this is an area identified by a few or many stakeholders and the strength of feelings shown.
- 1.14. The first part of this document contains a set of general impacts, these findings apply broadly across all the communities. The second part contains a Community Impact Assessment for each Children's Centre site. Both parts should be considered together.

2 General findings

2.1.1 In undertaking this research we identified a range of general impacts on the communities as a result of the proposals. These findings apply broadly across all the communities. Each community profile should be read in conjunction with the general findings. Where possible within the community profiles we have attempted to indicate the relative impact on the community of each of the general findings based on data and feedback from stakeholders. In addition, the community profiles provide any specific impacts related to those communities where they were identified.

2.1.2 In summarising the community impact assessment there are five key points that require specific consideration:

- Most of the impact of the proposals will be limited to those individuals, families and organisations directly connected to the Children's Centre and its services. The impact on the wider community in most cases will be minimal.
- Childrens' Centres in many locations have become a hub of activity for both community provision and wider service providers. There will be a direct impact on a number of these service providers who utilise the Children's Centre as an operating base and an easy access point to reach their beneficiaries/potential clients. There also may be an impact on collaboration and intelligence sharing that takes place as a result of the Children's Centre functioning as a hub.
- Stakeholders are pessimistic about the ability of the community to take on a more active role. Wider intelligence suggests that the community and VCSE sector are facing growing demand whilst resources both in terms of cash and volunteers are under severe strain. It should not be assumed the community will develop new provision in response to the service proposals. A careful plan needs to be put in place to actively support the development of community provision and understand and mitigate the impact of a lack of alternative community provision.
- There is a balance of stakeholder feedback and intelligence that suggests the need to reconsider the location of the retained centres. On balance it may be best to locate these in areas of higher need, whilst retaining the strong commitment to an outreach focused approach. Areas of higher need often have less in the way of existing alternative community provision or alternative venues and can have lower levels of resilience. As it is likely that a significant proportion of demand for the redesigned service will be in these areas, locating the hubs in these areas will reduce some of the travel time for support staff, potentially improving efficiency.
- A number of market towns with higher levels of deprivation also appear to have low levels of services/community activity compared to their population size. Specific consideration should be given as to how the resilience of these areas can be strengthened as they face the compounding effects of often poor access/connectivity, a range of service reductions and growing or higher levels of need.

2.2 Overview

- 2.2.2 In general, Children's Centres, unlike other facilities such as Post Offices, do not seem to have as much wider significance for the community beyond those that use them or have some other form of active connection. As highlighted below when stakeholders are asked about potential impacts on the community those connected to the centre tend to be more negative.
- 2.2.3 However, it should be noted that in no area do stakeholders of any type regard the proposals as a majority positive impact on the community.

Thinking about the following areas do you think the proposals will impact positively or negatively on your community in general?		STRONG NEGATIVE IMPACT	NEGATIVE IMPACT	NEUTRAL IMPACT	POSITIVE IMPACT	STRONG POSITIVE IMPACT
Income/Funding	All	31.16%	26.09%	36.96%	3.62%	2.17%
	Centre User	41.89%	29.73%	27.03%	0.00%	1.35%
	Not User	17.74%	20.97%	51.61%	6.45%	3.23%
Availability of community venue or other facility	All	43.24%	31.08%	18.24%	5.41%	2.03%
	Centre User	54.88%	35.37%	7.32%	0.00%	2.44%
	Not User	28.13%	26.56%	32.81%	10.94%	1.56%
Sense of community	All	47.62%	33.33%	13.61%	2.04%	3.40%
	Centre User	57.50%	33.75%	6.25%	0.00%	2.50%
	Not User	35.94%	32.81%	21.88%	4.69%	4.69%
Opportunity for people to interact and get to know each other locally	All	54.67%	26.67%	12.00%	3.33%	3.33%
	Centre User	69.88%	21.69%	6.02%	0.00%	2.41%
	Not User	36.92%	32.31%	18.46%	7.69%	4.62%

The physical environment within the community	All	33.57%	28.67%	32.87%	1.40%	3.50%
	Centre User	46.84%	32.91%	17.72%	0.00%	2.53%
	Not User	17.46%	25.40%	49.21%	3.17%	4.76%
Access to services and support	All	62.00%	21.33%	10.00%	3.33%	3.33%
	Centre User	72.29%	20.48%	4.82%	1.20%	1.20%
	Not User	50.77%	20.00%	16.92%	6.15%	6.15%
Employment opportunities	All	26.57%	22.38%	46.15%	2.80%	2.10%
	Centre User	33.33%	26.92%	38.46%	0.00%	1.28%
	Not User	19.05%	15.87%	55.56%	6.35%	3.17%
Level of positivity and aspiration	All	42.18%	28.57%	23.13%	3.40%	2.72%
	Centre User	51.81%	34.94%	10.84%	1.20%	1.20%
	Not User	30.65%	19.35%	38.71%	6.45%	4.84%
Local people have a say in local issues	All	37.41%	27.89%	28.57%	3.40%	2.72%
	Centre User	43.90%	32.93%	20.73%	1.22%	1.22%
	Not User	30.16%	20.63%	38.10%	6.35%	4.76%

2.2.4 In most areas impacted services and organisations are generally those with direct connections to children and families. Although impacts identified on services such as domestic violence support highlight that the impact is not solely limited to direct services to support families and children.

- 2.2.5 Overall, the proposals are likely to impact those areas with a higher proportion of children the most significantly. Among parents those accessing the universal provision will be most significantly impacted since the proposals withdraw the current free offer. Those ‘just about managing’ below any eligibility criteria for additional service support are likely to be impacted the most negatively.

2.3 Economic & Employment

- 2.3.2 There is a likely negative impact of the proposals on the finances of parents. Under the proposals, in areas where alternative free provision is not available, parents will experience increased costs as a result of the need to pay for ‘universal provision’. In addition, some parents will experience increased costs as a result of the transport required to access alternative provision or outreach activity. This impact will be felt most significantly by those on lower incomes and with multiple children. A number of stakeholders highlighted how this is likely to be compounded by the roll-out of universal credit. Conversely some parents are likely to experience a reduction in costs where outreach provision is located closer to them.
- 2.3.3 There is a potential positive economic impact as a result of the opportunities created for businesses and social enterprises to expand their services or create new start-ups in response to the demand from the community. In addition, some service providers highlighted the positive impact of being able to develop their services in a less constrained framework.
- 2.3.4 Currently, a number of childminders make use of the universal offer as part of the delivery of their commercial service. As this would be removed as a free service under the proposals, this may result in either a reduction in the quality of the provision of childcare or these being replicating via other routes, that is likely at an increased cost to either the business or passed onto parents.
- 2.3.5 A number of service providers identified a negative impact of the proposals on the expenditure for their own services. Directly services such as smoking cessation advisors, speech and language therapists, child and baby first aid, and domestic violence support all take advantage of Children’s Centres as a free base for outreach activity. This seems unlikely to continue if the proposals are implemented - adding to the costs of their delivery. A number of stakeholders highlighted the likely knock-on demand on their services as a result of the proposals and the negative impact of meeting this; most frequently referenced were NHS services particularly related to support around post-natal depression.
- 2.3.6 There is likely a positive economic impact on some services and facilities who charge as part of their delivery model due to increase in demand as a result of the proposals. These include providers of services similar to current ‘stay and play’ provision as well as facilities who may host new services.
- 2.3.7 There is a negative impact on a number of the current providers of children’s centre facilities/venues due to the loss in revenue from hire/lease fees as a result of the proposals.
- 2.3.8 There is a negative economic impact on the providers of children’s centre services themselves. The proposals will result in less income across all providers. There is some suggestion from stakeholders that whilst the income from children’s centre services do not directly subsidise other provision they do contribute to either the

organisation overheads or provide a strategic anchor making it viable to operate within a given area. It is therefore also likely that there will be a negative impact on other areas of the organisation's operations as a result of the proposals.

- 2.3.9 The proposal will result in a number of job losses. Whilst these are likely to be limited to the direct proposal as opposed to wider knock effect on the economy. There will be a direct negative economic impact on those households effected. This will at least in the short-term have a wider negative economic impact through the local multiplier effect, that is the impact on the wider local economy due to the change in spending of those effected.

2.4 Community Facilities & Environment

- 2.4.2 The proposal may provide a positive impact on the community through increasing the use of other community facilities. This may support greater integration of services across community facilities and improve the economic viability and enable investment that enhances the facilities available.
- 2.4.3 There is significant variation across the county in the availability and quality of alternative venues. The impact on the community of the change of use of the current Children's Centre buildings will vary depending on the quantity and quality of other venues within the local area.
- 2.4.4 There is also significant variation in the physical presence and quality of the current network of Children's Centres. Some buildings are used infrequently for the delivery of services or no service delivery takes place within the named Children's Centre community. In many areas operations have already been consolidated. For those named Children's Centre communities with minimal delivery the proposals are likely to have a neutral impact.
- 2.4.5 The current Children's Centre network of buildings provides a service across all communities in Norfolk but are physically present in the minority of communities, an outreach model may positively impact the facilities outside the current delivery centres.
- 2.4.6 Stakeholders highlighted concerns of the negative impact of using non-specialist community venues as opposed to purpose built Children's Centres as this would result in a reduction in the quality of facilities available. The proposals state the intention of ensuring the repurposing of all current Children's Centres but this does not guarantee the retention of the facilities and it is a requisite of the outreach model that an increased number of non-specialist building will be used as part of delivery.
- 2.4.7 Stakeholders highlighted concerns that if buildings that are ear-marked for change of use are not repurposed quickly they may deteriorate. This would have a negative impact on the physical environment for the community.
- 2.4.8 A number of stakeholders highlighted the assets within the current network of buildings. These include toy libraries, equipment and sensory support assets. It will be important to safeguard their accessibility and use to prevent a negative impact due to the loss of these assets to the community.

- 2.4.9 For many, Children's Centres are recognised as the 'place to go' for support. As with changes to any established service provision the proposals will result in a negative impact on the community in terms of 'knowing where to go'. The severity and duration of this impact is dependent on the success of the communications around the service changes.

2.5 Strength of Community

- 2.5.2 Across all areas stakeholders were, on balance, pessimistic about the likelihood the community would take on a more active role. This suggests a greater impact on the community due to the loss of universal services as these are less likely to be replaced by the community themselves.

	VERY UNLIKELY	UNLIKELY	LIKELY	VERY LIKELY
Existing groups expand their services to support more children and families	17.65%	43.79%	32.03%	6.54%
New groups form to support more children and families	22.22%	47.06%	24.84%	5.88%
More people volunteer to help out at groups for children and families	35.29%	47.06%	13.73%	3.92%

- 2.5.3 Norfolk County Council's data pack identifies that 68% of service users access the universal 'stay and play' type offer. There are 41,450 families registered with Children's Centres, with 23,000 having used them in the last twelve months. This gives a potential group of service users of between 15,640 – 28,168 to be picked up by alternative community and commercial provision. Assuming a group size of 20 children, this would require 782-1,409 sessions, repeated at a suitable frequency. As 'stay and play' type activity does not require registration and parents remain responsible for the supervision of their children, there are no specific requirements for volunteer or staffing numbers. There is no specific model in the proposals for how these would be supported in terms of a mixture of staff and volunteers. If we assumed a model that was volunteer based and two volunteers per session, volunteering for only one session this would require between 1,564 – 2,818 volunteers.
- 2.5.4 The impact of additional volunteer recruitment needs will depend on how volunteers are recruited. The involvement of people not currently volunteering is likely to have a positive impact on the sense of community as well as a range of benefits derived from volunteering itself. In many communities activity is led by a small number of individuals. Placing additional demands on existing community volunteers may negatively impact their own wellbeing. There is also a risk of cannibalising volunteers from other community activities to support the new demands. Both of these scenarios would have a significant negative impact on overall community strength.
- 2.5.5 Community capacity is varied with some communities having a strong track record of activity. Areas with higher community capacity are likely to be less negatively impacted as they are more able to respond to service changes with community led initiatives. Whilst many factors go into determining community capacity there is a general trend that more deprived areas often have lower levels of community capacity and therefore will be more negatively impacted.

- 2.5.6 Physical hubs, often referred to as “community anchors”, are recognised as being important in the development of a sense of community. Where the proposals result in the loss of physical hubs this is likely to have a negative impact on the sense of community.
- 2.5.7 Where a digital offer results in fewer interactions in the community this has a negative impact on the sense of community of place. Physical interactions are the predominant building block of generating a strong community of place. However, digital interactions may strengthen and develop new online communities of purpose or identity.
- 2.5.8 Stakeholders made frequent reference to the negative impact caused by the reduced level of face to face interaction within the proposal. Many highlighted this face to face interaction as the key value delivered by the current Children’s Centre model.
- 2.5.9 In some areas Children’s Centres provide a key networking location between service delivery organisations. Stakeholder feedback seems to suggest this is very varied between centres. However, this is less likely to occur with fewer physical bases and greater outreach work. There is therefore likely to be a loss of interaction and integration between individuals supporting families at a very local operational level.
- 2.5.10 The proposals, consistent with many other services, will introduce a greater focus on eligibility criteria. This creates a division in the community that will have a negative impact on the sense of shared identity. Segmented provision is also likely to reduce the frequency of interaction between different socio-economic groups within the community, this is likely to negatively impact the shared sense of community as well as have a possible negative impact on the feeling that people from different backgrounds getting on well together, the potential for positive role-models and overall community cohesion.

2.6 Access to services

- 2.6.2 Stakeholders stated that a reduction in access to services and support was the most significant negative impact of the proposals.
- 2.6.3 The proposals would see the end of the current universal offer with no guarantee that provision will be replicated by the community or commercially. This represents a significant reduction in service availability.
- 2.6.4 Uncertainty around the quantity, quality and location of outreach provision was a significant driver of stakeholder views. There is a significant opportunity to see an improvement in service access overall as a result of the use of greater outreach. However, it is likely that for those communities currently well served the service offer will reduce as a result of an outreach-based model.
- 2.6.5 Transport access was another area of significant concern. Two key points were repeatedly made. Firstly, that those from more deprived backgrounds are less likely and less able to travel to access services. Secondly that Norfolk is a large rural county with poor transport infrastructure, in particular, poor public transport infrastructure and that travel to any location outside the immediate community was difficult.

- 2.6.6 Outreach based provision may positively impact transport issues by locating services in more accessible locations, although stakeholder perceptions tended to be negative.
- 2.6.7 Many stakeholders highlighted that depending on the public transport routes accessing provision in close proximity to the community was more difficult than accessing larger centres further away.
- 2.6.8 Travel time was also highlighted as an area of concern. This was both in terms of the likely drop off in access rates the longer it takes to get to a service and the loss of productive time caused by increased staff travel in an outreach model. Particular reference was made to the location of the retained Children's Centre's saying that these should be in locations of highest need to improve access to service users and minimise staff travel time and additional venue costs.
- 2.6.9 A number of stakeholders highlighted the positive impact of the proposals stating that current centres have mixed usage and a more targeted approach will be beneficial improving service provision for those who most needed it.
- 2.6.10 A number of stakeholders highlighted the positive opportunity of embedding outreach provision in existing community provision strengthening the overall offer.
- 2.6.11 A number of service providers identified negative impacts on access to their own services. Services such as smoking cessation advisors, speech and language therapy, child and baby first aid, and domestic violence support all take advantage of Children's Centres as a base of operations. It is likely that as a result of the repurposing of many Children's Centre buildings, these services will no longer be available in those locations.
- 2.6.12 A number of stakeholders highlighted the likely knock-on demand on their services as a result of the proposals and the negative impact of meeting this; most frequently referenced were NHS services particularly related to support around post-natal depression.
- 2.6.13 Many stakeholders were pessimistic about the effectiveness of an online offer. A comprehensive online offer does provide a positive impact on service access when combined with the infrastructure, equipment and skills that enable service users to access it. In general, more deprived groups and more isolated communities are less likely to be able to access online provision.
- 2.6.14 Many stakeholders highlighted the benefit of the current Children Centre model in providing an easy and accessible 'one stop shop' for both service users and professionals, combining a trusted, safe location with a collective source of local knowledge. The accessibility of these 'one stop shops' varies significantly across Norfolk.
- 2.6.15 The loss of this 'one stop shop' physical point would negatively impact service access even if provision was replicated via an alternative model. There is currently a significant gap in understanding the detailed local service offer without physically visiting a Children's Centre. To illustrate; a search of Norfolk Community

Directory for things to do for babies and toddlers highlighted eight items, four of which were based within Children's Centres. Whilst this clearly does not indicate the level of alternative provision, it does indicate the difficulty in accessing information about that provision. To avoid a significant negative impact of the proposals on service access significant effort must be put into capturing and disseminating alternative service information.

2.7 Aspirations and positivity

- 2.7.2 The largest group of stakeholders highlighted a negative impact as a result of the proposals on aspirations and positivity. For many it was seen in the context of multiple service reductions or service losses whilst local needs had increased.
- 2.7.3 A number of service users indicated they felt that as a result of the proposals they were being less supported, highlighting feelings of abandonment.
- 2.7.4 Stakeholders highlighted the importance of the lack of stigma associated with the current Children's Centre model and the proposal, which would result in service users being perceived more negatively.
- 2.7.5 A large number of stakeholders highlighted the positive impact on the regular, easy to access, face to face contact within the current model on mental health, indicating the proposals would reduce this.
- 2.7.6 A small number of stakeholders saw the proposals as an opportunity to develop something better.

2.8 Local people having a say

- 2.8.2 The largest group of stakeholders highlighted a negative impact as a result of the proposals on local people having their say. This was generally articulated as a feeling that local people had not been engaged in the development of the proposals and that the proposals were a *fait accompli* with minimal ability for local people to impact the results.
- 2.8.3 A small number of stakeholders expressed a positive impact as a result of the proposals on local people having their say. This was generally articulated as the opportunity for communities to take control of local services and facilities rather than these being dictated to them.

Data used within the report

Data has been drawn from a number of sources to support the development of the community impact assessment. Each individual community impact assessments contains a number of data boxes to highlight key data. These boxes are colour coded to provide an indicator of the likely significance of the impact on the community based on that piece of data. Red indicates those areas where the data suggests the impact will be most significant, orange more significantly impacted areas, yellow less impacted areas and blue those areas the data suggests will be impacted the least.

Least significantly impacted	Less significantly impacted	More significantly impacted	Most significantly impacted
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With the exception of the deprivation, to determine the significance of the impact the data is separated into four segments each containing 25% of the data set, with a rank assigned based on this. Therefore; rank 1 = 25% lowest values, rank 2 = 26% to 50%, rank 3 51% to 75% with rank 4 the 25% highest values. Depending on the data set the direction of the rank varies, so having more households with no cars is considered negative (rank 4 would be red), whilst having more community building is considered positive (rank 4 would be blue).

Site ownership - Data supplied by Norfolk County Council

Population Ages - Taken from 5 Year Age Structure in terms of 'Childrens Centre Reach', Norfolk Insight

No car ownership - Households with no care or van for lower super output area (LSOA) Children's Centre is based in, Norfolk Insight

Childcare provision - Norfolk Community Directory search services within 5 miles category 'Childcare' based on Children's Centre postcode

Community Venues - Community Action Norfolk database of community venues. Venues within 10 min drive time of current Children's Centre postcode, calculated using Power BI, ArcGIS plugin.

Deprivation - Income Deprivation Affecting Children Index (IDACI) and Index of Multiple Deprivation, 2015 values for lower super output area (LSOA) Children's Centre is based in. Shown as decile – areas divided into ten segments 10% most deprived areas to 10% least deprived areas, Norfolk Insight. Decile 1-3 classified as red, 4-5 orange, 6-8 yellow, 9-10 blue.

Registered Charities – Charity Commission data extract, registered charities based within the medium super output area (MSOA) for the Childrens Centre. 'Which benefit Children' refers to those charities which identify their beneficiaries as including children and young people. The location information is based on registered address this for

community organisations is often a good indicator of whether they deliver services but this is not always the case . This data is used to provide an indication of the strength of local VCSE activity rather than an indicator of the availability of services.

Acle Children's Centre

Acle Library, Bridewell Lane,
Norwich NR13 3RA

Norfolk County Council Freehold site

Rank: 2 11 Childcare Provision	Rank: 4 22 Community Venues
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Rank:2 15.8% No car ownership	Rank:3 29min Travel time by public transport to town centre
Rank: 8 th Decile Deprivation Affecting Children	Rank: 9 th Decile Index of Multiple Deprivation

Rank:2 5.1% 0-4 Population	Rank:3 5.3% 5-19 Population
Rank:3 26 Registered Charities	Rank:3 18 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **less** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **less** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **less** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **most** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **least** by the potential loss of a children's centre as a base for provision.

At least one community building in the area has identified itself as having capacity and being suitability as an alternative venue.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **more** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **more** likely to have capacity to deliver community led solutions. It may also be **more** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The number of childcare businesses in this area mean it is likely to be **less** resilient to any potential loss in any individual child care service.

The level of deprivation in this community suggests it is an area where community members may be **more** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **more** able to access provision outside its immediate areas. It will therefore be **less** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **less** well connected to other services. It will therefore be **more** impacted by the location of outreach provision.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **more** existing VCSE provision which may mean it is impacted **less** by the proposals.

Aspirations and positivity

Stakeholders made reference to feeling that the change of use of the current Children Centre would result in there being no-where safe to take children particularly for people on low incomes.

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings.

Attleborough Children's Centre

Attleborough Community and Enterprise Centre, 2 Church Street, Attleborough NR17 2AH

Norfolk County Council Freehold site

Rank: 3 14 Childcare Provision	Rank: 3 16 Community Venues
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Rank:2 18.5% No car ownership	Rank:1 9min Travel time by public transport to town centre
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Rank:2 5.1% 0-4 Population	Rank:3 5.6% 5-19 Population
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Rank: 7 th decile Deprivation Affecting Children	Rank: 6 th Decile Index of Multiple Deprivation
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Rank:2 20 Registered Charities	Rank:1 8 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **less** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **less** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **more** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **more** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **less** by the potential loss of a children's centre as a base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **more** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **less** likely to have capacity to deliver community led solutions. It may also be **less** impacted by having additional demand placed on a finite number of existing volunteers.

The impact on loneliness and isolation was the most significant area of concern expressed by stakeholders highlighting the loss of opportunities for people to interact.

Access to services

The number of childcare businesses in this area mean it is likely to be **more** resilient to any potential loss in any individual child care service.

Stakeholders highlighted that service provision for Attleborough is low comparative to its size. Suggesting a greater negative impact as a result of any additional service reductions.

The level of deprivation in this community suggests it is an area where community members may be **more** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **more** able to access provision outside its immediate areas. It will therefore be **less** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **most** well connected to other services. It will therefore be **least** impacted by the location of outreach provision.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Aylsham Children's Centre

The Pavilion, Sir Williams Lane,
Aylsham, Norwich, Norfolk NR11
6AW

This is a leasehold site

Rank: 1 7 Childcare Provision	Rank: 4 25 Community Venues
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Rank:3 27.6% No car ownership	Rank:1 10min Travel time by public transport to town centre
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Rank:1 4.5% 0-4 Population	Rank:2 5.1% 5-19 Population
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Rank: 6 th Decile Deprivation Affecting Children	Rank: 4 th Decile Index of Multiple Deprivation
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Rank: 3 26 Registered Charities	Rank: 1 9 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **less** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

Aylsham Children Centre was highlighted as renting offices currently from the recreation ground and also makes use of additional community premises. This was highlighted as a loss of income to these community facilities.

As a third party owned building there will be a wider economic impact on the site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **most** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **least** by the potential loss of a children's centre as a base for provision.

Stakeholders highlighted the opportunity for other venues to grow their offer and increase participation.

Stakeholders provided a mixed response with some sighting the potential loss of the Children's Centre as the biggest area of impact with others stating the current centre is underutilised and that this may be an opportunity for other venues within the town.

The reduction in use of the recreation ground and pavilion premises was highlighted as potentially giving rise to greater vandalism as both premises are rented by the Children's centre

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **more** likely to have capacity to deliver community led solutions. It may also be **more** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of no car ownership indicates that this community is **less** able to access provision outside its immediate areas. It will therefore be **more** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **most** well connected to other services. It will therefore be **least** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Bowthorpe, W. Earlham & Costessey Children's Centre

Humbleyard, Clover Hill, Norwich
 NR5 9BN

This is a leasehold site

Rank: 4 70 Childcare Provision	Rank: 3 17 Community Venues
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Rank:4 39.3% No car ownership	Rank:4 33min Travel time by public transport to town centre
Rank: 2 nd Decile Deprivation Affecting Children	Rank: 2 nd Decile Index of Multiple Deprivation

Rank: 4 6.6% 0-4 Population	Rank: 3 5.6% 15-19 Population
Rank: 2 16 Registered Charities	Rank: 1 6 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

Stakeholders particularly emphasised the impact on parents on low incomes who are less likely to be able to afford travel or the cost of paid provision

The number of childcare businesses in this area may result in this community receiving **more** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a third party owned building there will be a wider economic impact on the site owner (Norwich City Council).

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **more** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **less** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **less** likely to have capacity to deliver community led solutions. It may also be **less** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

Stakeholder emphasized the community members were less likely to be willing to travel to provision outside their immediate community.

The level of no car ownership indicates that this community is **least** able to access provision outside its immediate areas. It will therefore be **most** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **least** well connected to other services. It will therefore be **most** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **most** resilient to any potential loss in any individual child care service.

Stakeholders specifically highlighted a likely increased impact on NHS services as a result of not being able to get immediate in person support locally for a range of physical and mental health issues.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Aspirations and positivity

The mental health of parents was highlighted specifically by stakeholders as a major area of negative impact as they saw no alternatives within the proposals for the support they were currently receiving.

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Broadland (Hoveton) Children's Centre

Broadlands Youth and Community Centre, Stalham Road, Hoveton NR12 8DJ

Norfolk County Council Freehold site

Rank: 2 13 Childcare Provision	Rank: 2 15 Community Venues
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Rank:2 17% No car ownership	Rank:4 40min Travel time by public transport to town centre
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Rank: 2 4.5% 0-4 Population	Rank: 2 4.6% 5-19 Population
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Rank: 5 th Decile Deprivation Affecting Children	Rank: 5 th Decile Index of Multiple Deprivation
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Rank: 4 53 Registered Charities	Rank:4 30 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **less** by the proposals.

Provision is limited at this site to less than a day a week. The overall impact of the proposals is likely to be significantly less than other areas.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **less** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **less** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **more** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **most** likely to have capacity to deliver community led solutions. It may also be **most** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **more** able to access provision outside its immediate areas. It will therefore be **less** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **least** well connected to other services. It will therefore be **most** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **less** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **most** existing VCSE provision which may mean it is impacted **least** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Caister Children's Centre

Caister Infant and Nursery School,
Kingston Avenue, Great Yarmouth
NR30 5ET

School Freehold site

Rank: 3 20 Childcare Provision	Rank: 2 11 Community Venues
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Rank:2 22.3% No car ownership	Rank:2 18min Travel time by public transport to town centre
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Rank:1 4.3% 0-4 Population	Rank:1 4.8% 5-19 Population
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Rank: 4 th Decile Deprivation Affecting Children	Rank: 5 th Decile Index of Multiple Deprivation
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Rank: 1 11 Registered Charities	Rank: 1 6 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **the least** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **more** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **less** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **more** by the potential loss of a children's centre as a base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **least** likely to have capacity to deliver community led solutions. It may also be **least** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **more** able to access provision outside its immediate areas. It will therefore be **less** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **more** well connected to other services. It will therefore be **less** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **more** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Catton Grove Children's Centre

Hunter Road, Norwich NR3 3PY

Norfolk County Council Freehold site

Rank: 4 76 Childcare Provision	Rank: 4 30 Community Venues
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Rank:2 20.2% No car ownership	Rank:3 30min Travel time by public transport to town centre
Rank: 4 th Decile Deprivation Affecting Children	Rank: 6 th Decile Index of Multiple Deprivation

Rank: 4 8.1% 0-4 Population	Rank: 4 6.5% 5-19 Population
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Rank: 2 21 Registered Charities	Rank:2 12 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

Stakeholders particularly emphasised the impact on parents on low incomes who are less likely to be able to afford travel or the cost of paid provision

The number of childcare businesses in this area may result in this community receiving **most** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **most** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **least** by the potential loss of a children's centre as base for provision.

Other local community buildings stated that they already signposted people to the Children Centre as they do not have capacity to support them.

Stakeholders suggested that other community venues within the area had very limited availability or would provide a poorer quality facility than current provision.

Based on stakeholder feedback despite the number of community buildings locally, capacity may be significantly limited, increasing the impact of the potential loss of a children's centre as a base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **less** likely to have capacity to deliver community led solutions. It may also be **less** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

Stakeholder made specific reference to the fact that due to the areas level of deprivation people were less likely to travel to access services.

The level of no car ownership indicates that this community is **more** able to access provision outside its immediate areas. It will therefore be **less** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **less** well connected to other services. It will therefore be **more** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **most** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **less** existing VCSE provision which may mean it is impacted **more** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

City & Eaton (Vauxhall Centre) Children's Centre

The Vauxhall Centre, Johnson Place,
Norwich NR2 2SA

Norfolk County Council Freehold site

Rank: 4 73 Childcare Provision	Rank: 4 35 Community Venues
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Rank:4 55.1% No car ownership	Rank:2 15min Travel time by public transport to town centre
Rank: 2 nd Decile Deprivation Affecting Children	Rank: 1 st Decile Index of Multiple Deprivation

Rank: 2 5% 0-4 Population	Rank: 1 4.4% 5-19 Population
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Rank:4 35 Registered Charities	Rank:3 14 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **less** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **most** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **most** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **least** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **most** likely to have capacity to deliver community led solutions. It may also be **most** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **least** able to access provision outside its immediate areas. It will therefore be **most** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **more** well connected to other services. It will therefore be **less** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **most** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **more** existing VCSE provision which may mean it is impacted **less** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Corusty & Holt Children's Centre

Charles Road, Holt NR25 6DA

Norfolk County Council Freehold site

Rank: 1 5 Childcare Provision	Rank: 4 22 Community Venues
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Rank:3 24.5% No car ownership	Rank:1 Holt 9 min Travel time by public transport to town centre
Rank: 3 rd Decile Deprivation Affecting Children	Rank: 4 th Decile Index of Multiple Deprivation

Rank:1 3.4% 0-4 Population	Rank:1 4.8% 5-19 Population
Rank: 3 28 Registered Charities	Rank:3 18 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

There is currently no Children's Centre delivery in Corpusty, provision is located mainly in Holt with some session in other areas.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **the least** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **most** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **least** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **more** likely to have capacity to deliver community led solutions. It may also be **more** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **less** able to access provision outside its immediate areas. It will therefore be **more** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **most** well connected to other services. It will therefore be **least** impacted by the location of outreach provision. However, it must be noted that this Children's centre covers a large rural area that is not as well connected.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **more** existing VCSE provision which may mean it is impacted **less** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Cromer Children's Centre

Cromer provision is:

Mill Road, NR27 0AD

Benjamin Court NR27 0EU

Rank:3 27.1% No car ownership	Rank:2 16min Travel time by public transport to town centre
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Rank:4 3.5% 0-4 Population	Rank:4 4.0% 5-19 Population
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Rank: 1 7 Childcare Provision	Rank:2 14 Community Venues
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Rank: 4 th Decile Deprivation Affecting Children	Rank: 3 rd Decile Index of Multiple Deprivation
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Rank: 3 28 Registered Charities	Rank: 3 14 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The Children's Centres is based in Mundesley with programme delivery two days a week in Cromer. There is potentially less impact on this community as a result of the proposals due to the levels of current provision.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **the least** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

Stakeholders particularly emphasised the impact on parents on low incomes who are less likely to be able to afford travel or the cost of paid provision

As there are third party owned buildings used as part of the provision there will be a wider economic impact on the site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **less** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **more** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **more** likely to have capacity to deliver community led solutions. It may also be **more** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **less** able to access provision outside its immediate areas. It will therefore be **more** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **more** well connected to other services. It will therefore be **less** impacted by the location of outreach provision. However, it should be noted that this Children's Centre covers a large rural area.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Stakeholders specifically identified the negative impact of the likely loss of joint working facilitated through the Children's Centre

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **more** existing VCSE provision which may mean it is impacted **less** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Dereham (Central & South) Children's Centre

18 London Road, East Dereham

NR19 1AS

Norfolk County Council Freehold site

Rank: 3	Rank: 3
16	21
Childcare Provision	Community Venues

Rank:3 28% No car ownership	Rank:1 10 min Travel time by public transport to town centre
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Rank:3 5.9% (central) 5.3% (south) 0-4 Population	Rank:3 5.6% (central) 5.3% (south) 5-19 Population
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Rank: 3 rd Decile Deprivation Affecting Children	Rank: 2 nd Decile Index of Multiple Deprivation
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Rank:4 39 Registered Charities	Rank:3 17 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **more** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **more** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **more** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **less** by the potential loss of a children's centre as base for provision.

However, stakeholder feedback highlighted concerns over the suitability of alternative venues for delivery of services for children.

Some stakeholders highlighted the opportunity for making enhanced use of their facilities.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **most** likely to have capacity to deliver community led solutions. It may also be **most** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **less** able to access provision outside its immediate areas. It will therefore be **more** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **most** well connected to other services. It will therefore be **least** impacted by the location of outreach provision. However, it should be noted that this Childrens' Centre covers a large rural area that will not be as well connected.

Stakeholders specifically highlighted that the surrounding areas served by the centre suffer from poor bus-routes and high numbers of none drivers.

The number of childcare businesses in this area mean it is likely to be **more** resilient to any potential loss in any individual child care service.

Stakeholders highlighted the critical importance of current outreach provision to Robertson Barracks and the specific impacts on the forces community. Longer deployment times for forces personnel is likely to increase isolation. Delivery and access to an MOD base is restricted, getting access approval can be challenging. This may limit opportunities for community led provision and act as a barrier to more ad-hoc or flexible outreach provision.

Some stakeholders highlighted the lack of capacity in existing other services

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **more** existing VCSE provision which may mean it is impacted **less** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

Some stakeholders highlighted that they were interested in developing new services but were unclear who to enter into discussions with.

Diss Children's Centre

Diss Infant and Nursery School,
Fitzwalter Road, Diss IP22 4PU

Schools based Freehold site

Rank: 2 8 Childcare Provision	Rank: 1 6 Community Venues
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Rank:4 33.2% No car ownership	Rank:1 9 min Travel time by public transport to town centre
Rank: 2 nd Decile Deprivation Affecting Children	Rank: 3 rd Decile Index of Multiple Deprivation

Rank:2 4.9% 0-4 Population	Rank:2 5.2% 5-19 Population
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Rank: 3 31 Registered Charities	Rank: 3 14 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **less** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **less** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **more** likely to have capacity to deliver community led solutions. It may also be **more** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **least** able to access provision outside its immediate areas. It will therefore be **most** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **most** well connected to other services. It will therefore be **least** impacted by the location of outreach provision. However, it should be noted that this Childrens' Centre covers a large rural area that will not be as well connected.

Stakeholders specifically highlighted concerns that the community is not well connected and has poor service access.

The number of childcare businesses in this area mean it is likely to be **less** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **more** existing VCSE provision which may mean it is impacted **less** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Downham Market Children's Centre

Snape Lane, Paradise Road,
Downham Market PE38 9JE

Norfolk County Council Freehold site

Rank:1 7 Childcare Provision	Rank:2 13 Community Venues
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Rank:2 21.5% No car ownership	Rank: 2 14min Travel time by public transport to town centre
Rank: 4 th Decile Deprivation Affecting Children	Rank: 6 th Decile Index of Multiple Deprivation

Rank:3 5.7% 0-4 Population	Rank:2 5% 5-19 Population
Rank: 2 20 Registered Charities	Rank: 2 10 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **more** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **less** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **more** by the potential loss of a children's centre as base for provision.

The potential impact on the pre-school based in the centre was highlighted. Stakeholders regard its relocation as particular difficult potentially impacting its viability. The SWAN Youth service based in the building currently providing a ‘move on’ facility were also concerned the proposals may negatively impact their services.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **less** likely to have capacity to deliver community led solutions. It may also be **less** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **more** able to access provision outside its immediate areas. It will therefore be **less** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **more** well connected to other services. It will therefore be **less** impacted by the location of outreach provision. However, it should be noted that this Childrens' Centre covers a large rural area that will not be as well connected.

Stakeholders specifically highlighted concerns that the community is not well connected and has poor service access referencing the large rural area the centre serves.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **less** existing VCSE provision which may mean it is impacted **more** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings



Drayton Taverham Children's Centre

Drayton Infant School, School Road,
Drayton NR8 6EP

School based Freehold site

Rank: 4 54 Childcare Provision	Rank: 4 35 Community Venues
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Rank:1 7.8% No car ownership	Rank:4 44min Travel time by public transport to town centre
Rank: 8 th Decile Deprivation Affecting Children	Rank: 9 th Decile Index of Multiple Deprivation

Rank:3 5.2% 0-4 Population	Rank: 4 5.8% 15-19 Population
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Rank: 1 14 Registered Charities	Rank: 1 7 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **less** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **most** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **most** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **least** by the potential loss of a children's centre as base for provision.

Stakeholders highlighted the impact on other centre users who rent space within the children centre.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **more** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **least** likely to have capacity to deliver community led solutions. It may also be **least** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **more** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **least** well connected to other services. It will therefore be **most** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **most** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Dussindale Children's Centre

Witard Road, NR7 9XD

Norfolk County Council Freehold site

Rank: 4 58 Childcare Provision	Rank: 4 26 Community Venues
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Rank:1 15.2% No car ownership	Rank:2 19min Travel time
Rank: 6 th Decile Deprivation Affecting Children	Rank: 6 th Decile Index of Multiple Deprivation

Rank: 1 4.5% 0-4 Population	Rank: 4 5.7% 5-19 Population
Rank: 1 10 Registered Charities	Rank:1 9 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

This location is used only once a week for only used once a week for stay and play delivery, there is likely **overall minimal impact** on the community as a result of the proposals.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **less** by the proposals. There is an unusually high disparity between the number of 0-4 and 5-19.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **less** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **most** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **most** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **least** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **more** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **least** likely to have capacity to deliver community led solutions. It may also be **least** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **more** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **more** well connected to other services. It will therefore be **less** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **most** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Earlham Children's Centre

Motum Road, Norwich NR5 8EG

Norfolk County Council Freehold site

Rank: 4 73 Childcare Provision	Rank: 4 26 Community Venues
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Rank:3 31.3% No car ownership	Rank:3 29min Travel time by public transport to town centre
Rank: 1 st Decile Deprivation Affecting Children	Rank: 1 st Decile Index of Multiple Deprivation

Rank:3 5.7% 0-4 Population	Rank:4 9.1% 5-19 Population
Rank: 1 13 Registered Charities	Rank: 2 10 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **most** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **most** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **least** by the potential loss of a children's centre as a base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Stakeholders report that the breastfeeding café has already shut, due staff reductions and difficulty in finding volunteers to take on the service. General feedback suggest this is an area where it is harder to establish community led activity.

Based on the level of registered charities in the area this community is **least** likely to have capacity to deliver community led solutions. It may also be **least** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

Stakeholders report that this centre operates as a hub for a range of activity. As a result there will be a more significant impact on general service provision if as a result of the proposal the building ceases to be useable for these activities.

The level of no car ownership indicates that this community is **less** able to access provision outside its immediate areas. It will therefore be **more** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **less** well connected to other services. It will therefore be **more** impacted by the location of outreach provision.

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The number of childcare businesses in this area mean it is likely to be **most** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **less** existing VCSE provision which may mean it is impacted **more** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

East City & Framingham Children's Centre

Duckett Close, Norwich NR1 2LR

Norfolk County Council Freehold site

Rank: 4 73 Childcare Provision	Rank: 4 30 Community Venues
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Rank:3 31.8% No car ownership	Rank:2 22min Travel time by public transport to town centre
Rank: 1 st Decile Deprivation Affecting Children	Rank: 2 nd Decile Index of Multiple Deprivation

Rank:3 5.7% 0-4 Population	Rank:2 5% 5-19 Population
Rank: 2 19 Registered Charities	Rank: 2 10 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **more** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **most** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **most** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **least** by the potential loss of a children's centre as a base for provision.

Stakeholders identified the possibility of using other local venues with some other sites welcoming the opportunity to host activities.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **less** likely to have capacity to deliver community led solutions. It may also be **less** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **less** able to access provision outside its immediate areas. It will therefore be **more** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **more** well connected to other services. It will therefore be **less** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **most** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **less** existing VCSE provision which may mean it is impacted **more** by the proposals.

Aspirations and positivity

The mental health of parents was highlighted specifically by stakeholders as a major area of negative impact. Stakeholders also highlighted a local safe environment as particularly key in addressing loneliness and isolation.

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Emneth Children's Centre

Hollycroft Road, Emneth, Wisbech
 PE14 8AY

Norfolk County Council Freehold site

Rank: 1 3 Childcare Provision	Rank: 1 6 Community Venues
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Rank:1 6.8% No car ownership	Rank:3 28min Travel time by public transport to town centre
Rank: 6 th Decile Deprivation Affecting Children	Rank: 4 th Decile Index of Multiple Deprivation

Rank:2 5.1% 0-4 Population	Rank:2 5.2% 15-19 Population
Rank: 3 25 Registered Charities	Rank: 2 10 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **less** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as a base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **more** likely to have capacity to deliver community led solutions. It may also be **more** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **less** well connected to other services. It will therefore be **more** impacted by the location of outreach provision.

Stakeholders particularly referenced the areas isolated nature and the increased impact on both service access issues and individuals at risk of isolation.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **less** existing VCSE provision which may mean it is impacted **more** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Fakenham Children's Centre

Norwich Road, Fakenham NR21
 8HN

Norfolk County Council Freehold site

Rank: 1 6 Childcare Provision	Rank: 2 12 Community Venues
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Rank:3 23.9% No car ownership	Rank:1 13min Travel time by public transport to town centre
Rank: 4 th Decile Deprivation Affecting Children	Rank: 4 th Decile Index of Multiple Deprivation

Rank:2 5% 0-4 Population	Rank:1 4.6% 5-19 Population
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Rank: 2 23 Registered Charities	Rank:2 12 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **less** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **less** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **more** by the potential loss of a children's centre as base for provision.

Stakeholders made reference to the fact that after two rooms at the centre were taken over for use by the school the previous users tried to find alternative accommodation but to date have been unsuccessful. This suggests the potential loss of the site as a venue may have a greater impact on the community. Stakeholders highlighted very limited capacity at other venues and poor suitability for delivery of services for children and young people.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **less** likely to have capacity to deliver community led solutions. It may also be **less** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **less** able to access provision outside its immediate areas. It will therefore be **more** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **most** well connected to other services. It will therefore be **least** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Stakeholders made particular reference to the rural areas that this Children Centre serves. Stakeholders highlighted that poor transport links for the area and therefore the enhanced difficulty of accessing services. Stakeholders emphasised how the existing poorly served nature of the area would increase the impact of the loss of the Childrens Centre service.

Stakeholders highlighted the poor broadband and phone signal across the area and therefore the greater negative impact of being reliant on an online service offer.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **less** existing VCSE provision which may mean it is impacted **more** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Gorleston & Hopton Children's Centre

Gorleston Library, Lowestoft Road,
Gorleston, Norfolk NR31 6SG

Norfolk County Council Freehold site

Rank: 3 22 Childcare Provision	Rank: 1 6 Community Venues
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Rank:3 29.7% No car ownership	Rank:1 1, 13min (Claydon) 1, 6min (St Andrews) Travel time
Rank: 2 nd Decile Deprivation Affecting Children	Rank: 3 rd Decile Index of Multiple Deprivation

Rank:3 5.4% 0-4 Population	Rank:3 5.5% 5-19 Population
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Rank: 2 16 Registered Charities	Rank: 1 6 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **more** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **more** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Gorleston was described as a stronger community than other in the areas by some stakeholders indicating that it was more likely community volunteer would develop new activities. Although other stakeholders highlighted the areas deprivation questioning whether the community would be able to develop its own initiatives.

Stakeholders highlighted the number of parents working in the offshore industry. This was linked to an increased risk of isolation and increased impact of the loss of communal activities.

Based on the level of registered charities in the area this community is **less** likely to have capacity to deliver community led solutions. It may also be **less** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **less** able to access provision outside its immediate areas. It will therefore be **more** impacted by the location of outreach provision.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **more** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Greenacre Children's Centre

Great Yarmouth Community Centre,
Peggotty Road, Great Yarmouth
NR30 3EF

Third party leasehold

Rank: 3 22 Childcare Provision	Rank: 1 4 Community Venues
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Rank:4 50.3% No car ownership	Rank:1 1, 10min (central and north gate) 1, 13min (nelson) Travel time
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Rank:4 8.1% 0-4 Population	Rank:4 6.8% 15-19 Population
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Rank: 1 10 Registered Charities	Rank: 1 7 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **more** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a third party owned building there will be a wider economic impact on the site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as a base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **least** likely to have capacity to deliver community led solutions. It may also be **least** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **least** able to access provision outside its immediate areas. It will therefore be **most** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **most** well connected to other services. It will therefore be **least** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **more** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Great Yarmouth (Priory) Children's Centre

The Priory Centre, Priory Plain, Great Yarmouth NR30 1NW

Third party leasehold

Rank: 4 24 Childcare Provision	Rank:1 4 Community Venues
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Rank:4 60.7% No car ownership	Rank: 1, 10min (central and north gate) 1, 13min (nelson) Travel time
Rank: 1 st Decile Deprivation Affecting Children	Rank: 1 st Decile Index of Multiple Deprivation

Rank:4 6.8% 0-4 Population	Rank:4 5.8% 15-19 Population
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Rank: 1 14 Registered Charities	Rank: 1 8 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

As a third party owned building there will be a wider economic impact on the site owner.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as a base for provision.

The lack of suitable alternative premises within the area was highlighted by stakeholders.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **least** likely to have capacity to deliver community led solutions. It may also be **least** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **least** able to access provision outside its immediate areas. It will therefore be **most** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **most** well connected to other services. It will therefore be **least** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **most** resilient to any potential loss in any individual child care service.

Stakeholders emphasised the areas deprived nature with clients who are less likely to access support outside the immediate area, stakeholders highlighted the importance of continued visibility in the community to gain traction with a harder to reach population.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Harleston Children's Centre

Harleston CE Primary School, School Lane, Harleston IP20 9HG

Third party leasehold

Rank: 1 3 Childcare Provision	Rank: 2 12 Community Venues
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Rank:2 20.8% No car ownership	Rank:1 8min Travel time
Rank: 4 th Decile Deprivation Affecting Children	Rank: 5 th Decile Index of Multiple Deprivation

Rank:3 5.2% 0-4 Population	Rank:2 5.1% 5-19 Population
Rank: 3 28 Registered Charities	Rank: 3 18 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **more** by the proposals.

The current site has been converted into an Early Years setting. The area will therefore be likely impacted overall less by the proposals.

Stakeholders highlighted the vacation of the Children's Centre from the building as a positive impact regarding the previous service as ineffective with sporadic support to the community. They highlighted the proposals as a positive direction of travel.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

As a third party owned building there will be a wider economic impact on the site owner. Although these may be mitigated by the existing conversion to an Early Years setting.

The number of childcare businesses in this area may result in this community receiving **most** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **less** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **more** by the potential loss of a children's centre as a base for provision.

Stakeholders highlighted the lack of community venues in as a general concern for general delivery. This was regarded as negatively impacting the effectiveness of proposed outreach and community led element within this area.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **more** likely to have capacity to deliver community led solutions. It may also be **more** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **more** able to access provision outside its immediate areas. It will therefore be **less** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **most** well connected to other services. It will therefore be **least** impacted by the location of outreach provision.

Stakeholders made specific reference to the lack of child care in the area.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **more** existing VCSE provision which may mean it is impacted **less** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

The local council specifically highlighted that the lack of engagement around the proposals was a missed opportunity.

Hellesdon Children's Centre

Horsford CE VC Infant School, Holt Road, Horsford NR8 6EP

Norfolk County Council Freehold site

Rank: 4 72 Childcare Provision	Rank: 3 21 Community Venues
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Rank:2 19% No car ownership	Rank:4 32min Travel time
Rank: 7 th Decile Deprivation Affecting Children	Rank: 7 th Decile Index of Multiple Deprivation

Rank:2 4.6% 0-4 Population	Rank:2 4.9% 5-19 Population
Rank: 3 30 Registered Charities	Rank: 3 18 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **less** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **less** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **most** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **more** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **less** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **more** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **more** likely to have capacity to deliver community led solutions. It may also be **more** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **more** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **more** able to access provision outside its immediate areas. It will therefore be **less** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **least** well connected to other services. It will therefore be **most** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **most** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **more** existing VCSE provision which may mean it is impacted **less** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Hethersett Children's Centre

Hethersett Woodside Nursery and Infant School, Firs Road, Hethersett Norwich NR9 3EQ

Norfolk County Council Freehold site

Rank: 4 40 Childcare Provision	Rank: 2 11 Community Venues
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Rank:1 7.3% No car ownership	Rank:3 26min Travel time
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Rank:4 6.5% 0-4 Population	Rank:3 5.5% 5-19 Population
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Rank: 9 th Decile Deprivation Affecting Children	Rank: 9 th Decile Index of Multiple Deprivation
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Rank: 1 14 Registered Charities	Rank: 2 12 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **less** by the proposals.

The current building is only used as a satellite office with provision relocated to Wymondham. This community is therefore less likely overall to be impacted by the proposals.

Stakeholders highlighted that the relocation of the service provision had already resulted in a significant drop-off of attendees from Hethersett.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **least** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

Stakeholders specifically highlighted the concern that paid-for activities would prohibit some people from attending.

The number of childcare businesses in this area may result in this community receiving **most** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **less** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **more** by the potential loss of a children's centre as a base for provision. Both the village hall and library were highlighted by stakeholders as potential venues that could be used

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **most** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **least** likely to have capacity to deliver community led solutions. It may also be **least** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **most** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **less** well connected to other services. It will therefore be **more** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **most** resilient to any potential loss in any individual child care service.

Stakeholders regarded the proposals as having a positive impact on service access regarding the one-to-one support in the home and locally provided group-based support as improvements. However, some stakeholders were concerned about how people would be able to access delivery if there was no local drop-in point. Stakeholders raised concerns about the increasing service needs of the area and that services were not keeping pace with the needs of a growing village Stakeholders made specific reference to the changes in the school provision to primary. Whilst it is not clear what difference it will make, it will have a combined impact on the facilities offered to children and parents and so future planning must be cognizant of this wider service change impact.

Stakeholders highlighted how it was far easier for the community to access Norwich than Wymondham, where current provision is based.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **less** existing VCSE provision which may mean it is impacted **more** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Hunstanton Children's Centre

Avenue Road, Hunstanton PE36
5BW

Norfolk County Council Freehold site

Rank: 1 2 Childcare Provision	Rank: 2 12 Community Venues
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Rank:4 35.9% No car ownership	Rank:1 12min Travel time
Rank: 2 nd Decile Deprivation Affecting Children	Rank: 2 nd Decile Index of Multiple Deprivation

Rank:1 3.2% 0-4 Population	Rank:1 4% 15-19 Population
Rank: 2 19 Registered Charities	Rank: 1 9 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the least** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **less** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **more** by the potential loss of a children's centre as a base for provision.

The new heritage centre and other community buildings were mentioned by stakeholders as potentially providing alternative venues

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Stakeholders made specific reference to the value of the Children's Centre as a contact point at a local level.

Based on the level of registered charities in the area this community is **less** likely to have capacity to deliver community led solutions. It may also be **less** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **least** able to access provision outside its immediate areas. It will therefore be **most** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **most** well connected to other services. It will therefore be **least** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Stakeholders from the surrounding area served by the Children's Centre highlighted declining numbers of visits and outreach activity over a number of years. They were concerned that the proposals would further increase this trend.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Litcham Children's Centre

Loddon Library Annexe, 31 Church Plain, Norwich NR14 6EX

Norfolk County Council Freehold site

Rank: 1 5 Childcare Provision	Rank: 2 15 Community Venues
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Rank:1 7.7% No car ownership	Rank:4 48min Travel time
Rank: 7 th Decile Deprivation Affecting Children	Rank: 5 th Decile Index of Multiple Deprivation

Rank:3 4.2% 0-4 Population	Rank:3 5.3% 5-19 Population
Rank: 4 50 Registered Charities	Rank: 4 29 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **less** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **less** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **more** by the potential loss of a children's centre as base for provision.

Stakeholder feedback highlighted the poor state of repair around the current community building which may present opportunities to look at an enhanced overall community site.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **most** likely to have capacity to deliver community led solutions. It may also be **most** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **least** well connected to other services. It will therefore be **most** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **most** existing VCSE provision which may mean it is impacted **least** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Loddon Children's Centre

Loddon Library Annexe, 31 Church Plain, Norwich NR14 6EX

Leasehold site

Rank: 2 11 Childcare Provision	Rank: 3 18 Community Venues
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Rank:3 25.9% No car ownership	Rank:4 31min Travel time
Rank: 4 th Decile Deprivation Affecting Children	Rank: 5 th Decile Index of Multiple Deprivation

Rank:1 4% 0-4 Population	Rank:3 5.5% 5-19 Population
Rank:4 43 Registered Charities	Rank:4 23 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **more** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **less** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a third party owned building there will be a wider economic impact on the site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **more** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **less** by the potential loss of a children's centre as base for provision.

The library is used as a base for the children's centre within a complex that includes other services. Stakeholders highlighted that this hub contributes significant to the sense of community.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **most** likely to have capacity to deliver community led solutions. It may also be **most** impacted by having additional demand placed on a finite number of existing volunteers.

The library is used as a base for the children's centre within a complex that includes other services. Stakeholders highlighted that this hub contributes significant to the sense of community.

Stakeholders indicated that they through it was unlikely the community would take on running activities

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **less** able to access provision outside its immediate areas. It will therefore be **more** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **least** well connected to other services. It will therefore be **most** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **less** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **most** existing VCSE provision which may mean it is impacted **least** by the proposals.

Stakeholders highlighted the significantly limited local transport options and the cost of access provision outside the local area as key issues.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Long Stratton Children's Centre

Manor Road, Norwich NR15 2XR

Norfolk County Council Freehold site

Rank: 2 10 Childcare Provision	Rank: 3 21 Community Venues
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Rank:2 17% No car ownership	Rank:4 54min Travel time
Rank: 6 th Decile Deprivation Affecting Children	Rank: 5 th Decile Index of Multiple Deprivation

Rank:2 4.8% 0-4 Population	Rank:4 5.8% 5-19 Population
Rank:4 53 Registered Charities	Rank:4 26 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs

The number of childcare businesses in this area may result in this community receiving **less** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **more** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **less** by the potential loss of a children's centre as base for provision.

Stakeholders were positive about the impact of the proposals emphasising that the Long Stratton centre is identified as remining.

Stakeholders identified a number of alternative facilities within the local area and existing community provision. Although concerns were expressed about the impact of increased demand on that provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **most** likely to have capacity to deliver community led solutions. It may also be **most** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **more** able to access provision outside its immediate areas. It will therefore be **less** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **least** well connected to other services. It will therefore be **most** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **less** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **most** existing VCSE provision which may mean it is impacted **least** by the proposals.

Aspirations and positivity

Stakeholders were positive about the impact of the proposals emphasising that the Long Stratton centre is identified as remining.

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings



Methwold Children's Centre

Old School House, Brandon IP27
0QQ

Norfolk County Council Freehold site

Rank: 1 5 Childcare Provision	Rank: 1 7 Community Venues
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Rank:1 8.4% No car ownership	Rank:4 45min Travel time
Rank: 6 th Decile Deprivation Affecting Children	Rank: 5 th Decile Index of Multiple Deprivation

Rank: 3 5.5% 0-4 Population	Rank: 3 5.3% 5-19 Population
Rank:3 33 Registered Charities	Rank:3 17 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **more** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as a base for provision.

Stakeholders highlighted opportunities to expand and develop their existing offer within the area.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **more** likely to have capacity to deliver community led solutions. It may also be **more** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **least** well connected to other services. It will therefore be **most** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **more** existing VCSE provision which may mean it is impacted **less** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Mr Bee's Family (North Lynn) Children's Centre

4 Walpole Road, Kings Lynn PE30
2DZ

Leasehold site

Rank: 3 18 Childcare Provision	Rank: 1 7 Community Venues
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Rank:4 40.8% No car ownership	Rank:3 24 min Travel time
Rank: 1 st Decile Deprivation Affecting Children	Rank: 1 st Decile Index of Multiple Deprivation

Rank:4 6.6% 0-4 Population	Rank:4 6.1% 5-19 Population
Rank:1 12 Registered Charities	Rank:1 8 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **more** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a third party owned building there will be a wider economic impact on the site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **least** likely to have capacity to deliver community led solutions. It may also be **least** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **least** able to access provision outside its immediate areas. It will therefore be **most** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **least** well connected to other services. It will therefore be **most** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **more** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Mundesley Children's Centre

Mundesley Infant and Junior School,
Trunch Road, Norwich, NR11 8LE

Norfolk County Council Freehold site

Rank: 2 8 Childcare Provision	Rank: 3 19 Community Venues
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Rank:2 22.5% No car ownership	Rank:3 25 min Travel time
Rank: 5 th Decile Deprivation Affecting Children	Rank: 4 th Decile Index of Multiple Deprivation

Rank:1 3.6% 0-4 Population	Rank:1 4.3% 5-19 Population
Rank:3 25 Registered Charities	Rank:3 14 Which Benefit Children

8

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the least** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **less** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **more** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **less** by the potential loss of a children's centre as base for provision.

At least one stakeholder expressed an interesting in being a base for community provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **more** likely to have capacity to deliver community led solutions. It may also be **more** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **more** able to access provision outside its immediate areas. It will therefore be **less** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **less** well connected to other services. It will therefore be **more** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **less** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **more** existing VCSE provision which may mean it is impacted **less** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Nar (St Michaels Road, King's Lynn) Children's Centre

St Michael's Family Centre,
 Saddlebow Road, King's Lynn PE30
 5BN
 Leasehold site

Rank: 3 19 Childcare Provision	Rank: 2 13 Community Venues
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Rank:4 33.5% No car ownership	Rank:2 19 min Travel time
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Rank:3 5.9% 0-4 Population	Rank:2 5% 5-19 Population
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Rank: 1 st Decile Deprivation Affecting Children	Rank: 1 st Decile Index of Multiple Deprivation
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Rank:4 42 Registered Charities	Rank:4 19 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **more** by the proposals

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **more** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a third party owned building there will be a wider economic impact on the site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **less** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **more** by the potential loss of a children's centre as a base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **most** likely to have capacity to deliver community led solutions. It may also be **most** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **least** able to access provision outside its immediate areas. It will therefore be **most** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **more** well connected to other services. It will therefore be **less** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **more** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **most** existing VCSE provision which may mean it is impacted **least** by the proposals.

Stakeholders highlighted the significance of traveller and migrant community members who are less likely to engage in a general community offer and may require additional ESOL support.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

North City (Angel Road Infant) Children's Centre

Angel Road Infants School, Angel Road, Norwich NR3 3HR

Leasehold site

Rank: 4 74 Childcare Provision	Rank: 4 29 Community Venues
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Rank:3 32.4% No car ownership	Rank:2 19 min Travel time
Rank: 3 rd Decile Deprivation Affecting Children	Rank: 3 rd Decile Index of Multiple Deprivation

Rank:4 6.3% 0-4 Population	Rank:1 4% 5-19 Population
Rank:2 16 Registered Charities	Rank:2 12 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **most** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a third party owned building there will be a wider economic impact on the site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **most** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **least** by the potential loss of a children's centre as a base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **less** likely to have capacity to deliver community led solutions. It may also be **less** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **less** able to access provision outside its immediate areas. It will therefore be **more** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **more** well connected to other services. It will therefore be **less** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **most** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **less** existing VCSE provision which may mean it is impacted **more** by the proposals.

Stakeholders made specific reference for the need to support ESOL provision as part of any service offering given the demographic background of local residents.

Stakeholders highlighted concerns about the level of low mental health in the area and the importance of the Children Centre is addressing this.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

North Walsham Children's Centre

North Walsham Infant School, Manor Road, North Walsham NR28 9HG

Norfolk County Council Freehold site

Rank: 2 12 Childcare Provision	Rank: 4 24 Community Venues
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Rank:4 33.3% No car ownership	Rank:1 8 min Travel time
Rank: 3 rd Decile Deprivation Affecting Children	Rank: 3 rd Decile Index of Multiple Deprivation

Rank:3 5.2% 0-4 Population	Rank:2 5.1% 5-19 Population
Rank:3 32 Registered Charities	Rank:4 21 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **more** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **less** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **most** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **least** by the potential loss of a children's centre as a base for provision.

Stakeholders highlighted the negative impact on the closure of the Children Centre as a key hub, emphasising issues of social isolation across the area.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **more** likely to have capacity to deliver community led solutions. It may also be **more** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **least** able to access provision outside its immediate areas. It will therefore be **most** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **most** well connected to other services. It will therefore be **least** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **less** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **most** existing VCSE provision which may mean it is impacted **least** by the proposals.

Stakeholders highlighted the areas poor transport links as an area for concern.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Reepham Children's Centre

No local site

Rank: 1 6 Childcare Provision	Rank: 3 17 Community Venues
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Rank:1 7.5% No car ownership	Rank:4 35min Travel time
Rank: 6 th Decile Deprivation Affecting Children	Rank: 5 th Decile Index of Multiple Deprivation

Rank:2 4.7% 0-4 Population	Rank:3 5.4% 5-19 Population
Rank:3 26 Registered Charities	Rank:1 9 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **more** by the proposals.

Provision is based in Aylsham. Outreach activity is identified as taking place in Cawston and Baddesfield but only health visit activity within Reepham. Reepham is therefore less likely to receive any significant overall impact from the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **more** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **less** by the potential loss of a children's centre as a base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **more** likely to have capacity to deliver community led solutions. It may also be **more** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **least** well connected to other services. It will therefore be **most** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Seagulls (Gorleston) Children's Centre

Shrublands, Magdalen Way, Great Yarmouth NR31 7BP

Norfolk County Council Freehold site

Rank:3 21 Childcare Provision	Rank:1 6 Community Venues
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Rank:4 45.1% No car ownership	Rank: 1, 6 min (st Andrew) 1, 13min (Claydon) Travel time
Rank: 1 st Decile Deprivation Affecting Children	Rank: 1 st Decile Index of Multiple Deprivation

Rank:4 7% (S) 0-4 Population	Rank:4 6.3% (S) 15-19 Population
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Rank:1 14 Registered Charities	Rank:2 10 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **less** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as a base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **least** likely to have capacity to deliver community led solutions. It may also be **least** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **least** able to access provision outside its immediate areas. It will therefore be **most** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **most** well connected to other services. It will therefore be **least** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **more** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **less** existing VCSE provision which may mean it is impacted **more** by the proposals.

Aspirations and positivity

A few stakeholders saw the proposals as a positive opportunity for the community giving them a chance to spread their wings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Spixworth & Sprowston Children's Centre

Sprowston Infant School, Recreation
Ground Road, Norwich NR7 8EW

Norfolk County Council Freehold site

Rank: 4 72 Childcare Provision	Rank:4 28 Community Venues
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Rank:1 13.6% No car ownership	Rank:3 24min Travel time
Rank: 5 th Decile Deprivation Affecting Children	Rank: 6 th Decile Index of Multiple Deprivation

Rank:2 4.8% 0-4 Population	Rank:1 4.8% 15-19 Population
Rank:1 9 Registered Charities	Rank:1 6 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **less** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **most** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **most** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **least** by the potential loss of a children's centre as base for provision.

Whilst some stakeholders highlighted the benefit of the Children's Centre as a one stop shop, others said that they felt excluded from the centre. There seemed to be a general sense from stakeholders that the centre was less accessible and not part of the wider community.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **least** likely to have capacity to deliver community led solutions. It may also be **least** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **less** well connected to other services. It will therefore be **more** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **most** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Terrington St Clements Children's Centre

101 Churchgate Way, Terrington St Clement, King's Lynn PE34 4LZ

Leasehold site

Rank:3 14 Childcare Provision	Rank:2 8 Community Venues
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Rank:1 14.3% No car ownership	Rank:4 35 min Travel time
Rank: 6 th Decile Deprivation Affecting Children	Rank: 5 th Decile Index of Multiple Deprivation

Rank:3 5.7% 0-4 Population	Rank:4 5.7% 5-19 Population
Rank:2 24 Registered Charities	Rank:2 12 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **more** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a third party owned building there will be a wider economic impact on the site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **less** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **more** by the potential loss of a children's centre as a base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **less** likely to have capacity to deliver community led solutions. It may also be **less** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **least** well connected to other services. It will therefore be **most** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **more** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **less** existing VCSE provision which may mean it is impacted **more** by the proposals.

Stakeholders highlighted the significance of traveller and migrant community members who are less likely to engage in a general community offer and may require additional ESOL support.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Stalham & Sutton Children's Centre

St Nicholas Way, Sutton SM1 1EA

Norfolk County Council Freehold site

Rank:1 7 Childcare Provision	Rank:3 20 Community Venues
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Rank:2 20% No car ownership	Rank:4 32min Travel time
Rank: 6 th Decile Deprivation Affecting Children	Rank: 4 th Decile Index of Multiple Deprivation

Rank:1 3.9% 0-4 Population	Rank:1 4.4% 5-19 Population
Rank:4 35 Registered Charities	Rank:4 20 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the least** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **more** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **less** by the potential loss of a children's centre as base for provision.

Stakeholders highlighted the limited availability of other community venues as a potential problem.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **most** likely to have capacity to deliver community led solutions. It may also be **most** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **less** able to access provision outside its immediate areas. It will therefore be **more** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **least** well connected to other services. It will therefore be **most** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **most** existing VCSE provision which may mean it is impacted **least** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Stibbard Children's Centre

Fulmodeston Road, Fakenham NR21
0EL

Norfolk County Council Freehold site

Rank:1 7 Childcare Provision	Rank:2 14 Community Venues
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Rank:1 9.7% No car ownership	Rank:3 30min Travel time
Rank: 6 th Decile Deprivation Affecting Children	Rank: 4 th Decile Index of Multiple Deprivation

Rank:1 4.5% 0-4 Population	Rank:2 5.2% 5-19 Population
Rank:3 28 Registered Charities	Rank:4 20 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **less** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Stakeholders suggested there would be a financial impact on the nursery who currently shares the site and that it may be unable to keep the building running.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **less** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **more** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **more** likely to have capacity to deliver community led solutions. It may also be **more** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **less** well connected to other services. It will therefore be **more** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **most** existing VCSE provision which may mean it is impacted **least** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Swaffham Children's Centre

White Cross Road, Swaffham PE37
7RF

Norfolk County Council Freehold site

Rank:1 6 Childcare Provision	Rank:1 7 Community Venues
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Rank:3 23% No car ownership	Rank:2 14min Travel time
Rank: 3 rd Decile Deprivation Affecting Children	Rank: 4 th Decile Index of Multiple Deprivation

Rank:4 6.5% 0-4 Population	Rank:2 4.5% 5-19 Population
Rank:4 34 Registered Charities	Rank:4 20 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **most** likely to have capacity to deliver community led solutions. It may also be **most** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **less** able to access provision outside its immediate areas. It will therefore be **more** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **more** well connected to other services. It will therefore be **less** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **most** existing VCSE provision which may mean it is impacted **least** by the proposals.

Stakeholders highlighted the large rural nature of the Childrens' Centre catchment area. Most indicated that they felt services would be improved through an outreach approach.

Stakeholders welcomed the opportunity for outreach staff to work with existing community led provision.

Some stakeholders highlighted the importance of the centre for the delivery of other services, particularly domestic violence support and the potential negative impact of this was lost as a point of service access.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings



Thetford Children's Centre

Kingsway, Thetford IP24 3DY

Norfolk County Council Freehold site

Rank:2 9 Childcare Provision	Rank:1 2 Community Venues
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Rank:4 32.8% No car ownership	Rank:2 15min Travel time
Rank: 2 nd Decile Deprivation Affecting Children	Rank: 2 nd Decile Index of Multiple Deprivation

Rank:4 7.9% 0-4 Population	Rank:4 7% 5-19 Population
Rank:1 5 Registered Charities	Rank:1 3 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **less** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as a base for provision.

Stakeholders highlighted the importance of the specialist facilities available at the site and did not believe these could be easily replicated elsewhere.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **least** likely to have capacity to deliver community led solutions. It may also be **least** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **least** able to access provision outside its immediate areas. It will therefore be **most** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **more** well connected to other services. It will therefore be **less** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **less** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Stakeholders highlighted the importance of the site for multi-disciplinary work and therefore the likelihood of a negative impact on the effectiveness of a number of aligned services.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Thetford Drake Children's Centre

Drake Primary School, Fairfields,
 Thetford IP24 1JW

Norfolk County Council Freehold site

Rank:2 9 Childcare Provision	Rank:1 3 Community Venues
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Rank:1 9.4% No car ownership	Rank:2 17min Travel time
Rank: 9 th Decile Deprivation Affecting Children	Rank: 7 th Decile Index of Multiple Deprivation

Rank:4 6.3% 0-4 Population	Rank:3 5.5% 5-19 Population
Rank:2 24 Registered Charities	Rank:3 13 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **less** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **less** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **more** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **less** likely to have capacity to deliver community led solutions. It may also be **less** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **more** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **more** well connected to other services. It will therefore be **less** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **less** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **more** existing VCSE provision which may mean it is impacted **less** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Thorpe Hamlet & Heartsease Children's Centre

63 Wolfe Road, Norwich, NR1 4HT

Norfolk County Council Freehold site

Rank:4 70 Childcare Provision	Rank:4 29 Community Venues
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Rank:3 24.3% No car ownership	Rank:3 23min Travel time
Rank: 2 nd Decile Deprivation Affecting Children	Rank: 4 th Decile Index of Multiple Deprivation

Rank:4 6.2% 0-4 Population	Rank:2 4.9% 5-19 Population
Rank:1 10 Registered Charities	Rank:1 9 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **more** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Stakeholders highlighted the direct negative impact on them due to the loss of income from the hire of their facilities.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **most** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **least** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **least** likely to have capacity to deliver community led solutions. It may also be **least** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **less** able to access provision outside its immediate areas. It will therefore be **more** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **less** well connected to other services. It will therefore be **more** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **most** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Trinity (Martham) Children's Centre

Black Street, Great Yarmouth NR29
 4PR

Leasehold site

Rank:1 7 Childcare Provision	Rank:2 15 Community Venues
------------------------------------	----------------------------------

Rank:1 15.2% No car ownership	Rank:4 50min Travel time
Rank: 5 th Decile Deprivation Affecting Children	Rank: 4 th Decile Index of Multiple Deprivation

Rank:1 3.9% 0-4 Population	Rank:1 4.7% 15-19 Population
Rank:3 29 Registered Charities	Rank:3 14 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the least** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a third party owned building there will be a wider economic impact on the site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **less** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **more** by the potential loss of a children's centre as a base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **more** likely to have capacity to deliver community led solutions. It may also be **more** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **least** well connected to other services. It will therefore be **most** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **more** existing VCSE provision which may mean it is impacted **less** by the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Vancouver (Fairstead) Children's Centre

Fairstead Community Centre, Centre Point, King's Lynn PE30 4SR

Leasehold site

Rank:3 17 Childcare Provision	Rank:1 7 Community Venues
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Rank:4 33.6% No car ownership	Rank:3 24min Travel time
Rank: 2 nd Decile Deprivation Affecting Children	Rank: 3 rd Decile Index of Multiple Deprivation

Rank:4 6.5% 0-4 Population	Rank:4 6% 15-19 Population
Rank:4 9 Registered Charities	Rank:4 6 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the most** by the proposals.

Stakeholder highlighted that the nursery had already shut down, indicating that this had increased demand on the Children Centre. This may demonstrate a reduce likelihood of universal provision being picked up by the community and therefore an increased negative impact as a result of the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a third party owned building there will be a wider economic impact on the site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as base for provision.

Stakeholders highlighted that they make use of the building as shared facility and felt it would be challenging to maintain provision if asked to pick up 100% of the costs.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **least** likely to have capacity to deliver community led solutions. It may also be **least** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **least** able to access provision outside its immediate areas. It will therefore be **most** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **less** well connected to other services. It will therefore be **more** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Stakeholder highlighted that the nursery had already shut down, indicating that this had increased demand on the Children Centre. This may demonstrate a reduce likelihood of universal provision being picked up by the community and therefore an increased negative impact as a result of the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Village Green Children's Centre

Moorlands Primary Academy,
Moorland Way, Great Yarmouth
NR31 9PA

Norfolk County Council Freehold site

Rank:3 20 Childcare Provision	Rank:1 6 Community Venues
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Rank:1 8.4% No car ownership	Rank:2 21min Travel time
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Rank:2 4.9% 0-4 Population	Rank:2 5.1% 15-19 Population
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Rank: 6 th Decile Deprivation Affecting Children	Rank: 6 th Decile Index of Multiple Deprivation
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Rank:1 9 Registered Charities	Rank:1 4 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **less** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **less** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **more** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as a base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **more** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **least** likely to have capacity to deliver community led solutions. It may also be **least** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **more** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **more** well connected to other services. It will therefore be **less** impacted by the location of outreach provision

The number of childcare businesses in this area mean it is likely to be **more** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **least** existing VCSE provision which may mean it is impacted **most** by the proposals.

Stakeholders highlighted concern over the poor access to services across the area and high levels of need.

Stakeholders made particular reference the approximately nine residential caravan sites, highlighting the difficulty of accessing these communities with outreach provision and therefore the likely greater impact of the proposals.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Watton Children's Centre

West Road, Thetford IP25 6AU

Norfolk County Council Freehold site

Rank:1 5 Childcare Provision	Rank:2 10 Community Venues
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Rank:4 40.3% No car ownership	Rank:1 5min Travel time
Rank: 3 rd Decile Deprivation Affecting Children	Rank: 3 rd Decile Index of Multiple Deprivation

Rank:2 5.1% 0-4 Population	Rank:1 4.7% 5-19 Population
Rank:2 17 Registered Charities	Rank:2 11 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **less** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Loss of income to venues currently hired by the Children's Centre was highlighted by stakeholders

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **less** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **more** by the potential loss of a children's centre as base for provision.

Stakeholders highlighted the lack of suitable spaces or the condition of those spaces as an area of concern

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **less** likely to have capacity to deliver community led solutions. It may also be **less** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **least** able to access provision outside its immediate areas. It will therefore be **most** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **most** well connected to other services. It will therefore be **least** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **less** existing VCSE provision which may mean it is impacted **more** by the proposals.

Stakeholders made specific reference to the high levels of deprivation and poor public transport.

Stakeholders highlighted that the Children's Centre was used as a venue to deliver a range of additional services, potentially increasing the impact on service access.

Aspirations and positivity

Stakeholders highlighted a pattern of declining services across the area, indicating this was the latest in a number of negative impacts on the community.

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

Wells Children's Centre

Polka Road, Wells-Next-The-Sea
 NR23 1JG

Norfolk County Council Freehold site

Rank:1 1 Childcare Provision	Rank:1 6 Community Venues
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Rank:2 19.9% No car ownership	Rank:4 39min Travel time
Rank: 4 th Decile Deprivation Affecting Children	Rank: 6 th Decile Index of Multiple Deprivation

Rank:1 3.5% 0-4 Population	Rank:1 4% 15-19 Population
Rank:4 55 Registered Charities	Rank:4 22 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

Stakeholders reported that the centre is only being open one day a week indicating an overall lower impact on the community of the proposals

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the least** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **more** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **less** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **most** likely to have capacity to deliver community led solutions. It may also be **most** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **less** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **more** able to access provision outside its immediate areas. It will therefore be **less** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **least** well connected to other services. It will therefore be **most** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **most** existing VCSE provision which may mean it is impacted **least** by the proposals.

Stakeholders highlighted the poor current level of current services but saw it as unclear as to whether the new proposals would have a positive or negative impact.

Aspirations and positivity

Loss of another service in a rural area was highlighted by stakeholders as a compounding the impact on the community

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings

West Walton Children's Centre

School Road, Wisbech PE14 7HA

Norfolk County Council Freehold site

Rank:1 6 Childcare Provision	Rank:1 6 Community Venues
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Rank:1 11.3% No car ownership	Rank:3 29min Travel time
Rank: 3 rd Decile Deprivation Affecting Children	Rank: 3 rd Decile Index of Multiple Deprivation

Rank:2 5.1% 0-4 Population	Rank:3 5.6% 5-19 Population
Rank:2 17 Registered Charities	Rank:3 13 Which Benefit Children

This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **more** by the proposals.

Stakeholders highlighted that the original Children's Centre building is no-longer used, instead there is limited outreach activity only in the area, indicating a reduced impact on the community as a result of the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **most** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

The number of childcare businesses in this area may result in this community receiving **least** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **least** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **most** by the potential loss of a children's centre as a base for provision.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **least** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **less** likely to have capacity to deliver community led solutions. It may also be **less** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **least** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **less** well connected to other services. It will therefore be **more** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **least** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **more** existing VCSE provision which may mean it is impacted **less** by the proposals.

Stakeholders made specific reference to the poor broadband infrastructure in the area and therefore a likely more significant negative impact as a result of a reliance on digital services within the proposals.

Stakeholders highlighted the significance of traveller and migrant community members who are less likely to engage in a general community offer and may require additional ESOL support.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings



Wymondham Children's Centre

Sheffield Road, Wymondham NR18
0HL

Norfolk County Council Freehold site

Rank:1 13.5% No car ownership	Rank:2 21min Travel time
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Rank:3 5.2% 0-4 Population	Rank:4 6.9% 5-19 Population
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Rank:3 21 Childcare Provision	Rank:3 17 Community Venues
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Rank: 7 th Decile Deprivation Affecting Children	Rank: 8 th Decile Index of Multiple Deprivation
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Rank:4 40 Registered Charities	Rank:4 26 Which Benefit Children
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This place based Community Impact Assessment on the Norfolk early childhood and family service proposals should be read in conjunction with the general findings.

The percentage of this community's population who are children within the age range for Children's Centre services means it is likely to be impacted **the most** by the proposals.

Economic & Employment

The level of deprivation in this community suggests it is an area that will be **less** impacted by the increase in costs to parents of accessing paid provision and potential additional travel costs.

As a Norfolk County Council owned building there will be no wider economic impact on a third party site owner.

The number of childcare businesses in this area may result in this community receiving **more** economic impact resulting from the end of universal service provision that may currently be being utilised by those businesses.

Community Facilities & Environment

The number of alternative community facilities within 10 minutes drive time suggest this community is **more** likely to be able to find alternative venues for service provision when compared to other locations. Therefore it is likely to be impacted **less** by the potential loss of a children's centre as a base for provision.

Stakeholders highlighted limited facilities within Wymondham itself.

Stakeholders highlighted the Children's Centre had been 'taken over' by the school resulting in less connection with the wider community.

Strength of Community

The level of deprivation in this community suggests it is an area where the community may be **more** able to deliver community led solutions.

Based on the level of registered charities in the area this community is **most** likely to have capacity to deliver community led solutions. It may also be **most** impacted by having additional demand placed on a finite number of existing volunteers.

Access to services

The level of deprivation in this community suggests it is an area where community members may be **more** likely to access support outside their immediate area.

The level of no car ownership indicates that this community is **most** able to access provision outside its immediate areas. It will therefore be **least** impacted by the location of outreach provision.

The travel time by public transport to a town centre indicates this community is **more** well connected to other services. It will therefore be **less** impacted by the location of outreach provision.

The number of childcare businesses in this area mean it is likely to be **more** resilient to any potential loss in any individual child care service.

Based on the number of registered charities who identify children and young people among their beneficiaries this area has **most** existing VCSE provision which may mean it is impacted **least** by the proposals.

Stakeholders highlighted that access to Children's Centre services were difficult from certain areas across the catchment area, potentially resulting in a positive impact from an outreach model.

Aspirations and positivity

There is no evidence to suggest the impact for this element differs from the general findings

Local people having a say

There is no evidence to suggest the impact for this element differs from the general findings



Norfolk
County Council

Appendix 8: Profiles of currently designated Children's Centres

**ATTLEBOROUGH CHILDREN'S CENTRE****Address:** 2 Church Street, Attleborough NR17 2AH**Building type:** Dedicated space in a multi-occupied building based in the community**Facilities:** Reception, office, multi-purpose room, outdoor play area, kitchen, car parking, sensory room**OPENING HOURS:**

Mon	Tues	Wed	Thu	Fri
9:00-16:30	9:00-16:30	9:00-16:30	9:00-16:30	9:00-16:30

Number of Days Open: 5

Number of Hours Open: 37.5

Hours of Activity Delivery at Centre: 29

Hours of Outreach: (occasional)

Number of Partners using Centre: 8

The building is open 37.5 hours per week. The total activity time of group sessions held onsite equals 29 hours.

- Of these, the majority of activities are currently offered by Partners, at 60.3% (none of which pay for use of the centre) compared to 20.7% run by the centre alone and 19% jointly-run.

CC Services:

Child and family health services, parenting and ante-natal support, early years education services, speech and language support and family learning

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), speech and language therapy/East Coast Community Healthcare, Norfolk County Council/Children's Services, Point 1, School, Early Years Provider, Norfolk Community Learning Services/Adult Learning, Daisy Programme, Royal Life Savings Society, New Directions, Prosper

Outreach and additional CC services:

- Of the children's centre group delivery (either alone or in partnership) 93.5% of delivery is held onsite and 6.5% in outreach venues.
- The average number of families receiving one to one casework support by the centre over the past year has been 13 families. This includes families living in the Hethersett and Wymondham areas.

Outreach venues currently used by CC

- Local Village Halls
- Attleborough Library

Potential future use:

Local Service Strategy Multi-Function Hub

Current Lead: Action for Children**Ownership:** Norfolk County Council**Lease info:** Norfolk County Council owned with a Tenancy at Will with Action for Children.**Potential Clawback liability:** £123,115

**DEREHAM (CENTRAL) CHILDREN'S CENTRE****Address:** 18 London Road, NR19 1AS**Building type:** Standalone building based in the community**Facilities:** Reception, office, multi-purpose room, outdoor play area, kitchen, car parking, sensory room**OPENING HOURS:**

Mon 9:00-17:00	Tues 9:00-17:00	Wed 9:00-17:00	Thu 9:00-17:00	Fri 9:00-16:30
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Number of Days Open: 5

Number of Hours Open: 39.5

Hours of Activity Delivered at Centre: 227.75

Hours of Outreach: 9

Number of Partners using Centre: 11

The building is open 39.5 hours per week. The total activity time of group sessions held onsite equals 233.75 hours.

- Of these, the majority of activities are currently offered by Partners (63.5%), nine of which pay to use the centre, 27.1% are run by the centre and 9.4% are jointly-run.

CC Services:

None

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Norfolk County Council/Children's Services, Point 1, Daisy Programme, Aspergers and Autism group, Countrysiders, Special Needs and Parents, Benjamin Foundation Young carers, Luisa Lyons breastfeeding support, Linked Family team, Action For Children and Family Court Advisory and Support Service

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership) 79% of sessions are offered onsite and 21% at outreach venues. 40% of sessions (either alone or in partnership) are targeted and 60% universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 28 families.

Outreach venues currently used by CC

- Dereham Library

Potential future use:

Return to landlord (NCC)

Current Lead: Action for Children**Ownership:** Norfolk County Council**Lease Info:** Norfolk County Council owned building with a Tenancy at Will to Action for Children.**Potential Clawback Liability:** £0

**DEREHAM (SOUTH) CHILDREN'S CENTRE**

Address: Incorporated into Dereham (Central) - 18 London Road, NR19 1AS

Building type: Operates as outreach from Dereham Children's Centre with no physical designated site.

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
N/a	N/a	N/a	N/a	N/a

Number of Days Open: n/a

Number of Hours Open: n/a

Hours of Activity Delivery at Centre: n/a

Hours of Outreach: n/a

Number of Partners using Centre: n/a

All activities for this centre area are delivered through nearby Dereham Central

CC Services:

n/a

Partners using Centre:

n/a

Outreach and additional CC services:

n/a

Outreach venues currently used by CC:

n/a

Potential future use:

N/A

Current Lead: Action for Children

Ownership: N/A

Lease info: N/A

Potential Clawback liability: £0



LITCHAM CHILDREN'S CENTRE

Address: Litcham Primary School, Weasenham Road, Litcham, PE32 2QT

Building type: Standalone multi-occupied building on a school site.

Facilities: Reception, office, multi-purpose room, outdoor play area, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
Closed	Closed	Closed	Closed	Closed

Number of Days Open: 0

Number of Hours Open: 0

Hours of Activity Delivery at Centre: 0

Hours of Outreach: 12

Number of Partners using Centre: 5

No activities are currently offered at this centre (outreach only)

CC Services:

Health visitor clinics, parent courses, baby and toddler groups

Partners using Centre:

Speech and Language Therapy/East Coast Community Healthcare, Norfolk County Council/Children's Services, multi-agency meetings, school, Litcham childcare

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership) 100% of sessions are offered at outreach venues. 10% of sessions (either alone or in partnership) are targeted and 90% universal.
- Families receiving one to one casework support by the centre is managed by Dereham Central Children's Centre and included in that profile.

Outreach venues currently used by CC

- Mileham Village Hall
- Gressenhall Museum
- Brisley Village Hall
- Great Massingham GP Surgery
- Litcham High School
- Houghton Hall
- Beetley Woods
- Beetley Village Hall
- Tittleshall Village Hall

Potential future use:

Childcare and additional services to be run from this site.

Ownership: Norfolk County Council

Current Lead: Action for Children

Lease Info: Norfolk County Council owned with a Tenancy at will to Action for Children.

Potential Clawback Liability: £757,500

**SWAFFHAM CHILDREN'S CENTRE****Address:** Swaffham CE VC Infant School, White Cross Road, PE37 7RF**Building type:** Attached to school building**Facilities:** Reception, office, multi-purpose room, outdoor play area, kitchen, car parking**OPENING HOURS:**

Mon 8:30-16:30	Tues 8:30-16:30	Wed 8:30-16:30	Thu 8:30-16:30	Fri 8:30-16:30
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Number of Days Open: 5

Number of Hours Open: 40

Hours of Activity Delivery at Centre: 30

Hours of Outreach: 20

Number of Partners using Centre: 5

The building is open 40 hours per week. The total activity time of group sessions held onsite equals 30 hours.

- Of these, the majority of activities are currently offered by Partners (78.3%), none of which pay to use the centre, with little activity led by the Centre (15.0%) or joint delivery (6.7%).

CC Services:

Baby and toddler groups, health clinics, antenatal courses, breastfeeding support

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Norfolk County Council/Children's Services, Leeway, Daisy Programme

Outreach and additional CC services:

- Of the children's centre group delivery (either alone or in partnership) 60% of delivery is held onsite and 40% at outreach venues.
50% of centre led activities (either alone or in partnership) are targeted and 50% universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 28 families. This includes families living in the Downham Market and Methwold areas.

Outreach Venues currently used by CC

- RAF Marham
- Swaffham Library
- Swaffham Community Centre
- Splashes Traveller site

Potential future use:

Proposed retained base for Early Childhood and Family Service.

Ownership: Norwich Diocesan Board of Finance**Current Lead:** Action for Children**Lease Info:** Norwich Diocesan Board of Finance owned, with a lease to Norfolk County Council for 125 years (from 2008) and a Tenancy at Will from Norfolk County Council to Action for Children.**Potential Clawback Liability:** £400,000

**THETFORD DRAKE CHILDREN'S CENTRE****Address:** Drake Primary School, Fairfields, Thetford, IP24 1JW**Building type:** Part of a school building**Facilities:** Reception, office, multi-purpose room, outdoor play area, kitchen, car parking, sensory room**OPENING HOURS:**

Mon	Tues	Wed	Thu	Fri
N/a	N/a	N/a	N/a	N/a

Number of Days Open: 0

Number of Hours Open: 0

Hours of Activity Delivery at Centre: 0

Hours of Outreach: 0

Number of Partners using Centre: 0

There is no delivery at this centre**CC Services:**

Baby and toddler groups, health clinics, family learning, family support, parenting courses, young parents support groups

Partners using Centre:

None

Outreach and additional CC services:

- Families receiving one to one casework support by the centre are managed by Thetford Kingsway Children's Centre and are included in that profile.

Proposed use:

Formalise transfer of site to school

Ownership: The site has been fully incorporated into the school**Lease Info:** N/A**Current Lead:** Norfolk Community Health and Care Trust**Potential Clawback Liability:** £664,836

**THETFORD KINGSWAY CHILDREN'S CENTRE**

Address: Kingsway, Thetford, IP24 3DY

Building type: Standalone building in the community

Facilities: Reception, office, multi-purpose room, outdoor play area, kitchen, car parking, sensory room

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
9:00-17:00	9:00-17:00	9:00-17:00	9:00-17:00	9:00-17:00

Number of Days Open: 5

Number of Hours Open: 42

Hours of Activity Delivery at Centre: 14.5

Hours of Outreach: 1

Number of Partners using Centre: 9

The building is open 42 hours per week. The total activity time of group sessions held onsite equals 14.25 hours.

- Of these, the majority of activities are currently offered by the Centre (57.9%) alongside some joint delivery (42.1%). There is no partner-led delivery.

CC Services:

Baby and toddler groups, health clinics, family learning, family support, parenting courses, young parents support groups

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Speech and language therapy/East Coast Community Healthcare, Midwifery, Norfolk County Council/Children's Services, Point 1, EY Provider, Daisy Programme, Suffolk Physio and Occupational Therapy, Incontinence clinic

Outreach and additional CC services:

- Of the children's centre group delivery (either alone or in partnership) 90% of delivery is held onsite and 10% at outreach venues. 22% of centre led activities (either alone or in partnership) are targeted and 78% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 35 families, this includes families living in the Thetford Drake area.

Outreach venues currently used by CC:

- Thetford Library

Potential future use:

Proposed retained base for Early Childhood and Family Service.

Ownership: Norfolk County Council

Lead: Norfolk Community Health and Care

Lease Info: Lease to Southern Norfolk Primary Care Trust for 25 years from 2004

Potential Clawback Liability: £772,000



WATTON CHILDREN'S CENTRE

Address: Westfield Infant and Nursery School, West Road, Thetford

Building type: In a standalone building, adjacent to the school

Facilities: Reception, office, multi-purpose room, outdoor play area, kitchen

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
9:00-17:00	9:00-17:00	9:00-17:00	9:00-17:00	9:00-17:00

Number of Days Open: 5

Number of Hours Open: 40

Hours of Activity Delivery at Centre: 0

Hours of Outreach: 0

Number of Partners using Centre: 1

The building is open 40 hours per week. The total activity time of group sessions held onsite equals 14.75 hours.

- Of these, the majority of activities are currently offered by the Centre (59.3%) with some joint (27.1%) and partner delivery (13.6%).

CC Services:

Baby and toddler groups, health clinics, parent support groups, infant and baby massage

Partners using Centre:

Daisy Programme

Outreach and additional CC services:

- Of the children's centre group delivery (either alone or in partnership) 91% of delivery is held onsite and 9% at outreach venues. 11% of centre led activities (either alone or in partnership) are targeted and 89% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 14 families.

Outreach venues currently used by CC:

- Watton Christian Community Centre

Potential future use:

Develop use by school for childcare and additional services

Ownership: Norfolk County Council

Lead Provider: Corvus

Lease Info: Norfolk County Council owned with a lease for 125 years to Corvus Academy for the school site. Corvus are the provider of the children's centres service so there is no lease in place.

Potential Clawback Liability: £358,585

**ACLE AREA (MARSHES) CHILDREN'S CENTRE****Address:** Acle Library, Bridewell Lane, Norwich NR13 3RA**Building type:** Based in library building**Facilities:** Office, reception, multi-purpose room, consultation room, outdoor play area, car parking**OPENING HOURS:**

Mon 9:00-17:00	Tues Closed	Wed 9:00-17:00	Thu 9:00-17:00	Fri 9:00-19:00
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Number of Days Open: 4

Number of Hours Open: 34

Hours of Activity Delivery at Centre: 19.5

Hours of Outreach: 2.25 hrs

Number of Partners using Centre: 10

The Library is open 34 hours per week. The total activity time of group sessions held onsite equals 19.5 hours.

- Of these, there is a good balance of Centre, Joint and Partner led activities - 30.8% of activities are run by the centre, the same figure for jointly-run activities, and 38.5% are run by a partner none of which pay for use of the centre.

CC Services:

Post Natal groups, baby groups, baby weighing, crèche, baby massage

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Speech and Language Therapy/East Coast Community Healthcare, Midwifery, Tiny Talk, School, Portage, Blossoming Baby - First Aid, Childminders, Library service, Acle Headteachers

Outreach and additional CC services:

- Of the children's centre group delivery (either alone or in partnership) 86% of delivery is held onsite and 14% offered in outreach venues.
20% of centre led sessions on offer (either alone or in partnership) are targeted and 80% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 18 families.

Outreach venues currently used by CC:

- Great Plumstead Village Hall
- Acle Library

Potential future use:

Proposed retained base for Early Childhood and Family Service.

Ownership: Norfolk County Council**Current Lead:** Caister Infant and Nursery School**Lease Info:** Norfolk County Council owned with a lease held by the governing body of Caister Infants School until 30 September 2019**Potential Clawback Liability:** £580,589

**AYLSHAM CHILDREN'S CENTRE****Address:** The Pavilion, Sir Williams Lane, Aylsham, Norwich, Norfolk NR11 6AW**Building type:** Integrated, dedicated rented space in community venue**Facilities:** Reception, office, multi-purpose room, consultation room, outdoor play area, kitchen, car parking**OPENING HOURS:**

Mon	Tues	Wed	Thu	Fri
8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:00

Number of Days Open: 5

Number of Hours Open: 39.5

Hours of Activity Delivery at Centre: 3.5

Hours of Outreach: 3

Number of Partners using Centre: 4

The building is open 39.5 hours per week. The total activity time of group sessions held onsite equals 3.5 hours.

- Of these, most activities are jointly delivered (57.7%) and none by partners alone, whereas the centre provides 42.9% itself.

CC Services:

None

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Speech and Language Therapy/East Coast Community Healthcare, Leeway, Foodbank

Outreach and additional CC services:

- Of the CC group delivery (either alone or in partnership) 50% delivery is held onsite and 50 % at outreach venues. All centre led group activities (either alone or in partnership) on offer are universal.
- Families receiving one to one casework support by the centre are managed by Stalham Children's Centre and are included in that profile.

Outreach venues currently used by CC:

- Aylsham Library
- Cawston Village Hall
- The Bircham Centre
- St Edwards Church

Proposed future use:

Return to landlord

Ownership: Aylsham Town Council**Current Lead:** Action for Children**Lease Info:** Aylsham Town Council owned with a lease held by Action for Children.**Potential Clawback Liability:** £0

**DRAYTON AND TAVERHAM CHILDREN'S CENTRE**

Address: Drayton Infant School, School Road, NR8 6EP

Building type: Standalone on a school site

Facilities: Reception, office, multi-purpose room, consultation room, outdoor play area, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:00

Number of Days Open: 5

Number of Hours Open: 39.5

Hours of Activity Delivery at Centre: 41

Hours of Outreach: 0

Number of Partners using Centre: 5

The building is open 39.5 hours per week. The total activity time of group sessions held onsite equals 41 hours.

- Of these, the majority of activities are currently offered by Partners at 77.5%, (none of which pay to use the centre) whereas the centre runs 14.7% of the activities and 7.8% are run jointly.

CC Services:

Health visitor clinics, parents courses, baby and toddler groups

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Midwifery, Norfolk County Council/Children's Services, Leeway, Homestart

Outreach and additional CC services:

- Of the children's centre group delivery (either alone or in partnership) 100 % of sessions are held at the centre, with none on offer at outreach venues.
Of the children's centre delivery (either alone or in partnership), 50% of sessions are targeted and 50% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 27 families. This includes families living in the Hellesdon, Sprowston and Spixworth areas.

Outreach venues currently used by CC:

None

Potential future use:

Proposed retained base for Early Childhood and Family Service.

Ownership: Norfolk County Council

Current Lead: Action for Children

Lease Info: Norfolk County Council owned with a Tenancy at Will to Action for Children.

Potential Clawback Liability: £572,500

**DUSSINDALE CHILDREN'S CENTRE****Address:** Woodside Community Hub, Witard Road, Norwich, NR7 9XD**Building type:** Based at Woodside Hub, use of room**Facilities:** Rented room**OPENING HOURS:**

Mon	Tues	Wed	Thu	Fri
n/a	1.5 hrs am	n/a	n/a	n/a

Number of Days Open: 1

Number of Hours Open: 1.5

Hours of Activity Delivery at Centre: 1.5

Hours of Outreach: 0

Number of Partners using Centre: 0

The building is a shared building and used by the CC to run 1 group session per week.**The total activity time of group sessions run by the centre at this building equals 1.5 hours.**

- Of these, all activities are currently offered by the Centre (100%).
100% of centre led sessions (either alone or in partnership) are universal.

CC Services:

Baby and toddler groups

Partners using Centre:

None

Outreach and additional CC services:

- Families receiving one to one casework support by the centre are managed by Thorpe Hamlet Children's Centre and are included in that profile.

Outreach venues currently used by CC:

None

Potential future use:

Early Years Service

Ownership: Norfolk County Council**Current Lead:** Action for Children**Lease Info:** Rented to Action for Children**Potential Clawback Liability:** £0



HELLESDON CHILDREN'S CENTRE

Address: Kinsale Infant School, Kinsale Avenue, Hellesdon, NR6 5SG

Building type: Part of a school building

Facilities: Multi-purpose room, kitchen

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
10:00-16:00	Closed	Closed	Closed	Closed

Number of Days Open: 1

Number of Hours Open: 6

Hours of Activity Delivery at Centre: 1

Hours of Outreach: 0.5

Number of Partners using Centre: 1

The centre uses this building for 6 hours per week. The total activity time of group sessions held at the centre equals 1 hour.

- Of these, all activities are currently offered by the Centre (100%).

CC Services:

Baby and toddler groups, parenting courses, ante-natal classes, breastfeeding support, health clinics, finance courses

Partners using Centre:

None

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership) 50% of sessions are held onsite and 50% at outreach venues. All centre led sessions (either alone or in partnership) are universal.
- Families receiving one to one casework support by the centre are managed by Drayton and Taverham Children's Centre and are included in that profile.

Outreach venues currently used by CC:

- Hellesdon Library

Potential future use:

Formalise transfer of site to school

Ownership: Norfolk County Council

Current Lead: Action for Children

Lease Info: Room rented to Action for Children

Potential Clawback Liability: £0



HOVETON AND BROADLAND CHILDREN'S CENTRE

Address: Hoveton Youth and Community Centre, Stalham Road, Hoveton NR12 8DJ

Building type: Space in community venue

Facilities: Multi-purpose room, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
Closed	Closed	Closed	2.5 hrs	Closed

Number of Days Open: 1

Number of Hours Open: 2.5

Hours of Activity Delivery at Centre: 2.5

Hours of Outreach: 0

Number of Partners using Centre: 1

The youth centre is a shared building and used by the CC to run 2 group sessions per week. The total activity time of group sessions held by the centre equals 2.5 hours.

- Of these, all activities (100%) are currently offered jointly by the centre and partners.
- Of the two sessions on offer (either alone or in partnership) one is universal, and one is targeted.

CC Services:

None

Partners using Centre:

Healthy Child Programme (Cambridge Community Services)

Outreach and additional CC services:

- Of the CC group delivery (either alone or in partnership) 100% delivery is held onsite and none at outreach venues. All centre led group activities (either alone or in partnership) on offer are universal.
- Families receiving one to one casework support by the centre are managed by Stalham Children's Centre and are included in that profile.

Outreach venues currently used by CC:

None

Potential future use:

Return to Landlord (Remains with Trust)

Ownership: Norfolk County Council

Current Lead: Action for Children

Lease Info: Norfolk County Council owned, leased from Norfolk County Council to Trustees of Youth Centre 28 years with 11 years left to run, space let to Action for Children on a sessional basis.

Potential Clawback Liability: £0

**REEPHAM CHILDREN'S CENTRE**

Address: Incorporated into Aylsham - The Pavilion, Sir Williams Lane, Aylsham, Norwich, Norfolk NR11 6AW

Building type: Operates as outreach from Aylsham Children's Centre with no physical designated site.

Facilities: n/a

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
n/a	n/a	n/a	n/a	n/a

Number of Days Open: n/a

Number of Hours Open: n/a

Hours of Activity Delivery at Centre: n/a

Hours of Outreach: n/a

Number of Partners using Centre: n/a

All activities for this centre area are delivered through Aylsham Children's Centre

CC Services:

n/a

Partners using Centre:

n/a

Outreach and additional CC services:

n/a

Outreach venues currently used by CC:

n/a

Proposed future use:

N/a

Ownership: N/a

Current Lead: Action for Children

Lease Info: N/a

Potential Clawback Liability: £0

**SPIXWORTH AND SPROWSTON CHILDREN'S CENTRE****Address:** Sprowston Infant School, Recreation Ground Road, Norwich NR7 8EW**Building type:** Based across two school sites, each site is part of a school building**Facilities:** Reception, office, multi-purpose room, outdoor play area, kitchen**OPENING HOURS:**

Mon 9:00-16:00	Tues 9:00-16:00	Wed 9:00-16:00	Thu 9:00-16:00	Fri 9:00-16:00

Number of Days Open: 5

Number of Hours Open: 35

Hours of Activity Delivery at Centre: 9

Hours of Outreach: 4

Number of Partners using Centre: 1

The building is open 35 hours per week. The total activity time of group sessions held onsite equals 9 hours.

- Of these, most activities are jointly delivered (55.6%) with some by the Centre (22.2%) and partners (22.2%) none of which pay to use the centre.

CC Services:

Health clinics, baby and toddler groups, breastfeeding support

Partners using Centre:

Speech and Language therapy/East Coast Community Healthcare

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership), 78% of sessions are held onsite and 22% at outreach venues. Of children's centre led sessions (either alone or in partnership) 33% are targeted and 67% are universal.
- Families receiving one to one casework support by the centre are managed by Drayton and Taverham Children's Centre and are included in that profile.

Outreach venues currently used by CC:

- Scout Hut – Lodge Lane
- Sprowston Library

Potential future use

Continued use by school for early education

Ownership: Norfolk County Council**Current Lead:** Action for Children**Lease Info:** Norfolk County Council owned with a Tenancy at Will in place to Action for Children.**Potential Clawback Liability:** £139,758



CAISTER CHILDREN'S CENTRE

Address: Caister Infant and Nursery School, Kingston Avenue, NR30 5ET

Building type: Attached to a school building

Facilities: Reception, office, multi-purpose room, consultation room, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
08:30-16:00	08:30-16:00	08:30-16:00	08:30-16:00	08:30-16:00

Number of Days Open: 5

Number of Hours Open: 37.5

Hours of Activity Delivery at Centre: 29.75

Hours of Outreach: 5.75

Number of Partners using Centre: 10

The building is open 37.5 hours per week. The total activity time of group sessions held onsite equals 29.75 hours.

- Of these, the majority of activities are currently offered by Partners (63.6%), none of which pay to use the centre, with little joint working (11.2%). The centre itself runs 25.2% of activities.

CC Services:

Post Natal groups, baby groups, baby weighing, crèche, baby massage

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), speech and language therapy/East Coast Community Healthcare, Midwifery, Norfolk County Council/Children's Services, Point 1, School, EY Provider, Breastfeeding Mum Meets, James Paget Hospital Healthy Weight Team, Smokefree

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership), 79% of sessions are held onsite and 21% in outreach venues. 30% of centre led sessions (either alone or in partnership) are targeted and 70% universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 10 families.

Outreach venues currently used by CC:

- Newton Community Centre
- Caister Library

Potential future use:

Potential development of childcare and other services

Ownership: Norfolk County Council

Current Lead: Caister Infant and Nursery School

Lease info: Norfolk County Council owned. Caister Infant and Nursery School are the service provider therefore there are no leasing arrangements in place.

Potential Clawback liability: £550,000



GORLESTON AND HOPTON CHILDREN'S CENTRE

Address: Gorleston Library, Lowestoft Road, Gorleston NR31 6SG

Building type: Library building

Facilities: Reception, office

Current usage:

Mon	Tues	Wed	Thu	Fri
n/a	n/a	n/a	n/a	n/a

Minimal activities offered at this centre

Number of Days Open: 0

Number of Hours Open: 0

Hours of Activity Delivery at Centre: 0

Hours of Outreach: 0

Number of Partners using Centre: 0

CC Services:

Parent courses, ante-natal groups, health and wellbeing groups, specialist support groups

Partners using Centre:

Sublet to Home Start

Potential future use:

Return to Library

Ownership: Norfolk County Council

Current Lead: Great Yarmouth Community Trust

Lease info: Norfolk County Council owned. Tenancy at will in place with Great Yarmouth Community Trust who sublet to Home Start

Potential Clawback liability: £0



GREAT YARMOUTH (PRIORY) CHILDREN'S CENTRE

Address: The Priory Centre, Priory Plain, Great Yarmouth NR30 1NW

Building type: Dedicated space in a community venue

Facilities: office, multi-purpose room, consultation room, sensory room

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
09:00-17:00	09:00-17:00	09:00-17:00	09:00-17:00	09:00-17:00

Number of Days Open: 5

Number of Hours Open: 40

Hours of Activity Delivery at Centre: 42.5

Hours of Outreach: 5.5

Number of Partners using Centre: 0

The building is open 40 hours per week. The total activity time of group sessions held onsite equals 42.5 hours.

- Of these, the majority of activities are currently offered by the Centre (55.3%) and some by partners (35.3%). The remaining 9.4% is jointly delivered.

CC Services:

Parent courses, ante-natal groups, health and wellbeing groups, specialist support groups

Partners using Centre:

None

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership) 81% of sessions are held onsite and 19% offered in outreach venues. 60% of centre led sessions (either alone or in partnership) are targeted and 40% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 97 families. This includes families living across the Priory, Greenacre and Seagulls reach areas.

Outreach venues currently used by CC:

- Great Yarmouth Library
- Cobholm Community Centre
- Cobholm & Lichfield Centre

Potential future use:

Proposed retained base for Early Childhood and Family Service.

Maintain current existing childcare provision

Ownership: Great Yarmouth Community Trust

Current Lead: Great Yarmouth Community Trust

Lease info: Great Yarmouth Community Trust owned. There is no lease in place as the owner is the provider of the service.

Potential Clawback liability: £575,000



GREENACRE CHILDREN'S CENTRE

Address: Great Yarmouth Community Centre, Peggotty Road, Great Yarmouth NR30 3EF

Building type: Based in the community

Facilities: Occasional use of space at the centre

Current usage:

Mon	Tues	Wed	Thu	Fri
n/a	n/a	n/a	n/a	n/a

Number of Days Open: n/a

Number of Hours Open: n/a

Hours of Activity Delivery at Centre: n/a

Hours of Outreach: n/a

Occasional usage operates as part of Priory Children's Centre

CC Services:

Baby and Toddler groups

Partners using Centre:

None

Potential future use:

Return to landlord

Current Lead: Great Yarmouth Community Trust

Ownership: Leasehold Great Yarmouth Community Trust

Lease info: Leased to Great Yarmouth Community Trust

Potential Clawback liability: £0



SEAGULLS CHILDREN'S CENTRE

Address: Shrublands, Magdalen Way, Gorleston, Great Yarmouth NR31 7BP

Building type: Standalone, multi-occupied building on Shrublands campus in the community

Facilities: Office, multi-purpose room, consultation room, outdoor play area, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
09:00-17:00	09:00-17:00	09:00-17:00	09:00-17:00	09:00-17:00

Number of Days Open: 5

Number of Hours Open: 40

Hours of Activity Delivery at Centre: 32

Hours of Outreach: 6.5

Number of Partners using Centre: 0

The building is open 40 hours per week. The total activity time of group sessions held onsite equals 32 hours.

- Of these, the majority of activities are currently offered by partners (53.1%), none of which pay to use the centre and some by the centre (40.6%) and little joint delivery (6.3%).

CC Services:

Family support, adult courses, antenatal services, health and wellbeing services, baby and toddlers, specialist services

Partners using Centre:

None

Outreach and additional CC services:

- Of CC group delivery, (either alone or in partnership) 74% of sessions are held onsite and 26% in outreach venues. All centre led sessions (either alone or in partnership) on offer are universal.
- Families receiving one to one casework support by the centre are managed by Priory Children's Centre and are included in that profile.

Outreach venues currently used by CC:

- Gorleston Library
- 霍顿 Primary School
- 霍顿 Village Hall
- St Mary Magdalene Church Hall

Potential future use:

Proposed retained base for Early Childhood and Family Service.

Maintain current existing childcare provision

Ownership: Norfolk County Council

Current Lead: Great Yarmouth Community Trust

Lease info: Norfolk County Council owned with a lease in place with Great Yarmouth Community Trust.

Potential Clawback liability: £1,332,548



TRINITY CHILDREN'S CENTRE

Address: Martham Primary and Nursery School, Black Street, Great Yarmouth NR29 4PR

Building type: Part of a school building

Facilities: Reception, office, multi-purpose room, consultation room, outdoor play area, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
09:00-13:00	09:00-13:00	09:00-13:00	09:00-13:00	09:00-13:00

Number of Days Open: 5

Number of Hours Open: 20

Hours of Activity Delivery at Centre: 26

Hours of Outreach: 1.25

Number of Partners using Centre: 6

The building is open 20 hours per week. The total activity time of group sessions held onsite equals 26 hours.

- Of these, the majority of activities are currently offered by Partners (53.8%) none of which pay to use the centre, with some Centre delivery (46.2%).

CC Services:

Baby and toddler groups, parenting courses

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Midwifery, Point 1, School, Norfolk Community Learning Service/Adult Learning, DIAL

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership) 92% of sessions are held onsite and 8% in outreach venues. 43% of centre led sessions (either alone or in partnership) are targeted and 57% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 7 families.

Outreach venues currently used by CC:

- Repps Village Hall

Potential future use:

Continued use by school for early years education

Ownership: Right for Success Trust

Current Lead: Caister Infants

Lease info: Right for Success Trust owned, leased to Caister Infant and Nursery (Norfolk County Council are not a party to the lease).

Potential Clawback liability: £790,000



VILLAGE GREEN CHILDREN'S CENTRE

Address: Moorlands Primary Academy, Moorland Way, Belton NR31 9PA

Building type: Part of a school building

Facilities: Reception, office, multi-purpose room, consultation room, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
08:30-16:00	08:30-18:00	08:30-16:00	08:30-16:00	08:30-16:00

Number of Days Open: 5

Number of Hours Open: 39.5

Hours of Activity Delivery at Centre: 122.5

Hours of Outreach: 55

Number of Partners using Centre: 19

The building is open 39.5 hours per week. The total activity time of group sessions held onsite equals 122.5 hours.

- Of these, the majority of activities are currently offered by Partners (50.8%), none of which pay, with some Centre (18.9%) and Joint delivery (30.3%).

CC Services:

Baby and toddler groups, childminder support groups, breastfeeding support groups, antenatal support, adult courses

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Midwifery, Norfolk County Council/Children's Services, Point 1, School, Portage, Childminders, Norfolk Community Learning Service/Adult Learning, Leeway, DIAL, Child and Educational Psychology Practice, Dental Hygiene, Norfolk Wildlife Trust, Sleep East, Breastfeeding Mothers Meet, Special Educational Needs Co-ordinators, Mummy Natal, Other LA, Mobile Library

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership), 71% of sessions are held onsite and 29% in outreach venues. 74% of centre led sessions (either alone or in partnership) are targeted and 26% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 12 families.

Outreach venues currently used by CC:

- Belton Leisure & Sports Centre
- Moorlands Primary School
- Hillside Primary School
- Woodlands Primary School
- Homefield Primary School
- Gorleston Library

Potential future use:

Continued use by school for early years education

Current Lead: DNEAT

Ownership: Norwich Diocesan Board of Finance owned

Lease info: Norwich Diocesan Board of Finance owned, the education academy trust are the service provider, therefore there are no leasing arrangements in place.

Potential Clawback liability: £2,968,158

**CORPUSTY AND HOLT CHILDREN'S CENTRE****Address:** Charles Road, Holt, NR25 6DA**Building type:** Standalone building based in the community**Facilities:** Reception, office, multi-purpose room, outdoor play area, kitchen, car parking**OPENING HOURS:**

Mon	Tues	Wed	Thu	Fri
08:30-17:00	08:30-17:00	08:30-17:00	08:30-17:00	08:30-16:00

Number of Days Open: 5

Number of Hours Open: 41.5

Hours of Activity Delivery at Centre: 21

Hours of Outreach: 9.5

Number of Partners using Centre: 4

The building is open 41.5 hours per week. The total activity time of group sessions held onsite equals 21 hours.

- Of these, half of the activities are offered by the Centre (50%) with a good balance of joint and partnership working (26.2% and 23.8% respectively). One partner pays to use the centre.

CC Services:

Baby and toddler groups, family activities, pre-natal groups

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Midwifery, Norfolk County Council/Children's Services, Hartbeeps

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership), 60% of sessions are held onsite with 40% held in outreach venues. 20% of centre led sessions (either alone or in partnership) are targeted and 80% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 29 families. This includes families living in the Stibbard and Wells areas.

Outreach venues currently used by CC:

- Sheringham Methodist Church
- Playland, Wells

Potential future use:

Expression of interest from childcare providers.

Ownership: Norfolk County Council**Current Lead:** Action for Children**Lease info:** Norfolk County Council owned with a Tenancy at will to Action for Children.**Potential Clawback liability:** £740,000



CROMER CHILDREN'S CENTRE

Address: Suffield Park Infants, Trunch Road, NR11 8LE

Building type: Part of a school building

Facilities: Multi-purpose room

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
N/a	N/a	N/a	N/a	N/a

Number of Days Open: 0

Number of Hours Open: 0

Hours of Activity Delivery at Centre: 0

Hours of Outreach: 10

Number of Partners using Centre: 0

No activities are currently offered at this site

CC Services:

Baby groups, health clinics, dog safety

Partners using Centre:

None

Outreach and additional CC services:

- Of the children's centre group delivery (either alone or in partnership) 100% of delivery is held at outreach venues. 100% of centre led activities (either alone or in partnership) are universal.
- Families receiving one to one casework support by the centre are managed by Mundesley Children's Centre and are included in that profile.

Outreach venues currently used by CC:

- Benjamin Court, Cromer

Potential future use:

Continued use by school for early years education

Ownership: Norfolk County Council

Current Lead: Norfolk Community Health and Care NHS Trust

Lease info: Norfolk County Council owned. The service provider, Norfolk Community health and Care accessed the site through a Transfer of Control Agreement with the school (ToCA). This has expired and not been renewed. The service provider now no longer uses the site.

Potential Clawback liability: £1,301,539



FAKENHAM CHILDREN'S CENTRE

Address: Fakenham Infant and Nursery School, Norwich Road, Fakenham, NR21 8HN

Building type: Standalone building on a school site

Facilities: Reception, office, multi-purpose room, outdoor play area, kitchen

OPENING HOURS:

Mon 08:30-17:00	Tues 08:30-17:00	Wed 08:30-17:00	Thu 08:30-17:00	Fri Closed
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Number of Days Open: 4

Number of Hours Open: 34

Hours of Activity Delivery at Centre: 19.5

Hours of Outreach: 2

Number of Partners using Centre: 7

The building is open 34 hours per week. The total activity time of group sessions held onsite equals 19.5 hours.

- Of these, the majority of activities are currently offered by the Centre (60.2%) with some by partners (39.8%, one of which pays to use the centre).

CC Services:

Parent courses, family support, speech and language support, first aid courses, baby and toddler groups, housing support

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), speech and language therapy/East Coast Community Healthcare, Point 1, Pandora, Local Church (Little Fishes), Housing, Multi-Agency meetings

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership), 82% of sessions are held onsite and 18% at outreach venues. 43% of centre led sessions (either alone or in partnership) are targeted and 57% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 16 families.

Outreach venues currently used by CC:

- Fakenham Library

Potential future use:

Proposed retained base for Early Childhood and Family Service.
Maintain current existing childcare provision

Ownership: Norfolk County Council

Current Lead: Fakenham Infants

Lease info: Norfolk County Council owned. The service is delivered by the school therefore there are no leasing arrangements in place.

Potential Clawback liability: £560,000



MUNDESLEY CHILDREN'S CENTRE

Address: Trunch Road, Mundesley NR11 8LE

Building type: Standalone, multi-occupied building on school site

Facilities: Reception, office, multi-purpose room

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
09:00-17:00	09:00-17:00	09:00-17:00	09:00-17:00	09:00-17:00

Number of Days Open: 5

Number of Hours Open: 40

Hours of Activity Delivery at Centre: 2

Hours of Outreach: 0

Number of Partners using Centre: 3

The building is open 40 hours per week. The total activity time of group sessions held onsite equals 2 hours.

- Of these, all activities (only 2 sessions on offer per week) are currently offered by the Centre, both sessions are held onsite and both are universal.

CC Services:

Parenting groups, baby and toddler groups, teenage parents group, young parents groups, family support and learning, parenting courses

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Norfolk County Council/Children's Services, Pebbles Nursery

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership), both sessions on offer are held onsite with none offered in outreach venues. 100% of children's centre led sessions (either alone or in partnership) are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 22 families. This includes families living in the Cromer and North Walsham areas.

Outreach venues currently used by CC:

None

Potential future use:

Expression of interest from childcare provider.

Current Lead: Norfolk Community Health and Care NHS Trust

Ownership: Norfolk County Council

Lease info: Norfolk County Council owned, lease to the service provider Norfolk Community Health and Care has ended with Tenancy at Will under negotiation.

Potential Clawback liability: £1,739,857



NORTH WALSHAM CHILDREN'S CENTRE

Address: North Walsham Infant School, Manor Road, NR28 9HG

Building type: Standalone, on a school site

Facilities: Reception, office, multi-purpose room, outdoor play area, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
Closed	09:00-17:00	09:00-17:00	09:00-12:00 (monthly)	Closed

Number of Days Open: 2

Number of Hours Open: 16

Hours of Activity Delivery at Centre: 11.5

Hours of Outreach: 0

Number of Partners using Centre: 0

The building is open 16 hours per week. The total activity time of group sessions held onsite equals 9.5 hours.

- Of these, the majority of activities are currently offered by the Centre (47.8%) with some joint delivery (34.8%) and some delivery by partners (17.4%). Of CC delivery (either alone or in partnership), all sessions are held onsite and all are universal.

CC Services:

Dog safety, health clinics, baby and toddler groups

Partners using Centre:

None

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership), all sessions are held onsite with none at outreach venues and all are universal.
- Families receiving one to one casework support by the centre are managed by Mundesley Children's Centre and are included in that profile.

Outreach venues currently used by CC:

None

Potential future use:

Proposed retained base for Early Childhood and Family Service.

Current Lead: Norfolk Community Health and Care NHS Trust

Ownership: Norfolk County Council

Lease info: Norfolk County Council owned with a Tenancy at Will to Norfolk Community health and Care. Restriction prohibits disposal of site without authorisation.

Potential Clawback liability: £485,000

**STALHAM AND SUTTON CHILDREN'S CENTRE****Address:** Brumstead Road, Stalham SM1 1EA (adjacent to Primary School)**Building type:** Standalone, on school site**Facilities:** Reception, office, multi-purpose room, outdoor play area, kitchen, car parking**OPENING HOURS:**

Mon 08:00-16:30	Tues 08:00-16:30	Wed 08:00-16:30	Thu 08:00-16:30	Fri 08:00-16:00
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Number of Days Open: 5

Number of Hours Open: 42

Hours of Activity Delivery at Centre: 22.5

Hours of Outreach: 0

Number of Partners using Centre: 4

The building is open 42 hours per week. The total activity time of group sessions held onsite equals 22.5 hours.

- Of these, the majority of activities are currently offered by the Centre (60%) with some Joint (31.1%) and partner delivery (8.9%).

CC Services:

Baby and toddler groups, post natal clinics

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), speech and language therapy/East Coast Community Healthcare, Norfolk County Council/Children's Services, Foodbank

Outreach and additional CC services:

- Of CC delivery (either alone or in partnership) all sessions are held onsite with no outreach venues being used. Of centre led activities (either alone or in partnership) 9% are targeted and 91% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 39 families. This includes families living in the Broadland, Aylsham and Reepham areas.

Outreach venues currently used by CC:

None

Potential future use:

Continued use by school for early years education

Ownership: Norfolk County Council**Current Lead:** Action for Children**Lease info:** Norfolk County Council owned with a Tenancy at Will to Action for Children**Potential Clawback liability:** £550,000



STIBBARD CHILDREN'S CENTRE

Address: Fulmodeston Road, NR21 0EL

Building type: Part of a school building

Facilities: Reception, office, multi-purpose room, outdoor play area, kitchen

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
08:30-16:00	08:30-16:00	08:30-16:00	08:30-16:00	08:30-16:00

Number of Days Open: 5

Number of Hours Open: 37.5

Hours of Activity Delivery at Centre: 5.5

Hours of Outreach: 1.5

Number of Partners using Centre: 2

The building is open 37.5 hours per week. The total activity time of group sessions held onsite equals 5.5 hours. There are 2 sessions on offer per week onsite, both activities are currently offered by the Centre (100%).

- Of CC delivery (either alone or in partnership) 67% sessions are held onsite and 33% at outreach venues.

CC Services:

None

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Hartbeeps

Outreach and additional CC services:

- Of centre led group sessions (either alone or in partnership) 33% are targeted and 67% are universal.
- Families receiving one to one casework support by the centre are managed by Corpusty and Holt Children's Centre and are included in that profile.

Outreach venues currently used by CC:

None

Potential future use:

Expression of interest from childcare provider

Current Lead: Action for Children

Ownership: Norfolk County Council

Lease info: Norfolk County Council owned with a Tenancy at Will in place to Action for Children.

Potential Clawback liability: £735,127



WELLS CHILDREN'S CENTRE

Address: Polka Road, Wells-next-the-Sea, NR23 1JG

Building type: Standalone building on a school site (portable building)

Facilities: Office, multi-purpose room, kitchen

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
Closed	Closed	08:30-16:00	Closed	Closed

Number of Days Open: 1

Number of Hours Open: 7.5

Hours of Activity Delivery at Centre: 7.5

Hours of Outreach: 1.5

Number of Partners using Centre: 2

The building is open 7.5 hours per week. The total activity time of group sessions held onsite equals 7.5 hours.

- There is one activity on offer at the centre and this is offered by the Centre (100%).

CC Services:

Baby and toddler groups, health clinics

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Hartbeeps

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership) one session is held onsite and one at an outreach venue. 50% of centre led sessions (either alone or in partnership) are targeted and 50% universal.
- Families receiving one to one casework support by the centre are managed by Corpusty and Holt Children's Centre and are included in that profile.

Outreach venues currently used by CC:

- Wells Community Hospital

Potential future use:

Expression of interest from childcare provider

Ownership: Norfolk County Council

Current Lead: Action for Children

Lease info: Norfolk County Council owned with a Tenancy at Will in place to Action for Children.

Potential Clawback liability: £282,170



BOWTHORPE, WEST EARLHAM AND COSTESSY CHILDREN'S CENTRE

Address: Humbleyard, Clover Hill, Norwich NR5 9BN

Building type: Standalone, multi-occupied building based in the community

Facilities: Reception, office, multi-purpose room, consultation room, outdoor play area, sensory room, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
09:00-16:45	09:00-16:45	09:00-16:45	09:00-16:45	09:00-16:45

Number of Days Open:5

Number of Hours Open: 38.75

Hours of Activity Delivery at Centre: 32.5

Hours of Outreach:36.5

Number of Partners using Centre:7

The building is open 38.75 hours per week. The total activity time of group sessions held onsite equals 32.5 hours.

- Of these, the majority of activities are currently offered by the centre with some joint but no partnership working. 64% of activities are run by the centre and 35.8% are run jointly.

CC Services:

Baby groups, health clinics, toddler groups, early years services

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), speech and language therapy/East Coast Community Healthcare, Norfolk County Council/Children's Services, Point 1, NNUH Dieticians, NCH&C Neuro developmental team, Hot Desk

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership), 54% of sessions on offer are held onsite with 46% offered in outreach venues. 31% of children's centre led sessions (either alone or in partnership) are targeted and 69% universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 38 families.

Outreach venues currently used by CC:

- West Costessey Hall
- West Earlham Children's Centre

Potential future use:

Remains with NCHC as Tenant

Ownership: Leasehold Norwich City Council

Current Lead: Norfolk Community Health and Care NHS Trust

Lease info: The registered title is leasehold of the former pub between the City Council and Tollemache and Cobbold Breweries Ltd for 99 years. Norwich City Council lease the site to the provider Norfolk Community Health and Care.

Potential Clawback liability: £742,268

**CATTON GROVE, FIDDLEWOOD & MILE CROSS CHILDREN'S CENTRE****Address:** Hunter Road, Norwich, NR3 3PY**Building type:** Standalone building on school site**Facilities:** Reception, office, multi-purpose room, consultation room, outdoor play area, kitchen, car parking**OPENING HOURS:**

Mon	Tues	Wed	Thu	Fri
09:00-17:00	09:00-17:00	09:00-17:00	09:00-17:00	09:00-16:30

Number of Days Open: 5

Number of Hours Open: 39.5

Hours of Activity Delivery at Centre: 20

Hours of Outreach: 2

Number of Partners using Centre: 7

The building is open 39.5 hours per week. The total activity time of group sessions held onsite equals 20 hours.

- Of these, the majority of activities are currently offered by the Centre (67.5%) with little partnership working (12.5%). Jointly-run activities make up 22.4%.

CC Services:

Baby and toddler groups, parenting courses, ante-natal classes, breastfeeding support, health clinics, finance courses

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), speech and language therapy/East Coast Community Healthcare, Educational Psychology and Specialist support, Norfolk County Council/Children's Services, Point 1, Off the Record, Catton Grove Clinic

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership), 87.5 % of sessions are held onsite and 12.5% offered in outreach venues.
21% of centre led sessions (either alone or in partnership) are targeted and 79% universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 35 families.

Outreach venues currently used by CC:

- Mile Cross Library
- Norman Centre
- St Catherine's, Aylsham Road

Potential future use:

Proposed retained base for Early Childhood and Family Service.

Ownership: Norfolk County Council**Current Lead:** Action for Children**Lease info:** Norfolk County Council owned with Tenancy at Will to Action for Children**Potential Clawback liability:** £0

**CITY AND EATON CHILDREN'S CENTRE**

Address: The Vauxhall Centre, Johnson Place, Norwich NR2 2SA

Building type: Dedicated rented space in multi-occupied building based in the community

Facilities: Reception, office, multi-purpose room, consultation room, sensory room, outdoor play area, kitchenette, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
08:30-16:30	08:30-16:30	08:30-16:30	08:30-16:30	08:30-16:00

Number of Days Open: 5

Number of Hours Open: 39.5

Hours of Activity Delivery at Centre: 24.5

Hours of Outreach: 1

Number of Partners using Centre: 7

The building is open 39.5 hours per week. The total activity time of group sessions held onsite equals 24.5 hours.

- Of these the majority of activities are currently offered by the centre (73.5%) with little partnership working (4.1%).

CC Services:

Specialist services, baby and toddler groups, baby massage, courses for parents

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), speech and language therapy/East Coast Community Healthcare, Educational Psychology and Specialist Services, Norfolk County Council/Children's Services, Point1, Off the Record, Separated Parents Information Programme

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership), 94% of sessions are held onsite and 6% at outreach venues. 44% of centre led sessions (either alone or in partnership) are targeted and 56% universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 15 families.

Outreach venues currently used by CC:

- St Thomas' Church Hall, Earlham
- St Matthews Church, NR1 4JN

Potential future use:

Proposed retained base for Early Childhood and Family Service.

Ownership: Norfolk County Council

Current Lead: Action for Children

Lease info: Norfolk County Council owned with a Tenancy at Will to Action for Children

Potential Clawback liability: £200,000

**EARLHAM EARLY YEARS CENTRE CHILDREN'S CENTRE****Address:** Motum Road, Norwich, NR5 8DB**Building type:** Standalone site based in the community**Facilities:** Reception, office, multi-purpose room, consultation room, kitchen, car parking**OPENING HOURS:**

Mon	Tues	Wed	Thu	Fri
08:30-16:30	08:30-16:30	08:30-16:30	08:30-16:30	08:30-16:00

Number of Days Open: 5

Number of Hours Open: 39.5

Hours of Activity Delivery at Centre: 75.5

Hours of Outreach: 3

Number of Partners using Centre: 7

The building is open 39.5 hours per week. The total activity time of group sessions held onsite equals 75.5 hours.

- Of these, the majority of activities are currently offered by the Centre (53.9%) with some partnership working (40.6%) and a small amount of joint working (5.5%). 1 out of the 7 partners who use the centre pays.

CC Services:

Baby and toddler groups, parenting classes, baby signing, breast feeding support, legal advice drop-in, finance support drop-in, first aid, health clinics

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Norfolk County Council/Children's Services, Point 1, Leeway, Homestart, Bold Moves, Ledenhall Law

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership), 97% of sessions are held onsite and the remaining 3% in outreach venues.
12% of centre led sessions (either alone or in partnership) are targeted and 88% universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 23 families.

Outreach venues currently used by CC:

- Earlham Library

Potential future use:

Proposed retained base for Early Childhood and Family Service.

Ownership: Norfolk County Council**Current Lead:** Earlham Early Years Centre**Lease info:** Norfolk County Council owned with a Tenancy at Will to Earlham Early Years**Potential Clawback liability:** £0

**EAST CITY AND FRAMINGHAM EARL CHILDREN'S CENTRE****Address:** Duckett Close, Norwich, NR1 2LR**Building type:** Attached to school with mobiles, multi-occupied site on school site plus standalone day-care building**Facilities:** Reception, office, multi-purpose room, consultation room, outdoor play area, kitchen, car parking**OPENING HOURS:**

Mon 08:30-16:30	Tues 08:30-16:30	Wed 08:30-16:30	Thu 08:30-16:30	Fri 08:30-16:00
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Number of Days Open: 5

Number of Hours Open: 43

Hours of Activity Delivery at Centre: 40.75

Hours of Outreach: 9

Number of Partners using Centre: 7

The building is open 43 hours per week. The total activity time of group sessions held onsite equals 40.75.

- Of these, there is a good balance of Centre, Joint and Partner led activities - 40.9% are run by the centre, 9.4% are jointly-run, 49.7% are run by a partner. 1 out of the 8 partners that use the centre pays.

CC Services:

Education, training and employment; child learning; child and family health services; parents and family support

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), speech and language therapy/East Coast Community Healthcare, Midwifery, Norfolk County Council/Children's Service, Point 1, Norfolk Community Learning Services/Adult Learning, Norfolk Young Downs

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership), 78% of sessions are held onsite and 22% in outreach venues. 17% of cc led sessions (either alone or in partnership) are targeted and 83% universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 30 families.

Outreach venues currently used by CC:

- Stoke Holy Cross Church hall
- St Albans Church hall
- Poringland Library

Potential future use:

Childcare and additional services to be run from site

Ownership: Norfolk County Council**Current Lead:** Ormiston Families**Lease info:** Norfolk County Council owned with a lease to Ormiston Families**Potential Clawback liability:** £587,000

**NORTH CITY CHILDREN'S CENTRE**

Address: Angel Road Infants School, Angel Road, Norwich, NR3 3HR

Building type: Attached to school, extension to existing building on school site

Facilities: Reception, office, multi-purpose room, consultation room, sensory room, outdoor play area, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
08:30-16:30	08:30-16:30	08:30-16:30	08:30-16:30	08:30-16:30

Number of Days Open: 5

Number of Hours Open: 41.5

Hours of Activity Delivery at Centre: 64.25

Hours of Outreach: 0

Number of Partners using Centre: 10

The building is open 41.5 hours per week. The total activity time of group sessions held onsite equals 64.25 hours.

- Of these, there is a good balance of Centre (40.9%), Joint (32.7%) and Partner-led (26.5%) activities.

CC Services:

None

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), speech and language therapy/East Coast Community Healthcare, Norfolk County Council/Children's Services, Point 1, School, EY Provider, Independent EY teacher, Norfolk Community Learning Service/Adult Learning, Toy Library, Save a Baby's Life

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership), 100% of activities are held onsite with none held in outreach venues. 24% of centre led sessions (either alone or in partnership) are targeted and 76% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 8 families.

Outreach venues currently used by CC:

None

Potential future use:

Expression of interest from childcare provider

Ownership: Unregistered

Current Lead: Diversa Multi-Academy Trust

Lease info: Freehold unregistered with a headlease to the Great Hospital Charity. Norfolk County Council hold the site under 3 subleasing arrangements, subject to a single sub-lease to Diversa Multi-academy Trust (expires 2035). There is no internal lease or Tenancy at Will as the academy trust provides the children's centre service.

Potential Clawback liability: £0

**THORPE HAMLET AND HEARTSEASE CHILDREN'S CENTRE****Address:** 63 Wolfe Road, Norwich, NR1 4HT**Building type:** Standalone, multi-occupied building on school site**Facilities:** Reception, office, multi-purpose room, consultation room, outdoor play area, kitchen, sensory room, car parking, sensory room**OPENING HOURS:**

Mon	Tues	Wed	Thu	Fri
09:00-17:00	09:00-17:00	09:00-17:00	09:00-17:00	09:00-17:00

Number of Days Open: 5

Number of Hours Open: 40

Hours of Activity Delivery at Centre: 11.5

Hours of Outreach: 10

Number of Partners using Centre: 6

The building is open 40 hours per week. The total activity time of group sessions held onsite equals 11.5 hours.

- Of these, the majority of activities are currently offered by the Centre (75%) with some by partners (25%).

CC Services:

Baby and toddler groups, health clinics, baby massage, speech and language classes, ESOL classes, first aid course

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), speech and language therapy/East Coast Community Healthcare, Educational Psychology and Specialist Support, Norfolk County Council/Children's Services, Point 1, Off the Record

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership), 67% of sessions are held onsite and 33% at outreach venues. 31% of centre led sessions (either alone or in partnership) are targeted and 69% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 28 families, this includes families living in the Dussindale area.

Outreach venues currently used by CC:

- Heartsease Methodist Church
- Frere Road Community Centre
- Plumstead Road Library
- St Williams Way Library

Potential future use:

Expression of interest from childcare provider

Ownership: Norfolk County Council**Current Lead:** Action for Children**Lease info:** Norfolk County Council owned with a Tenancy at Will to Action for Children.**Potential Clawback liability:** £13,054

**DISS CHILDREN'S CENTRE****Address:** Diss Infant and Nursery School**Building type:** Standalone building on a school site**Facilities:** Reception, office, multi-purpose room, outdoor play area, kitchen, car parking**OPENING HOURS:**

Mon 08:00-16:00	Tues 08:00-16:00	Wed 08:00-16:00	Thu 08:00-16:00	Fri 08:00-16:00
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Number of Days Open: 5

Number of Hours Open: 40

Hours of Activity Delivery at Centre: 27.5

Hours of Outreach: 7.5

Number of Partners using Centre: 6

The building is open 40 hours per week. The total activity time of group sessions held onsite equals 27.5 hours.

- Of these, the majority of activities are currently offered by Partners (54.5%), none of which pay to use the centre. 34.5% are run by the centre and 10.9% are jointly run.

CC Services:

Baby massage, childcare brokerage, new parents group, baby groups

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), midwifery, Norfolk County Council/Children's Services, Point 1, Musical Keys, School, Norfolk Community Learning Services/Adult Learning

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership) 78% of sessions are held at the centre with 22% offered at outreach venues. 27% of centre led sessions (either alone or in partnership) are targeted and 73% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 16 families.

Outreach venues currently used by CC:

- Diss Library
- Diss Infants and Nursery School

Potential future use:Proposed retained base for Early Childhood and Family Service.
Maintain current existing childcare provision**Ownership:** Norfolk County Council**Current Lead:** Action for Children (from 1 January 2019)**Lease info:** Norfolk County Council owned. Tenancy at Will in place with Action for Children**Potential Clawback liability:** £390,000

**HARLESTON CHILDREN'S CENTRE**

Address: Harleston Library, Swan Lane, Harleston, IP20 9AW

Building type: Relocated to Harleston Library (following local consultation)
()

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
N/a	N/a	09:00-12:00	N/a	N/a

Number of Days Open: 0.5

Number of Hours Open: 3

Hours of Activity Delivery at Centre: 1.5

Hours of Outreach: 0

Number of Partners using Centre: 1

The building is open 3 hours per week. The total activity time of group sessions held onsite equals 1.5 hours.

- One activity is held onsite per week and this is offered by the Centre (100%). The session offered is a universal session.**

CC Services:

Health drop ins, baby and toddler groups

Partners using Centre:

Healthy Child Programme (Cambridge Community Services)

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership), the session on offer is held onsite with none offered in outreach venues. 100% of children's centre led sessions (either alone or in partnership) are universal.
- Families receiving one to one casework support by the centre are managed by Long Stratton Children's Centre and are included in that profile.

Outreach venues currently used by CC:

None

Potential future use:

Return to Library

Current Lead: Action for Children

Ownership: Norfolk County Council

Lease info: Norfolk County Council owned with an agreement for use with Action for Children

Potential Clawback liability: £314,924



HETHERSETT CHILDREN'S CENTRE

Address: Ashleigh Infant School and Nursery, Sheffield Road, Wymondham, NR18 0HL

Building type: Operates as outreach from Wymondham Children's Centre with no physical designated site.

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
N/a	N/a	N/a	N/a	N/a

Number of Days Open: 0

Number of Hours Open: 0

Hours of Activity Delivery at Centre: 0

Hours of Outreach: 2

Number of Partners using Centre: 0

All activities for this centre area are delivered through Wymondham Children's Centre

CC Services:

Health clinics

Partners using Centre:

None

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership), 100% of sessions on offer (one weekly and one monthly session) are offered at outreach venues. 100% of children's centre led sessions (either alone or in partnership) are universal.
- Families receiving one to one casework support by the centre are managed by Attleborough Children's Centre and are included in that profile.

Outreach venues currently used by CC:

- Hethersett Library

Potential future use:

N/A

Current Lead: Action for Children

Ownership: N/A

Lease info: N/A

Potential Clawback liability: £0

**LODDON CHILDREN'S CENTRE****Address:** Loddon Library (Annexe), Church Plain, Loddon NR14 6EX**Building type:** Relocated, initial investment on school site, but have since relocated to room in Library**Facilities:** None**OPENING HOURS:**

Mon	Tues	Wed	Thu	Fri
Closed	9:00-12:00	Closed	Closed	Closed

Number of Days Open: 0.5

Number of Hours Open: 3

Hours of Activity Delivery at Centre: 2

Hours of Outreach: 0

Number of Partners using Centre: 1

The building is open 3 hours per week. The total activity time of group sessions held onsite equals 1.5 hours.

- One activity is held onsite per week and this is offered by the Centre (100%). The session offered is universal.

CC Services:

Baby and toddler groups, health clinics

Partners using Centre:

Healthy Child Programme (Cambridge Community Services)

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership), 100% of sessions on offer (one per week) are held onsite with none offered in outreach venues. The session offered is universal.
- Families receiving one to one casework support by the centre are managed by Long Stratton Children's Centre and are included in that profile.

Outreach venues currently used by CC:

None

Potential future use:

Return to Library

Ownership: Norfolk County Council**Current Lead:** Action for Children**Lease info:** Norfolk County Council owned with an agreement for use with Action for Children**Potential Clawback liability:** £74,317



LONG STRATTON CHILDREN'S CENTRE

Address: Manor Field Infant and Nursery School, Manor Road, Long Stratton NR15 2XR

Building type: Standalone, multi-occupied building on a school site.

Facilities: Reception, office, multi-purpose room, outdoor play area, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
9:00-16:30	9:00-16:30	9:00-16:30	9:00-16:30	9:00-16:30

Number of Days Open: 5

Number of Hours Open: 37.5

Hours of Activity Delivery at Centre: 25

Hours of Outreach: 6

Number of Partners using Centre: 5

The building is open 37.5 hours per week. The total activity time of group sessions held onsite equals 25 hours.

- Of these, most activities are jointly delivered (50%) with some by the Centre (34%) and partners (16%).

CC Services:

Health clinics, baby and toddler groups, feeding support

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), speech and language therapy/East Coast Community Healthcare, Norfolk County Council/Children's Services, Norfolk Community Learning Services/Adult Learning, Flu Clinic

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership) 73% of sessions are held onsite and 27% held in outreach venues. Of centre led sessions (either alone or in partnership) 36% are targeted and 64% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 10 families. This includes families living in the Harleston and Loddon areas.

Outreach venues currently used by CC:

- Loddon Library
- Harleston Library

Potential future use:

Proposed retained base for Early Childhood and Family Service.

Maintain current existing childcare provision

Ownership: Norfolk County Council

Current Lead: Action for Children

Lease info: Norfolk County Council owned with a Tenancy at Will to Action for Children

Potential Clawback liability: £1,449,651

**WYMONDHAM CHILDREN'S CENTRE****Address:** Ashleigh Infant School and Nursery, Sheffield Road, NR18 0HL**Building type:** Attached, multi-occupied building on school site**Facilities:** Reception, office, multi-purpose room, kitchen, car parking**OPENING HOURS:**

Mon	Tues	Wed	Thu	Fri
9:00-16:30	9:00-16:30	9:00-16:30	9:00-16:30	9:00-16:30

Number of Days Open: 5

Number of Hours Open: 37.5

Hours of Activity Delivery at Centre: 28

Hours of Outreach: 3.5

Number of Partners using Centre: 5

The building is open 37.5 hours per week. The total activity time of group sessions held onsite equals 28 hours.

- Of these, the majority of activities are currently offered by Partners (80.4%) none of which pay to use the centre, with little Centre (5.4%) and some Joint delivery (14.3%).

CC Services:

Health clinics, feeding support, baby and toddler groups

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Norfolk County Council/Children's Services, Point 1, Musical Keys, Daisy Programme

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership), 77% of sessions are held onsite with 23% offered at outreach venues. 33% of centre led sessions (either alone or in partnership) are targeted and 54% are universal.
- Families receiving one to one casework support by the centre are managed by Attleborough Children's Centre and are included in that profile.

Outreach venues currently used by CC:

- Robert Kett Court, Sheltered Housing

Potential future use

Continued use by school for early years education

Ownership: Norfolk County Council**Current Lead:** Action for Children**Lease info:** Norfolk County Council owned with a Tenancy at Will in place to Action for Children.**Potential Clawback liability:** £1,187,646



DOWNHAM MARKET CHILDREN'S CENTRE

Address: Snape Lane, Paradise Road, Downham Market, PE38 9JE

Building type: Standalone, multi-occupied building

Facilities: Reception, office, multi-purpose room, outdoor play area, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:30

Number of Days Open: 5

Number of Hours Open: 40

Hours of Activity Delivery at Centre: 76

Hours of Outreach: 4.5

Number of Partners using Centre: 9

The building is open 40 hours per week. The total activity time of group sessions held onsite equals 131 hours.

- Of these, the majority of activities are currently offered by Partners (71.6%), two of which pay to use the centre, 26.1% are run by the centre whereas joint working accounts for 2.6%.

CC Services:

Ante-natal courses, adult education courses, home education for SEND children, young parents support, Bookstart, health clinic

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), speech and language therapy/East Coast Community Healthcare, Midwifery, Norfolk County Council/Children's Services, Point 1, Pandora, EY Provider, Norfolk Wellbeing, Family Action

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership) 90% of sessions are held onsite and 10% at outreach venues. 67% of centre led sessions (either alone or in partnership) are targeted and 33% are universal.
- Families receiving one to one casework support by the centre are managed by Swaffham Children's Centre and are included in that profile.

Outreach venues currently used by CC:

- Southery Village Hall
- Watlington Village Hall

Potential future use:

Proposed retained base for Early Childhood and Family Service.

Maintain current existing childcare provision

Ownership: Norfolk County Council

Current Lead: Action for Children

Lease info: Norfolk County Council owned with a Tenancy at Will in place to Action for Children

Potential Clawback liability: £610,000

**EMNETH CHILDREN'S CENTRE****Address:** Emneth Nursery School, Hollycroft Road, Emneth, PE14 8AY**Building type:** Integrated, multi-occupied building on school site**Facilities:** Office, multi-purpose room, outdoor play area, kitchen, car parking**OPENING HOURS:**

Mon	Tues	Wed	Thu	Fri
8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:30

Number of Days Open: 5

Number of Hours Open: 40

Hours of Activity Delivery at Centre: 20

Hours of Outreach: 6.5

Number of Partners using Centre: 4

The building is open 39.5hours per week. The total activity time of group sessions held onsite equals 20 hours.

- Of these, most activities are delivered by the centre (42.5%) with some by partners (32.5%) and the remainder provided jointly (25%).

CC Services:

Baby and toddler groups, health clinics, baby massage, parenting courses

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), speech and language therapy/East Coast Community Healthcare, Norfolk County Council/Children's Services, Educational Psychological Specialist Services

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership) 71% of sessions are held onsite and 29% at outreach venues. Of centre led sessions (either alone or in partnership), 21% are targeted and 79% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 10 families.

Outreach venues currently used by CC:

- Outwell Village Hall
- Marshland Methodist Church

Potential future use:

Continued use by nursery school for early years education

Current Lead: Emneth Nursery School**Ownership:** Norfolk County Council owned. Emneth Nursery School are the provider therefore there are no leasing arrangements in place**Potential Clawback liability:** £248,089



HUNSTANTON CHILDREN'S CENTRE

Address: Avenue Road, Hunstanton PE36 5BW

Building type: Standalone, multi-occupied building situated on a campus of community facilities

Facilities: Reception, office, multi-purpose room, outdoor play area, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
9:00-16:30	9:00-16:30	9:00-16:30	9:00-16:30	9:00-16:00

Number of Days Open: 5

Number of Hours Open: 37

Hours of Activity Delivery at Centre: 4

Hours of Outreach: 0

Number of Partners using Centre: 5

The building is open 39.5 hours per week. The total activity time of group sessions held onsite equals 14 hours.

- Of these, the majority of activities are currently offered by the Centre (53.6%) with some joint working (46.4%).

CC Services:

Breastfeeding support, baby and toddler groups, first aid courses, health clinic, antenatal support, baby massage

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), speech and language therapy/East Coast Community Healthcare, Norfolk County Council/Children's Services, EY Provider, Homegroup

Outreach and additional CC services:

- Of CC delivery (either alone or in partnership), 100% of sessions are held onsite with no outreach venues used. Of centre led sessions (either alone or in partnership), 33% are targeted and 67% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 23 families. This includes families living in the Vancouver area.

Outreach venues currently used by CC:

None

Potential future use:

Expression of interest from childcare provider

Ownership: Norfolk County Council

Current Lead: Action for Children

Lease info: Norfolk County Council owned (with restricted covenants relating to use of Retained Land) with a Tenancy at Will to Action for Children.

Potential Clawback liability: £490,000

**METHWOLD CHILDREN'S CENTRE****Address:** Old School House, Brandon IP27 0QQ**Building type:** Standalone, on school site**Facilities:** Reception, office, multi-purpose room, kitchen, car parking**OPENING HOURS:**

Mon	Tues	Wed	Thu	Fri
8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:30

Number of Days Open: 5

Number of Hours Open: 40

Hours of Activity Delivery at Centre: 0

Hours of Outreach: 16

Number of Partners using Centre: 0

No activities are currently offered at this site.**CC Services:**

Baby and toddler groups, health clinics, baby massage and adult health and wellbeing

Partners using Centre:

None

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership), 100% of sessions on offer are held in outreach venues. 11% of children's centre led sessions (either alone or in partnership) are targeted and 89% universal.
- Families receiving one to one casework support by the centre are managed by Swaffham Children's Centre and are included in that profile.

Outreach venues currently used by CC:

- Mini-Methwold Hall
- Mundford Village Hall

Potential future use:

Expression of interest from a childcare provider.

Ownership: Norfolk County Council**Current Lead:** Action for Children**Lease info:** Norfolk County Council owned with a Tenancy at will to Action for Children. The children's centre is on 'Retained Land' as part of a 125 year lease from Diocese of Ely Multi-Academy Trust – there are restrictions on access to the site.**Potential Clawback liability:** £74,317

**NAR (SOUTH LYNN) & EAST AND WEST WINCH CHILDREN'S CENTRE**

Address: St Michael's Family Centre, Saddlebow Road, King's Lynn PE30 5BN

Building type: Integrated, multi-occupied building on school site

Facilities: Reception, office, multi-purpose room, outdoor play area, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
8:00-18:00	8:00-18:00	8:00-18:00	8:00-18:00	8:00-18:00

Number of Days Open: 5

Number of Hours Open: 50

Hours of Activity Delivery at Centre: 31.5

Hours of Outreach: 6

Number of Partners using Centre: 5

The building is open 50 hours per week. The total activity time of group sessions held onsite equals 54.5 hours.

- Of these, the majority of activities are currently offered by Partners (61.4%), none of which pay to use the centre, with 22.8% run by the centres and 15.7% delivered jointly.

CC Services:

Baby massage, health clinics, baby and toddler groups

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Norfolk County Council/Children's Services, Midwifery, EY Provider, Fresh Start New Beginnings

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership), 68% of sessions are held onsite and 32% held at outreach venues. Of centre led sessions (either alone or in partnership), 18% are targeted and 82% are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 34 families. This includes families living in the St Clements area.

Outreach venues currently used by CC:

- William Burt Community Centre
- Kings Lynn Library
- Providence Community Centre

Potential future use:

Proposed retained base for Early Childhood and Family Service.

Maintain current existing childcare provision

Ownership: Norwich Diocesan Board of Finance (whole school site)

Current Lead: DNEAT

Lease info: Norwich Diocesan Board of Finance owned, leased to Norfolk County Council for 25 years (from 2017) with Tenancy at Will from Norfolk County Council to Diocese of Norwich Education Academy Trust.

Potential Clawback liability: £0

**NORTH LYNN GAYWOOD CHILDREN'S CENTRE****Address:** 4 Walpole Road, Kings Lynn, PE30 2DZ**Building type:** Refurbished Council flat**Facilities:** Reception, multi-purpose room, outdoor play area, kitchen**OPENING HOURS:**

Mon	Tues	Wed	Thu	Fri
9:00-17:00	9:00-17:00	9:00-17:00	9:00-17:00	9:00-17:00

Number of Days Open: 5

Number of Hours Open: 40

Hours of Activity Delivery at Centre: 11.5

Hours of Outreach: 0

Number of Partners using Centre: 2

The building is open 40 hours per week. The total activity time of group sessions held onsite equals 11.5 hours.

- Of these, the majority of activities are currently offered by the Centre (65.2%) with some joint delivery (34.8%).

CC Services:

Baby and toddler groups, parenting groups, family learning and support, health clinics, young and teenage parents groups.

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Norfolk County Council/Children's Services

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership) 100% of sessions are held onsite, no outreach venues are used. All sessions on offer (either alone or in partnership) are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 32 families. This includes families living in the North Lynn, Gaywood North Bank and the Woottons areas.

Outreach venues currently used by CC:

None

Potential future use:

Return to the landlord

Current Lead: Norfolk Community Health and Care NHS Trust**Ownership:** Freebridge Community Housing Ltd.**Lease info:** Freebridge Community Housing Ltd owned, leased to Norfolk County Council who sublease to the provider, Norfolk Community Health and Care.**Potential Clawback liability:** £0



ST CLEMENTS CHILDREN'S CENTRE

Address: 101 Churchgate Way, Terrington St Clement, Kings Lynn, PE34 4LZ

Building type: Standalone on school site

Facilities: Reception, office, multi-purpose room, outdoor play area, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:30	8:30-16:00

Number of Days Open: 5

Number of Hours Open: 39.5

Hours of Activity Delivery at Centre: 47

Hours of Outreach: 0

Number of Partners using Centre: 4

The building is open 39.5 hours per week. The total activity time of group sessions held onsite equals 47 hours.

- Of these, the majority of activities are currently offered by Partners (70.3%) with some Centre (21.3%) and joint delivery (8.5%).

CC Services:

Health clinics, baby and toddler groups, twins groups, baby massage

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), Midwifery, Norfolk County Council/Children's Services, Lactation Motivation

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership) all sessions are held onsite with no outreach venues being used. Of centre led sessions (either alone or in partnership) 50% are targeted and 50% are universal.
- Families receiving one to one casework support by the centre are managed by Nar Children's Centre and are included in that profile.

Outreach venues currently used by CC:

None

Potential future use:

Potential development of childcare and other services

Ownership: West Norfolk Academies Trust

Current Lead: DNEAT

Lease info: West Norfolk Academies Trust owned, leased to Norfolk County Council until 2033, with a Tenancy at Will to Diocese of Norwich Education Academies Trust.

Potential Clawback liability: £576,625



VANCOUVER CHILDREN'S CENTRE

Address: Fairstead Community Centre, 2 Centre Point, King's Lynn PE30 4SR

Building type: Integrated, dedicated rented space in community venue

Facilities: Reception, office, multi-purpose room, outdoor play area, kitchen, car parking

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
9:00-16:30	9:00-16:30	9:00-16:30	9:00-16:30	9:00-16:00

Number of Days Open: 5

Number of Hours Open: 37

Hours of Activity Delivery at Centre: 39.5

Hours of Outreach: 8

Number of Partners using Centre: 8

The building is open 37 hours per week. The total activity time of group sessions held onsite equals 39.5 hours.

- Of these, the majority of activities are currently offered by Partners (68.4%), none of which pay to use the centre, with some Centre (16.5%) and Joint delivery (15.2%).

CC Services:

Baby and toddler groups, adult courses, breastfeeding support groups, baby massage groups, specialist needs support groups

Partners using Centre:

Healthy Child Programme (Cambridge Community Services), midwifery, Norfolk County Council/Children's Services, Leeway, Community Perinatal Team, Break, Antenatal Physiotherapy, Maternity voices

Outreach and additional CC services:

- Of CC group delivery (either alone or in partnership), 76% of offered sessions are held onsite and 24% in outreach venues. Of centre led sessions (either alone or in partnership), 31% are targeted and 69% are universal.
- Families receiving one to one casework support by the centre are managed by Hunstanton Children's Centre and are included in that profile.

Outreach venues currently used by CC:

- Gaywood Library
- Spring Gaywood

Potential future use:

Return to landlord

Ownership: King's Lynn and West Norfolk Borough Council

Current Lead: Action for Children

Lease info: Borough Council owned building with a lease to Action for Children.

Potential Clawback liability: £0

**WEST WALTON CHILDREN'S CENTRE**

Address: West Walton Community Primary School, School Road, PE14 7HA

Building type: Operates as outreach from Emneth Children's Centre with no physical designated site.

OPENING HOURS:

Mon	Tues	Wed	Thu	Fri
N/a	N/a	N/a	N/a	N/a

Number of Days Open: 0

Number of Hours Open: 0

Hours of Activity Delivery at Centre: 0

Hours of Outreach: 8.5

Number of Partners using Centre: 0

All activities for this centre area are delivered through Emneth Children's Centre

- The centre offers five sessions in outreach venues during the week, all of which are universal.

CC Services:

Toddler and baby groups, baby massage

Partners using Centre:

None

Outreach and additional CC services:

- Of children's centre group delivery (either alone or in partnership), 100% of sessions on offer are held in outreach venues. 100% of children's centre led sessions (either alone or in partnership) are universal.
- The average number of families receiving one to one casework support by the centre over the past year has been 7 families.

Outreach venues currently used by CC:

- Terrington St John Methodist Church Hall

Potential future use:

N/A

Current Lead: Emneth Nursery School

Ownership: N/A

Lease info: N/A

Potential Clawback liability: £0

Children's Services Committee

Report title:	Budget Monitoring Period 8 (November)
Date of meeting:	22 January 2019
Responsible Chief Officer:	Sara Tough Executive Director of Children's Services
Strategic impact The report sets out the Period 8 (November) financial forecast for Children's Services, and the programme of transformation and improvement that is continuing.	

Executive summary

This report sets out:

- the financial resources to deliver the Safer Children and Resilient Families Strategy of Norfolk Futures.
- forecast revenue expenditure for 2018/19

Recommendations: that the Committee considers, comments and notes:

- (i) the forecast overspend of £11.340m for General Fund Children's Services
- (ii) the forecast use of Children's Services General Fund reserves and provisions
- (iii) the forecast overspend of £5.514m for the Dedicated Schools Grant Children's Services, which:
 - a. is after utilisation of the additional High Needs Block allocation of £1.803m announced in December for 2018-19
 - b. will need to be carried forward as a deficit, alongside previous years' deficits brought forward of £8.087m, to be recovered in future years
- (iv) the amendments to and reprogramming of the Children's Services Capital Programme

1. Strategic Context

National Context

- 1.1. This section of the report sets out the strategic context for the delivery of Children's Services. This includes pressures on Legal Services and all aspects of High Needs provision.
- 1.2. Children's Services in Norfolk continue to operate in a challenging context, reflecting the national picture, where the huge majority of Councils are seeing pressures on Children's Services and net increases in spending despite significant savings being delivered. This primarily reflects the demand-led budgets, specifically:
 - the safeguarding and looked after children pressures that have been a national trend for several years;
 - the rising costs of supporting children with disabilities, in part as a result of more children with disabilities, and more complex disabilities, surviving due to advances in medical science that are now translating into rising costs (both for looked after children and children supported at home);

- the Transforming Care initiative resulting in more children living in the community who would previously have been accommodated within hospital settings, with health bearing the full cost of their support;
 - the previous national reforms which strengthened the rights of parents and have driven big rises in requests for Education, Health and Care plans and Special Educational Needs and Disabilities (SEND) provision;
 - the resulting increased transport requirements due to the increased demand for SEND provision, including a continuing increase in the number of children and young people requiring individual transport and / or accompanied journeys.
- 1.3. The level of grant funding to local authorities diminishes year on year and there is now a clear national evidence base around a significant strategic funding shortfall in Children's Services, estimated by the Association of Directors of Children's Services to be growing to around £2 billion by 2020 for the nation as a whole.

Norfolk's Context

- 1.4. Norfolk are continuing to experience high and increasing levels of need across numerous areas of service and, in particular, in relation to children with special educational needs and children at risk of harm. We continue to respond to new issues within society and the range of responsibilities for the department is widening to tackle issues such as child sexual and criminal exploitation and the threat of radicalisation. The number of statutory duties that councils have in relation to children's services has risen from 200 in 2011 to 299 in 2018 according to the Association of Directors of Children's Services (ADCS); many of the new duties have brought funding requirements without sufficient (or any) new burdens funding, such as staying put, leaving care support and education related duties.
- 1.5. More than half of total expenditure across Children's Services (both NCC general fund and through the Dedicated Schools Grant High Needs Block) is on direct delivery of assessment, support and care through demand-led budgets to the most vulnerable or highest need children. It is important to recognise that there are significant inter-relationships with our base budget because sometimes the same children and young people will be receiving support (and funding) from both an SEND education perspective and from within the Children's social care model.
- 1.6. We are responsible for ensuring that every child has a school place. For children with Special Educational Needs and Disabilities there are additional duties on the local authority which mean we must ensure that appropriate educational provision is available to meet the child's educational needs. We are further responsible for planning for future demand in terms of places of the right type, in the right place across the county. The current trajectory indicates that there is likely to be further pressure on revenue funding for SEND places and specialist support, which will be challenging to meet, given the current level of provision across the county. We must therefore plan for more of the right kind of school places to meet SEND need, slow

down the demand by meeting need earlier, and this could enable us to return the High Needs Block (HNB) to balanced position

Norfolk's Response

- 1.7. Although this is a challenging context, Norfolk County Council and its Children's Services are responding in a bold, positive and ambitious way. That began with the business case for a major investment in transformational change agreed at Policy and Resources Committee in September 2017, the Launch of the Norfolk Futures Transformation programme and the subsequent development of a comprehensive programme of transformation, as illustrated in diagram 1 below.
- 1.8. This agenda is a 3-5 year programme. It was always anticipated that the pressures on our system would persist in the short term and that the impacts on demand and cost would begin to be delivered from 2019/20 and, in particular, from 2020/21 onwards.
- 1.9. In that context, this financial year has allowed for the foundations of this work to be built and although the impact is largely still to come we have already made significant progress in several areas and are building a track-record of successful transformational change. A further full update on transformation will be provided to the March Committee meeting, but some key highlights to date include;
 - We have successfully implemented the **new Children's Advice and Duty Service** at the 'front door' to Children's Services and we are already seeing the anticipated benefits in terms of reducing the rate of referral into social work teams now being realised. This will give teams more time to focus on the direct work with families which will make the difference
 - We are starting to see a positive impact from the **focussed work on Foster carer recruitment** with numbers of enquiries on the up and now a projection for a net increase in the number of carers this year - reversing the previous trend
 - We have successfully **implemented the Valuing Care programme** – which gives us a consistent way to understand and articulate the needs of children in care and so ensure we provide exactly the right placement and support. We've already embedded this new tool in our practice model and are using the analysis to inform our strategic commissioning priorities
 - We have completed the refurbishment and **preparation work for the new semi-independent accommodation provision** and the first new places will be available for young people at the end of January
 - We have completed the design of the **new Norfolk Family Networks approach** and are moving into implementation. A new team due to start work from February delivering family group conferences and coaching team around working with extended families to prevent children from needing to be taken into care
 - The **new therapeutic support service for families at the edge of care** is also going to begin to be available within the next few weeks, offering intensive support for families with complex needs, helping them to address their challenges and stay together as a family
 - Further significant development has been undertaken in relation to the SEND workstream of the transformation programme. This workstream will focus on SEND assessment and support to schools and providers to **increase the numbers and**

complexity of children that can be appropriately supported to be educated in the mainstream sector, which will run alongside the £120m capital investment in new provision programme previously approved by Policy and Resources Committee

- 1.10. The changes made to date as part of the Safer Children and Resilient Families transformation programme for services and interventions for children at risk of harm have resulted in the numbers of children in care appearing to stabilise as this financial year has progressed, despite the rising national trends as reported in national media. This stabilisation evidences the change being seen by the department in the throughput of work to social work or early help and prevention teams; i.e. the demand is continuing to increase, but the department is managing it differently.

Progress in Transformation of Mental Health Services

- 1.11 Mental health support for children and young people has been identified as a key area of opportunity for transformation and integration by Children's Services and our strategic health partners. Over time the intention is to develop a new model which more coherently supports children's specific mental health needs alongside the wider family, social, economic, safeguarding and other needs within the remit of Children's Services.
- 1.12 RETHINK Partners were commissioned by the five CCGs and Norfolk County Council to review the current system of support encompassing planning, commissioning and provision as well as key interfaces with other important services. They have gathered views from all stakeholders and, in particular, from children and young people to inform their recommendations.
- 1.13 RETHINK's work over the autumn has strengthened our view that there is a really positive opportunity for Norfolk in this agenda. In particular, they highlight that the key partners share a common and compelling vision for a new and more integrated system and that there is a shared appetite across the system to make rapid progress. RETHINK's analysis highlights the opportunity to create a new model that focuses on prevention and promoting resilience – rather than drawing children and young people into specialist services.
- 1.14 In order to ensure we make the most of this opportunity, partners have agreed the need for streamlined re-design and decision-making arrangements to be in place and, in particular, that the Director of Children's Services will have the lead role to coordinate the system around this work. We have also agreed to establish a new workstream within the Norfolk and Waveney Sustainability and Transformation Partnership focussed on integrated children's services – with the mental health agenda forming a core element of this work.

Diagram 1: Children's Transformation Strategic Approach

Children's Transformation Strategic Approach

All teams and investments are targeted to supporting children and families to avoid the need for high intensity and high cost direct care

Inclusion

- Investing in Specialist Resource Bases
- Additional direct inclusion work
- Increasing the proportion of children with SEN who are supported to stay in mainstream settings
- Investing in independence – enabled by technology

Prevention and Early Intervention

- Transformed model at the front door enabling more demand to be managed preventatively and the social work teams to focus only on appropriate cases
- Enhancing Early Help – with a focus on building capacity in the partnership system

Effective Practice Model

- Creating a new multi-disciplinary social work model
- Driving quality interventions through signs of safety and restorative practice
- New panels deploying resources earlier rather than at the point of crisis
- Wrapping specialist help around social work plans e.g. substance misuse, mental health and domestic abuse

Increasing levels of demand in communities (in Norfolk and mirrored nationally)

Edge of Care Support and Alternatives to Care

- New therapeutic service for families with children at the edge of care (SIB)
- Turnaround short breaks alternatives to care provision
- A focus on family finding and building support networks from extended families

Majority spend is on direct delivery of care to the most vulnerable or highest need children. Overlaps between LAC, SEN and transport cohorts

Home to School Transport

SEN = £13.1m
Mainstream = £11.6m
Post 16 = £3.1m

Placements and Support for Looked After Children

Residential = 19.4m
Fostering = 28.4m
Semi-Independent = 5.3m
SGOs = 3.9m

Education & Care for Children with SEND (HNB)

Maintained Special Schools = £30.5m
Independent Special Schools = £21.2m
Alternative provision = £4.9m

Managing the care market & creating the capacity we need

- Step-change investment in Special Schools
- Creating high-quality semi-independent provision
- Family Values - using behavioural science to redesign our approach to recruiting foster carers
- Enhanced fostering model – building a network of capacity around foster carers to work with higher needs
- Valuing Care Model – robust needs analysis and outcome based commissioning of placements

2. Forecast Revenue Outturn General Fund Children's Services

- 2.1. An overspend of £11.340m is currently forecast for General Fund Children's Services. This forecast is based upon the information currently available and after taking account of the anticipated impact of identified management actions to address previously existing pressures and new pressures that have come to light. Table 1 displays the overall forecast position as at the end of November (Period 8).
- 2.2. Significant areas of financial pressure continue to remain within Social Work. These are primarily driven by spend on placements (Children Looked After, Staying Put and Leaving Care) and staffing costs. Within Education Services the pressures are primarily transport and assessment of special educational needs.

Table 1: Forecast Revenue Outturn Children's Services

	Budget	Current Forecast	Variance to Budget		Variance to P6
	P8 £m	£m	%	£m	
Social Work	86.239	95.660	9.421	10.9%	8.358
Early Help & Prevention	26.114	25.944	(0.170)	-0.7%	(0.453)
Performance & Challenge	4.646	4.983	0.337	7.3%	(0.076)
Education	39.422	43.562	4.140	10.5%	1.964
Resources (including capital charges)	29.527	29.583	0.056	0.2%	0.000
Sub-total	185.948	199.732	13.784	7.4%	9.793
Use of Reserves		(0.444)	(0.444)		(0.444)
Schools capital by borrowing		(2.000)	(2.000)		(2.000)
NCC General Fund Total	185.948	197.288	11.340	6.1%	7.349

Social Work Variances in Period 8

- 2.3. The budget for placements and support for children looked after, those on the edge of care and those families who would benefit from targeted services to prevent a child coming into care is £41.776m. Early in the year, a stabilisation of Children Looked After placements was seen and it was expected that the original planned trajectory would be achieved by the end of the financial year. As previously reported, the trajectory has since been reviewed in the light of national trends. Numbers of Children Looked After are now remaining stable, but there continues to be an increase in the complexity of the children and young people's needs (reflecting national trends), resulting in care and support costs continuing to increase and new placements regularly costing more than those ceasing for children leaving care, moving to alternative provision or returning home.
- 2.4. As the year has progressed, this position continues to be reviewed using more detailed transformation planning and demand information, and this has resulted in a forecast £4.638m overspend. This is a complex area to forecast, with continuous changes to the children and young people who are looked after and supported, with regular reviews of placements and support to ensure that their needs are being met. There are overspends forecast for all placement types where numbers of placements have exceeded those originally budgeted for prior to a significant increase in children looked after in the latter quarter of 2017-18. The budget to provide targeted support services for vulnerable children and their families is overspent due to a number of elements relating to increased support within families to enable them to keep children safe at home, including care for a very small number of children with disabilities who are living with their families but have very

complex needs and, thus, very expensive care packages. This type of provision and support is reducing the number of children becoming looked after by the authority.

2.5. The variance of £1.316m compared to the previously reported period is due to:

- increased residential placements costs of £0.615m - £0.175m additional placement costs due to urgent placements being found for 3 individuals to address safeguarding concerns at previous provider, and remainder relating to new and reviewed placements on average being costlier than those ceasing;
- reduced agency fostering placements costs of (£0.176m) – number of placements remain stable, but new placements are £4.5k pa less on average during the period than those ceasing;
- and, £0.848m increase for support costs for children looked after and children in need – this provision includes expensive provision to enable children with extremely complex needs, including nursing needs, to remain at home and to not become looked after; the increase since period 6 includes provision for an additional child. This budget is also for the cost of support to keep children safe out of care, and the demands upon this budget have changed as social work practice developed.

2.6. The Directorate continues to be focused on an ambitious plan to implement transformational change at a fast pace; including aiming for more children to be able to return home where it is appropriate for them to do so and supporting more children in foster care placements rather than in residential placements.

2.7. The budget for Staying Put and Leaving Care placement costs is £4.424m, and is currently forecasting a £1.143m overspend, a small increase of £0.037m compared to the prior forecast. This budget has been under pressure since legislative changes relating to support for those turning 18 who had been looked after to provide increased levels of support as individuals move into adulthood and independent living. Whilst this support is important for young people, the additional responsibilities did not come with sufficient new burdens funding from central government.

2.8. The Council is part of the national resettlement scheme for unaccompanied asylum seeking children and receives grant funding per young person resettled. Norfolk's intake has increased recently, resulting in a forecast overspend of £0.356m for this financial year. Planning is underway to introduce new ways of working to support these young people to secure improved outcomes within the grant funding allocated, thus removing the financial impact upon the authority.

2.9. There is currently a forecast staffing pressure of £2.203m upon the budget of £21.671m, which has seen minimal variance compared to prior reporting, due to the need to ensure that there are sufficient resources to meet the authority's statutory obligations whilst continuing work to pro-actively managing workforce planning to ensure that Norfolk has a stable, suitably qualified and experienced workforce sufficiently resourced to meet the challenges faced. Both the locality and rurality of Norfolk provide the authority with some unique challenges compared to other authorities with the region; however, significant work in recent years by the department has seen a stabilisation of the workforce with reduced reliance upon agency workers, partnership working with UEA to ensure that social work graduates are prepared for the workplace, improved support for newly qualified social workers

to gain the necessary workplace experience in supernumery posts to ensure that they are ready to be successful in substantive roles. The pressure includes:

- £0.128m for in-house residential unit staffing due to changes to in-house residential staffing levels necessitated to meet the complex needs of the young people being supported in these settings, where provision in the independent sector would incur significant additional placement costs.
- £0.759m for Norfolk Institute of Practice Excellence (NIPE) salary costs for newly qualified social workers prior to placement in social work teams. These roles are a key part of the department's workforce planning and post-holders are provided with the opportunity to gain the experience in supernumery roles, with the appropriate supervision and support needed, to enable them to be placed in substantive roles.
- (£0.126m) forecast underspend on agency social worker top-ups reflecting reduced reliance on agency staff as the impact of the department's workforce planning comes to fruition with a shift towards a more permanent workforce. The underspend has reduced by £0.174m since the previous forecast due to a short-term decision made to hold some permanent recruitment whilst work to reprofile the workforce is undertaken as part of the transformation programme. This work is significantly underway and the drive to reduce agency usage to cover maternity, sickness and short gaps between leavers and starters will continue apace enabling the 2019-20 savings target to be achieved in-year.
- £1.442m overspend within front line operational social work teams is due to the level of workload that continues to be experienced. A reduction of (£0.129m) is forecast since prior reporting that reflects a reduction in throughput of workload from the 'front door', which has been seen since the start of this year with changes made to the Multi Agency Safeguarding Hub (MASH) and the introduction in October of the new Childrens Advice and Duty Service (CADS). However, the number of children and young people already being supported at the edge of and within statutory services remains high. Reprofiling of the workforce, including the introduction of different roles and professions, is being undertaken. This is expected to enable the operational teams to manage within their base budget once complete but is expected to take some time to fully implement as workloads shift more towards prevention. Time is being taken to ensure that the department gets this reprofiling right first time, with the Breckland Locality taking the opportunity to gain proof of concept when recruiting to recent vacancies in line with this reprofiling.

2.10. The budget provides £3.310m for legal costs. There is currently a forecast pressure of £1.103m due to the high level of court proceedings, a small reduction compared to the previous forecast. This forecast includes the impact of the increased focus on ensuring legal resource is not used for elements of case preparation that can be carried out more efficiently by other teams, as per the 2018-19 savings target. However, there is an increased level of proceedings being experienced by most Children's Services Authorities, and Norfolk is no different. The level of proceedings commenced this year are significantly higher compared to both 2017-18, when the budget was set, and the increased costs year on year are a result of:

- an increased number of non-accidental injury cases – (i) these require greater time to be spent by NPLaw as well as the need to instruct very experienced and therefore necessarily more expensive counsel to represent the Authority; (ii)

parents and the interests of the child are also represented by experienced and more expensive counsel;

- The number of hearings being scheduled has also increased - more hearings require more time from NPLaw lawyers as well as counsel. Children Services and NPLaw have reviewed expenditure on external counsel and agree that there is scope to make savings against existing spend or at the very least to be able to stabilise the spend;
- Local barristers' chambers in Norwich and Norfolk generally have little incentive to offer a competitive rate despite numerous attempts by NPLaw to engage with them to agree prices for a block award of work. Therefore, we will look to tender parcels of legal work to encourage competition. In addition to stabilising or reducing our spend on counsel, by relying on a group of barristers invested in a longer term commitment to Norfolk, we expect to ensure greater consistency of the approach taken in court leading to a reversal in the trend for increased number of hearings.

Early Help and Prevention Variances in Period 8

- 2.11. This service now includes Contracts and Commissioned services (previously within Performance and Challenge) and the associated budget is £26.114m. The forecast underspend for Early Help and Prevention has decreased by £0.283m to (£0.170m) compared to prior reporting. Contracts are kept continuously under review and this, along with the need to increase staffing to meet the shift in workloads towards prevention, are the primary reasons for the increase in the forecast.

Performance and Challenge Variances in Period 8

- 2.12. The Performance and Challenge budget has reduced since prior reporting to £4.646m to take account of the move of the Contracts and Commissioned services to Early Help and Prevention. The service is forecast to overspend by £0.337m due to additional independent statutory services staffing following the increase in children looked after and printing and telephone costs for the whole department that exceeds the budget.

Education General Fund Variances in Period 8

- 2.13. Education General Fund Services shows a forecast overspend of £4.140m against the budget of £39.422m, an increase of £2.176m since prior reporting. The County is continuing to see a substantial increase in the demand for specialist SEND support and placements, in line with national trends, and with the market saturated, children and young people are needing to travel further and for longer to receive appropriate support and education. Although the funding for specialist SEND provision is part of the Dedicated Schools Grant, the responsibility for funding the transport costs is a local authority duty. These pressures have driven the increase in the forecast, with the pressures facing the service summarised below:

- The £28.737m budget for special school transport, home to school transport and post-16 college transport, which is showing a net overspend of £3.201m; an increase of £1.651m compared to previous reporting. The service continues to see numbers of children requiring transport to maintained and independent specialist provision increasing, and the forecast has been updated now that detailed information has been received following the start of the academic year. Work is being undertaken to review the transport in place to ensure that maximum efficiency of transport arrangements is achieved whilst also meeting

individuals' needs, and these have shown that there has been a significant increase over the last 2 years in the number of children requiring individual transport. The exposure to increased transport costs has been identified as a key financial risk in the 29 October 2018 Policy and Resources SEND strategy report;

- There is a pressure of £0.616m on the £2.868m budget for the assessment of children with special educational needs; a marginal increase compared to prior reporting. There is a high level of demand for Education Health and Care Plan (EHCP) assessment being received by the authority and a backlog of assessments is outstanding. Action is being taken to explore and manage this level of referrals, where nearly 40% of referrals do not result in an EHCP, with the department investing both recurring and one-off revenue monies, alongside the capital investment in sufficiency, to increase the resources available. It is a statutory duty to make these assessments where a referral has taken place;
- A £0.390m overspend is now being forecast for Educator Solutions that is primarily a result of revised income forecasts following a review of original trading targets that have not been reached. There has been reduced take up of services provided for new academies and, with schools' budgets continuing to be stretched some schools have reduced what they purchase. Additionally, there has been reduced income due to the introduction of a new qualification. Educator Solutions provides a combination of services traded with schools, academy trusts and the public, alongside meeting some statutory duties of the local authority. New products are being developed, and strategic partnerships formed with other local authorities to promote them to schools in their authorities. Following this forecast, planning is being undertaken to ensure that products and services offered by Educator Solutions are aimed appropriately at the market in order to ensure that there is no future overspend;
- There continues to be a £0.160m pressure in relation to vacant school property costs as previously reported;
- And, partially offsetting the pressures is an underspend of (£0.160m) on the £0.220m budget for contributing to the PFI reserve. Reprofiling of PFI contributions from 2019/20 onwards has been agreed with the Schools Forum.

Management Action

- 2.14. Careful monitoring of the position continues, with improvements made to arrangements for placements panels, performance information available to managers and closer scrutiny of plans for children to return home or to move from one placement type to another.
- 2.15. A number of approaches are being pursued:
 - Recurring and one-off revenue investment in the SEND assessment provision, alongside the capital investment in sufficiency of provision, to increase the capacity for assessments and to develop working with the wider system with the aim of reducing demand for referrals that do not result in EHCPs and ensuring that referrals are done at the most appropriate stage to prevent escalation of need;
 - Planning for a new approach to supporting Unaccompanied Asylum Seeking Children that will enable the service to be provided within the specific grant funding available whilst ensuring good outcomes for the young people concerned;

- A recruitment drive and marketing for in-house fostering (placement numbers have increased since the start of 2018-19);
 - Developing supported semi-independent accommodation, with initial development expected to be completed within this financial year;
 - Further improving how the Multi Agency Service Hub (MASH) and the front door to Children's Services operate, including with the introduction of the new Childrens Advice and Duty Service (CADS) – the number of cases flowing through from MASH to assessment teams has seen a downward trend following implementation of early changes;
 - Reprofiling operational teams to make the best use of professional resources, to ensure that the right work is undertaken in the right place by the right individuals, and to improve administration;
 - Continuing emphasis on early help and preventative services;
 - Expansion of the boarding school placement model in appropriate cases;
 - Reviewing single occupancy SEND transport journeys to ensure that these are only in place where the needs of the individual require it, or it is the most cost-effective method of transportation.
- 2.16. An in-depth review of reserves, grants, contributions and provisions was undertaken earlier in the year, resulting in a total of (£0.444m) being released to offset the overall position, as previously reported.
- 2.17. The capital programme was reviewed at Period 4 with a view to maximising service revenue funding. £2m of planned revenue contributions in 2018-19 will instead be funded by borrowing.
- 2.18. The significant forecast variances to General Fund budget are summarised in Table 2 below:

Table 2 – Summary of General Fund Forecast variances

Expenditure	Budget	Over (+)/under	Primary Reason (for variances exceeding £0.100m)
	£m	£m	
Social Work			
Children Looked After Placements	41.776	4.638	This is a complex area to forecast, with continuous changes to the children and young people who are looked after and changes to placements to ensure that their needs are being met. It also includes increased support within families to enable children to remain at home safely, as well as to provide care for a very small number of children with complex disabilities to remain at home, who would otherwise be at risk of becoming looked after
Leaving Care Placements & Staying Put	4.424	1.143	Previous legislative changes relating to provision of increased levels of support for those previously looked after who are turning 18 and moving into adulthood and independent living. Whilst this support is important for young people, the additional responsibilities did not come with

Table 2 – Summary of General Fund Forecast variances

Expenditure	Budget	Over (+)/under	Primary Reason (for variances exceeding £0.100m)
	£m	£m	
			sufficient new burdens funding from central government.
Unaccompanied Asylum Seeking Children	(0.063)	0.356	Increased intake from National Resettlement Scheme with costs currently exceeding funding. Planning underway to introduce new ways of working and supporting these young people to secure improved outcomes within the grant funding allocated.
Legal Costs	3.310	1.103	Increased level of proceedings commenced during the year compared to 2017-18 with increased complexity
Social Care Staffing	28.486	2.203	Front line operation teams have continued to see a high demand in workload, resulting in additional costs being incurred. A reduction in throughput of workload from the 'front door' has been seen since the start of this year with changes made to the MASH and the introduction of CADS. However, the number of children and young people already being supported at the edge of and within statutory services remains high. Reprofiling of the workforce, including the introduction of different roles and professions, is being undertaken. The number cost of agency staff continues to remain underspent reflecting the positive shift to a more permanent workforce.
Social Care Other Budgets	8.306	(0.022)	
Sub-total for SW	86.239	9.421	
Early Help and Prevention			
Early Help vacancies	14.752	(0.035)	
Contract adjustments and forecasting	13.182	(0.085)	
Troubled Families	(1.820)	(0.050)	
Sub-total for EH	26.114	(0.170)	
Performance and Challenge			
Independent Reviewing Officers	1.790	0.150	Additional agency cover required prior to permanent recruitment, to ensure that sufficient staffing was in place due to the present number children looked after.

Table 2 – Summary of General Fund Forecast variances

Expenditure	Budget	Over (+)/under	Primary Reason (for variances exceeding £0.100m)
	£m	£m	
Performance and Challenge Management Team	0.211	0.083	
P&C Other Budgets	2.645	0.104	Combination of variances including increased mobile phone and printing costs
Sub-total for Performance and Challenge	4.646	0.337	
Education			
Special school transport including Post-16 SEN	13.603	3.641	Additional 167 SEN pupils being transported compared with last year, including an increase in places at the 3 new special schools and an increase in independent special schools' places. The increase in cost is a result of several factors, differing length of journeys for each child, number of children in the vehicle, need of child (support assistant) and the price tendered. Review is being undertaken of all single occupancy journeys, following a significant rise in arrangements.
Home to School and Post 16 College Transport	15.134	(0.440)	Additional pupils compared to last year for home to school transport offset by a reduction in demand for post 16 transport
PFI Budget	0.220	(0.167)	There is an underspend of £0.160m on the £0.220m budget for contributing to the PFI reserve. Reprofiling of PFI contributions from 2019/20 onwards has been agreed with the Schools Forum.
Assessment of Special Educational Needs	2.868	0.616	There is a high level of demand for Education Health and Care Plan (EHCP) assessment being received by the authority and a backlog of assessments is outstanding. Action is being taken to explore and manage this level of referrals, where nearly 40% of referrals do not result in an EHCP, with the department investing both recurring and one-off revenue monies, alongside the capital investment in sufficiency, to increase the resources available.
Educator Solutions	(0.142)	0.390	Income forecasts indicate that trading targets have not been reached following reduced take up of services by new academies and reduced purchase by schools generally due to budgets

Table 2 – Summary of General Fund Forecast variances

Expenditure	Budget	Over (+)/under	Primary Reason (for variances exceeding £0.100m)
	£m	£m	
			continuing to be very stretched. Planning is being undertaken to ensure that products and services offered are aimed appropriate at the market in order to ensure that there is no future overspend.
Other Education Support budgets	7.739	0.100	
Sub-total for Education	39.422	4.140	
Sub-total for Resources	29.527	0.056	
Use of reserves and provisions	0.000	(0.444)	
School capital funded borrowing	0.000	(2.000)	
Sub-total other	0.000	(2.444)	
NCC General Fund Total	185.948	11.340	

3. Forecast Reserves and Provisions General Fund Children's Services

3.1. Projected changes to Children's Services General Fund reserves and provisions are set out in Table 3 below:

Table 3: Forecast Reserves and Provisions General Fund Children's Services

Reserve or provision	Balance April 2018 £m	Net Movement Increase / (Decrease)	Forecast Balance March 2019 £m
Transport days equalisation	0.494	(0.081)	0.413
Holiday pay provision	0.015	(0.015)	0.000
Repairs and renewals fund	0.147	(0.136)	0.011
Information Technology earmarked reserve	0.030	(0.030)	0.000
Post-OFSTED improvement fund	0.004	(0.004)	0.000
Grants and contributions	3.063	(0.327)	2.736
Totals	3.753	(0.593)	3.159

3.2. The forecast use of grants and contributions by the end of this financial year has been revised following the receipt of additional grant monies from the Department for Education (DfE) for Essential Life Skills and New Opportunities Fund. Use of both funds needs to be developed in conjunction with partners prior to seeking agreement of the DfE. Most of the funds are for many differing purposes, primarily received on a one-off basis across Education and Social Work. There has been no other change in the forecast compared to prior reporting.

- 3.3. The Transport Days Equalisation reserve is to enable each year's transport budget to reflect an average year, with the variation in the number of academic days in each financial year being taken account of by this reserve. In 2018-19 it is expected that there will be a small use of this reserve in line with its purpose. The remainder of the reserve is expected to be required for 2019-20, in line with its purpose.
- 3.4. The forecast in-year usage of the reserves and provisions includes £0.177m released that are no longer needed for the purposes originally identified. This release offsets the overall forecast position and contributes to the (£0.444m) shown in table 1 earlier in this report. The remainder of the (£0.444m) has been identified from a review of creditors that are no longer required and a review of grants to identify where conditions have now been met.

4. Forecast Revenue Outturn Dedicated Schools Grant Children's Services

- 4.1. An overspend of £5.514m is currently forecast for Dedicated Schools Grant Children's Services, as shown in Table 4 below, and represents a reduction in the forecast of (£1.020m) compared to prior reporting. The Dedicated Schools Grant is ring-fenced and is split into four ringfenced blocks; the Schools Block, the Central Schools Services Block, the High Needs Block and the Early Years Block.
- 4.2. The pressure is within the High Needs Block. Policy and Resources considered and agreed a report on Norfolk's SEND Strategy on 28 October 2018 setting out plans for capital investment in new special provision. However, it may be several years before the revenue benefits of this are realised. Much of the high needs expenditure is paid to schools and it can be difficult to predict, particularly prior to the start of the new academic year.
- 4.3. Given this continuing pattern of pressure on the High Needs Block, consideration has been given corporately within the Council as to how to maximise the resources that can be identified for this service. The Council has made a disapplication request to the Secretary of State – with Schools Forum support – to transfer an additional £4.580m from the Schools Block in 2019/20 over and above the 0.5% transfer already agreed by the Forum. The Council is currently awaiting the outcome of the Secretary of State's decision. Even if the disapplication request is agreed, it is anticipated that the High Needs Block will remain under pressure for a number of years to come whilst the agreed capital investment in provision and accompanying transformation work is undertaken.
- 4.4. Since the last Children's Services Committee meeting in November, the Department for Education has announced one-off, additional funding for the High Needs Block both for 2018-19 and 2019-20; Norfolk's allocation being £1.803m in each year. The DSG forecast has been amended to take account of the additional funding in this financial year, which has had the effect of reducing the overall overspend and, thus, cumulative deficit expected to be carried forward.

Table 4 Childrens Services DSG

	Budget	Current Forecast P8 £m	Variance to Budget £m	Variance to Budget %	Variance to P6 £m
High Needs Block	70.246	79.029	8.783	12.5%	9.745
Schools Block	189.768	189.166	(0.602)	-0.3%	(0.737)
Early Years Block	43.613	40.946	(2.667)	-6.1%	(2.474)
Central Schools Services Block	2.667	2.667	0.000	0.0%	0.000

Dedicated Schools Grant	306.294	311.808	5.514	1.8%	6.534
Total					

- 4.5. The budget for Post 16 Further Education High Needs Provision is £2.783m. The forecast pressure remains at £0.825m, the same as prior reporting, and is for support for 549 young people. The pressure reflects the demand for placements exceeding the funding provided by central government following the SEN Reform Act 2014 that increased the age for support up to 25.
- 4.6. The budget for independent special school placements is £21.227m and has a forecast pressure of £3.866m. This reflects increasing numbers of pupils with Education Health and Care Plans that require special school provision for whom places are not available in the maintained sector, including specific placements awarded by tribunals, and the number of starters during the autumn term has exceeded the number of summer leavers. The High Needs Block grant has not increased in line with the increase in demand seen nationally. This is a small increase of £0.033m compared to previous reporting. Concerted management action seeks to avoid additional placements and to reduce the pressure, whilst liaising with schools to seek to avoid additional expenditure.
- 4.7. The budget for alternative provision contracts is £4.786m and there is currently a forecast pressure of £2.022m. This reflects the increasing requirement for alternative education provision, which includes children who are excluded, and those who are receiving an education who are not in any other type of school. There is a small increase of £0.091m since prior reporting.
- 4.8. The budget for maintained special school placements is £26.940m and is showing a pressure of £0.863m. There is an increase of £0.585m due to a combination of additional places funded than originally anticipated to meet current levels of demand and additional top-up funding to schools to enable them to meet the complexity of need of the children and to keep them in stable placements.
- 4.9. The budget for personal budgets is £0.250m and there are currently 129 pupils being supported through personal budgets. There is currently a forecast pressure of £0.21, which is a minor reduction of £0.010m compared to previous reporting. Personal budgets can be requested as an alternative to high cost placements for the provision of support to meet assessed SEND high needs.
- 4.10. The budget for excluded pupil income is (£0.900m), which was increased this financial year following an agreed change in policy as to the charges that would be made to schools when pupils are permanently excluded. At present there is a forecast over-recovery of income by (£0.108m), which remains unchanged compared to prior reporting.
- 4.11. There is a forecast overspend of £2.774m for top-up funding in mainstream schools to support children and young people with SEND high needs. This is due to an extremely high level of demand, and the investment in this support can prevent needs from escalating and the subsequent for higher cost provision. There has been minimal change to the forecast compared to prior reporting.
- 4.12. The significant forecast variances on the Dedicated Schools Grant for Children's Services are summarised in Table 5.

Table 5 Significant Revenue Variances DSG Children's Services

Expenditure	Budget	Over (+)/under	Primary Reason
	£m	£m	
Post 16 Further Education High Needs Provision	2.783	0.825	Demand for places exceeding the funding provided by central government, following the increased age for support up to 25 in the SEN Reform Act 2014.
Independent special school Places	21.227	3.866	Increased numbers of pupils requiring special school provision exceeding the places available in maintained special schools
Alternative provision	4.786	2.022	Increased requirement for places due to the high levels of school exclusions
SEND top up funding – mainstream schools	5.689	2.774	Additional SEN top-up funding paid to mainstream schools to support SEN high needs. Support through top-up funding can avert escalation to more costly solutions.
Excluded pupil income	(0.900)	(0.108)	The increase in excluded pupils has led to an increase in charges to schools
Maintained special schools	26.940	0.863	Combination more places funded than originally anticipated due to current demand, along with additional top-up funding to enable schools to meet the complexity of need of individuals
Personal Budgets	0.250	0.217	Additional numbers of pupils receiving personal budgets and therapy. This early intervention can reduce demand for high cost specialist placements.
Other Budgets	9.471	0.127	Demand for places exceeding the funding provided by central government, following the increased age for support up to 25 in the SEN Reform Act 2014.
DSG adjustments	236.048	(3.269)	
Additional DfE Funding		(1.803)	
DSG Total	306.294	5.514	

Please note that due to funding mechanisms, the budget and forecast for the High Needs and Schools blocks of the DSG do not include allocations to academies

- 4.13. It is proposed to look at the DSG outturn in its totality at the end of 2018/19. It is expected that there will be flexibility to meet an element of the forecast High Needs Block overspend by underspending on other blocks including the Schools Block or the Early Years block; a high-level assumption based upon current demand trends is included in the forecast. This position will be reviewed as the year progresses.
- 4.14. It has previously been reported to this Committee the intention to loan the DSG deficit against locally maintained schools' delegated balances at year end, up to the sum available, for cash flow purposes. This would not have affected the usage of balances by the individual schools that they belong to and would need to be repaid in future years. It had then been anticipated that the remainder of the overspend would be a call upon NCC's General Fund.

- 4.15. A review of the relevant legislation and 2018-19 DSG conditions has been undertaken since the last Committee report that has concluded that the local authority can decide not to fund any of the overspend from its general resources, and instead to carry forward all of the deficit to the next year, without the need to offset it against maintained schools' balances.
- 4.16. The transformation plan for SEND provision is in its early stages, including planning for significant capital investment. It is intended, overall, to reduce the current and future pressure upon the High Needs Block of the DSG, which is expected to allow the deficit to be reduced in the future. This will be dependent upon future decisions by central government regarding DSG funding, and particularly the High Needs Block.
- 4.17. The deficit currently forecast to be carried forward at year end is shown in table 6 below:

Table 6: Forecast Cumulative DSG deficit

	£m
Deficit brought forward from prior years as at 1 April 2018	8.087
Forecast deficit for 2018-19	5.514
Total forecast deficit to carry forward as at 31 March 2019	13.601

5. Schools balances

- 5.1. There is a projected decrease in school balances because of schools converting to academies and the use of school balances to fund expenditure within the financial year, as shown on table 7 below. Cluster balances are planned to decrease as the Local Authority moves away from funding Special Educational Needs through the cluster model. There is no significant change from prior reporting.

Table 7: Projected School Balances as at March 2019

	April 2018	March 2019	Variance	Schools becoming Academies
	£m	£m	£m	£m
Nursery schools	0.007	0.112	0.105	0.000
Primary schools	11.765	9.417	-2.348	-0.359
Secondary schools	0.562	0.061	-0.501	0.000
Special schools	1.402	1.315	-0.087	-0.590
School Clusters	1.230	0.222	-1.008	0.000
Totals	14.966	11.127	(3.839)	(0.949)

- 5.2. Schools Reserves and Provisions are balances held on behalf of local authority maintained schools for a specific purpose. There is no change to the forecast movements or balances compared to last month.
- 5.3. The Building Maintenance Partnership Pool is currently in the fourth year of a 5-year scheme that schools have the option to buy in to. (£0.481m) of the usage currently forecast for 2018-19 is for building maintenance required by schools, as per the purpose of the Pool.

Table 8: Projected Schools Reserves and Provisions

Reserve or provision	April 2018		Net Movement Increase / (Decrease)	Forecast March 2019
	£m	£m		
Non-teaching activities	0.575	0.000		0.575
Building Maintenance Partnership Pool	2.581	(0.481)		2.100
Sickness Insurance scheme	0.000	0.000		2.100
Playing surface sinking fund	0.054	0.000		0.054
Non-partnership maintenance fund	0.781	(0.108)		0.673
Totals	3.991	(0.589)		3.402

6. Capital Programme

- 6.1. Since the capital programme was approved, there has been both reprofiling to future years from 2018-19 and other changes both in 2018-19 and in future years, as per the table below.

Table 9: Children's Services Capital Programme

Breakdown of capital programme	Approved budget	Reprofiling	Other changes	Current Capital Budget
	£m	£m	£m	£m
2018-19	55.117	(10.194)	6.922	51.845
Future Years' 2019-21	91.327	10.194		101.521

- 6.2. The main reprofiling changes relate to revised planning and delivery assumptions, which have been kept under review as the financial year has progressed. £2.8m relates to review of individual schemes' progress to date taking into account various matters relating to planning and land. The remaining £7.3m is reprofiling of unallocated developer contributions into future years.
- 6.3. The other changes are primarily a £4.8m increase for the SEND transformation programme and £2.0m for capitalisation of schools' revenue contributions to capital.
- 6.4. The financing of the capital programme is from a combination of sources, as shown in table 11 below. The financing expectations have been updated in line with the changes made to the capital programme.
- 6.5. In addition to the SEND funding requested from October Policy and Resources, the government provided Norfolk LA with a grant of £2.7m over three years to develop and enhance provision for SEND. This grant covers both condition improvement and new place provision. Use of these resources has been reported to previous committee meetings.
- 6.6. Basic Need Capital Funding is supporting mainstream provision, though technically not ring fenced. As we have identified the need for a significant number of new school places (mainstream) due to demographic growth and house building, all of the Basic Need Capital Funding will need to be allocated to the provision of new mainstream school places. Norfolk County Council has a statutory duty to provide sufficient school places and therefore will need to meet any shortfall in funding where the cost of new schools/places exceeds the available funding from developer

contributions and Basic Need Allocations. These resources are not therefore available to support the SEND Strategy.

- 6.7. For improving Early Years provision, the government have recently invited bids from Local Authorities for a small amount of capital funding to develop nursery places in schools. Norfolk will be putting bids forward for this programme. A new Free School often includes the provision of Nursery Places as part of the school. There is no other capital funding allocation to create new Early Years places.

Table 10: Funding of the Children's Services Capital Programme

Funding Stream	2018-19 Programme	Future Years' Forecast
	£m	£m
Prudential Borrowing	9.768	7.784
Revenue & Reserves	0.083	
Grants and Contributions:		
Department for Education	28.683	76.044
Developer Contributions	12.363	15.356
Other	0.948	2.337
Total	51.845	101.521

7. Risks

The financial forecast is based on the best available information at the time of preparation. There are however risks that will need to be carefully monitored and managed as the financial year progresses.

- Ensuring the delivery of planned transformation projects
- The planned rapid pace of improvement in practice and delivery
- The risk of increasing numbers of looked after children, the complexity of need and the availability of the most suitable provision for each child
- The risk of increasing numbers and complexity of children requiring high needs provision
- An increased level of unavoidable legal proceedings and tribunals
- Management actions being taken expeditiously to achieve the planned effect within the financial year
- Continued effective working with partners to achieve coordinated and cost-effective services
- Continuing improvement and development of the front door, including the successfully embedding of the new Children's Advice and Duty Service as well as the Multi-Agency Service Hub
- Attracting and retaining suitably qualified teams to deliver a wide range of services

8. Background Papers

Meeting Special Educational Needs & Disabilities (SEND) Quality, Sufficiency and Funding (Item 12, 10 July 2018 Children's Services Committee)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabcid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1469/Committee/8/Default.aspx>

Transforming the system for Special Educational Needs and Disability (SEND) in Norfolk (Item 8, 29 October 2018 Policy and Resources Committee)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tbid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1421/Committee/21/Default.aspx>

Budget Monitoring Period 6 (September) (Item 8, 13 November 2018 Children's Services Committee)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tbid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1472/Committee/8/Default.aspx>

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

If you have any questions about matters contained in this paper, please get in touch with:

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Children's Services Committee

Report title:	Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20
Date of meeting:	22 January 2019
Responsible Chief Officer:	Sara Tough Executive Director Children's Services

Strategic impact

The proposals in this report will inform Norfolk County Council's decisions on council tax and contribute to the Council setting a legal budget for 2019-20 which sees its total resources targeted at meeting the needs of residents. Budget planning has been undertaken in the context of the Council's overarching Vision and Strategy.

The information in this report is intended to enable the Committee to take a considered view of all the relevant issues in order to agree budget proposals for 2019-20 and the Medium Term Financial Strategy to 2021-22, and make recommendations on these to the Policy and Resources Committee. Policy and Resources will then consider how the proposals from Service Committees contribute to delivering an overall balanced budget position on 28 January 2019 before the Full Council meets 11 February to agree the final budget and level of council tax for 2019-20.

Executive summary

This report forms part of the strategic and financial planning framework for Service Committees and provides an overview of the financial issues for the Council, including the latest details of the Autumn Budget 2018 and the provisional Local Government Finance Settlement for 2019-20. It summarises this Committee's saving proposals for 2019-20, identified budget pressures and funding changes, and sets out the proposed cash-limited revenue budget as a result of these. The report also provides details of the proposed capital programme for 2019-20 to 2021-22.

In order to inform decision making, details of the outcomes of rural and equality impact assessments of the 2019-20 Budget proposals are set out in the paper, alongside the findings of public consultation in respect of specific savings proposals, where they are relevant to the Committee.

Policy and Resources Committee works with Service Committees to coordinate the budget-setting process, advising on the overall planning context for the Council. Service Committees review and advise on the budget proposals for their individual service areas. The report therefore provides an update on the Service Committee's detailed planning to feed into the final stages of the Council's budget process for 2019-20. The County Council is due to agree its budget for 2019-20, and Medium Term Financial Strategy to 2021-22, on 11 February 2019.

Children's Services Committee is recommended to:

- 1) Consider the content of this report and the continuing progress of change and transformation of Children's services;**
- 2) Consider and agree the service-specific budgeting issues for 2019-20 as set out in sections 5 and 6;**

- 3) Consider and comment on the Committee's specific budget proposals for 2019-20 to 2021-22;
- 4) Consider the findings of equality and rural impact assessments, attached at Appendix 1 to this report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5) Consider and agree any mitigating actions proposed in the equality and rural impact assessments;
- 6) Consider the advice of the Executive Director of Finance and Commercial Services, and recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the council tax referendum limit of 3.00% for the year;
- 7) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 2:
 - a. including all of the savings for 2019-20 to 2021-22 as set out. Or
 - b. removing any savings unacceptable to the Committee and replacing them with alternative savings proposals deliverable in 2019-20 and within the Committee's remit.

For consideration by Policy and Resources Committee on 28 January 2019, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 11 February 2019.

- 8) Agree and recommend the Capital Programme and schemes relevant to this Committee as set out in Appendix 3 to Policy and Resources Committee for consideration on 28 January 2019, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 11 February 2019.

1. Introduction

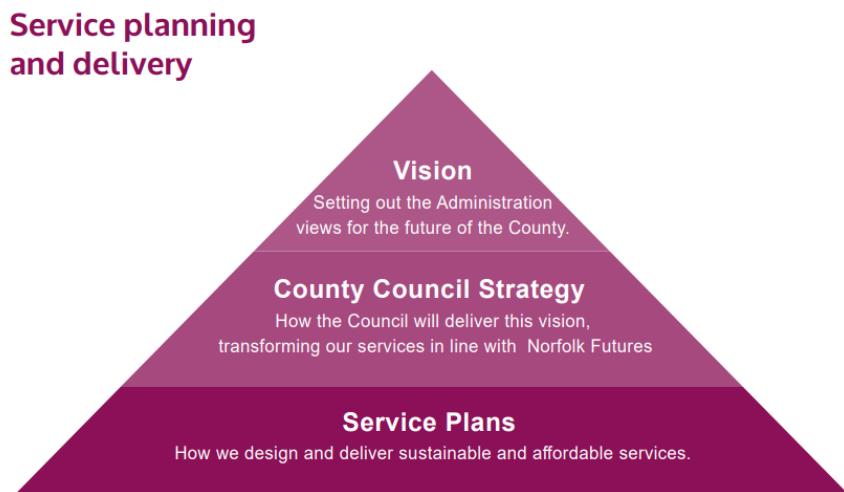
- 1.1. The Council's approach to medium term service and financial planning is based on the preparation of a rolling Medium Term Financial Strategy, with an annual budget agreed each year. The County Council agreed the 2018-19 Budget and Medium Term Financial Strategy (MTFS) to 2022 at its meeting 12 February 2018, at the same time as it agreed a new Strategy for the County Council, Norfolk Futures.
- 1.2. The Council has a robust and well-established framework for strategic and financial planning which updates the MTFS position through the year to provide Members

with the latest available financial forecasts to inform wider budget setting work across the organisation.

- 1.3. Norfolk County Council is due to agree its new Budget and Medium Term Financial Strategy for 2019-20 to 2021-22 on 11 February 2019. In support, this paper sets out the latest information on the provisional Local Government Finance Settlement and the financial and planning context for the County Council for 2019-20 to 2021-22. It summarises the Committee's pressures, changes and savings proposals for 2019-20, the proposed cash-limited revenue budget based on all current proposals and identified pressures, and the proposed capital programme.

2. County Council Strategy and Norfolk Futures

- 2.1. Caring for our County, the vision for Norfolk, was approved by members in February 2018 and outlines the Council's commitment to:
 - Building communities of which we can be proud
 - Installing infrastructure first
 - Building new homes to help young people get on the housing ladder
 - Developing the skills of our people through training and apprenticeships
 - Nurturing our growing digital economy
 - Making the most of our heritage, culture and environment
- 2.2. The Council's Strategy for 2018-2021 – Norfolk Futures – was approved at the same time. It focuses our transformation plan on priority areas of Council work, delivering in a context where demand for our services is driven both by demographics and social trends, and when increasingly complex and more expensive forms of provision are becoming prevalent.
- 2.3. Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work:
 - Offering our help early to prevent and reduce demand for specialist services
 - Joining up work so that similar activities are easily accessible, done once and done well
 - Being business like and making the best use of digital technology to ensure value for money, and
 - Using evidence and data to target our work where it can make the most difference.
- 2.4. These four principles continue to underpin, inform and test everything that we do as an organisation.
- 2.5. The integrated transformation programme is also well underway and starting to deliver change across our critical priorities.
- 2.6. Each of the Service Committees has produced a 3 year forward plan setting out what will be delivered over the next 3 years within the resources available. These in turn are operationalised through annual Plans on a Page setting out aims and measurable objectives for each service area.
- 2.7. The alignment of our vision, to our strategy and to our service planning is shown below.



How the Vision, Strategy and Service plans align

Figure 1 - Service Planning and Delivery Framework from *The Council's Strategy 2018-2021*

3. Strategic financial context

- 3.1. 2019-20 represents the final year of the four-year funding allocations for 2016-17 to 2019-20. These allocations have provided the Council with a degree of certainty about core elements of funding over the period, and only minimal changes to the funding in scope of the certainty offer have been made. Nonetheless, allocations still have to be confirmed annually in the Local Government Finance Settlement. The end of the four-year settlement combined with uncertainty about the outcomes of the Comprehensive Spending Review (CSR), Fair Funding Review (FFR), and 75% Business Rates Retention Scheme (BRRS) means that the Council faces a very significant level of uncertainty about funding levels after 2019-20.
- 3.2. The Chancellor of the Exchequer, Philip Hammond, announced the **Autumn Budget 2018** on Monday 29 October 2018. The Chancellor stated that the Budget was based on planning for all eventualities in relation to the UK leaving the EU, but that in the event of material changes to economic or fiscal forecasts, there remained the possibility of upgrading the Spring Statement to a full Budget if required. In contrast to recent Budgets, there were a number of announcements with implications for Local Government. Significantly for the 2019-20 Budget planning, this included additional funding for social care in 2019-20 worth £11.317m in total for Norfolk County Council broken down as follows:
 - £4.179m Winter Pressures Grant (to be pooled into the Better Care Fund via the iBCF and reported on accordingly in 2019-20. Government will confirm reporting requirements relating to the 2018-19 allocation separately).
 - £7.139m Social Care Support Grant (MHCLG advises that “where necessary” this should be used “to ensure that adult social care pressures do not create additional demand on the NHS” and to improve the social care offer for older people, people with disabilities and children. However, it is not ring-fenced, and there is no requirement for a specific adult or children’s share).
- 3.3. Further details of the Autumn Budget can be found in the November 2018 report to Policy and Resources Committee.

3.4. The **Provisional Local Government Finance Settlement 2019-20** was announced by the Secretary of State for Housing, Communities and Local Government, James Brokenshire, on 13 December 2018. The full details of the announcement can be found [here](#)¹ and the Secretary of State's statement to parliament [here](#)². Funding allocations arising from the Autumn Budget were confirmed. The following announcements were made as part of the Provisional Settlement:

- Norfolk's application to become a 75% Business Rates Retention Pilot in 2019-20 was successful. This is forecast to deliver a benefit of almost £8m to Norfolk as a whole and £3.9m for Norfolk County Council individually. The financial benefits of a pilot are likely to arise in 2020-21.
- Norfolk County Council's Settlement Funding Assessment has been confirmed as £191.233m for 2019-20 (compared with £207.151m 2018-19). Funding allocations are broadly in line with the four-year certainty offer previously announced, however this funding will now be delivered via the Business Rates Pilot. In overall terms, the Provisional Settlement indicates a cash change in the County Council's core spending power of 2.6% between 2018-19 and 2019-20. This includes Government assumptions about local decisions to raise council tax and is slightly below the national cash increase of 2.8%.
- Additional Rural Services Delivery Grant is to be provided in 2019-20 to maintain the allocation at the same level as 2018-19. This means an additional £0.786m for the County Council, which will also be delivered through the Pilot.
- £20m is being provided nationally to maintain the New Homes Bonus baseline at 0.4%. This will mean a lower reduction in New Homes Bonus allocations than previously assumed, providing £0.183m.
- The Secretary of State announced plans to distribute increased growth in business rates income which has generated a surplus in the business rates levy account in 2018-19. For Norfolk this amounts to £2.340m. 2018-19 is the first year this account has been in surplus and as a result £180m is being distributed to councils. This is not technically "new money" but funding as a result of growth nationally in business rates. It has not previously been included in budget planning as councils do not know the overall position until Government announces it. Funding is due to be paid by Section 31 grant in 2018-19, but is anticipated to be available to support the 2019-20 Budget.
- The Government also confirmed the intention to fund the issue of "negative RSG" through forgone business rates. Norfolk County Council is not in a negative RSG position and so does not benefit from this decision.

3.5. In respect of **council tax**, the provisional thresholds for a council tax referendum have been announced as 3.0% for the general element of council tax with discretion for a further 2% to be raised for the adult social care precept (subject to a maximum adult social care precept increase of 8% in the period 2016-17 to 2019-20). The County Council's planning assumes an increase of 2.99% in general council tax. The Council has previously taken decisions to raise the full adult social care precept across the period 2016-17 to 2018-19 and as such there can be no

¹ <https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2019-to-2020>

² <https://www.gov.uk/government/speeches/provisional-local-government-finance-settlement-2019-to-2020-statement>

increase in the adult social care precept in 2019-20 and it will therefore continue at the same level as in 2018-19 (£96.05 for a Band D property). A 2.99% increase in council tax is forecast to raise approximately £11.635m. This contributes to closing the forecast 2019-20 budget gap and mitigating the gap in future years. A council tax increase of 2.99% therefore enables a substantially more robust budget for 2019-20 and reduces risks for the council over the Medium Term Financial Strategy period.

- 3.6. Alongside the usual consultation on the Provisional Settlement, the Secretary of State announced two further consultations on reforms to the business rates retention system, and the new approach to distributing funding through the Review of Relative Needs and Resources. The Council will respond to these in due course. The Government also confirmed that the long-awaited social care green paper will be published “soon”.
- 3.7. On 16 December, the Government also announced³ additional funding to support children with special educational needs. The allocation of this to individual councils has now been announced and Norfolk should receive £3.605m of the £250m being provided nationally to support children and young people with complex SEND. This will be received as £1.803m in both 2018-19 and 2019-20. Government has also confirmed funding of £100m nationally for investment to create more specialist places in mainstream schools, colleges and special schools in 2019-20. The allocation of this has not yet been confirmed, but Norfolk could potentially expect approximately £1.268m if this were to be distributed on the usual basis. The additional SEND funding is expected to flow through Dedicated Schools Grant, however it is not anticipated to be sufficient to address the High Needs Block overspend position.
- 3.8. The latest estimate of the Council’s overall budget position for 2019-20 as a result of the above, and any other emerging issues, will be reported to Policy and Resources Committee in January.

4. 2019-20 Budget Planning

2018-19 Medium Term Financial Strategy

- 4.1. The current year’s Budget and Medium Term Financial Strategy (MTFS) for the period 2018-19 to 2021-22 was agreed in February 2018 including £78.529m of savings and with a remaining gap of £94.696m. The MTFS provided the starting point for the Council’s 2019-20 Budget planning activity. Full details of cost pressures assumed in the Council’s MTFS are set out in the 2018-19 [Budget Book](#).⁴

2018-19 budget position

- 4.2. The latest information about the Committee’s 2018-19 budget position is set out in the budget monitoring report elsewhere on the agenda. The Council’s overarching budget planning for 2019-20 is based on the assumption that a balanced 2018-19 Budget is delivered (i.e. that all savings are achieved as planned and there are no

³ <https://www.gov.uk/government/news/new-funding-to-support-children-with-special-educational-needs>

⁴ <https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en>

overall overspends). Further pressures in the forecast 2019-20 Budget have been provided for as detailed later in this report.

The budget planning process for 2019-20

- 4.3. In July 2018, Policy and Resources Committee considered how the 2019-20 budget planning process would be aligned with the Council's Strategy, Norfolk Futures. Policy and Resources agreed budget assumptions, budget planning principles and guidance for 2019-20 which were then communicated to Service Committees.
- 4.4. In September, Service Committees therefore began their detailed budget planning by discussing both their approach to savings development and any key risks for the Council's budget process.
- 4.5. Following further input from Policy and Resources Committee, in early October, Service Committees then considered and agreed their detailed saving proposals for 2019-20, which were recommended to Policy and Resources Committee for consultation where appropriate. Policy and Resources duly considered the latest budget planning position for 2019-20 at its meeting on 29 October. This included the summary of all proposed savings from Service Committees, and a revised forecast of the remaining **budget gap for 2019-20, which at that point stood at £6.369m. Over the three year planning period, a gap of £45.980m remained to be closed.** In November, Policy and Resources was advised that following the announcements of additional funding at the Autumn Budget, it was anticipated these would assist in closing the gap identified for 2019-20, and as a result Services were not asked to seek additional savings. However, **Policy and Resources agreed that any change to planned savings or removal of proposals would require alternative savings to be identified by the relevant Service Committee.**
- 4.6. The budget position and associated assumptions are kept under continuous review. The latest financial planning position will be presented to Policy and Resources Committee in January prior to budget-setting by County Council in February. The outline budget-setting timetable for 2019-20 is set out for information later in this report (section 10, table 3).

Latest 2019-20 Budget position

- 4.7. Since the last report to Service Committees in October 2018, a number of additional pressures have emerged, including:
 - Pressures arising in Schools' High Needs Block budgets with a potential impact on the Council's General Fund;
 - Significant additional pressures in Children's Services budgets;
 - The addition of "Winter Pressures" funding within the Adult Social Care budget, and pressures relating to continuing support for the care market, and continued enhanced levels of social work capacity. The Adult Social Care budget makes use of some one-off funding and use of reserves.
 - Recognition of a part funded pressure in 2019-20 relating to an increase in the employer contribution rates for Fire Service pensions;
 - Final changes to inflation forecasts for 2019-20 and future years; and
 - Updated council tax forecasts from Districts for tax base and collection fund which will be finalised in January.

4.8. These additional pressures have been offset by proposed changes following a thorough review of all other pressures and savings included in budget planning, and by additional funding announced in the Autumn Budget and the provisional Local Government Finance Settlement as set out in section 3. As a result, a balanced budget is therefore expected to be presented to Policy and Resources Committee for 2019-20. Details of the remaining gap over the Medium Term Financial Strategy will be confirmed to Policy and Resources in January.

Budget planning assumptions 2019-20

4.9. In setting the annual budget, Section 25 of the Local Government Finance Act 2003 requires the Executive Director of Finance (Section 151 Officer) to report to members on the robustness of budget estimates and the adequacy of proposed financial reserves. This informs the development of a robust and deliverable budget for 2019-20. Further details are provided below, and the full report will be included in the Budget papers for Policy and Resources Committee.

4.10. The Executive Director of Finance and Commercial Services' judgement on the robustness of the 2019-20 Budget is substantially based upon the following assumptions.

- A 2.99% increase in council tax in 2019-20 and 1.99% in both subsequent years 2020-21 and 2021-22 based on the current amounts allowed by Government before a local referendum is required. The assumed council tax increases are subject to Full Council's decisions on the levels of council tax, which will be made before the start of each financial year. In future years there will be an opportunity to consider the required level of council tax in light of any future Government announcements relating to the Fair Funding Review and Comprehensive Spending Review.
- In addition to an annual increase in the level of council tax, the budget assumes annual tax base increases in line with recent trends.
- Revised assumptions about the future funding changes to be delivered through the Comprehensive Spending Review and Fair Funding Review based on recent announcements including those made at the Autumn Budget. Until now, the Council's assumptions about funding reductions have been based on the Government's stated intention to end Revenue Support Grant, with an expectation that all Revenue Support Grant would therefore cease after 2019-20. This would result in a cliff edge in 2020-21 and a budget pressure of almost £39m. Such a significant funding reduction would be out of line with recent experience and does not reflect the fact that Government has sought to provide additional levels of one-off funding for key areas such as social care. Taking all these funding sources in the round, the Council's current budget planning is therefore now based on an assumption that effectively half of the impact of the loss of Revenue Support Grant would occur in 2020-21 and half in 2021-22, although Revenue Support Grant itself may disappear. In other words, it is assumed that Government will provide alternative (potentially transitional) funding to mitigate the effect of a Revenue Support Grant cliff edge.
- No increase in the Adult Social Care precept from the 2018-19 level.
- 2018-19 Budget and savings will be delivered in line with current forecasts and plans (no overall overspend).

- Use of additional Adult Social Care funding for 2018-19 and 2019-20 as agreed with partners and in line with conditions, and that market pressures can be absorbed within existing budgets.
- Growth pressures forecast in Children's Services relating to Looked After Children, and the overspend on High Needs Block, can be contained within the additional funding allocations.
- Pressures forecast within waste and highways budgets can be accommodated within the additional funding allocations.
- Revised assumptions to use an additional £3m capital receipts in 2020-21 rather than £10m (with £10m being required in 2021-22 and the balance of £7m in 2022-23 resulting in the use of an additional £20m capital receipts in total to support the revenue budget over the period 2020-21 to 2022-23).
- The assumed use of one-off funding including:
 - £1m from the Insurance Fund in 2019-20; and
 - £6m from the Adult Social Care business risk reserve over the budget planning period.
- That all the savings proposed and included for 2019-20 can be successfully achieved.

5. Service Budget, Strategy and Priorities 2019-20

- 5.1. As part of the 2018-21 medium term planning process, Children's services committed to delivery of £2.641m savings in this financial year (2018-19) and further savings of £4.342m in 2019-20, £2.000m in 2020-21 and £2.000m in 2021-22. Subsequently, the Council has needed to plan for additional savings and these have been considered as part of the budget planning and consultation process during 2018. The total savings proposed for Children's services for 2019-22 are:

Table 1: 2019-22 Children's Services Proposed Savings				
	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m
Existing savings programme	-4.342	-2.000	-2.000	-8.342
Proposed reprofiling of existing savings between financial years	1.700	-1.700		0.000
Additional savings proposals	-4.180	0.216		-3.964
Total new savings target	-6.822	-3.484	-2.000	-12.306

- 5.2. The service is currently on track in 2018-19 to deliver against the planned savings, except for the saving to reduce legal expenses. As reported elsewhere on this committee's agenda, this budget is overspent due to a significant increase in the number of proceedings that have commenced in this financial year compared to 2017-18 and due to the complexity of the case work. However, the service can report that the aims of this saving have been achieved: the management focus on ensuring that legal resource is not used for elements of case preparation that could have been carried out more efficiently by other teams has been effective, and has resulted in costs being avoided and a further increase to the overspend if this action had not been taken.

Strategic Context

- 5.3. Children's services for Norfolk is expected to continue to operate within a very challenging context, reflecting a national picture where the huge majority of Councils are seeing pressures on Children's Services and net increases in

spending despite significant savings being delivered. This primarily reflects that a very significant proportion of Children's services spend is through demand led budgets and we are experiencing high and increasing levels of need and demand (both the number of children and families presenting for support and the complexity of need that is presented) across numerous areas of service. We are responding to new issues within society and the range of responsibilities for the department is widening to tackle issues such as child sexual and criminal exploitation and the threat of radicalisation.

- 5.4. We are tackling these challenges in the context of ever diminishing resources. The level of grant funding to local authorities diminishes year on year and there is now a clear national evidence base around a significant strategic funding shortfall in Children's Services, estimated by the Association of Directors of Children's Services to be growing to around £2 billion by 2020 for the nation as a whole. Additional funding announced for 2019-20 specifically in relation to Children's services is one-off, the social care grant and additional funding to support children with special educational needs, whilst the challenges are recurring.
- 5.5. Furthermore, the evidence shows that the pressure on, and need for, children's services are driven to a very large extent by external factors beyond the control of Children's Services. The levels of deprivation, the size of the local 0-25 population, levels of household income, levels of unemployment and levels of crime have been identified as the key contributing factors nationally and in many of these areas our own analysis of the demographics shows an increasingly challenging picture in Norfolk. We know that relative deprivation is increasing in the County, our population of children and young people is expanding and the national economic outlook is having an impact. Those trends are now beginning to translate into additional demand for services and pressure on budgets and capacity.
- 5.6. Further information about the strategic context, both national and local, is presented elsewhere on this Committee's agenda in section 1 of the Budget Monitoring Period 8 (November) report.

Financial Strategy

- 5.7. Norfolk County Council and its Children's Services are responding in a bold, positive and ambitious way to this context. That began with the business case for a major investment in transformational change agreed at Policy and Resources Committee in September 2017, the Launch of the Norfolk Futures Transformation programme and the subsequent development of a comprehensive programme of transformation, as illustrated in diagram 1 below (budget values shown reflect the 2018-19 budget for reference purposes) This strategy for Children's services has embedded the core principles set out within Norfolk Futures and firmly works towards the agreed vision for Norfolk.
- 5.8. Our Safer Children and Resilient Families transformation programme is integral to our financial strategy for achieving savings. This agenda is a 3-5 year programme. It was always anticipated that the pressures on our system would persist in the short term and that the impacts on demand and cost would begin to be delivered from 2019-20 and, in particular, from 2020-21 onwards. The savings expected to be delivered in 2019-20 are included in those additional savings proposed shown in table 1 above.
- 5.9. The current financial year, 2018-19, has allowed for the foundations of this work to be built and, although the impact is largely still to come, we have already made

significant progress in several areas and are building a track-record of successful transformational change. A further full update on transformation will be provided to the March Committee meeting, but some key highlights to date that our integral to our financial strategy over the medium term planning period include;

- We have successfully implemented the **new Children's Advice and Duty Service** at the 'front door' to Children's Services and we are already seeing the anticipated benefits in terms of reducing the rate of referral into social work teams now being realised. This will give teams more time to focus on the direct work with families which will make the difference
- We are starting to see a positive impact from the **focussed work on Foster carer recruitment** with numbers of enquiries on the up and now a projection for a net increase in the number of carers this year - reversing the previous trend
- We have successfully **implemented the Valuing Care programme** – which gives us a consistent way to understand and articulate the needs of children in care and so ensure we provide exactly the right placement and support. We've already embedded this new tool in our practice model and are using the analysis to inform our strategic commissioning priorities
- We have completed the refurbishment and **preparation work for the new semi-independent accommodation provision** and the first new places will be available for young people at the end of January
- We have completed the design of the **new Norfolk Family Networks approach** and are moving into implementation. A new team due to start work from February delivering family group conferences and coaching team around working with extended families to prevent children from needing to be taken into care
- The **new therapeutic support service for families at the edge of care** is also going to begin to be available within the next few weeks, offering intensive support for families with complex needs, helping them to address their challenges and stay together as a family
- Further significant development has been undertaken in relation to the SEND workstream of the transformation programme. This workstream will focus on SEND assessment and support to schools and providers to **increase the numbers and complexity of children that can be appropriately supported to be educated in the mainstream sector**, which will run alongside the £120m capital investment in new provision programme previously approved by Policy and Resources Committee

Diagram 1: Children's Transformation Strategic Approach

Children's Transformation Strategic Approach

All teams and investments are targeted to supporting children and families to avoid the need for high intensity and high cost direct care

Inclusion

- Investing in Specialist Resource Bases
- Additional direct inclusion work
- Increasing the proportion of children with SEN who are supported to stay in mainstream settings
- Investing in independence – enabled by technology

Prevention and Early Intervention

- Transformed model at the front door enabling more demand to be managed preventatively and the social work teams to focus only on appropriate cases
- Enhancing Early Help – with a focus on building capacity in the partnership system

Effective Practice Model

- Creating a new multi-disciplinary social work model
- Driving quality interventions through signs of safety and restorative practice
- New panels deploying resources earlier rather than at the point of crisis
- Wrapping specialist help around social work plans e.g. substance misuse, mental health and domestic abuse

Increasing levels of demand in communities (in Norfolk and mirrored nationally)

Edge of Care Support and Alternatives to Care

- New therapeutic service for families with children at the edge of care (SIB)
- Turnaround short breaks alternatives to care provision
- A focus on family finding and building support networks from extended families

Majority spend is on direct delivery of care to the most vulnerable or highest need children. Overlaps between LAC, SEN and transport cohorts

Placements and Support for Looked After Children

Residential = 19.4m
Fostering = 28.4m
Semi-Independent = 5.3m
SGOs = 3.9m

Home to School Transport

SEN = £13.1m
Mainstream = £11.6m
Post 16 = £3.1m

Education & Care for Children with SEND (HNB)

Maintained Special Schools = £30.5m
Independent Special Schools = £21.2m
Alternative provision = £4.9m

Managing the care market & creating the capacity we need

- Step-change investment in Special Schools
- Creating high-quality semi-independent provision
- Family Values - using behavioural science to redesign our approach to recruiting foster carers
- Enhanced fostering model – building a network of capacity around foster carers to work with higher needs
- Valuing Care Model – robust needs analysis and outcome based commissioning of placements

- 5.10. The changes made to date as part of the Safer Children and Resilient Families transformation programme for services and interventions for children at risk of harm have resulted in the numbers of children in care appearing to stabilise during as the 2018-19 financial year has progressed, despite the rising national trends as reported in national media. This stabilisation evidences the change being seen by the department in the throughput of work to social work and family focus teams; i.e. the demand is continuing to increase, but the department is managing it differently.

Additional one-off funding

- 5.11. As referenced in section 3.2 above, the one-off Social Care Support Grant totalling £7.137m in 2019-20 has been incorporated within the Children's services planning assumptions, due to significant pressures arising for children's social care services. Although MHCLG has indicated the purpose of this funding, it is not ring-fenced
- 5.12. As referenced in section 3.7 above, Norfolk will receive £1.803m in 2019-20 to support children and young people with complex SEND. This funding is expected to be provided through the High Needs Block of the Dedicated Schools Grant and will, therefore, be ring-fenced for these specific purposes. Please see the Dedicated Schools Grant paper that is also on this Committee's agenda for details of how this funding is planned to be utilised.

Pressures

- 5.13. The budget plans set out in Appendix 2 include cost pressures facing the service in 2019-20 and future years, with £21.256m recurring pressures identified for 2019-20 compared to the 2018-19 approved budget, split as follows:
- Staff pay -2% and the impact of the national living wage of £1.550m
 - Price inflation of £2.061m – primarily assumed at 2%
 - Budget pressures of £14.500m – see section 5.14 below for further details
 - Contribution to High Needs Block pressures including £1.000m for transformation (council tax funded) – see section 5.15 below for further details
 - Preventing Radicalisation of £0.120m – Children's services are taking the lead for the Council to ensure that the authority is meeting its additional statutory duties (no new burdens funding)
 - Teachers' Pension increased employers' contribution of £0.024m
- 5.14. £14.500m has been allocated for Children's services pressures in the 2019-20 cash-limited budget, which takes into account the current level of forecast overspend in 2018-19, including which elements have the potential to be recurring and which are one-off, and the recognised priority of these services to the Council as a whole. The funding will be allocated to a variety of areas including demographic growth, leaving care support, and the impact on staffing, placements and support costs of increasing demand (numbers and increased complexity). Numbers of children and families requiring social care support is expected to continue to rise nationally over the 2019-22 period, along with the complexity of need as changes in society continue to have an impact on children and families and improvements in medical care results in children living with longer with more complex needs.

Whilst this level of funding recognises the significant challenges and pressures facing the department, it will still require Children's services to avoid costs through demand management, ensuring the right investment is happening at the right time, and through ensuring the cost effectiveness of provision available in the market place. For 2019-20, modelling has identified the following key pressures, compared to the 2018-19 approved budget:

- a. Placements and direct support for children looked after will increase as a result of demographic pressure by approximately £1.6m (based upon numbers of presenting children and families accessing provision and support currently available);
 - b. Placements and direct support for children with disabilities (children looked after and children supported at home) are expected to remain high due to needs continuing to increase with medical advancements, lack of capacity and suitable provision to meet these needs within the Norfolk market resulting in a large number of out of county placements, and the national Transforming Care initiative that has resulted in more children living in the community who would previously have been accommodated with hospital settings with health bearing the full cost of their support number;
 - c. Transport costs for children with special educational needs and disabilities increasing by approximately £4.5m (the costs of educational provision is charged against the Dedicated Schools Grant, but the cost of transportation to the provision is charged against the General Fund budget and these costs have risen and are expected to rise further whilst additional provision is developed due to the numbers of individuals transported, the distances they are travelling and the increase in those assessed as requiring individual and / or accompanied journeys, partly as a result of the provisions of the SEND Reform Act 2014);
 - d. Leaving care and staying put placement and direct support by over £1.1m (these increased statutory duties came without sufficient new burdens funding from central government);
 - e. Legal costs due to increased numbers of cases and increasing complexity by over £1.2m (this is after significant management focus during the last 18 months to ensure that legal resource is not used for elements of case preparation that can be carried out more efficiently by other teams as per the 2018-19 savings target);
 - f. Additional front-line staffing costs to support the current level of children, young people and families requiring either preventative support or statutory intervention of approximately £4.7m (the front-line staffing provision currently includes 'dual-running' of services as the department makes changes in its approach through the transformation programme, including for assessment of complex SEND needs, and reflects the partial loss of the Troubled Families grant in 2019-20 that has been enabling the preventative support of some families).
- 5.15. Steps are being taken as part of the Safer Children and Resilient Families transformation programme, and as part of business as usual, to address these, and other, pressures. However, as already advised in 5.6 above, the Council has embarked on a 3-5 year programme, with the early stages focussed on ensuring that the right foundations are in place and a significant proportion of the financial

impact not expected to be seen until the latter years of the programme. These longer-term impacts will be considered as part of future budget planning for the Council.

- 5.16. The High Needs Block of the Dedicated School's Grant continues to forecast a deficit for 2018-19 due to the demand for complex SEND provision. The DSG is forecast to be carrying a cumulative deficit of £13.601m at the end of 2018-19. A workstream of the Safer Children and Resilient Families workstream is focussed on transforming both the landscape and culture across Norfolk's SEND system, alongside the £120m agreed capital investment in complex SEND provision.
- 5.17. A disapplication request has been made to the Secretary of State to transfer £4.580m from the Schools Block to the High Needs Block and a decision is awaited.
- 5.18. Financial modelling for 2019-20 including the assumption that the disapplication request is agreed, and building in the one-off funding of £1.803m that has been announced for 2019-20 (see section 5.11 above), still indicates that there is expected to be an increase the cumulative deficit by the end of the next financial year.
- 5.19. The Council has recognised that these pressures are going to exist for a number of years without significant changes to the funding regime nationally. In light of this, £3.000m General Fund pressures funding is a proposed part of the budget plan for Children's Services: £1.000m to fund revenue transformation costs of the SEND workstream and the remaining £2.000m to contribute towards the overall High Needs Block pressures.
- 5.20. As Section 151 Officer, the Executive Director of Finance and Commercial Services is required by section 114 of the Local Government Finance Act 1988 to report to Members if it appears that the expenditure the authority proposes to incur in a financial year is likely to exceed the resources available to it to meet that expenditure. It is the view of the Executive Director of Finance and Commercial Services that, if left unresolved, the pressures and level of forecast overspend are such that the HNB position could represent a very real medium-term threat to the overall financial viability of the whole Council. The level of deficit, even if the disapplication request were approved in full, will still be rising, and the position is likely to be a factor considered by the Council's external auditors. The DfE's decision on the Council's disapplication request will therefore have a very significant bearing on the Executive Director of Finance and Commercial Services' judgement about the Council's financial resilience and the robustness of its Budget.

Risks for the service

- 5.21. In setting the budget it is not possible to make financial provision for all potential risks. The key risks for this Committee are:
 - a. Pressure on services from a needs led service where the number of children accessing services nationally continues to rise and the complexity of presenting need continues to increase. A key part of transformation is about managing demand to reduce the impact of this risk through ensuring that access to the right services is in place at the right time to prevent needs from escalating;

- b. The ability to deliver the forecast savings, particularly in relation to the demand led element of savings, which will also be affected by partners within the wider system such as health bodies, schools and providers;
- c. The cost of support to children with disabilities requiring intensive support to enable them to live at home and / or to remain within the community that have not previously been identified;
- d. Additional legislative requirements as a result of government policy that have not been foreseen and are not subject to new burdens funding.

6. Budget Savings Proposals for Children's Services Committee

- 6.1. The Children's Services Committee held in October agreed new budget savings proposals to be developed to help meet the Council's budget shortfall. There has been no change to these proposals, and further information about each of the proposed savings is contained with Strategic and Financial Planning 2019-20 to 2021-22 report to that Committee meeting.
- 6.2. A summary is shown in table 2 below combining the previously agreed budget savings and the additional new proposals. The table also takes into account the amendments to previously agreed savings agreed at October's Committee:
 - a. reprofiling the agreed budget saving CHL041 (Redesign of the Early Childhood and Family Service) for £3.000m in 2019-20 across 2019-20 and 2020-21 'CHL041'
 - b. replace the previously agreed savings target CHL044 (Reduced Looked After Children's costs through implementation of the Demand Management and Prevention Strategy transformation programme) for £1.000m in 2019-20, £2.000m in 2020-21 and £2.000m in 2021-22 with a new proposed savings target CHL049 (Norfolk Futures Safer Children and Resilient Families Programme: Better outcomes for children and young people and reducing demand for services)

Table 2: Additional savings

Savings / Proposals Note: savings are shown as a negative figure	Reference	2019-20	2020-21	2021-22	2019-22 Total
		£m	£m	£m	£m
Redesign of Early Childhood and Family Services	CHL041	-1.300	-1.700		-3.000
Reduction in legal expenses	CHL042	-0.142			-0.142
Reduce the reliance on agency social workers through the improved permanent recruitment and retention	CHL043	-0.200			-0.200
More effective and efficient commissioning of mental health assessments	CHL046	-0.750			-0.750
Cost efficiencies delivered by strategic partnership and joint commissioning with Mental Health Services	CHL047	-0.300	-0.200		-0.500

Move to best practice model of parenting assessments	CHL048	-0.500			-0.500
Norfolk Futures Safer Children and Resilient Families Programme: Better outcomes for children and young people and reducing demand for services	CHL049	-3.630	-1.584	-2.000	-7.214
Children's Services Total		-6.822	-3.484	-2.000	-12.306

- 6.3. The impact of the additional savings proposed is set out within the Equality and Rural Impact Assessment in Appendix 1.

7. Revenue Budget

- 7.1. The tables in Appendix 2 set out in detail the Committee's proposed cash limited budget for 2019-20, and the medium term financial plans for 2020-21 to 2021-22. These are based on the identified pressures and proposed budget savings reported to this Committee in October, which have been updated in this report to reflect any changes to assumptions.
- 7.2. Since the position reported to this Committee in October, amendments have been made to the identified pressures to reflect a review of their robustness considering the increase in the 2018-19 forecast position for Children's services (both for the General Fund and Dedicated Schools Grant). The amendments made are as follows:
- a. Budget pressures including demographic growth – increased from £5.000m to £14.500m for 2019-20, and £2.000m to £3.000m each for 20-21 and 21-22 – details of the related pressures for 2019-20 are given in section 5.14 above;
 - b. Contribution to High Needs pressures – £3.000m council tax funded contribution, including £1.000m for the SEND transformation workstream further detail provided in section 5.16 above.
- 7.3. There are no changes from the position reported to this committee in October with respect to the additional proposed budget savings.
- 7.4. The proposed revenue budget includes capital related charges (depreciation, debt management and REFCUS (revenue expenditure allowed to be funded by capital under statute) transfers) expected in each financial year based upon the assets held by the department and the planned capital programme. These charges are recorded against the expenditure of the department to show the full cost of the provision of Children's services, but they are fully funded corporately with budget amendments made in each year to reflect the planned and then actual charges made.
- 7.5. Therefore, to understand the year-on-year investment within the revenue budget for Children's services, the budget amendments for capital related charges and grant funding need to be ignored. Removing these amendments shows a net increase of £14.433m from 2018-19 approved budget to 2019-20. Additionally, removing the increases relating to inflation (pay and prices) shows that the 'real term' increase is £10.822m.

- 7.6. Cost neutral adjustments for each Committee will be reflected within the Policy and Resources Revenue Budget 2019-20 to 2021-22 paper which will be presented on 28 January 2019.
- 7.7. The Revenue Budget proposals set out in Appendix 2 form a suite of proposals which will enable the County Council to set a balanced Budget for 2019-20. **As such, any recommendations to add growth items, amend or remove proposed savings, or otherwise change the budget proposals, will require the Committee to identify offsetting saving proposals or equivalent reductions in planned expenditure.**
- 7.8. As set out elsewhere in this report, the Executive Director of Finance and Commercial Services is required to comment on the robustness of budget proposals, and the estimates upon which the budget is based, as part of the annual budget-setting process. This full assessment will be reported to Policy and Resources Committee and County Council.

8. Capital Programme 2019-20

- 8.1. A summary of the Capital Programme and schemes relevant to this committee can be found in Appendix 3.

9. Public Consultation

- 9.1. Under Section 3(2) of the Local Government Act 1999, authorities are under a duty to consult representatives of a wide range of local people when making decisions relating to local services. This includes council tax payers, those who use or are likely to use services provided by the authority, and other stakeholders or interested parties. There is also a common law duty of fairness which requires that consultation should take place at a time when proposals are at a formative stage; should be based on sufficient information to allow those consulted to give intelligent consideration of options; should give adequate time for consideration and response and that consultation responses should be conscientiously taken into account in the final decision.
- 9.2. Saving proposals to bridge the shortfall for 2019-20 were put forward by committees, the majority of which did not require consultation because they could be achieved without affecting service users.
- 9.3. Where individual savings for 2019-20 required consultation:
 - Consultation took place between 5 November and 23 December with consultation feedback on both individual budget proposals and council tax available for Committees in January;
 - Proposals were published and consulted on via the Council's consultation hub, Citizen Space <https://norfolk.citizenspace.com/consultation/budget2018/>;
 - Consultation documents were made available in large print and easy read as standard, and other formats on request;
 - The Council made extra effort to find out the views of people who may be affected by the proposals and carry out impact assessments;
 - Opportunities for people to have their say on budget proposals and council tax were promoted through the Your Norfolk residents' magazine, news releases, online publications, and social media.

- Every response has been read in detail and analysed to identify the range of people's opinions, any repeated or consistently expressed views, and the anticipated impact of proposals on people's lives.

9.4. Childrens services had no individual proposals requiring consultation for 2019-20

10. Equality and rural impact assessment – findings and suggested mitigation

- 10.1. When making decisions the Council must give due regard to the need to promote equality of opportunity and eliminate unlawful discrimination.
- 10.2. Equality and rural impact assessments have been carried out on each of Children's Services Committee's four budget proposals for 2019/20, to identify whether there may be any disproportionate or detrimental impact on people with protected characteristics or in rural areas.
- 10.3. The Committee's proposals will primarily impact on children and families – which is inevitable, because these groups constitute the majority of service users.
- 10.4. However, there is no evidence at this stage to indicate that the proposals will have any detrimental impact on children and families, or families in rural areas.
- 10.5. Broadly speaking, this is because although the proposals may lead to some changes in how services are delivered, or who delivers them, these are not anticipated to have any significant impact on service users. This means that service users, including service users from rural areas, should not experience any changes in the quality or standards of the services they currently receive or be disadvantaged. They will continue to receive support relative to their needs. No changes are proposed to the assessment process or eligibility of needs.
- 10.6. In addition, the principles guiding design and delivery of the proposals will be child and family centred, which prioritises the independence, dignity and safety of children and families, and draws directly on the voices of children and their families to guide service design. Opportunities for building greater levels of accessibility for disabled children and families into the design of services will be considered as part of the commissioning process.
- 10.7. As in previous years, if the proposals go ahead, implementation will be monitored and, in the unlikely event that any equality impacts emerge, this will be reported to Children's Services Committee for consideration.
- 10.8. In addition, HR Shared Service will continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.
- 10.9. The full assessment findings are attached for consideration at Appendix 1. Clear reasons are provided for each proposal to show why detrimental impact is not predicted, and the nature of this impact.

11. Budget Timetable

- 11.1. The Council's overarching budget setting-timetable for 2019-20 was agreed by County Council in February as part of the 2018-19 Budget. The timetable is

updated as further information becomes available (for example about the timing of Government announcements). The latest version of the timetable is set out in the table below.

Table 3: Budget setting timetable 2019-20 to 2021-22

Activity/Milestone	Time frame
County Council agree recommendations for 2018-22 including that further plans to meet the shortfall for 2019-20 to 2021-22 are brought back to Members during 2018-19	12 February 2018
Spring Statement 2018 announced	13 March 2018
Consider implications of service and financial guidance and context, and review / develop service planning options for 2019-22	February – June 2018
Member review of the latest financial position on the financial planning for 2019-22	July 2018
Development of savings proposals 2019-22	June – September 2018
Member review of service and budget planning position including savings proposals	Committees in October 2018
Chancellor's Autumn Budget 2018	29 October 2018
Consultation on new planning proposals and council tax 2019-22	5 November to 23 December 2018
Provisional Local Government Finance Settlement	13 December 2018
Service reporting to Members of service and financial planning and consultation feedback	January 2019
Committees agree revenue budget and capital programme recommendations to Policy and Resources Committee	Mid-January 2019
Final Local Government Finance Settlement	TBC January / February 2019
Policy and Resources Committee agree revenue budget and capital programme recommendations to County Council	28 January 2019
Confirmation of District Council tax base and Business Rate forecasts	31 January 2019
County Council agree Medium Term Financial Strategy 2019-20 to 2021-22, revenue budget, capital programme and level of council tax for 2019-20	11 February 2019

12. Financial implications

- 12.1. Potentially significant financial implications for the Committee's Budget, including those arising from the Autumn Budget 2018 and the Provisional Local Government Finance Settlement, are discussed throughout this report. The implications of the three changes expected to be implemented in 2020-21 remain the subject of considerable uncertainty and although they have been reflected as far as possible in the Council's 2019-20 budget planning, these impacts will need to be refined as further information is made available by Government.

- 12.2. Significant amounts of additional central government funding to the Council in recent years has been one-off or on a short-term basis both for Children's services

and for the rest of the Council as a whole. These short-term funding approaches increase the pressures in future years as much is required to fund recurrent costs. Significant additional legislation in recent years, along with significant rising demand and complexity within the Children's services remit (educational related and social care duties), has not been fully supported by additional burdens funding to meet new and enhanced statutory duties.

13. Issues, risks and innovation

- 13.1. Significant risks, assumptions, or implications have been set out throughout the report.
- 13.2. Specific financial risks in this area are also identified in the Corporate Risk Register, including the risk of failing to manage significant reductions in local and national income streams (RM002) and the potential risk of failure to deliver our services within the resources available over the next 3 years commencing 2018-19 to the end of 2020-21 (RM006).
- 13.3. Risks relating to budget setting are also detailed in the Council's budget papers. There is a risk in relation to the Comprehensive Spending Review and the Fair Funding Review that a failure by the Government to provide adequate resources to fund local authorities could lead to a requirement for further service reductions, particularly where the Fair Funding Review results in a redistribution between authority types or geographical areas.
- 13.4. Decisions about significant savings proposals with an impact on levels of service delivery have required public consultation. As in previous years, new 2019-22 saving proposals, and the Council's Budget as a whole, have been subject to equality and rural impact assessments as described elsewhere in this report.
- 13.5. The majority of the departmental expenditure is demand led and, by its very nature, difficult to predict. Significant management action is being taken as part of the department's everyday 'business', as well as through the transformation programme, to manage the demand to ensure that needs are being met at the most appropriate time in the most appropriate way, and to ensure that care provision to the County's most vulnerable children and families is provided in the most cost effective way to achieve the identified outcomes. The level of change within the department bring inherent risk both from a timeliness of implementation and the effectiveness of implementation. Additionally, some packages of support and / or placements for individuals are very expensive; meaning that a small change in the individuals being cared for can result in a large financial impact. Mitigation is being put in place with each project, and for the whole programme, to pro-actively manage the delivery and financial risks.

14. Background Papers

Norfolk County Council Vision and Strategy

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/council-vision-and-strategy>

Norfolk County Council Revenue and Capital Budget 2018-22 (Item 4, County Council 12 February 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/592/Committee/2/SelectedTab/Documents/Default.aspx>

Norfolk County Council Budget Book 2018-22

<https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en>

Strategic and Financial Planning 2019-20 to 2021-22 (Item 10, Policy and Resources Committee, 16 July 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1419/Committee/21/SelectedTab/Documents/Default.aspx>

Strategic and Financial Planning 2019-20 to 2021-22 (Item 9, Children's Services Committee, 11 September 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1470/Committee/8/Default.aspx>

Children's Transformation Programme (Item 8, Children's Services Committee, 11 September 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1470/Committee/8/Default.aspx>

Strategic and Financial Planning 2019-20 to 2021-22 (Item 9, Policy and Resources Committee, 24 September 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1420/Committee/21/SelectedTab/Documents/Default.aspx>

Strategic and Financial Planning 2019-20 to 2021-22 (Item 8, Children's Services Committee, 16 October 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1471/Committee/8/Default.aspx>

Transforming the system for Special Educational Needs and Disability

(SEND) in Norfolk (Item 8, 29 October 2018 Policy and Resources Committee)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1421/Committee/21/Default.aspx>

Strategic and Financial Planning 2019-20 to 2021-22 (Item 12, Policy and Resources Committee, 29 October 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1421/Committee/21/SelectedTab/Documents/Default.aspx>

Implications of the Autumn Budget 2018 (Item 9, Policy and Resources Committee, 26 November 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1422/Committee/21/SelectedTab/Documents/Default.aspx>

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Children's Services budget proposals 2019 - 2020

Equality and rural assessments – findings and recommendations

January 2019

Lead officer: Equality & Diversity Manager (Jo Richardson)

This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. The assessment can be updated at any time to inform service planning and commissioning.

For help or more information please contact Equality & Diversity team, email: equality@norfolk.gov.uk or tel: 01603 223816.

Contents

1.	The purpose of equality and rural assessments
2.	The legal context
3.	The assessment process
4.	Children's Services budget proposals for 2019-2020
5.	Accessibility considerations
6.	Human rights implications
7.	Evidence used to inform this assessment
8.	Further information and contact details

The purpose of equality and rural assessments

1. The purpose of equality and rural assessments is to enable elected members to consider the potential impact of decisions on different people and communities prior to decisions being taken. Mitigating actions can be developed if detrimental impact is identified.
2. It is not always possible to adopt the course of action that will best promote the needs of people with protected characteristics or people in rural areas. However, assessments enable informed decisions to be made, that take into account every opportunity to minimise disadvantage.

The Legal context

3. Public authorities have a duty under the Equality Act 2010 to consider the implications of proposals on people with protected characteristics. The Act states that public bodies must pay due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act¹;
 - Advance equality of opportunity between people who share a relevant protected characteristic² and people who do not share it³;
 - Foster good relations between people who share a relevant protected characteristic and people who do not share it⁴.
4. The full Act is available [here](#).

The assessment process

5. This assessment comprises three phases:
 - **Phase 1** – evidence is gathered on the proposal, to examine who might be affected and how. This includes reviewing the findings of related assessments and public consultation, contextual information about local populations and other relevant data. Where appropriate, public consultation takes place.
 - **Phase 2** – the results are analysed. The assessments are drafted, making sure that any potential impacts are fully assessed. If the evidence indicates that a proposal may have a detrimental impact on people with protected characteristics or in rural communities, mitigating actions are considered.
 - **Phase 3** – the findings are reported to service committees, to enable any impacts to be taken into account before a decision is made.

Children's Services 2019-2020 budget proposals

6. Children's Services Committee has put forward four budget proposals for 2019-2020:

Title of proposal		Description
1.	More effective and efficient commissioning of mental health assessments	A review of our approach to the commissioning of mental health assessments has been undertaken and a more efficient approach has been identified. A change to practice that embeds assessment as part of the overall therapeutic care package with increasing collaboration between providers, resulting in better trained and supported staff, whilst reducing duplication. The proposal does not seek to reduce the amount of mental health assessments or treatment undertaken. Cost efficiencies will be delivered compared to the costs of commissioning separately for the assessment and the care provision, releasing financial resources for other purposes.
2.	Cost efficiencies delivered by strategic partnership and joint commissioning with Mental Health Services	By more effective coordination and partnership it will be possible to reduce management costs. A Strategic Partnership with Child and Adolescent Mental Health Services (CAMHS) has been established and are developing a more aligned and integrated care model. The joint commissioning and partnership working will look to identify shared cost efficiencies that have no negative impact upon services delivered; thus, releasing Council resources through avoiding unnecessary management costs.
3.	Move to best practice model of parenting assessments	Having reviewed best practice, it is proposed that the model of parenting assessments within care proceedings is amended. Practice reviewed elsewhere shows that not only will this achieve better outcomes, but there will also be cost efficiencies delivered. A new model will be developed that allows assessments to take place in community or family home settings, as opposed to always in specialist residential and overnight settings currently utilised. The new service model will deliver assessments within more natural contexts, providing a better way of assessing capacity, whilst offering a more positive experience for families. This model will reflect current best practice, whilst also being more cost effective by avoiding the cost of residential accommodation.
4.	Norfolk Futures Safer Children and Resilient Families Programme: Better outcomes for children and young people and reducing demand for services	The Norfolk Futures Safe Children and Resilient Families programme is being developed with the aim of reducing the number of children that are having to be in care and to change the mix of care placements. Analysis of existing placement expenditure shows a comparatively high proportion of children placed in residential or other high costs care provision. The new provision includes an investment in semi-

Title of proposal	Description
	<p>independent care for 16 and 17-year olds, the expansion of the in-house fostering service, the development of an enhanced fostering model for children and young people with more complex needs and the expansion of our boarding school placement model.</p> <p>We are also working to transform the system of safeguarding services such that it builds the resilience of families, intervenes earlier, provides intensive and effective interventions for families at the edge of care and supports children to return home from care wherever this is possible.</p> <p>In the short term we have a targeted focus on supporting children to return home from care safely and are changing the way we use resource panels to put interventions in place earlier and support families before they reach the point of crisis.</p> <p>In the medium term our strategic investments include moving capacity ‘upstream’ in an enhanced Front Door model and new edge of care services, enhancing the early help offer and we are making changes to the social work model to free up capacity for teams to do the direct work which can help families to address risks and avert the needs for children to come into care.</p> <p>The new service models that are being developed and implemented will achieve positive outcomes for children and families and reduced demand for services; ensuring that the right support is in the right place at the right time.</p>

Who is affected?

7. The proposals will affect children and young people and their families in Norfolk, including those with protected characteristics and in rural areas; it will also affect staff:

People of all ages	YES
Disability (all disabilities and long-term health conditions, including but not limited to people with, for example, reduced mobility; Blind and visually impaired people; Deaf and hearing-impaired people; people with mental health issues; people who are neurodiverse (e.g. on the Autism spectrum); people with learning difficulties and people with dementia).	YES
Gender reassignment (e.g. people who identify as transgender)	YES
Marriage/civil partnerships	YES

Pregnancy & Maternity	YES
Race (different ethnic groups, including Gypsies and Travellers)	YES
Religion/belief (different faiths, including people with no religion or belief)	YES
Sex (i.e. men/women/intersex)	YES
Sexual orientation (e.g. lesbian, gay and bisexual people)	YES

Potential impact

8. Overall, as in previous years, Children's Services budget proposals for 2018/19 will impact on children and families – which is inevitable, because children and families constitute the majority of service users.
9. However, there is no evidence at this stage to indicate that these proposals will have any detrimental impact on children and families, or families in rural areas. The reasons why are explained below.

Title of proposal	Impact
1. More effective and efficient commissioning of mental health assessments	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to assessment processes, eligibility of needs, service standards, quality or delivery.
2. Cost efficiencies delivered by strategic partnership and joint commissioning with Mental Health Services	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to assessment processes, eligibility of needs, service standards, quality or delivery.
3. Move to best practice model of parenting assessments	There is no evidence to indicate that this proposal would have any detrimental impact on children or families with protected characteristics or in rural areas. This is because: <ul style="list-style-type: none"> • The proposal seeks to strengthen and develop the current service model. It is intended to implement a new approach which is fair and transparent for all children and families to ensure equitable and consistent parenting assessments. • The proposal may lead to some changes in how assessments are delivered, or who delivers them, but these are not anticipated to have any significant impact on service users. This means that service users, including service users from rural areas, will not experience any changes in the quality or standards of the services they currently receive or be disadvantaged. They will continue to receive support relative to their needs. No changes are proposed to the

Title of proposal	Impact
	<p>assessment process or eligibility of needs.</p> <ul style="list-style-type: none"> • The proposal will not lead to new or increased costs for service users. The provision for assessments to take place in community or family home settings, as opposed to always in specialist residential and overnight settings may reduce the amount of travel that a family has to undertake, saving on time as well as financially. This may be of particular benefit to disabled children and parents who may find travel more difficult. • The principles guiding design and delivery of the proposal will be child and family centred, which prioritises the independence, dignity and safety of children and families, and draws directly on the voices of children and their families to guide service design. • Opportunities for building greater levels of accessibility for disabled children and families into the design of services will be considered as part of the commissioning process.
4. Norfolk Futures Safer Children and Resilient Families Programme: Better outcomes for children and young people and reducing demand for services	<p>There is no evidence to indicate that this proposal would have any detrimental impact on children or families with protected characteristics or in rural areas. This is because:</p> <ul style="list-style-type: none"> • The proposal seeks to achieve better outcomes for children and young people and reduce demand for services. • The proposal may lead to some changes in how services are delivered, or who delivers them, but these are not anticipated to have any significant impact on service users. This means that service users, including service users from rural areas, will not experience any changes in the quality or standards of the services they currently receive or be disadvantaged. They will continue to receive support relative to their needs. No changes are proposed to the assessment process or eligibility of needs. • The proposal will not lead to new or increased costs for service users. • The principles guiding design and delivery of the proposal will be child and family centred, which prioritises the independence, dignity and safety of children and families, and draws directly on the voices of children and their families to guide service design. • Opportunities for building greater levels of accessibility for disabled children and families into the design of services will be considered as part of the commissioning process.

Accessibility considerations

10. Accessibility is a priority for Norfolk County Council. Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and a growing number of disabled young people.
11. Proposals relating to business process re-engineering will take full opportunity to build accessibility considerations into service planning and design.
12. Proposals relating to contract review will also take full opportunity to build accessibility considerations into service design.

Human rights implications

13. Public authorities in the UK are required to act compatibly with the Human Rights Act 1998. There are no human rights issues arising from the proposals.

Recommended actions

Action	Lead	Date
1. If the proposals go ahead, monitor implementation, and, in the unlikely event that during implementation any equality impacts emerge, report these to Children's Services Committee for consideration.	Executive Director for Children's Services	From 1 April 2019
2. HR Shared Service to continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.	Senior HR Consultant (Workforce Insight))	From 1 April 2019

¹ Prohibited conduct:

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic.

Indirect discrimination occurs when a condition, rule, policy or practice in your organisation that applies to everyone disadvantages people who share a protected characteristic.

Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

2 The protected characteristics are:

Age – e.g. a person belonging to a particular age or a range of ages (for example 18 to 30 year olds).

Disability - a person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Gender reassignment - the process of transitioning from one gender to another.

Marriage and civil partnership

Pregnancy and maternity

Race - refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion and belief - has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (such as Atheism).

Sex - a man or a woman.

Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

3 The Act specifies that having due regard to the need to advance equality of opportunity might mean:

- Removing or minimizing disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of others;
- Encouraging people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such people is disproportionately low.

4 Having due regard to the need to foster good relations between people and communities involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.

Appendix 2

Children's Services Revenue Budget Proposals 2019-22

Reference	Budget change forecasts for 2019-22 Children's Services			
	2019-20 £m	2020-21 £m	2021-22 £m	
	OPENING BUDGET	185.948	211.667	221.772
	ADDITIONAL COSTS			
	Inflationary			
	Basic Inflation - Pay (2% for 19-22)	1.550	1.307	1.335
	Basic Inflation - Prices	2.061	2.128	2.147
	Demand / Demographic			
	Children's services budget pressures including demographic growth, leaving care support, and increasing complexity	14.500	3.000	3.000
	Contribution to High Needs Block pressures including £1.000m for transformation (council tax funded)	3.000		
	Legislative Requirements			
	Preventing Radicalisation pressure	0.120		
	Teachers' Pension increased employers contribution	0.024	0.017	
		21.256	6.452	6.482
	SAVINGS			
CHL041	Redesign of Early Childhood and Family Services	-1.300	-1.700	
CHL042	Reduction in legal expenses	-0.142		
CHL043	Reduce the reliance on agency social workers through the improved permanent recruitment and retention	-0.200		
CHL046	More effective and efficient commissioning of Mental Health assessments	-0.750		
CHL047	Cost efficiencies delivered by strategic partnership and joint commissioning with Mental Health services	-0.300	-0.200	
CHL048	Move to best practice model of parenting assessments	-0.500		
CHL049	Norfolk Futures Safer Children and Resilient Families Programme: Better outcomes for children and young people and reducing demand for services	-3.630	-1.584	-2.000
		-6.822	-3.484	-2.000
	BASE ADJUSTMENTS			
	Additional 2019-20 Social Care funding	-7.137	7.137	
		-7.137	7.137	0.000
	COST NEUTRAL ADJUSTMENTS			
	Depreciation transfer	-2.349		
	Debt management transfer	-0.003		
	REFCUS transfer	20.774		
	Stationery budgets to Customer Services	0.000		
		18.422	0.000	0.000
	NET BUDGET	211.667	221.772	226.254

Appendix 3

Capital Programme 2019-20

A summary of the future year capital programme for existing schemes relevant to this Children's services committee that have already been approved are shown in the table below:

	2019/20					2020/21					2021/22					TOTAL PROGRAMME
	Borrowing	Revenue and Reserves	Grants and Contributions	TOTAL		Borrowing	Revenue and Reserves	Grants and Contributions	TOTAL		Borrowing	Revenue and Reserves	Grants and Contributions	TOTAL		
	£m	£m	£m	£m		£m	£m	£m	£m		£m	£m	£m	£m	£m	
Children's Services	8.061	0.000	83.638	91.698		0.000	0.000	9.822	9.822		0.000	0.000	0.000	0.000	101.520	
A1 - Major Growth			29.727	29.727				3.500	3.500						33.227	
A2 - Master Planning			6.875	6.875				3.000	3.000						9.875	
A3 - Area Growth & Reorganisation	0.265		25.506	25.771				2.797	2.797						28.568	
A4 - Growth - Minor Adjustments			2.060	2.060											2.060	
B1 - Special Educational Needs (SEN)	0.046		3.516	3.562											3.562	
B2 - Additional Needs	3.500			3.500											3.500	
B4 - Early years	0.276			0.276											0.276	
C2 - Major Capital Maintenance	3.973		8.600	12.573				0.525	0.525						13.098	
D - Other schemes			7.354	7.354											7.354	

Below is a summary of the proposed new schemes for Children's Services to be added to the programme. The table also shows proposed new schemes for IMT that are schools related.

Service Area	Title	2019-	2020-	2021-	2022-	Additional information
		20	21	22	23+	
		£m	£m	£m	£m	
Children's Services	Transforming the System for Special Educational Needs and Disability (SEND) in Norfolk Phase 1	35	60.2			On 29 October 2018, Policy and Resources Committee approved a scheme for the creation of new specialist SEND provision. Phase 1 is for £100m expenditure, with £4.8m forecast to be spent in 2018-19.
Children's Services	Transforming the System for Special Educational Needs and Disability (SEND) in Norfolk Phase 2			20		A further estimated £20million for associated residential / outreach and early intervention services, including Preparing for Adult Life approved P&R Committee 29 October 2018.
Children's Services	Capital grants – former children's centres	0.53				Capital grant fund with aim of retaining Children's Centres predominantly for use by children and young people subject to agreement of eligibility and bidding criteria. £0.030m allowance for project management.
Total Children's Services		35.53	60.2	20		
IMT	Schools ICT refresh programme 2019-23	0.667	0.667	0.666		Schools contribute to an IMT managed ICT refresh programme, which requires an element of capital funding in advance. This capital funding will be fully repaid by scheme contributions from schools by March 2023.
IMT	PDC Training Rooms ICT Refresh	0.066				Equipment upgrade for training rooms at the Children's Services professional development centre.

Children's Services Committee

Report title:	Dedicated Schools Grant (DSG)
Date of meeting:	22 January 2019
Responsible Chief Officer:	Sara Tough Executive Director of Children's Services
Strategic impact	
<p>This paper presents the changes to the distribution for the Dedicated Schools Grant from April 2019 in line with the Department of Education's Fairer School Funding arrangements.</p> <p>This includes the funding distribution formula that delegates the funding into maintained schools and academies who are responsible for using this to ensure the educational outcomes for their children.</p>	

Executive summary

Schools funding, both locally maintained and academies, is provided through the Dedicated Schools Grant (DSG) and Pupil Premium. This ring-fenced funding is allocated to local authorities who then have the responsibility to delegate this funding to schools in accordance with the agreed formula allocation.

Currently, it is each Local Authority's responsibility to determine individual school budgets according to local formulae, following local consultation with schools, within statutorily set timescales to enable schools to plan accordingly for the next financial year. To enable the timescales to be met by the County Council, this committee needs to agree the principles of Norfolk's local formulae.

In summary, the proposed changes to the distribution formula covers:

- Allocate the Schools Block funding via the new national funding formula unit values (for 2018-19 the local funding formula was in place)
- A one-off movement of 0.5% from the Schools Block to the High Needs Block.
- A business case to move £4.580m from the Schools Block to the High Needs Block, due to the scale of demand for high needs specialist places for pupils.

Recommendations: that the Committee agrees:

- (i) the Dedicated Schools Grant funding and the changes to the schools funding formula;
- (ii) to delegate decision making powers to the Executive Director, in consultation with the Chair of the Committee, to revise the Dedicated Schools Grant funding if the application to the Secretary of State to move £4.580m from the Schools Block to the High Needs Block is not approved in full.

1. Strategic Context

- 1.1 Schools funding is provided through the Dedicated Schools Grant (DSG) and other grants. The DSG is allocated to local authorities who then delegate the funding to schools in accordance with the agreed formula allocation. Grants are allocated by local authorities to schools as per the Department of Education (DfE) conditions of grants, which vary depending upon the purpose and aims of the funding.
- 1.2 The Local Authority will receive its Dedicated Schools Grant allocation for 2019-20 based on the new national funding formula. Pupil premium will continue as a separate, ring-fenced grant.
- 1.3 The DSG is split into four funding blocks: The Schools Block, the High Needs Block, the Early Years Block and the Central Services School Block. Movements of up to 0.5% from the Schools Block to the other blocks has to be agreed upon by Norfolk Schools Forum. If the Schools Forum do not agree to a transfer of up to 0.5%, or any request above the 0.5%, has to be agreed by the Secretary of State.
- 1.4 For 2019-20 the new national funding formula for schools generates £8.969m of additional funding for the Schools Block, including pupil growth, and £0.086m for the Central Services School Block. The DFE have announced an additional, one-off £1.803m for the High Needs Block for 2019-20 and the new national funding formula generates an additional, recurring £1.36m for the High Needs Block.
- 1.5 Local Authorities will receive their Dedicated Schools Grant allocations for 2019-20 and 2020-21 based on the unit values of the new national funding formula. It is the local authority's decision how the Schools Block is distributed as, at present, there is no requirement upon local authorities to allocate the block as per the national funding formula unit values. However, central government policy indicates a move towards a 'hard' formula in future and, therefore, the implications of this need to be considered by local authorities when determining their local formula. The options for the local formula for Norfolk were co-produced with Norfolk Schools Forum and all schools were consulted on the options available.
- 1.6 The funding formula covers all schools, both maintained and academies. Once the formula has been agreed, the DfE pay the necessary funding direct to academies and the funding for the maintained schools to the local authority.

2. Revenue Allocations

Dedicated Schools Grant (DSG)

- 2.1 The total DSG allocation received for 2019-20 was confirmed in December 2018 and totals £610.792m before academy recoupment. This compares to a DSG allocation of £600.391m in 2018-19.

- 2.2 The Schools Block totals £482.012m, representing £4,126.92 per primary pupil and £5,063.76 per secondary pupil with additional sums of £6.462m for premises and mobility factors and £3.403m for pupil growth funding.
- 2.3 The Early Years Block total for early education of 3 and 4 year olds is £37.154m, representing £4,248.57 per pupil. The total for 2 year old early education funding is £5.581m, representing £5137.81 per pupil, if parents meet the eligibility criteria.
- 2.4 The High Needs Block totals £81.822m. As the high needs funding is based on a place plus basis, i.e. a set amount of money is allocated for each placement and the additional amount is based on a mix of pupil led factors, it is not possible to give a per pupil amount.
- 2.5 The overall difference in the DSG allocation from the prior year is set out in the table below:

Funding element	2019-20 (£m)	2018-19 (£m)	Change (£m)	Explanation for change
Early Years Block				
Early Years 3 & 4 year old funding	29.785	29.785	0.000	No change, will be adjusted in July 2019 based on the January 2019 census.
Early Years 3 & 4 year olds – increase to 30 hours	7.368	7.368	0.000	No change, will be adjusted in July 2019 based on the January 2019 census.
Early Years 2 year old funding	5.581	5.581	0.000	No change, will be adjusted in July 2019 based on the January 2019 census.
Early Years Pupil Premium	0.438	0.438	0.000	No change, will be adjusted in July 2019 based on the January 2019 census
Nursery Schools Grant	0.274	0.270	(0.004)	Protection calculated by DfE based on the rate paid to the 3 and 4 year old EYNFF funding rate vs the hourly Nursery School funding rate.
Early Years Disability Access Fund	0.153	0.170	(0.017)	Reduced headcount of pupils claiming Disability Living Allowance
Schools Block	482.012	473.043	8.969	Increase of 676 pupils (£3.453m), new in-year growth allocation (£0.806m) and ongoing increase from the national funding formula (£4.71m)
Central Services School Block	3.358	3.272	0.086	Funding per pupil increased from £29.03 per pupil to £29.66 per pupil and additional 676 pupils
High Needs Block	81.822	80.462	1.360	Additional £0.461m of funding as a result of the National Funding Formula, and

				£0.898m due to basic entitlement increase from special school and alternative provision (AP) headcount
Total	610.792	600.391	10.401	

3. Early Years Block

- 3.1 The Early Years Block funds direct places in a variety of settings including nursery schools, preschools and childminders along with the county wide operational teams and supports Norfolk's Early Years Strategy. The Early Years National Funding Formula sets out that Local Authority central costs should be no greater than 5% of the Early Years National Funding Formula for 3 and 4 year old funding for 2019-20, this percentage adjusts within the financial year as it is based on pupil numbers accessing an Early Education place. The Local Authority receives £4.30 per hour for Early Education of 3 and 4 year olds.
- 3.2 Working parents can access an additional 15 hours of funded 3 and 4 year old early education. Taking the total amount to 30 hours of funded childcare. The Department of Education provides additional funding of £7.368m, this will be adjusted based on take up, at the January 2019 census.
- 3.3 Parents can access 15 hours of funded 2 year old early education, if they meet the eligibility criteria. The Department of Education provides £5.581m of funding based on an estimated take up which will be adjusted based on the January 2019 census. The Local Authority receives £5.20 per hour for Early Education of 2 year olds.
- 3.4 Early years pupil premium is 53p per hour per eligible child claiming 3 and 4 year old funding, up to a maximum of 570 hours per year, this will be adjusted based on January 2019 take up.
- 3.5 The Early Years New National Funding Formula (EYNFF) places Nursery Schools on the same funding model as all Early Years Settings, an additional £0.274m has been provided to protect and fund the fixed sums that the 3 Nursery Schools in Norfolk receive. The fixed sums fund the higher overheads and cost of qualified teaching staff in a Nursery School.
- 3.6 The Disability Access Fund aids access to early years places. The early years setting is eligible for £615 per year for each child in receipt of Disability Living Allowance.

4. Central Services Schools Block

- 4.1 A new block of funding was created in 2018-19 from existing central budgets previously held within the Schools Block. This consists of historic commitments prior to 2013, with a contractual agreement. It also includes a contribution to the admissions service, the servicing of the Schools Forum and covers licences that are paid centrally by the Department of Education on all schools' behalf. It includes the previously retained element of the Education Services Grant, which covers the statutory duties carried out by the Local Authority for all types of school.

- 4.2 The Central Services Schools Block is calculated at £29.66 per pupil, plus £240,000 agreed for historic commitments.

5. Schools Block

- 5.1 The Local Authority receives its Schools Block funding based on unit values set by the new national funding formula which was introduced in 2018-19. The DFE have given no clear date for the full implementation of the national funding formula, however they are clear that this is the direction of travel. The Local Authority for 2019-20 and 2020-21, has discretion under a soft formula to determine individual school budgets using the new national funding formula or a local funding formula following local consultation.
- 5.2 The new national funding formula results in an additional £4.71m to Norfolk in 2019-20 and an estimated additional £4.259m for growth. This is in addition to the £7.037 additional funding generated by the new funding formula in 2018-19. The government made a commitment to increase funding by 0.5% per-pupil for every pupil in 2018-19 and 1% in 2019-20. The maximum level of gains to Local Authorities was 3% in 2018-19 and a further 3% in 2019-20.
- 5.3 A consultation was held with schools on proposals for allocating the additional funding and moving onto the national funding formula at a detailed school level.
- 5.4 The factors within the national funding formula are the same as the current formula, but the unit values are now set by the Department for Education.
- 5.5 A new additional factor was introduced that provides a minimum per-pupil amount. This is to provide for those schools that attract little funding for additional needs through the formula and are therefore the lowest funded. The new national funding formula sets the ratio of funding between the primary and secondary phases at 1:1.29. Funding per pupil is on average 29% higher overall in the secondary phase than in the primary phase, this reflects the national average. In Norfolk our ratio is currently 1:1.19, to take account of the cost of running a high number of small primary schools.
- 5.6 The DfE has set one Lump Sum of £110,000 for all types of schools. This will benefit Norfolk primary schools; however, this negatively impacts on small secondary schools and results in significant reduction of £65,000 in lump sum funding. Secondary schools received a lump sum of £175,000 under the local formula.
- 5.7 The DfE has set the Sparsity factor at £25,000 for a primary school and £65,000 for a secondary school. Funding is tapered so the smallest schools will receive the highest funding. Small secondary schools in Norfolk will see a decrease in funding as the maximum sum of £100,000 will decrease to £65,000.
- 5.8 Funding is based upon “as the crow flies” distances. It is calculated for all the pupils for whom it is the nearest compatible school. It is the average “as the crow flies” from the pupils’ homes to their second nearest compatible school (the sparsity distance). It applies if the distance is more than three

miles for secondary schools and two miles for primary schools, but this will be changed in the future to reflect actual distance travelled.

- 5.9 The number of primary schools receiving sparsity funding in Norfolk will increase as the current number of pupils is based on the local decision of 105 pupils for a small school. Under the new national funding formula the sparsity measure is 21.4 pupils per year group; for a primary with 7 year groups this would equate to 149.8.
- 5.10 Premises funding consists of rates, private finance initiatives (PFI), split sites and exceptional circumstances. In 2019-20 the funding for premises is based on the historic 2017-18 allocations, except for PFI funding that will be uplifted annually by the Retail Price Index (RPI). The DFE are still exploring ways to build the premises costs into a national funding formula, without reliance on local historic information.
- 5.11 There is allocation in the DSG for pupil growth seen in census returns, which is allocated to schools as per the local formula. In addition, there is an allocation for in-year pupil growth, i.e. from the start of the new academic year, and local authorities can distribute this funding in two different ways depending upon the circumstances: (i) in agreement with schools forum setting up a growth fund by top-slicing DSG; and, (ii) through adjusting pupil numbers to calculate budget allocations for growing schools or planned school reorganisation.
- 5.12 As proposed within the consultation the NFF will contain a hybrid area cost adjustment (ACA) which takes account of general labour market trends and particular salary variations in the teaching workforce.

Impact of the National Funding Formula

- 5.13 Under the new National Funding Formula, funding is redistributed in Norfolk from the primary to the secondary sector.
- 5.14 The primary sector gains from an increase on the lump sum paid to all schools (from £98,268 to £110,000) and small primary schools see an increase in sparsity funding as the pupil number increases to 149.8 pupils from the local formula of 105 pupils to trigger the sparsity funding. Funding has been reduced in the basic per-pupil entitlement and increased for additional needs, which means smaller primary schools without high levels of additional needs have seen a reduction. The DfE have introduced the minimum per-pupil level to compensate these lower funded schools.
- 5.15 Secondary schools are the biggest gainers under the new formula and have not seen an overall reduction in the basic per-pupil entitlement, but a very large increase in additional needs. However, Norfolk's smallest secondary schools lose funding overall. The lump sum reduces (from £175,000 to £110,000) and the sparsity amount reduces (from £100,000 to £65,000) as well as becoming tapered based on pupil numbers.

Minimum Funding Guarantee

- 5.16 The Local Authority has discretion on setting a Minimum Funding Guarantee (MFG) to individual school budgets. It is proposed to continue as in previous years at minus 1.5% per pupil, excluding the following items:

- Post-16 funding factor (the amount funded from DSG)
 - The 2019-20 ‘Lump sum’
 - Additional lump sums paid in 2018-19 for amalgamated schools (excluded from the baseline only)
 - Additional lump sum to be paid under regulations in 2019-20 for amalgamating schools
 - The 2019-20 Sparsity Factor
 - Rates
- 5.17 This means that in 2019-20 no school can lose more than 1.5% of funding per pupil compared to 2018-19, other than for the items above which are not covered by the guarantee.
- 5.18 The Schools Block has also increased with the number of pupils increasing from 104,456 in 2018-19 to 105,132 in 2019-20, as per the October census in each relevant year.

Summary of proposals

- 5.19 In the consultation with schools the Local Authority sought views on 4 options for allocating schools funding in 2019-20. Two options were based on the existing local formula and two options for implementing the National Funding Formula at a school level.
- 5.20 We also sought support for an additional transfer of funding of £4.580m from the Schools Block to the High Needs Block in 2019-20 to meet the ongoing cost pressures of high needs pupils. The £4.580m was the estimated additional funding generated in Norfolk by the new national funding formula. This was over and above the 0.5% of the Schools Block already agreed by Schools Forum; a continuation of the existing movement agreed in 2018-19.
- 5.21 It is proposed to implement the unit values and methodologies of the new national funding formula for 2019-20 and use the new rates for the minimum per pupil funding levels for primary and secondary. Although there is no clear date for full implementation the DFE have been clear that this is the intended direction of travel.
- 5.22 It is prudent to give schools time to plan towards a new formula, whilst we have the funding to protect school budgets with a Minimum Funding Guarantee (MFG). The MFG protection will ensure that no school budget will reduce by more than 1.5% per pupil on the pupil led factors. To afford this, we need to apply a funding cap for gaining schools.
- 5.23 The Local Authority have submitted an application to the Secretary of State to move the additional funding, approximately £4.580m, generated by the new national funding formula from the Schools Block to the High Needs Block. This is in addition to the 0.5% already agreed by Schools Forum. The comments of schools from the consultation have been shared with the Secretary of State.
- 5.24 Following the December 2018 announcement of additional, one-off High Needs funding for 2018-19 and 2019-20, see section 6.2 below, local authorities have been asked whether they wish to withdraw or amend such applications to the Secretary of State. Officers have submitted a letter to the

Secretary of State advising that Norfolk are not reducing their request due to the level of deficit forecast for 2019-20 exceeding the additional funding and the £4.580m.

- 5.25 If the Secretary of State declines this request, or only partially agrees it, i.e. a funding transfer to the High Needs Block is rejected or accepted at a lower amount than the £4.580m requested, then the Schools Block and High Needs Block budgets will be adjusted accordingly, and the budget shares issued to schools would be adjusted via the funding cap on gaining schools.
- 5.26 As Section 151 Officer, the Executive Director of Finance and Commercial Services is required by section 114 of the Local Government Finance Act 1988 to report to Members if it appears that the expenditure the authority proposes to incur in a financial year is likely to exceed the resources available to it to meet that expenditure. It is the view of the Executive Director of Finance and Commercial Services that, if left unresolved, the pressures and level of forecast overspend are such that the HNB position could represent a very real medium-term threat to the overall financial viability of the whole Council. The level of deficit, even if the disapplication request were approved in full, will still be rising, and the position is likely to be a factor considered by the Council's external auditors. The DfE's decision on the Council's disapplication request will therefore have a very significant bearing on the Executive Director of Finance and Commercial Services' judgement about the Council's financial resilience and the robustness of its Budget.

6. High Needs Block

- 6.1 The high needs national funding formula for 2019-20 has resulted in an increase of £1.360m. The new formula is calculated 50% on historic spend and the remaining 50% on high needs places occupied by pupils, population and additional needs factors.
- 6.2 The DFE announced an additional national amount of £125m in December 2018 for both 2018-19 in-year and 2019-20 in recognition of the pressures being faced by the demand on all Local Authorities High Needs Blocks. Norfolk received an additional £1.803m for both 2018-19 and 2019-20. This has brought the total of the High Needs Block to £81.822m for 2019-20.
- 6.3 The Schools Forum voted in September 2018 to continue with the 0.5% movement from the Schools Block to the High Needs Block from previous financial years. This is an additional £2.410m, bring the total available in the High Needs block to £84.232m.
- 6.4 This allocation falls short of the amount that is required to deliver a sustainable High Needs Block position in the short to medium term because of the very severe pressures being encountered within this budget. Details of the pressures and the action being taken to mitigate these pressures, transformation and sufficiency of the market, are provided within the Budget Monitoring paper elsewhere on this Committee's agenda.
- 6.5 There is a funding pressure of £5.514m in the current financial year (taking into account the additional £1.803m announced in-year), with a £8.087m loan outstanding from previous financial years. As a result, the DSG position at the start of 2019-20 is expected to be a £13.601m deficit position. Even if

the request to transfer £4.580m is successful, there remains a forecast deficit of £5.669m for 2019-20 as set out below. Left unmitigated this would mean a total deficit position at the end of 2019-20 of around £19.270m.

Remaining cost pressures for 2019-20	£m
<i>Cost pressures</i>	
Independent Special School places and Alternative Provision	5.857
Maintained Special School places	3.318
SEN top up funding to mainstream schools	2.750
SEN top up funding to FE colleges	0.825
Local authority hosted services to schools	0.131
SEN units	0.316
Personal Budgets	0.217
Total Cost	13.414
<i>Funding sources</i>	
Additional £1.8m announced 17 December 2018	-1.803
Growth and new places funding	-1.362
Disapplication request	-4.580
Total Funding	-7.745
Forecast Deficit 2019-20	5.669

- 6.6 Options used previously to balance the budget through the use of one-off savings and reserves are no longer available to the County Council, with demand continuing to grow for high needs specialist placements alongside a high number of exclusions in Norfolk.
- 6.7 Norfolk spends 89% of the High Needs Block on high needs places in state special schools, independent schools and Alternative Provision. To mitigate the forecast deficit position, the Council has also reviewed the remaining 11% of the HNB, reviewed the SEND top-up funding paid to mainstream schools, and reviewed all of the services provided as a local authority direct to schools.
- 6.8 From 2015-16 to 2018-19 there has been a 10% shift of pupils with Statements / Education Health & Care Plans from mainstream schools to the specialist sector; in addition to Norfolk experiencing a rise in the number of pupils who have been permanently excluded. This 10% shift has resulted in an increase of 1,102 places in high needs provision from 2015-16 to date, at a cost of £22.277m. In the same period, the High Needs Block has only increased by £12.039m.
- 6.9 The combination of fair funding online survey submissions (77 responses), discussions via finance presentations, attendance at Headteacher Conference and the Schools Forum working group has resulted in a high number of responses and a good range of feedback.
- 6.10 Recognising the scale of the challenge, Norfolk County Council has identified £3.000m of local authority resources within its budget planning for next year

to contribute towards supporting the HNB position, which includes £1.000m of funding in 2019-20 to enable the delivery of service transformation.

- 6.11 On the 28 October 2018 the Council's Policy and Resources Committee (Item 8) received a report further developing the strategy, the council agreed to support £120m of capital borrowing as part of a wide-ranging SEND Transformation Programme. The strategy will see both landscape and culture transformation across Norfolk's SEND system; parents will have 'first refusal' for children to move from high cost independent provision to Good & Outstanding special school placements, future need will be met and reductions in travel time will enable both HNB pressure and SEN transport pressures to be alleviated. The council have agreed to the capital borrowing based on detailed modelling which forecasts the HNB returning to a balanced budget after 5 years.

7. Evidence

- 7.1 The proposals for implementing the national funding formula were discussed in consultation with the Norfolk Schools Forum, the proposals were drafted with a working group comprising of schools forum members, with additional members carefully selected to reflect the diverse nature of all schools within Norfolk. A survey was then undertaken with schools, finance presentations were held for schools in Kings Lynn, Norwich, Dereham and Great Yarmouth and a workshop was held at the Headteachers conference to collect views.
- 7.2 There was overall support from schools and Schools Forum to move to the full implementation of the national funding formula at a school level. This option was the preference of the Schools Forum working group and was the favoured option in the consultation survey.
- 7.3 A brief summary of the consultation responses from Schools is included in Appendix A. A more detailed summary, including quotes of responses, is available within Item 4 on the agenda of 17 October 2018 Norfolk Schools Forum.
- 7.4 There was overall support from Schools Forum to move £4.58m from the Schools Block to the High Needs Block.

8. Issues, risks and innovation

- 8.1 There are risks that will need to be carefully monitored and managed as the financial year progresses:
- Pressure continues within the High Needs Block that exceeds the funding available resulting increased levels of deficit on the High Needs Block of the Dedicated Schools Grant;
 - Future underspends are not seen on the Early Years Block and the Schools Block that can partially offset the High Needs Block resulting in higher levels of Dedicated Schools Grant deficit;
 - Pressures experienced by schools due to real term increases in costs outside of their direct control exceeding funding available, for example teacher pension costs, support staff costs as a result of national living

wage implementation, condition of premises salaries, impacting on their ability to provide consistent education and to meet the basic needs of pupils in their school.

9. Background Papers

Transforming the system for Special Educational Needs and Disability (SEND) in Norfolk (Item 8, 29 October 2018 Policy and Resources Committee)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1421/Committee/21/Default.aspx>

De-delegation, growth fund and central services budget (Item 4, 17 October 2018 Norfolk Schools Forum)

<http://www.schools.norfolk.gov.uk/School-administration/Finance/Norfolk-schools-forum/Agendas-and-Papers/NCC182085>

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Schools' consultation response

A summary of the responses to the consultation was provided to the October 2018 meeting of the Schools Forum that covered all the different points of view expressed and is publicly available via the Schools Forum website. A briefer summary is provided below:

- A detailed survey was sent to all schools to which 77 responded. In addition, several finance presentations were held across the county at Norwich, Dereham, Kings Lynn and Great Yarmouth. A workshop was also held at the Headteachers conference to collect views. A Schools Forum national funding formula working group was formed to reflect the diverse landscape of schools in Norfolk. The changes were formulated in consultation with the working group and the Norfolk Schools Forum, which is representative of schools in Norfolk.
- The majority of school responses supported allocating the additional funding via the national funding formula including the introduction of the minimum per pupil level of funding. Some schools opposing the implementation felt we should wait until the DfE gives a clear implementation date. However, the DfE have been clear that this is the direction of travel once they have resolved issues on funding premises and local exceptional factors.
- The new national funding formula increases the funding allocated via additional needs factors, so targets the funding where it has the most impact on educational outcomes. Some schools felt that this was a duplication of the Pupil Premium grant which is based on free school meals, double funding the same pupils. Schools without high level of additional needs will lose under the new formula. The minimum per pupil funding factor will ensure that all schools have the minimum recommended level of funding as recommended by the DfE.
- The current split between the primary and secondary ratio of funding of 1:1.19 was a historic Schools Forum decision which was thought right at the time. It does not reflect the national ratio of 1:1.29 which the national funding formula will implement. There is concern that some primary schools and small secondary schools will suffer financial difficulty. A phased move is preferable as it will stop school budgets falling off a cliff edge. It is prudent to do this while we can protect school budgets with a Minimum Funding Guarantee of -1.5% by capping the gains on those that benefit under the national funding formula.
- The majority of Schools Forum and a number of schools supported the need to move the £4.58m from the Schools Block to the High Needs Block, to reflect the 10% increase in demand for high needs specialist places and Day 6 Alternative Provision for excluded pupils. Schools Forum majority vote to support this movement was based on the Local Authorities strategic sufficiency plan to recover the High Needs Block to a rebalanced position and allow it to move away from private sector placements at a far higher cost.

- It was understood by the majority of schools that the cost pressure on the High Needs Block cannot be managed within the High Needs Block allocation from the DFE.
- Schools expressed concern that the additional funding intended for schools under the National Funding Formula was not being used for its intended purpose, at a time when school budgets are under pressure from real terms cost pressures of price increases, salary and pension increases.
- Some schools felt the £4.58m should be retained in schools where it would better placed to provide early intervention for pupils with SEND

Children's Services Committee

Report title:	Determination of Admission Arrangements – 2020/21
Date of meeting:	22 January 2019
Responsible Chief Officer:	Sara Tough Executive Director of Children's Services
Strategic impact	
Norfolk County Council has a statutory duty to determine a co-ordinated scheme and timetable for administering around 29,000 admission applications for mainstream school places each year.	
As the admissions authority for all Community and Voluntary Controlled (VC) schools, Norfolk County Council must also determine the admission policy detailing how applications for these schools will be prioritised (<i>currently 195 schools</i>).	
The admission authority for each Academy, Foundation and Voluntary Aided School (the trust for Academies and the governing body for all other own admission authority schools) must determine the policy for their school(s).	
All admission authorities must determine their arrangements for the academic year 2020/21 by 28 February 2019.	

Executive summary

This report summarises the statutory consultation outcomes and changes to Norfolk's admissions co-ordination scheme and timetable for the academic year 2020/21.

The co-ordination scheme details the process and timetable for administering the formal admission rounds (Reception, Transfer to Junior schools and Transfer to Secondary schools) for all mainstream schools in Norfolk including Academies and Free Schools. Whilst no longer a statutory duty, the Council also continues to co-ordinate in-year admissions and the scheme details how in-year applications are administered.

The consultation process included a proposed change to the Looked After Children priority within over-subscription rules to include "adopted children from abroad" for Community and VC schools for 2020/21 and the introduction of a revised, consolidated Fair Access Protocol.

A separate statutory process deals with the placement of pupils with Education, Health and Care Plans.

Recommendations:

- To approve the co-ordination schemes and timetables including in-year co-ordination for 2020/21
- To agree the admission arrangements for Community and VC schools
To agree to the revised priority for Looked After Children, to include children adopted from abroad within the over-subscription rules for Community and VC schools
- To approve the introduction of the Fair Access Protocol

1. Proposals

- 1.1 Each year the County Council is required to determine the admissions co-ordination scheme for all schools and to determine the admissions policy for all Community and VC schools as the admission authority for these schools.
- 1.2 The co-ordination scheme has been developed following annual consultations over a number of years. The proposed schemes and timetable meet the requirements imposed by the School Admissions Code and associated legislation to ensure a fair and consistent process for parents.
- 1.3 As required by legislation, admissions consultation must run for at least six weeks. The consultation opened on 1 November and closed on 13 December 2018. The consultation was highlighted on the Council's website under "current consultations" and in the school admissions section of the website.
- 1.4 As schools and governing bodies are key consultees, a school management information sheet was sent to all Headteachers and Chairs of governing bodies on 1 November 2018 inviting them to respond with an online survey. Schools were also encouraged to promote the consultation with parents via their own newsletters and websites.
- 1.5 The statutory timescale for consulting on and determining arrangements and the limited scope for introducing changes may discourage parents and school leaders from engaging in the consultation. Discussions with colleagues from both the Eastern Region and the Department for Education (DfE) Admissions team confirm this remains a common feature of this statutory process. The DfE does receive a significant response when consulting on proposals to change the statutory school admissions code particularly when high profile proposals are consulted on.
- 1.6 Any statutory changes to the code could impact on the proposed 2020/21 arrangements but any guidance to admission authorities seeking changes to admission policies would not apply before the academic year 2021/22.
- 1.7 The response, typical of previous consultations, was low with only 31 completed responses received. All, but 1, respondents supported the proposed arrangements for the admissions rounds, in year co-ordination and the timetable.
- 1.8 The Minister of State for School Standards has asked Local Authorities to give priority within over-subscription criteria to children previously in state care outside of England, and have ceased to be in state care as a result of being adopted. The School Admissions Code will be amended in due course. 23 respondents to the consultation (74%) agreed with the extension of the priority given to Looked after Children to include children adopted from abroad. The 8 respondents who did not, gave no reason for their decision.
- 1.9 The consultation also included a revised Fair Access Protocol, which included a consolidation of current Fair Access processes, documentation and to establish Fair Access Panels across Norfolk. 27 respondents (87%) supported the introduction of the revised protocol.

2. Evidence

- 2.1 From the very limited consultation response there is support for the existing co-ordination arrangements and the admissions policy for Community and VC schools.
- 2.2 Parents who are refused admission are entitled to appeal to independent admission appeals panels. Since 2010 appeal panels have been required to consider the legality of admission arrangements as part of this process. Our arrangements have not been referred by appeal panels to the Office of the Schools Adjudicator (OSA) as part of this regular review.
- 2.3 Additionally parents can refer our determined arrangements to the OSA. This has not occurred since 2014 when our arrangements were confirmed as compliant.
- 2.4 Parents dissatisfied with the outcome of their appeal can refer concerns to the Local Government Ombudsman but again no concerns have been expressed regarding the co-ordination scheme or admissions policies.
- 2.5 The vast majority of parents gain a place at a preferred school.

Admission Round 2018/19	Norfolk – 1 st preferences met	Norfolk 1 st -3 rd preferences met
Reception	8463 (94.7%)	8802 (98.5%)
Transfer to Junior	3178 (94.5%)	3239 (96.3%)
Secondary transfer	8018 (92.3%)	8466 (97.4%)

3. Financial Implications

- 3.1 The admissions function is funded from the Dedicated Schools Grant and all costs associated with the function are covered by this grant. The proposed admission arrangements do not add to the current costs.

4. Issues, risks and innovation

- 4.1 The School Admissions Code sets out statutory requirements to ensure a fair and equitable process for all families seeking a mainstream school place. The co-ordination scheme follows the model scheme set out in the School Admissions Code and admission policies for Community and Voluntary Controlled Schools have been developed to fully comply with the School Admissions Code.
- 4.2 Norfolk County Council is under a statutory duty to determine admission arrangements by 28 February each year. If these cannot be determined, the Secretary of State has the power to impose a co-ordination scheme.

5. Background

Full details of existing admission arrangements and policies for all Norfolk schools: - www.norfolk.gov.uk/admissions -

Norfolk's proposed 2020/21 arrangements: <https://www.norfolk.gov.uk/education-and-learning/schools/school-admissions/norfolk-admission-arrangements-2020-21>

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Children's Services Committee

Report title:	Committee Forward Plan and update on decisions taken under delegated authority
Date of meeting:	22 January 2019
Responsible Chief Officer:	Sara Tough Executive Director of Children's Services
Strategic impact Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

Executive summary

This report sets out the Forward Plan for Children's Services Committee. The Forward Plan is a key document that enables Members to shape future meeting agendas and items for consideration. Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The current Forward Plan for this Committee is included at Appendix A.

This report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director (or her team), within the Terms of Reference of this Committee. There are no relevant delegated decisions to report to this meeting.

Recommendations:

- 1. To review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wish to consider.**

1. Proposal

1.1. Forward Plan

- 1.1.1. The Forward Plan is a key document for this committee in terms of considering and programming its future business.
- 1.1.2. The current version of the Forward Plan is attached at Appendix A.
- 1.1.3. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing

schedule. Therefore, the Forward Plan attached at Appendix A may differ slightly from the version published on the website. If any further changes are made to the programme in advance of this meeting they will be reported verbally to the Committee.

1.2. **Delegated decisions**

- 1.2.1. The report is also used to update on any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Director as being of public interest, financially material or contentious. There are no relevant delegated decisions to report for this meeting.

2. **Evidence**

- 2.1. As set out in the report and appendices.

3. **Financial Implications**

- 3.1. There are no financial implications arising from this report.

4. **Issues, risks and innovation**

- 4.1. There are no other relevant implications to be considered by Members.

5. **Background**

- 5.1. N/A

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Work programme for service committees

These are the items that service committees may need to consider or make a decision on during 2014/15

Children's Services Committee

Issue/Decision	Implications for other service committees?	Requested committee action (if known)	Anticipated date for decision	Lead Officer
22 January 2019				
Budget Monitoring Period 8 (November)			22/01/2019	Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			22/01/2019	Sara Tough
Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20			22/01/2019	Dawn Filtness
Performance Monitoring report 2018-19			22/01/2019	Andy Goff
Determination of 2020/21 Admissions arrangements			22/01/2019	Sebastian Gasse
Early Childhood and Family Service			22/01/2019	Sarah Jones
Dedicated Schools Grant (DSG)			22/01/2019	<p>Chris Snudden</p>
12 March 2019				
Budget Monitoring Report			12/03/2019	Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			12/03/2019	Sara Tough
Performance Monitoring report			12/03/2019	Andy Goff
Validated Post 16 Education Outcomes			12/03/2019	Seb Gasse
Review of Children's Services MASH			12/03/2019	Phil Watson
Transformation Programme			12/03/2019	James Wilson
School and Childcare Sufficiency in Norfolk			12/03/2019	Seb Gasse
Risk Management			12/03/2019	Andy Goff
SEND Sufficiency and Transformation Strategy			12/03/2019	Michael Bateman

