

### **Scrutiny committee**

**Date: Thursday, 11 October 2018**

**Time: 16:30**

**Venue: Mancroft room, City Hall, St Peters Street, Norwich, NR2 1NH**

#### **All group pre-meeting briefing – 16:00 Mancroft Room**

This is for members only and is not part of the formal scrutiny committee meeting which will follow at 16:30. The pre-meeting is an opportunity for the committee to make final preparations before the start of the formal meeting. The public will not be given access to the Mancroft room before 16:30.

#### **Committee members:**

##### **Councillors:**

Wright (Chair)  
Fullman (Vice-chair)  
Carlo  
Coleshill  
Fulton-McAlister (M)  
Hampton  
Manning  
Raby  
Sands (S)  
Smith  
Stewart  
Thomas (Va)  
Thomas (Vi)

#### **For further information please contact:**

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#### **Information for members of the public**

Members of the public and the media have the right to attend meetings of full council, the cabinet and committees except where confidential information or exempt information is likely to be disclosed, and the meeting is therefore held in private.

For information about attending or speaking at meetings, please contact the committee officer above or refer to the council's website

## Agenda

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- |          |  |                 |
|----------|--|-----------------|
| <b>1</b> | <b>Apologies</b><br><br>To receive apologies for absence   |                 |
| <b>2</b> | <b>Public questions/petitions</b><br><br>To receive questions / petitions from the public<br><br>Please note that all questions must be received by the committee officer detailed on the front of the agenda by <b>10am on Monday 8 October 2018</b> .<br><br>Petitions must be received must be received by the committee officer detailed on the front of the agenda by <b>10am on Wednesday 10 October 2018</b><br><br>For guidance on submitting public questions or petitions please see appendix 1 of the council's constitution. |                 |
| <b>3</b> | <b>Declarations of interest</b><br><br>(Please note that it is the responsibility of individual members to declare an interest prior to the item if they arrive late for the meeting)  |                 |
| <b>4</b> | <b>Minutes</b><br>To agree the accuracy of the minutes of the meeting held on 20 September 2018  | <b>7 - 12</b>   |
| <b>5</b> | <b>Scrutiny committee work programme 2018-19</b><br><b>Purpose</b> - To note the scrutiny committee work programme 2018 - 19   | <b>13 - 28</b>  |
| <b>6</b> | <b>Recommendations - The impact of Operation Gravity and organised crime in Norwich since 2016</b><br><b>Purpose</b> - To formulate any recommendations following the discussion of this item at the scrutiny committee meeting on 20 September 2018   | <b>29 - 30</b>  |
| <b>7</b> | <b>Norfolk County Council consultation on early childhood and family service - transforming our children's centres</b><br><b>Purpose</b> - To comment on the proposed changes to children's centres and the impact these changes may have on children and families in Norwich.   | <b>31 - 108</b> |

Date of publication: **Wednesday, 03 October 2018**

- T** is this, the right **TIME** to review the issue and is there sufficient officer time and resource available?
- O** what would be the **OBJECTIVE** of the scrutiny?
- P** can **PERFORMANCE** in this area be improved by scrutiny input?
- I** what would be the public **INTEREST** in placing this topic onto the work programme?
- C** will any scrutiny activity on this matter contribute to the council's activities as agreed to in the **CORPORATE PLAN**?

Once the TOPIC analysis has been undertaken, a joint decision should then be reached as to whether a report to the scrutiny committee is required. If it is decided that a report is not required, the issue will not be pursued any further. However, if there are outstanding issues, these could be picked up by agreeing that a briefing email to members be sent, or other appropriate action by the relevant officer.

If it is agreed that the scrutiny request topic should be explored further by the scrutiny committee a short report should be written for a future meeting of the scrutiny committee, to be taken under the standing work programme item, so that members are able to consider if they should place the item on to the work programme. This report should outline a suggested approach if the committee was minded to take on the topic and outline the purpose using the outcome of the consideration of the topic via the TOPIC analysis. Also the report should provide an overview of the current position with regard to the topic under consideration.

By using the flowchart, it is hoped that members and officers will be aided when giving consideration to whether or not the item should be added to the scrutiny committee work programme. This should help to ensure that the scope and purpose will be covered by any future report. The outcome of this should further assist the committee and the officers working with the committee to be able to produce informed outcomes that are credible, influential with SMART recommendations.

**Specific, Measurable, Attainable, Relevant and Time-bound**

## Scrutiny committee and a protocol for those attending meetings of the scrutiny committee

- All scrutiny committee meetings will be carried out in a spirit of mutual trust and respect
- Members of the scrutiny committee will not be subject to whipping arrangements by party groups
- Scrutiny committee members will work together and will attempt to achieve evidence based consensus and recommendations
- Members of the committee will take the lead in the selection of topics for scrutiny
- The scrutiny committee operates as a critical friend and offers constructive challenge to decision makers to support improved outcomes
- Invited attendees will be advised of the time, date and location of the meeting to which they are invited to give evidence
- The invited attendee will be made aware of the reasons for the invitation and of any documents and information that the committee wish them to provide
- Reasonable notice will be given to the invited attendee of **all** of the committees requirements so that these can be provided for in full at the earliest opportunity (there should be no nasty surprises at committee)
- Whenever possible it is expected that members of the scrutiny committee will share and plan questioning with the rest of the committee in advance of the meeting
- The invited attendee will be provided with copies of **all relevant** reports, papers and background information
- Practical arrangements, such as facilities for presentations will be in place. The layout of the meeting room will be appropriate
- The chair of the committee will introduce themselves to the invited attendee before evidence is given and; all those attending will be treated with courtesy and respect. The chair of the committee will make sure that all questions put to the witness are made in a clear and orderly manner





**SCRUTINY COMMITTEE**

**16:35 to 18:15**

**20 September 2018**

Present: Councillors Wright (chair), Fullman (vice chair) Carlo, Fulton-McAlister (M), Hampton, Manning, Raby, Sands (S), Smith, Stewart, Thomas (Va) and Thomas (Vi)

Also present: Paul Sanford, assistant chief constable, Norfolk Constabulary  
Chris Small, Norfolk Youth Offending Team  
Jo Sapsford, early intervention and community safety manager

Apologies: Councillors Coleshill and Raby

**1. Public questions/petitions**

There were no public questions or petitions

**2. Declarations of interest**

There were no declarations of interest.

**3. Minutes**

**RESOLVED** to approve the accuracy of the minutes of the meetings held on 19 July 2018 and 1 August 2018

**4. Norwich City Council response to County Lines activity**

(The chair agreed to take this item first)

The chair welcomed Paul Sanford, assistant chief constable and Chris Small, Norfolk youth offending team to the meeting.

The director of neighbourhoods presented the report. He said that County Lines was a national concern for many parts of the country, although the scale of the issue would differ. There had been a high police enforcement response to this activity and the Norfolk Community Safety partnership had adopted county lines as a priority and was working on this with partners.

Paul Sanford gave a presentation to the committee to outline the context of the County Lines operation and the work undertaken by Norfolk Constabulary. He said that this was one of the top operations that had been undertaken in terms of scales and impact.

He explained that County Lines was the serious class A drug dealing with a supply of these drugs being brought into more rural areas using vulnerable people to move them.

The national pattern showed an increase in supply of weapons as well as drugs. It was very difficult for those to escape from the exploitation they were involved in and was also high risk for those individuals. There had been an increase in knife crimes and robberies but these crimes were between drug dealers.

Cuckooing was in issue in Norwich. This was the practice of taking over a vulnerable person's accommodation to use as a base for dealing drugs, usually in return for money or drugs. The vulnerable person could therefore be both a victim and an offender which meant it was sometimes difficult to determine the correct response.

The lines referred to in County Lines were telephone lines used to co-ordinate the selling of drugs and these were operated by large organised crime groups in London or other large urban areas. Once a group was arrested and removed from the area, another group from London would be sent to fill the gap in the market. There had been over seven hundred arrests in two years as part of this operation. The number of lines had currently been reduced to 21 in the area but further work was needed to continue to tackle this problem and work with partners would be key.

Paul Sanford encouraged Norwich City Council to continue to take steps to reduce homelessness as he said that homeless people were vulnerable to this type of crime.

The Youth Offending Team were also working with the police on this operation but were often presented with children who's addresses fell outside of Norfolk which would limit the help they were able to provide. The Norfolk Community Safety Partnership had drafted a County Line strategy for Norwich but enforcement options were needed around child exploitation.

In response to a member's question, Paul Sanford said that about ninety nine percent of the drugs being moved in County lines were class A – namely cocaine and heroin. Chris Small added that not all class A drug users were 'typical' addicts. There was a large recreational market; especially for cocaine which was fed by county lines.

Member discussed child exploitation and the vulnerabilities of children who had been excluded from school. Chris Small said that although exclusions were a vulnerability, there were a variety of reasons why children became involved in in County lines. Usually these children were not drug users themselves and often had no police record. In response to a question about the use of taxis to transport vulnerable people, the director of neighbourhoods added that child sexual exploitation training was given to all Norwich City Council licensed taxi drivers so that they could work effectively with Norfolk Constabulary around this issue.



In response to a member's question, Paul Sanford said that he did not believe that intelligence gathering had been impacted by the removal of PCSOs as most intelligence gathering took place in London or online. There had been an increase in the number of teams enforcing County Lines with the new police model. Some work would not have been able to have been undertaken by PCSOs and in Norwich there had been an increase in PCs who were better equipped to deal with this issue. Chris Small added that it was not just about police on the ground; social media was generating huge amounts of intelligence. The director of neighbourhoods said that the council's housing officers could also feedback intelligence and there was some work needed with contractors going into council properties to do the same.

Members discussed the importance of reporting information and the role that ward councillors had in doing this. Paul Sanford said that Crimestoppers could be used for anonymous reporting, there was a button on the constabulary's website for reporting or councillors or members of the public could ring 101 or 999 if it was an emergency. He said that there had been a huge increase in 999 calls and therefore if online reporting was appropriate, the police would encourage this above making a telephone call. When a report was made, it would feed into the intelligence.

In response to a member's question, Chris Small said that he was aware that a training programme around this topic was being developed to deliver to staff in schools in Norwich. The Police had also paid for a drama performance to be delivered to high schools in the county. Paul Sanford said that the safer schools provision was planning additional activities over the coming year using the limited resources they had. The early intervention and community safety manager added that part of the work of a task and finish group looking at County Line was around how to get the message out to all possible groups which may have contact with vulnerable children and agreed that social media would be a good platform for this.

Members discussed working with various partners to raise awareness and gather intelligence. The director of neighbourhoods said that there had been a programme of raising awareness around safeguarding with service delivery partners and this would always need to be refreshed and reinforced. Paul Sanford said that in relation to licenced premises, the business community would need to work with police to gather evidence around dealing and that any concerns about taxis or taxi drivers should always be reported to the licensing team at the local authority.

In response to a member's question, the early intervention and community safety manager said that there was currently a review being undertaken to replace the CCTV system which had been designed in consultation with stakeholders such as the police.

The director of neighbourhoods said that there were several challenges being faced by the council. As a council with retained council housing, there was a role for Norwich City Council as a landlord to be aware of County Lines activity and the possibility of vulnerable tenants being cuckooed. There may be a need to introduce flexibility with other district councils to accommodate care leavers and vulnerable adults away from the influence of County Lines activities. When estates and public areas were being cleaned by the council's contractors, the mapping of drug paraphernalia found is being mapped to feed into intelligence gathering.

The chair suggested that members formulate recommendations and bring them to the October meeting of the scrutiny committee. The director of neighbourhoods said that members may wish to consider the following points:

- How intelligence gathered from staff and contractors around County Lines activity could be packaged and shared with partners
- Whether licensing policy and procedures are capturing County Lines activity as a specific issue
- How information is made available to ward councillors
- The creation of a brief for front line staff, contractors and local businesses on County Lines activity
- The specific role of contractors in intelligence gathering.

**RESOLVED** to ask members to formulate recommendations to be discussed at the October meeting of the scrutiny committee.

The chair thanked Paul Sanford, Chris Small and Jo Sapsford for attending the meeting.

## **5. Norfolk Health Overview and Scrutiny Committee update**

The NHOSC representative said that two items had been considered at the last meeting of the committee.

The first was a consultation by the Norwich Clinical Commissioning Group on 'A New Model of Care for Norwich'. He said that the consultation was about sharing information across services to improve efficiency. Efforts had been made to try and make the consultation accessible to all but the three roadshows which had been held had seen poor attendance with between 2 and 6 people attending. The outcome of the consultation would be brought to a later meeting on NHOSC.

The second item was around physical health checks for those with learning disabilities. The target figure for these was 100 percent but only around 50 percent had received the health check. This was due to the health check being entirely voluntary. One Norwich practice had seen sixty five out of the sixty seven eligible patients as that had a specialist nurse to see these patients in their own home, in a quiet setting or at weekends. He said that NHOSC had asked for the number of patients given the health check from all Norwich practices to be considered at a meeting.

**RESOLVED** to note the update of the Norfolk Health Overview and Scrutiny Committee representative.

## **6. Scrutiny committee work programme 2018-19**

The chair presented the report and members discussed requests for items to be added to the work programme.

**RESOLVED to:**

- (1) add the following items to the scrutiny committee work programme 2018-19:
  - a) Consideration of a response to the Norfolk County Council proposal to close some children's centres (October meeting)
  - b) Anti-social behaviour
  - c) Transport for Norwich
- (2) Remove the item on parks and open spaces from the February 2019 meeting

CHAIR



**Norwich City Council**  
**SCRUTINY COMMITTEE**

## **Item No 5**

**REPORT for meeting to be held on Thursday 11 October 2018**

### **Scrutiny committee work programme 2018/19**

- Summary:** The purpose of the report is to assist committee members in setting the work programme for 2018/19.
- Conclusions:** It is proposed that any discussion is as a whole committee using the TOPIC criteria. This will assist members in achieving the goal of an agreed work programme that is met by consensus.
- Recommendation:** To note the work programme for 2018-19. The programme is a standing item at each committee meeting and can be adjusted as necessary
- Contact Officers:** Jo Rowan Scrutiny liaison officer  
Telephone (01603) 212153  
Email [jorowan@norwich.gov.uk](mailto:jorowan@norwich.gov.uk)

## **1. Developing a work programme for the scrutiny committee**

- 1.1 When the scrutiny committee considers which items to include on its work programme, it is useful to do so in the context of what the focus is for the council over the coming year and to look at how activity aligns to the council's corporate plan.
- 1.2 This is so that the scrutiny committee will be able to consider where and how it can add value to the work being carried out towards achievement of the council's priorities and ensure that resources are being focussed effectively.
- 1.3 The scrutiny committee has previously adopted the TOPIC flow chart as an aid to selection of scrutiny topics for its work programme. This is attached to the agenda for reference and members are encouraged to pay regard to this in ensuring that any topic that makes it onto the work programme has an agreed scope and may benefit from the scrutiny process.

## **2. Scope for scheduling items to the work programme**

- 2.1 Although sometimes not possible to achieve, it was previously agreed that the committee should agree as few as possible substantive topics per meeting. The main reason for this is to ensure that there is enough time for the committee to effectively consider the issues and has a fair chance of reaching sound, evidence based outcomes. Ideally, one main item per meeting would be the aim.
- 2.2 Although the future work of the committee has been set up to March 2019, members will have the opportunity on a monthly basis to revise the programme if and when required or due to changing events. This is done via the work programme standing item on the scrutiny committee agendas.
- 2.3 Along with this report, members have a copy of the cabinet forward agenda for consideration.
- 3.5 It is proposed that any discussion is as a whole committee using the TOPIC criteria. This will assist members in achieving the goal of an agreed work programme that is met by consensus.

## Scrutiny committee work programme 2018 – 2019

<b>DATE OF MEETING</b>	<b>TOPIC FOR SCRUTINY</b>	<b>RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,</b>	<b>SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT</b>
24 May	<b>Setting of the work programme</b>	Joanna Rowan (Scrutiny liaison officer), Cllr Wright	To assist committee members in setting the work programme for 2018/19
28 June	<b>The impact of Airbnb type properties</b>	Anton Bull, Director of business services Cllr Wright	To consider the growth of short term letting of homes, and the impact of these on both income for the council and the wellbeing of local residents.
28 June	<b>Report of CLF inquiry for consideration</b>	Anton Bull, Director of business services; Jo Rowan, Scrutiny liaison officer	To provide an update to members the current position of Norwich city council in relation to the recommendations made by the communities and local government committee report 'Effectiveness of local authority overview and scrutiny committees'.
19 July	<b>The impact of universal credit on vulnerable groups of people, the impact of existing universal credit roll-out, preparation for full service of universal credit</b>	Anton Bull, Director of Business Services; Adam Clark, Strategy Manager; Nicki Bristow, Universal Credit Team Leader	The objective of this scrutiny would be to scrutinise the plans for UC full service implementation in Norwich based on the data and learning from the live service, and experience of other areas that have already implemented UC full service. This would form the basis of recommendations relating to the council's own preparation (as outlined below), as well as how the DWP nationally and locally are implementing full UC.

## Scrutiny committee work programme 2018 – 2019

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
1 August	<b>Approval to Place a Bid on a Potential Asset Investment</b>	Karen Watling, Chief Finance Officer; Andy Watt, Head of City Development Services	This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information) as in para 3 of Schedule 12A to the Local Government Act 1972.
20 September	<b>The impact of operation gravity/organised crime in Norwich since 2016, the role of the council and police when dealing with communities blighted by anti-social behaviour</b>	Bob Cronk, Director of neighbourhoods; Jo Sapsford, Early help and community safety manager	To provide members with key information on County Lines in Norfolk and the work that council officers are progressing with partners to help tackle the issue in Norwich
11 October	<b>Norfolk county councils consultation on Early childhood and family Service - transforming our children's centres</b>	Bob Cronk, Director of neighbourhoods	To identify where the biggest risks are for the children of Norwich so that the council can respond to the consultation.
11 October	<b>Responses to the discussion surrounding county lines</b>	Bob Cronk, Director of neighbourhoods	To ask members to formulate recommendations following the discussion on 20 September.



## Scrutiny committee work programme 2018 – 2019

<b>DATE OF MEETING</b>	<b>TOPIC FOR SCRUTINY</b>	<b>RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,</b>	<b>SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT</b>
22 November	<b>Responses to domestic violence in Norwich</b>	Jo Sapsford, Early help and community safety manager	
13 December	<b>Corporate plan and performance framework, equality information report</b>	Adam Clark, Strategy Manager	
10 January	<b>Pre scrutiny of the proposed budget, MTFA and transformation programme (before February cabinet)</b>	Karen Watling, Chief finance officer; Helen Chamberlin, Head of strategy and transformation	
10 January	<b>Budgets, Medium Term Financial Strategy and HRA Business Plan 2019-20</b>	Cllr Kendrick, Karen Watling, Chief finance officer	To propose for approval the 2019-20 budgets, medium term financial strategy and capital programme.
10 January	<b>Capital Strategy 2019-20</b>	Cllr Kendrick, Karen Watling, Chief finance officer	To propose for approval the 2019-20 capital strategy.
14 February	<b>Scrutinise and feed into the parks and playgrounds review, its scope and approach</b>  <b>Good quality jobs in Norwich – the digital and emerging economy</b>	Adrian Akester, Head of citywide services	

## Scrutiny committee work programme 2018 – 2019

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
21 March	<b>Viability assessments and impact on delivery of affordable housing</b>	Graham Nelson, Head of planning services	

## The scrutiny committee tracker 2018 – 2019

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER/LEAD MEMBER	SCRUTINY REQUEST	OUTCOMES OR CURRENT POSITION
19 July 2018	The impact of universal credit on vulnerable groups of people Purpose	Joanna Rowan (Scrutiny liaison officer)	A query which was raised regarding customers applying for more than two children where an additional child has been conceived through non-consensual sexual intercourse.	A response was received from the Partnership manager at the department of work and pensions. This was circulated to the committee members <a href="https://www.gov.uk/guidance/universal-credit-and-families-with-more-than-2-children-information-for-claimants">https://www.gov.uk/guidance/universal-credit-and-families-with-more-than-2-children-information-for-claimants</a>
11 October 2018				
22 November 2018				
13 December				
31 January 2019				
14 February 2019				
21 March 2019				

# FORWARD AGENDA: CABINET and COUNCIL MEETINGS 2018 - 2019

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>CABINET 10 OCT 2018</b>	Greater Norwich Local Plan Consultation draft on New, Small and Revised sites	To consider whether to approve an additional stage of consultation on the emerging Greater Norwich Local Plan focussed on new, small and revised suggested site allocations.	Cllr Stonard Graham Nelson		Dave Moorcroft	NO
<b>CABINET 10 OCT 2018</b>	Local Development Scheme 2018	To approve publication of the revised Local Development Scheme	Cllr Stonard Graham Nelson Judith Davison		Dave Moorcroft	NO
<b>CABINET 10 OCT 2018</b>	Affordable warmth strategy 2018 - 2021	To consider the updated affordable warmth strategy 2018 - 2021	Cllr Davis Richard Willson		Dave Moorcroft	NO
<b>CABINET 10 OCT 2018</b>	Revenue and capital budget monitoring 2018/19 – Period 5	To update on the forecast financial position of the council as at 31 August 2018	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 10 OCT 2018</b>	Procurement of debt collection services including enforcement agents - <b>KEY DECISION</b>	To consider the future provision of debt collection services including enforcement agents	Cllr Kendrick Anton Bull		Anton Bull	NO
<b>CABINET 10 OCT 2018</b>	Procurement of a housing structural repairs contract- <b>KEY DECISION</b>	To advise on the procurement process for a housing structural repairs contract and to seek approval to award the contract	Cllr Harris Bob Cronk Carol Marney / Neil Watts		Bob Cronk	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>CABINET 10 OCT 2018</b>	Future provision of contracted services - <b>KEY DECISION</b>	To consider the future provision of contracted services	Cllr Kendrick Anton Bull		Anton Bull	Yes (Para 3)
<b>CABINET 10 OCT 2018</b>	Unlocking stalled development sites	To agree the process for unlocking stalled development sites	Cllr Stonard Dave Moorcroft Gwyn Jones		Dave Moorcroft	Yes (Para 3)
<b>CABINET 10 OCT 2018</b>	Managing assets	To consider the disposal of the property assets described in this report	Cllr Kendrick Andy Watt John Reid (NPSN)		Dave Moorcroft	Yes (para. 3)
<b>CABINET 10 OCT 2018</b>	Managing assets (housing)	To outline the options available for the assets future within the housing stock.	Cllr Gail Harris Lee Robson Jay Warnes		Bob Cronk	Yes (Para 3)
<b>CABINET 14 NOV 2018</b>	Scrutiny committee recommendations	To consider the recommendations from scrutiny committee.	Cllr Kendrick Adam Clark		Adam Clark	NO
<b>CABINET 14 NOV 2018</b>	Introduction of an exceptions policy for the Community Infrastructure Levy	To consider whether to recommend to council that an exceptions policy to the Community Infrastructure Levy (CIL) is introduced to allow the council to determine, on a case by case basis, whether there is justification for setting aside CIL requirements where necessary to assist with regeneration of key sites.	Cllr Waters Graham Nelson		Dave Moorcroft	NO
<b>CABINET 14 NOV</b>	Early childhood and family Services -	To review and confirm the council's response to Norfolk county council's	Cllr Davis Bob Cronk		Bob Cronk	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>2018</b>	transforming Norfolk's children's centres	consultation on proposals to re-design childrens centres and early childhood and family services	Adam Clark			
<b>CABINET 14 NOV 2018</b>	Norwich Airport Industrial estate - procurement of a developer partner	To approve the brief for procurement of a developer partner	Cllr Stonard Andy Watt Gwyn Jones		Andy Watt	NO
<b>CABINET 14 NOV 2018</b>	Norwich Airport Masterplan – <b>KEY DECISION</b>	To report back on revisions to the draft masterplan and to seek approval of the final masterplan document.	Cllr Stonard Graham Nelson Judith Davison		Dave Moorcroft	NO
<b>CABINET 14 NOV 2018</b>	Procurement of district heating works at Fellows Close and Meadowsweet sheltered housing schemes	To inform Cabinet of the procurement process and to seek approval to delegate authority to award the contracts.	Cllr. Harris Bob Cronk Carol Marney		Bob Cronk	NO
<b>CABINET 14 NOV 2018</b>	Procurement of works to refurbish the grounds maintenance storage and welfare facilities at Eaton Park	To inform cabinet of the procurement process for refurbishment of the grounds maintenance facilities and to seek delegated authority to award the contract.	Cllr Maguire Bob Cronk Neil Watts		Bob Cronk	NO
<b>CABINET 14 NOV 2018</b>	Norwich Regeneration Ltd –approval of business plan	To approve the business plan for NRL	Cllr Harris Gwyn Jones		Karen Watling	NO
<b>CABINET 14 NOV 2018</b>	Norwich Regeneration Ltd –approval of business plan	To approve the business plan for NRL (exempt appendix)	Cllr Harris Gwyn Jones		Karen Watling	Yes (Para 3)

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>CABINET 14 NOV 2018</b>	Commercial property investment strategy – <b>KEY DECISION</b>	To review and adopt revised guidance for the purchase of new investment property. To delegate authority to the director of service for regeneration and development, in consultation with the section 151 officer, the Leader, deputy leader, portfolio holder for resources and portfolio holder for sustainable and inclusive growth, to invest in income generating assets up to the limit in value described in the report and as budgeted for in the council's capital programme.	Cllr Stonard Karen Watling Andy Watt		Karen Watling	Yes (Para 3)
<b>CABINET 14 NOV 2018</b>	Risk Based Verification Policy	Policy to determine verification standards for Housing Benefit and Council Tax Support claims	Cllr Karen Davies Anton Bull Adrian Mills (ARP)		Anton Bull	Yes (para. 3)
<b>CABINET 14 NOV 2018</b>	Managing Assets (HRA)	To approve the disposal of the land and property assets mentioned in this report.	Cllr Harris Bob Cronk		Bob Cronk	Yes (para. 3)
<b>COUNCIL 27 NOV 2018</b>						
<b>COUNCIL 27 NOV 2018</b>	Introduction of an exceptions policy for the Community Infrastructure Levy	To consider whether to approve an exceptions policy to the Community Infrastructure Levy (CIL) is introduced to allow the Council to determine, on a case by case basis, whether there is justification for setting aside CIL	Cllr Waters Graham Nelson		Dave Moorcroft	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
		requirements where necessary to assist with regeneration of key sites.				
<b>CABINET 12 DEC 2018</b>	Quarter 2 2018/19 quarterly performance report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 2 of 2018/19	Cllr Waters Adam Clark		Adam Clark	NO
<b>CABINET 12 DEC 2018</b>	Revenue and capital budget monitoring 2018/19 – Period 7	To update Cabinet on the forecast financial position of the council as at 31st October 2018	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 12 DEC 2018</b>	Treasury management mid-year review 2018/19	To update members on the Treasury Management performance for the financial year to 30 September 2017.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 12 DEC 2018</b>	Emerging 2019/20 Budget, Medium Term Financial Strategy (MTFS) and HRA Business Plan	To update members on the emerging position, as currently known, for the General Fund revenue budget, the HRA Business Plan, and the Council's capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 12 DEC 2018</b>	Scrutiny committee recommendations	To consider the recommendations from scrutiny committee.	Cllr Kendrick Adam Clark		Adam Clark	NO
<b>CABINET 12 DEC 2018</b>	Bethel Hospital Repairs Notice	To consider the possible service of a Repairs Notice or Notices under Section 48 of the Listed Buildings Act 1990 specifying those works considered reasonably necessary for the proper preservation of the Bethel Hospital complex of buildings	Cllr Stonard Graham Nelson David Parkin		Dave Moorcroft	NO
<b>CABINET</b>	Renewal and	To delegate authority to the director of	Cllr Maguire		Bob Cronk	NO



ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>12 DEC 2018</b>	upgrading of the council's closed circuit television system – <b>KEY DECISION</b>	neighbourhood services in consultation with the cabinet member for safe city environment to award a contract for the renewal of the council's CCTV system	Jo Sapsford Sarah Clarke			
<b>CABINET 12 DEC 2018</b>	Procurement of housing mechanical and electrical repairs and maintenance of common areas – <b>KEY DECISION</b>	To inform Cabinet of the procurement process and to seek approval to award the contract.	Cllr. Harris Bob Cronk		Bob Cronk	NO
<b>CABINET 16 JAN 2019</b>	Quarter 2 2018/19 quarterly performance report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 2 of 2018/19	Cllr Waters Adam Clark		Adam Clark	NO
	Risk management report	To provide an update on the review of key risks facing the council, and the associated mitigating actions, and the council's Risk management policy.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 16 JAN 2018</b>	Scrutiny committee recommendations	To consider the recommendations from scrutiny committee.	Cllr Kendrick Adam Clark		Adam Clark	NO
<b>COUNCIL 29 JAN 2019</b>						

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>CABINET 06/13 FEB 2019</b>	Corporate plan 2019-2022	To consider the corporate plan and performance framework 2019-22	Cllr Waters Adam Clark		Adam Clark	NO
<b>CABINET 06/13 FEB 2019</b>	Revenue and capital budget monitoring 2018/19 – Period 9	To update Cabinet on the forecast financial position of the council as at 31st December 2018.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 06/13 FEB 2019</b>	Budgets, Medium Term Financial Strategy and HRA Business Plan 2019-20	To propose for approval the 2019-20 budgets, medium term financial strategy and capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 06/13 FEB 2019</b>	Capital Strategy 2019-20	To propose for approval the 2019-20 capital strategy.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 06/13 FEB 2019</b>	Treasury Management Strategy 2019-20	To recommend to council the capital prudential indicators and limits, the borrowing strategy, the treasury prudential indicators and the minimum revenue provision.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 06/13 FEB 2019</b>	Council tax reduction scheme 2019-20	To consider and recommend to council a council tax reduction scheme for 2019-20.	Cllr Davis Cllr Kendrick			NO
<b>CABINET 06/13 FEB 2018</b>	Scrutiny committee recommendations	To consider the recommendations from scrutiny committee.	Cllr Kendrick Adam Clark		Adam Clark	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>COUNCIL 19/26 FEB JAN 2019</b>	Revenue and capital budget monitoring 2017/18 – final outturn	To update council on the revenue and capital outturns for the year 2017/18; the consequent General Fund and Housing Revenue Account balances; and to seek approval to delegate to officers the approval of carry-forward unspent capital budgets into the 2018-19 capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>COUNCIL 19/26 FEB JAN 2019</b>	Budgets, Medium Term Financial Strategy and HRA Business Plan 2019-20	To propose for approval the 2019-20 budgets, medium term financial strategy and capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>COUNCIL 19/26 FEB JAN 2019</b>	Capital Strategy 2019-20	To propose for approval the 2019-20 capital strategy.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>COUNCIL 19/26 FEB JAN 2019</b>	Treasury Management Strategy 2019-20	To recommend to council the capital prudential indicators and limits, the borrowing strategy, the treasury prudential indicators and the minimum revenue provision.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>COUNCIL 19/26 FEB JAN 2019</b>	Council tax reduction scheme 2019-20	To consider and recommend to council a council tax reduction scheme for 2019-20.	Cllr Davis Cllr Kendrick			NO
<b>CABINET 13 MARCH 2019</b>	Quarter 3 2018/19 quarterly performance report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2018/19	Cllr Waters  Adam Clark		Adam Clark	NO
<b>CABINET 13 MARCH 2018</b>	Scrutiny committee recommendations	To consider the recommendations from scrutiny committee.	Cllr Kendrick Adam Clark		Adam Clark	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>CABINET 13 MARCH 2019</b>	An overview of external relationships, contracts and grants 2019-20 – <b>KEY DECISION</b>	To consider commissioned services for the period 2019-20. These are both planned and current relationships with external organisations including partnerships, grants, contracts and shared services.	Cllr Waters  Adam Clark Tracy Woods		Adam Clark	NO
<b>CABINET 13 MARCH 2019</b>	Economic strategy 2019-2024 - <b>KEY DECISION</b>	To approve for publication the economic strategy 2019-2024	Cllr Waters Dave Moorcroft Ellen Tilney		Dave Moorcroft	No
<b>COUNCIL 19 MARCH 2019</b>						
<b>CABINET JUNE 2019</b>	Revenue and capital budget monitoring 2017/18 – final outturn	To update Cabinet on the revenue and capital outturns for the year 2017/18; the consequent General Fund and Housing Revenue Account balances; and to seek approval to delegate to officers the approval of carry-forward unspent capital budgets into the 2018-19 capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO

**Norwich City Council**  
**SCRUTINY COMMITTEE**  
**ITEM 6**

Report for meeting to be held on 11 October 2018

## **The impact of Operation Gravity and organised crime in Norwich since 2016**

**Summary:**

The 20 September scrutiny meeting looked at the impact of Operation Gravity and organized crime in Norwich since 2016. Operation Gravity is a police-led enforcement operation intended to combat the 'County Lines' model of drug supply. County Lines is the police term for urban gangs supplying drugs to suburban areas and market and coastal towns using dedicated mobile phone lines or "deal lines".

**Conclusions:**

Members will need to refer to the minutes of the meeting held on 20 September and may wish to consider the points below.

**Recommendation:**

To ask members to formulate recommendations following the discussion on 20 September. Members may wish to consider the following points:

- How intelligence gathered from staff and contractors around County Lines activity could be packaged and shared with partners
- Whether licensing policy and procedures are capturing County Lines activity as a specific issue
- How information is made available to ward councillors
- The creation of a brief for front line staff, contractors and local businesses on County Lines activity
- The specific role of contractors in intelligence gathering.

**Contact Officer:**

Bob Cronk, Director of neighbourhoods  
Tel: 01603 212373  
[BobCronk@Norwich.gov.uk](mailto:BobCronk@Norwich.gov.uk)



**Norwich City Council**  
**SCRUTINY COMMITTEE**  
**ITEM 7**

**Report for meeting to be held on 11 October 2018**

**Norfolk County Council consultation on early childhood and family service - transforming our children's centres**

- Summary:** Norfolk County Council is currently consulting on a revised model for the delivery of children's centres and services for young children and families. The report sets out the background and purpose of children's centres and the changes that are proposed.
- Conclusions:** The report provides members with key information on children's centres and services for children and families, the impact that children's centres have had from evaluations undertaken nationally and information on the levels of need in Norwich at a ward level.
- Recommendation:** That the scrutiny committee considers the report and comments on the proposed changes to children's centres and the impact these changes may have on children and families in Norwich.
- Contact Officer:** Bob Cronk, Director of neighbourhoods  
Tel: 01603 212373  
[BobCronk@Norwich.gov.uk](mailto:BobCronk@Norwich.gov.uk)

## Background

- 1.1 Children's centres (or Sure Start centres as they were originally called) were established as service hubs where children up to five years of age and families could access integrated services and information ensuring that every child gets the best start in life.
- 1.2 These services varied according to centre but may have included:
  - support for parents to be
  - support for parents – including advice on parenting and access to specialist services for families
  - play sessions
  - access to child and family health services – ranging from health screening and health visitor services
- 1.3 Whilst the early phases targeted the most deprived communities to provide high quality early years provision and were rolled out through local Sure start partnerships, later Government guidance and ring fenced funding, resulted in a more universal approach to children centre provision led by single tier and county council's.
- 1.4 The Apprenticeships, skills, children and learning act 2009 put children centre provision on a statutory provision with the following requirements defined in the act:
  - Local authorities must “so far as is reasonably practicable, include arrangements for sufficient provision of children's centres to meet local need”
  - Children's centres must have an advisory board which includes parents or prospective parents from the area.
  - Local authorities must carry out appropriate consultation when proposing to close or open a children's centre.
- 1.5 There were a number of changes introduced by the coalition Government between 2010 and 2015. This included plans to recruit an additional 4,200 health visitors; new guidance which introduced a core purpose for Sure Start centres; the removal of the requirement to provide full day care in the most disadvantaged areas and the removal of the ring fence for the Government's funding for Sure Start. This was replaced by an early intervention grant encompassing a number of funding streams for children and family services.
- 1.6 The activities of the additional health visitors were to be provided through children's centres to deliver universal family and child health programmes through the healthy child programme on subjects such as healthy eating, accident prevention and emotional well-being.



- 1.7 In 2013, the core purpose for children's centres was published by the Department for Education which was to improve outcomes for young children and their families and reduce inequalities between families in greatest need and their peers in the areas of:
- Child development and school readiness
  - Parenting aspirations and parenting skills and
  - Child and family health and life chances.
- 1.8 There has been limited change on children's centre policy since 2015 during which time has seen the biggest change in funding for local government and resulted in a reduction in children's centres nationally.
- 1.9 Since the introduction of childrens centres, evaluations have been undertaken at a national level to understand the impact that the centres and the services delivered from them have had on families and how they have made a difference. A summary of these taken from a House of Common report is included at appendix 1.

## **2. Childrens centres in Norwich**

- 2.1 Children's Services in Norfolk County Council have the responsibility for the delivery of childrens centres in the county.
- 2.2 Originally led by local Sure Start partnerships, children's centres were developed in Norwich over three phases between 2004 and 2010 and now reach all parts of the city operating from:
- The Vauxhall Centre (City and Eaton Children's Centre);
  - Hunter Road (Catton Grove, Fiddlewood and Mile Cross Children's Centre);
  - Wolfe Road (Thorpe Hamlet & Heartsease Children's Centre);
  - Duckett Close (East City & Framingham Earl Children's Centre);
  - Motum Road (Earlham Early Years Centre);
  - Humbleyard, Clover Hill, (Bowthorpe, West Earlham & Costessey Children's Centre);
  - Angel Road Infants School (North City)
- 2.3 These centres are delivered by a variety of organisations including local voluntary organisations such as the Hamlet Centre, national voluntary organisations including Action for children and Norfolk community health care NHS Trust.
- 2.4 Through these centres, children and families can access a full range of services which set out to improve outcomes for all children. This includes:
- Antenatal and postnatal programmes

- Parenting advice and support
- Support for parents experiencing difficulties such as mental ill health, drugs and alcohol misuse and domestic abuse
- Advice about early years education and childcare
- Information and advice on a range of topics including healthy eating to employment and training
- Drop-in play sessions
- A place to meet and talk to other parents and carers

2.5 A re-design of children's centres and early years provision has been undertaken by Norfolk County Council and a report to childrens services committee in July 2018 indicated that the provision should be reviewed due to:

- The current delivery model being in place for at least seven years
- Current contracts coming to an end in 2019
- The changes in need and how families access services
- The changing national and local policy context for children, families and young people
- Reduced budget provision, with Norfolk county council making £5m available for Childrens centres from the current £10m
- Opportunities to better integrate services including for children and families including with the Norfolk healthy child programme now commissioned by the county council.

### **3. Early childhood and family services – transforming our childrens centres**

3.1 Norfolk county council are currently consulting the proposed re-designed model which sets out to deliver an early childhood and family service that engages effectively with vulnerable families with additional and complex needs, at the earliest point, and provides appropriately targeted responses to meet their needs.

3.2 The future service model sets out to reflect the four guiding principles of Norfolk Futures, Norfolk county council's strategy for 2018-21. This is that the county council will:

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

3.3 The report to childrens services committee states that the county council has an opportunity to secure a refreshed approach that draws together universal and targeted support for families with young children and therefore improves

outcomes for children. This is through integration with the Healthy Child Programme, community health provision, the county council's work to ensure high quality, sufficient early years provision, support for home learning, family information, community development activity and the council's ambition for flexible and agile use of community assets, as part of delivering fully integrated and joined up public services.

- 3.4 The approach proposes to create an Early Childhood and Family Service. This sets out to ensure 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.
- 3.5 Rather than the services being delivered in designated children centre buildings, they would be delivered on an outreach basis within local community venues, such as libraries, village halls and community centres, schools, and in families' homes.
- 3.6 Seven early childhood and family bases would be retained, one within each district council area, which would be used as places for staff to work across the district and to deliver some of the local services. In Norwich this would be a reduction of six designated children centre buildings.
- 3.7 With the overall aim of making a difference to the lives of young children and their families, the new service proposes 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; prevent more children from experiencing neglect or emotional harm and to increase their social mobility.
- 3.8 To achieve this, the proposals indicate that the service would identify and work with disadvantaged children and vulnerable families as early as possible, and give them support and services to meet their needs.
- 3.9 The proposals also indicate that wherever possible, the needs of children and families would be met from services set up and run by the local community. Help and support would be provided on a peer support basis by others who had been through similar experiences.
- 3.10 To this end the consultation document indicates that the new approach would be developed and established by Childrens services working closely with district councils, schools, the NHS and the voluntary and community sector.
- 3.11 A copy of the consultation document which contains the future proposals can be found at appendix 2.
- 3.12 Appendix 3 contains an infographic of the needs of children and families at ward level.

## Extract from House of Commons Library briefing paper – Sure Start (England) Number 7257, 9 June 2017

### Impact of Sure Start

Sure Start was introduced to drive improvements across a range of health and development measures for children, as well as on various health and home life impacts for parents.

Assessing the impact of early intervention policies such as Sure Start can be lengthy and complicated, as it involves analysis of outcomes over a number of years from the early years into later childhood. The Labour and Coalition Governments each commissioned a multi-year, longitudinal study - the National Evaluation of Sure Start (NESS) and Evaluation of Children's Centres in England (ECCE) respectively - to determine what impact Sure Start had had against its policy objectives. The results of these studies, and of a 2010 quantitative study by the Audit Commission, are explored below.

### National Evaluation of Sure Start (2002-2012)

The 1998 Comprehensive Spending Review stated that it would, in relation to Sure Start, "draw on the evidence of what works." The Government therefore set up the National Evaluation of Sure Start (NESS), co-ordinated by Birkbeck, University of London, which reported every year from 2002-2012.

In assessing the impact of Sure Start Local Programmes (**SSLPs**) on child and family functioning over time, the NESS followed up over 5,000 seven-year-olds and their families in 150 SSLP areas who were initially studied when the children were nine months, three years old and five years old.

The NESS study measured the impact of Sure Start across the SSLP area, not just on those families that used the services. A comparison group of non-SSLP children and their families was also used to compare with the NESS sample. The comparison group was selected from the entire Millennium Cohort Study (MCS) cohort. Their selection was based upon identifying and selecting children living in areas with similar characteristics to SSLP areas, but which did not offer SSLP services.

The first major report, published in 2005, looked at children **aged nine months and 36 months**. It noted "extremely few overall main effects of SSLPs, whether positive or negative." The main effects observed in SSLP areas were:

- Parents of nine-month-old children reported less household chaos.
- Parents of 36-month-old children used less negative parenting.
- Mothers of 36-month-old children in SSLP areas had a less favourable view of their community.

In addition, as noted in section 1.3, whilst relatively less disadvantaged families benefitted from being in an SSLP area, the most disadvantaged families may actually have been adversely affected.

When the nine-month-old children were followed up at **age three**, the discrepancy of outcomes between most and relatively less disadvantaged families had gone. NESS were unclear whether this was the result of changed outcomes between the two reports, or a change in methodology.

The follow-up report at age three noted that the main benefits associated with living in a SSLP area were:

- Parents of three-year-old children showed less negative parenting while providing their children with a better home learning environment.
- Three-year-old children in SSLP areas had better social development with higher levels of positive social behaviour and independence/self-regulation than children in similar areas not having a SSLP.
- The SSLP effects for positive social behaviour appeared to be a consequence of the SSLP benefits upon parenting.
- Three-year-old children in SSLP areas had higher immunisation rates and fewer accidental injuries than children in similar areas not having a SSLP - although it is possible that instead of reflecting positive effects of SSLPs these health-related benefits could have been a result of differences in when measurements were taken of children living in SSLP areas and those living elsewhere.
- Families living in SSLP areas used more child- and family-related services than those living elsewhere.<sup>76</sup>

When followed up at age five the main impacts identified for children were that:

- Children growing up in SSLP areas had lower BMIs than children in non-SSLP areas. This was due to their being less likely to be overweight with no difference for obesity.
- Children growing up in SSLP areas had better physical health than children in non-SSLP areas.

In addition, mothers in SSLP areas reported:

- Providing a more stimulating home learning environment for their children.
- Providing a less chaotic home environment for their children.
- Experiencing greater life satisfaction.
- Engaging in less harsh discipline.
- Experiencing more depressive symptoms.

- Being less likely to visit their child's school for parent/teacher meetings or other arranged visits. Although the overall incidence was low generally.

More recently, when followed up at **age seven**, significant effects of SSLPs emerged for four out of 15 outcomes, two of which applied across the board and two of which applied to certain groups within the SSLP areas (parents of boys, lone parents and workless households). For the whole population, mothers in SSLP areas relative to their counterparts in non SSLP areas reported:

- Engaging in less harsh discipline;
- Providing a more stimulating home learning environment;

Additionally for certain groups within the SSLP areas mothers reported:

- Providing a less chaotic home environment for boys (not significant for girls);
- Better life satisfaction (lone parent and workless households only).

Additional evidence of positive SSLP effects emerged for three of eight repeatedly-measured outcomes when the focus of evaluation was on change in parent and child functioning between 3 and 7 years (9 months and 7 years for workless household status). Mothers in SSLP areas relative to those residing in comparison areas:

- Showed a greater improvement in the home learning environment;
- Reported a greater decrease in harsh discipline;
- Greater improvement in life satisfaction (lone parent and workless households only)

No consistent SSLP effects for child development emerged at 7 years. The report's authors believe that this is likely to be due to high levels of participation in the 3 and 4 Year Old Free Entitlement to pre-school education across England, which has resulted in most of the MCS children also benefitting from early years learning opportunities.

Additionally, by age 7 children were in their third year of primary school and so had 3 years of primary school in common as well, which may partly account for the similarity in outcomes across the study groups.

### **Audit Commission report (2010)**

An additional quantitative study, *Giving children a healthy start*, a 2010 report by the Audit Commission, was critical of the limited impact Sure Start had on improving health outcomes:

Between 1998/99 and 2010/11 we estimate that £10.9 billion (including £7.2 billion for Sure Start, which had dedicated funding for health improvements in the early phase of roll-out) will have been invested in programmes aimed in whole, or in

part, at improving the health of the under-fives, but this has not produced widespread improvements in health outcomes. Some health indicators have indeed worsened – for example, obesity and dental health – and the health inequalities gap between rich and poor has barely changed.

### **Evaluation of Children's Centres in England (2012-2016)**

Under the Coalition Government, the DfE commissioned NatCen Social Research, the University of Oxford and Frontier Economics to carry out a substantial research project into Sure Start. Evaluation of Children's Centres in England (ECCE) produced 11 publications between 2012 and 2016, across five research 'strands':

1. Survey of children's centre leaders
2. Survey of families using children's centres in the most disadvantaged areas
3. Children's centre service delivery and reach
4. Effects of children's centres on child and family outcomes
5. Value for money analysis

### **Survey of children's centre leaders**

Strand one surveyed a number of children's centre leaders in 2011 and 2013, to identify changes they had observed between the two dates. The major changes the report found included:

- An increased 'clustering' of centres – the number of leaders managing four or more centres rose from 17% to 28%.
- A decrease in other organisations running centres – in 2011 local authorities managed 63% of centres, by 2013 this was 72%.
- An increase in part-time staffing – the proportion of part-time staff and volunteers, compared to full-time, rose from 61% to 66%.
- Fewer centres offering full-time early learning and childcare services (77% in 2011 and 51% in 2013) and an increase in part-day sessions of less than four hours (34% in 2011 and 62% in 2013).
- A large increase in the number of centres with over 501 users, rising from 24% in 2011 to 47% in 2013. The report proposed this could be due to the merging of different centres.
- Of those surveyed in 2013, 42% said that reductions in funding had affected the services provided in their centre, and 52% said that staffing had been affected.

### **Survey of families using children's centres in the most disadvantaged areas**

Families using children's centres in the 128 most deprived areas were surveyed at three different points in their child's life (age 9-18 months, age two, and age three) to see how Sure Start centres were being used.

ECCE carried out 5,717 interviews for parents of children aged 9-18 months, 3,588 interviews at age two, and 2,602 interviews at age three. The key findings included:

- The most commonly used services were stay and play groups, used by 60% of families, and midwife and health visitor sessions, used by 58%.
- Some services, such as relationship support, IT skills, English as a second language, or first aid courses, were only used by 1-2% of families.
- Service use was greater amongst parents of very young children. 85% of families used a children's centre service when the child was about one, down to 54% at age three.
- The only services not seeing a drop as children got older were childcare and speech and language therapy.
- This drop was particularly pronounced amongst more affluent families. However, as the report notes, between the first and third set of interviews, many children's centres moved from a universal to a more targeted service.

### **Children's centre service delivery and reach**

Strand three saw the publication of four documents looking at reach and at delivery of children's centres. Three looked broadly at reach and delivery, whilst one looked specifically at the delivery of parenting services.

On reach of the centres, the evaluation found the following:

- Almost all local authorities had a defined 'reach area' for their centres – a small number however had moved to a 'locality' model where a group of centres served a larger area rather than a single centre in a specific neighbourhood.
- Local authorities were targeting children's centres towards more deprived local areas but levels of deprivation vary widely between different reach areas.
- Centres typically had large registration and user numbers. The average size of the user group in a year was 770 children aged 0-4.
- Judged against the 2011 census, the proportion of registrations in a single year was very high (median 93%), but was much lower in a few centres (around 60-65%).
- Registration levels of over 90% on average "mean that most eligible families have the option to engage with services and the data indicates that the majority of families do choose to take-up services."
- No major ethnic group appeared to be significantly under-represented in the usage of centres.
- 60% of users made relatively light use of centres over the year (five or less contacts) and on average around 13% had 20 or more contacts.



- Of the sampled users, 30% lived within 500 metres of their centre, with 78% living within 1.5km.
- Reach areas showed a bigger fall in child poverty levels than their corresponding local authorities and England as a whole from 2006-2011 (3.3% points fall, compared with a 1.1% point fall across England). In the most deprived areas, child poverty levels fell by five percentage points over the same period.<sup>82 83 84</sup>

On delivery of services, the evaluations' key findings included:

- An increase in service clustering, with services delivered across multiple locations.
- The report found that clustering saw managers having "lower qualifications, running fewer named programmes at the centre, and providing fewer services to support the needs of the whole family."
- An increase in more targeted service delivery in line with Sure Start's new core purpose, including more home visits.
- Managers emphasising the importance of multi-agency working by children's centres.

The report on the delivery of parenting services by children's centres found that:

- There was variation in how services were delivered. Some, such as crèche services were better offered in a group, whilst others such as mental health support were offered in personalised settings.
- Only 21% of centres offered any parenting services off-site.
- 51% of centres said that they encouraged parents "a great deal" to get involved in the running of the centre and of services.
- Centres offered a range of well-evidenced programmes, such as Family Nurse Partnerships and Triple P. In 2012 and 2013, centres each offered an average of five evidenced programmes.<sup>88</sup>

### **Effects of children's centres on child and family outcomes**

Strand four, was published in December 2015, and looked at the impact of Sure Start usage for parents and for children. Researchers examined the centres in 2011 and 2013. Overall, the study found some positive impacts for parents and for home life:

Greater impacts were detected for mother and family outcomes (e.g. improved mother's mental health, less chaotic family life, reduced Parent-Child Dysfunctional Interaction). Fewer effects were found for child outcomes (e.g. cognitive abilities at age 3). This might have been anticipated as most children's centres were encouraged to signpost families to childcare providers and were not offering childcare places directly themselves, thus the opportunity to have direct effects on children was limited. Centres also improved the early Home Learning Environment,

which past research evidence suggests is linked to improved child outcomes at school age.

No impact was found on household employment status or on children's health. The study also found some deterioration in outcomes related to some targeted services, such as health visitors. However, given the targeted nature of these services, the study argued that this should be seen as evidence of reach for families with the greatest need who are less likely to engage with services, rather than of outcomes. In terms of what this meant for effective service delivery, the report concluded that:

- Offering a greater number of named services predicted better outcomes for child behaviour and family outcomes.
- Centres maintaining or increasing services tended to have better outcomes for mothers and families, on measures such as maternal mental health, than children's centres experiencing cuts.
- Multi-agency working gave beneficial results for some child outcomes, such as pro-social skills and non-verbal reasoning.<sup>90</sup>

### **Value for money analysis**

The final ECCE report, published in July 2016, looked at the value for money of children's centre services. Monetary benefits were calculated based on the links between services and later outcomes, for example between baby health services and lower probabilities of truancy, smoking, youth crime and mental health problems in later life.

Baby health and parental support services were both estimated to provide financial benefits on a per person basis (£2,236 and £5,395) respectively. However, much of these benefits were for the individuals receiving the services, in terms of benefits such as higher lifetime earnings, rather than financial benefits to the state.

Once the costs to the state of providing services were factored in, it was estimated that most services provided a net loss to Government finances. Only some parenting services provided a net benefit to Government, and this was largely because these were cheaper to provide than baby health services.

However, whilst the net cost to Government may have been estimated at a loss, the overall benefits (to both individuals and the Government) were seen to provide overall value for money:

This report has shown that policies which have impacts within reasonable bounds of magnitudes on early child and family outcomes can potentially generate substantial monetary returns over and above the costs of delivering the services.

**Have your say on  
proposals for an**

# **Early Childhood and Family Service**

**Transforming our children's centres**

Consultation open from  
17 September – 9 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.

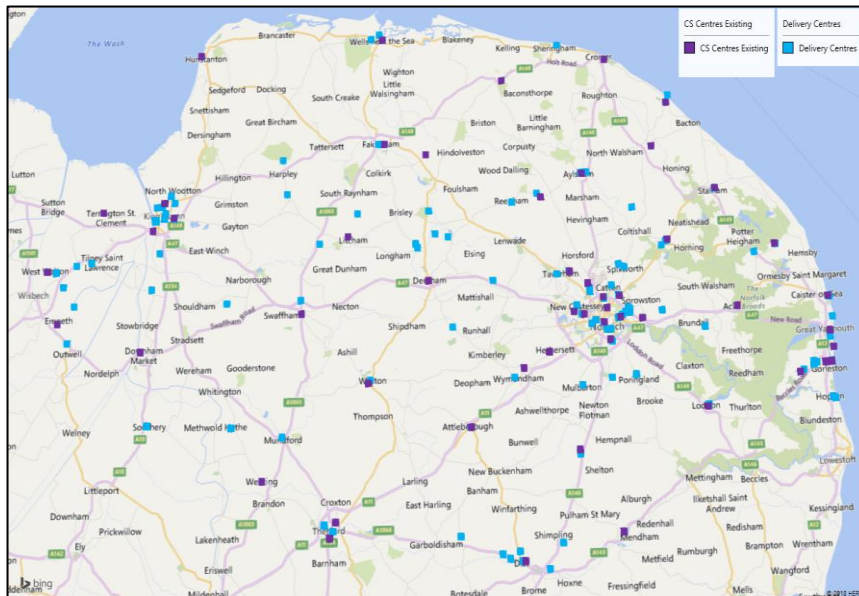
- **Child Protection:** Children at risk of significant harm, with complex and/or acute needs requiring a referral to the Children's Advice Duty Team and Multi Agency Safeguarding Hub and sometimes the police where there is an immediate danger.
- (The technical description of these levels of need can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

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

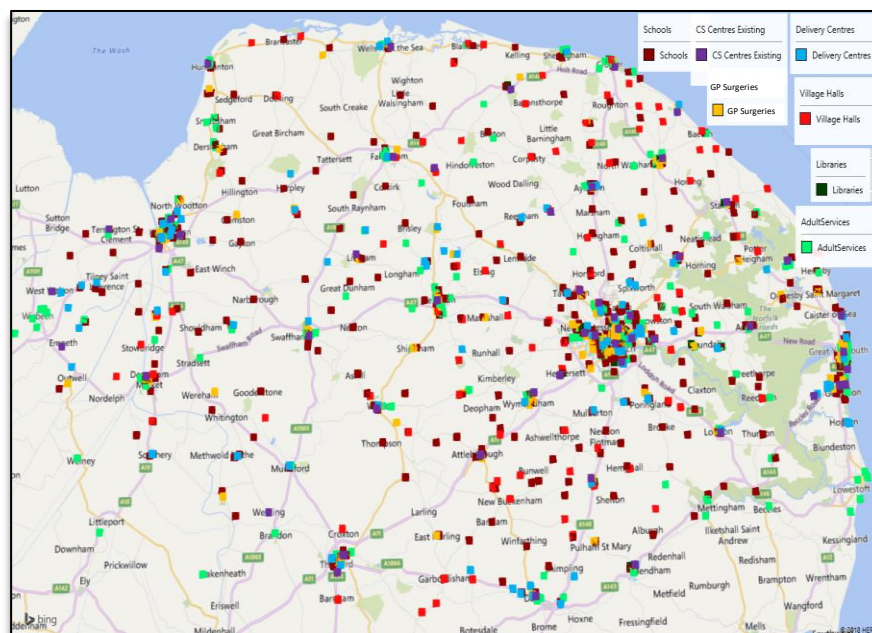
We are proposing that the new Early Childhood and Family Service will focus more on supporting families who need extra help to cope with the demands of family life. This would be through a mix of group programmes and one-to-one support.

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

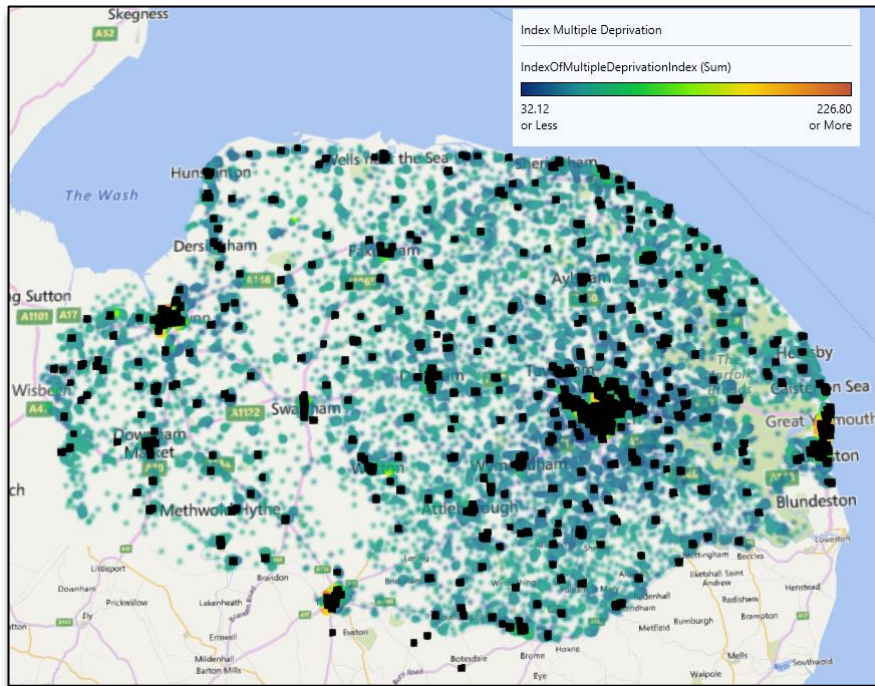




**Map 1 - The current children's centre delivery locations, including designated centres and outreach sites**



**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**

<b>Community Support</b>	
<b>Current children's centre service</b>	<b>Proposed new Early Childhood and Family Service</b>
<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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<b>Online digital offer</b>	
<b>Current children's centre service</b>	<b>Proposed new Early Childhood and Family Service</b>
<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>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>Parents 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.</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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<b>Group based support</b>	
<b>Current children's centre service</b>	<b>Proposed new Early Childhood and Family Service</b>
<p>Families likely to need extra help to cope with the demands of family life receive help through support groups.</p> <p>These are delivered in designated children's centres or outreach venues such as community centres or village halls.</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>They are often delivered on weekdays and during the daytime.</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 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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<b>One-to-one support</b>	
<b>Current children's centre service</b>	<b>Proposed new Early Childhood and Family Service</b>
<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,</p>

<p>This is focused on support for families with children aged 0-5 years.</p>	<p>would be offered additional help as part of the wider support they receive.</p>
<p>This is delivered by the children's centre provider from the local designated children's centre base.</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>Some of the outreach is provided in families' homes, focusing on parenting support.</p>	<p>This would be co-ordinated and delivered by staff at the Early Childhood and Family Support Service base.</p>
<p>Some of the outreach is provided in families' homes, focusing on parenting support.</p>	<p>Some of the outreach would be provided in families' homes, focusing on parenting support.</p>

## 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](http://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 on line at [www.norfolk.gov.uk/childrenscentres](http://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:

<b>Norwich City</b>		
<b>Designated children's centres</b>	<b>Children's centres that may be available for alternative use for young children</b>	<b>Children's centre to remain designated and used as a district Early Childhood Family Service Base</b>
City and Eaton Children's Centre (The Vauxhall Centre, Johnson Place, Norwich NR2 2SA)		<b>City and Eaton Children's Centre</b>
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

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

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	

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

<b>Borough of King's Lynn and West Norfolk</b>		
<b>Designated children's centres</b>	<b>Children's centres that may be available for alternative use for young children</b>	<b>Children's centre to remain designated and used as a district Early Childhood Family Service Base</b>
St Clements Children's Centre (101 Churchgate Way, Terrington St Clement, King's Lynn PE34 4LZ)		<b>St Clements Children's Centre</b>
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,	Nar Children's Centre	

Saddlebow Road, King's Lynn PE30 5BN)		
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

<b>Breckland District</b>		
<b>Designated children's centres</b>	<b>Children's centres that may be available for alternative use for young children</b>	<b>Children's centre to remain designated and used as a district Early Childhood Family Service Base</b>
Attleborough Children's Centre (2 Church Street, Attleborough NR17 2AH)	Attleborough Children's Centre	<b>Attleborough Children's Centre</b>
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



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

Hethersett Children's Centre (Hethersett Woodside Nursery and Infant School, Firs Road, Hethersett NR9 3EQ)		
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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

<b>Great Yarmouth Borough</b>		
<b>Designated children's centres</b>	<b>Children's centres that may be available for alternative use for young children</b>	<b>Children's centre to remain designated and used as a district Early Childhood Family Service Base</b>
Seagulls Children's Centre (Shrublands, Magdalen Way, Gorleston, Great Yarmouth NR31 7BP)		<b>Seagulls Children's Centre</b>
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)	
Acle Marshes Children's Centre (Bridewell Lane, Acle, Norfolk NR13 3RA)	Acle Marshes Children's Centre	

Caister Children's Centre (Caister Infant, Nursery School and Children's Centre, Kingston Avenue, Caister on Sea, Great Yarmouth NR30 5ET)	Caister Children's Centre	
Trinity Children's Centre (Martham Primary and Nursery School, Black Street, Martham, NR29 4PR)	Trinity Children's Centre	

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

<b>North Norfolk District</b>		
<b>Designated children's centres</b>	<b>Children's centres that may be available for alternative use for young children</b>	<b>Children's centre to remain designated and used as a district Early Childhood Family Service Base</b>
Holt Children's Centre (Corpusty and Holt Area Children's Centre, Charles Road, Holt NR25 6DA)		<b>Holt Children Centre</b>
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	

<p>Fakenham Children's Centre (Fakenham Gateway Sure Start, Fakenham Infant and Nursery School, Norwich Road, Fakenham NR21 8HN)</p> <p>Wells Children's Centre (Polka Road, Wells-next-the-Sea, NR23 1JG)</p>	<p>Wells Children's Centre</p>	
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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](http://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"/> |
| Corpusty 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 17<sup>th</sup> September to midnight on Friday 9<sup>th</sup> 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



June 2018

# Community Monitoring Report

Norwich City

Produced by Yusi Xing, Partnership Officer  
Early Help, Children's Services  
[yusi.xing@norfolk.gov.uk](mailto:yusi.xing@norfolk.gov.uk)

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Produced by Commissioning, Partnership and Community Capacity Team (Norwich City Team), Early Help, Children's Services

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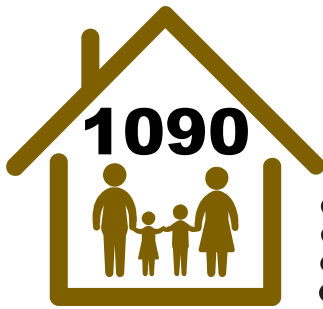
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# Bowthorpe

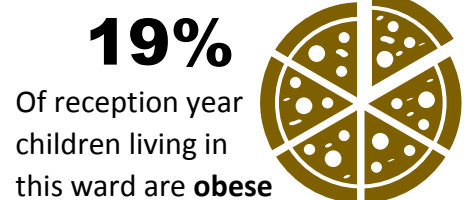
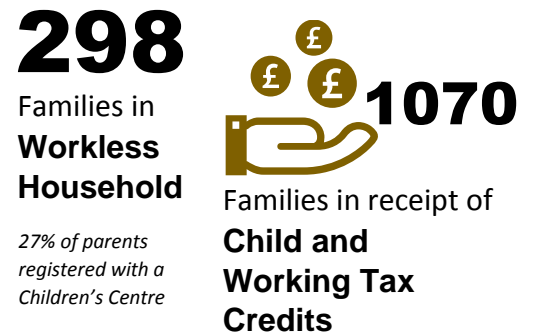
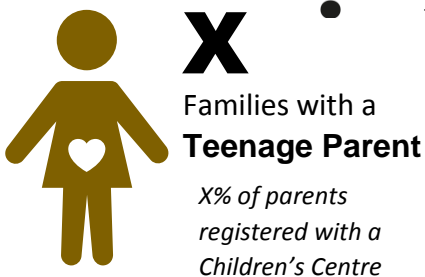
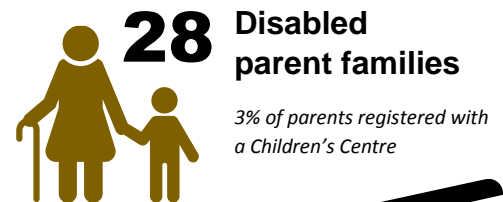
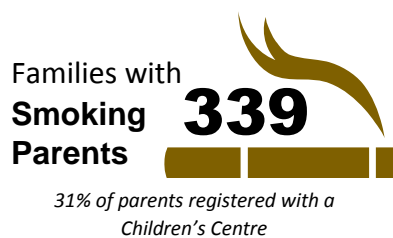
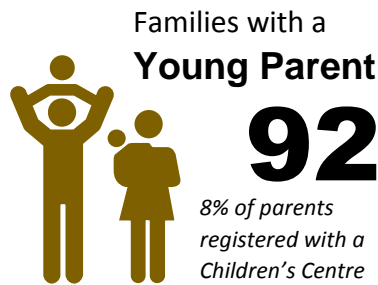
## Statistics overview of people living in Bowthorpe



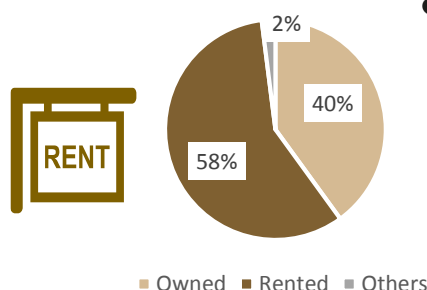
Population aged 0-19: **2988**  
Representing **24.94%** of total population for ward



People living in this ward are registered with a Children's Centre



### Household Tenure



### OFSTED Rating

(for schools located within this ward)

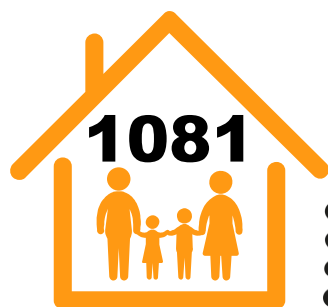
- 1 - Outstanding
- 2 - Good



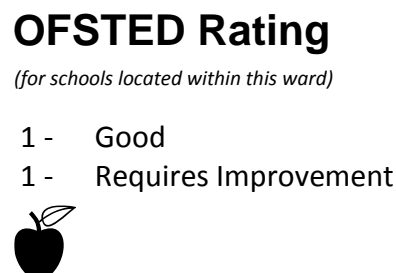
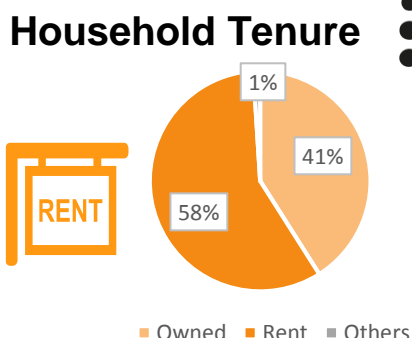
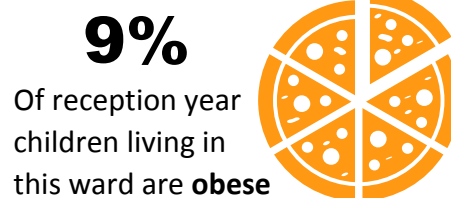
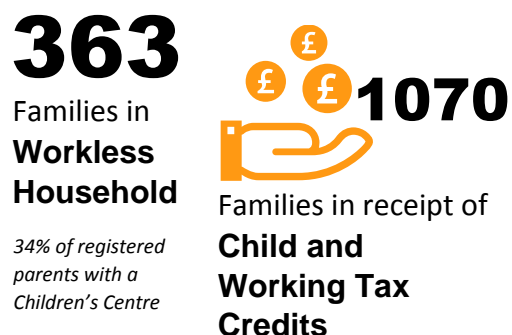
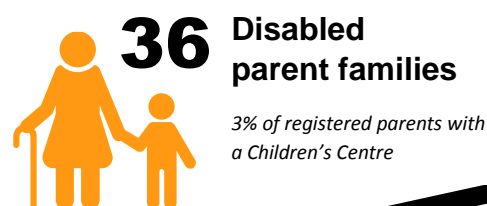
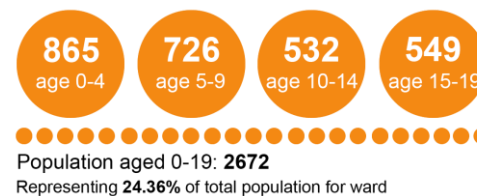
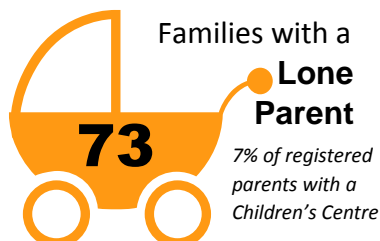
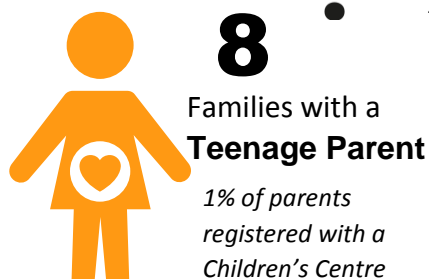
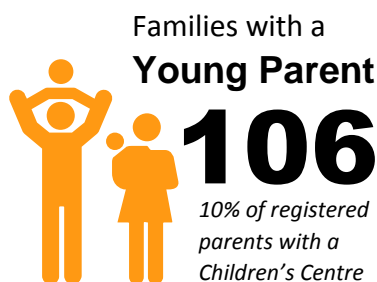
- Bowthorpe ward has the largest proportion of obese pupils in reception year, compared with other wards in Norwich City area.

# Catton Grove

## Statistics overview of people living in Catton Grove



People living in this ward are registered with a Children's Centre

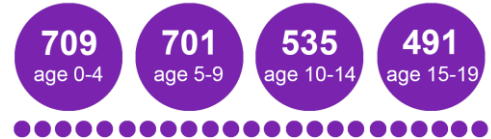


- Catton Grove has the second highest percentage of young parents that are registered with a Children's Centre.

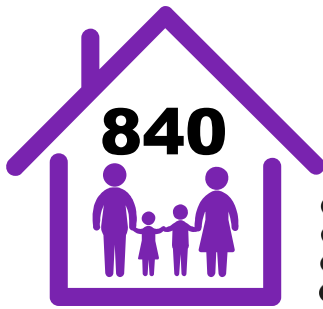


# Crome

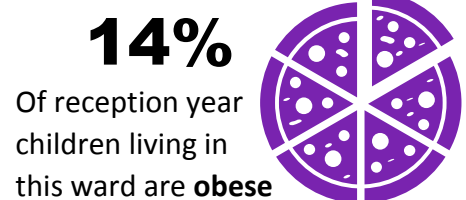
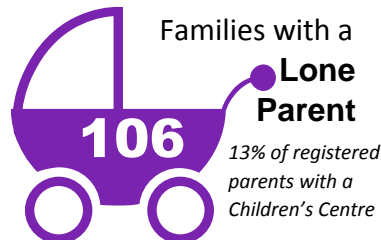
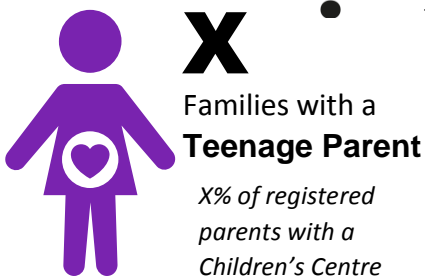
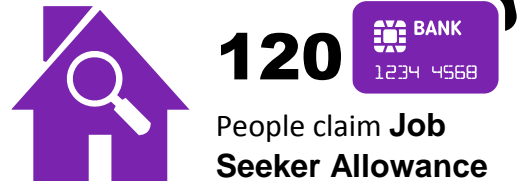
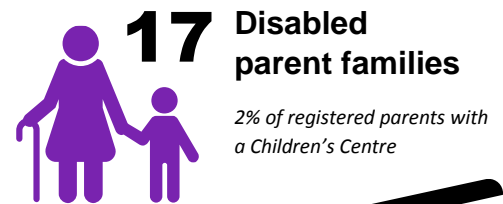
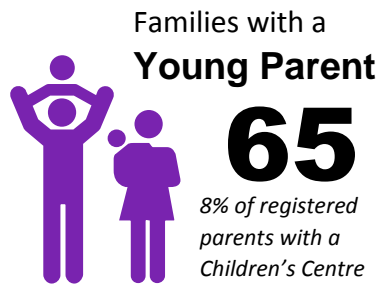
## Statistics overview of people living in Crome



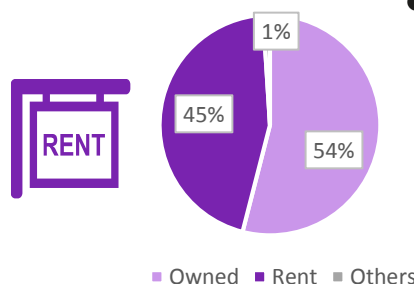
Population aged 0-19: **2436**  
Representing **24.47%** of total population for ward



People living in this ward are registered with a Children's Centre



### Household Tenure



### OFSTED Rating

(for schools located within this ward)

- 1 - Outstanding
- 1 - Good



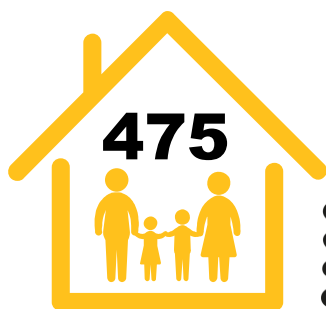
### Key Facts

- Catton Grove has the highest percentage of lone parents that are registered with a Children's Centre.

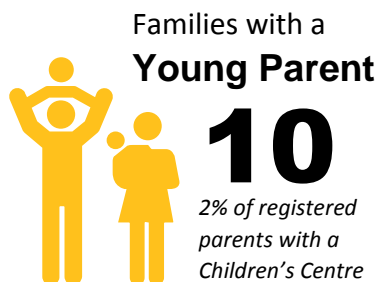
## Statistics overview of people living in Eaton

415 age 0-4    437 age 5-9    470 age 10-14    463 age 15-19

Population aged 0-19: 1785  
Representing 19.71% of total population for ward



People living in this ward are registered with a Children's Centre



**Disabled parent families**

2% of registered parents with a Children's Centre



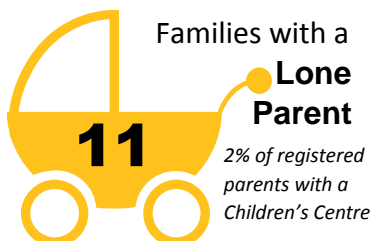
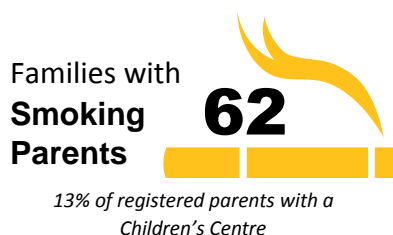
**30**

People claim **Job Seeker Allowance**



**X**

Families with a **Teenage Parent**  
X% of registered parents with a Children's Centre



**63**

Families in **Workless Household**

13% of registered parents with a Children's Centre

**305**

Families in receipt of **Child and Working Tax Credits**



**5%**

Of reception year children living in this ward are **obese**



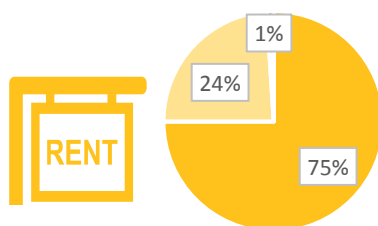
**20**

**ASB**

Incidents of reported



## Household Tenure



Owned Rent Others

## OFSTED Rating

(for schools located within this ward)

3 - Outstanding  
2 - Good  
1 - No data available

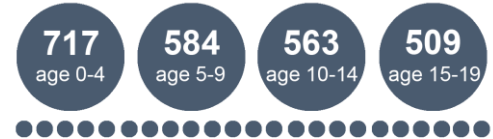


## Key Facts

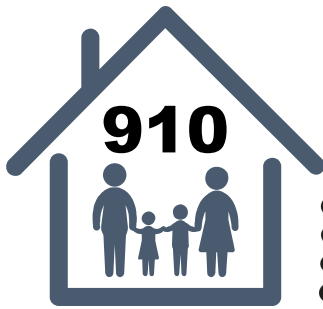
- Eaton has the highest percentage of residents who own their home, in comparison to other wards in Norwich City area.
- Eaton has the lowest Job Seekers Allowance claimant, lowest number of families in receipt of child and working tax credit, compared with all other wards in Norwich City area.

# Lakenham

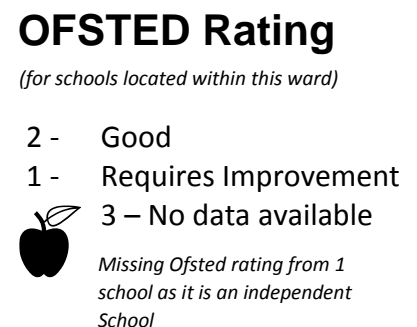
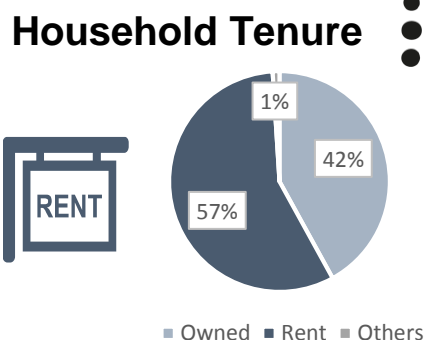
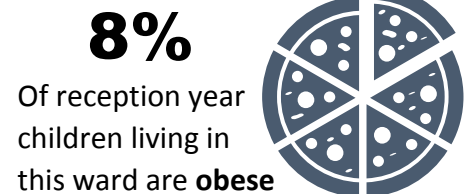
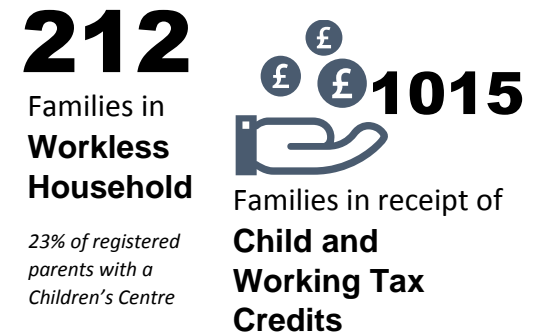
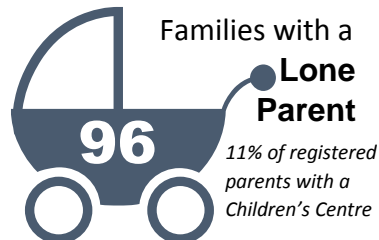
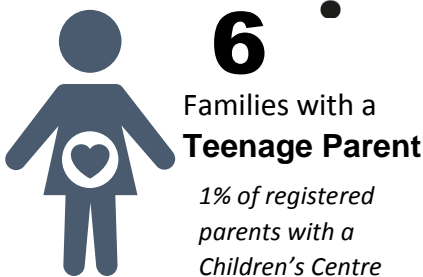
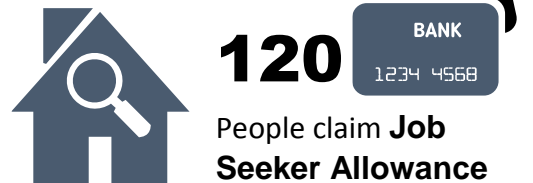
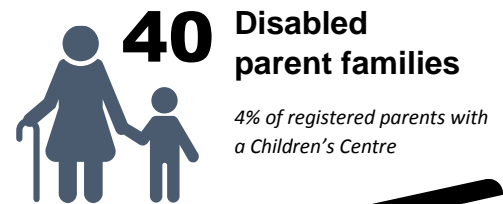
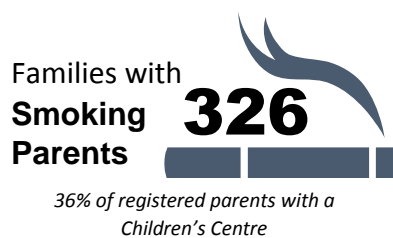
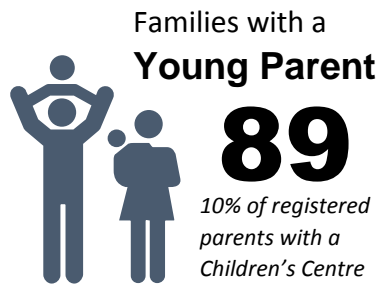
## Statistics overview of people living in Lakenham



Population aged 0-19: **2373**  
Representing **24.98%** of total population for ward



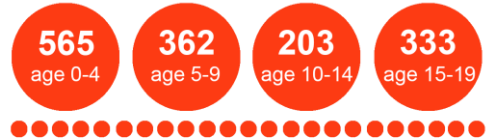
People living in this ward are registered with a Children's Centre



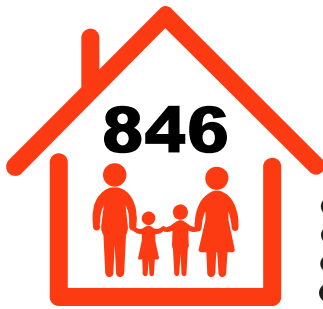
- Lakenham currently has the second lowest recorded incidents of anti-social behaviour in Norwich City area.

# Mancroft

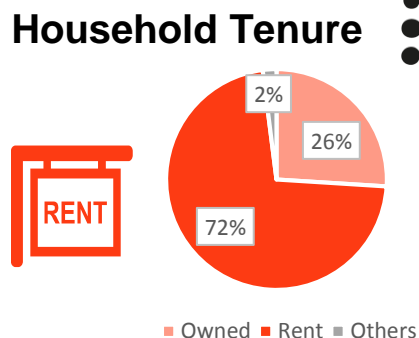
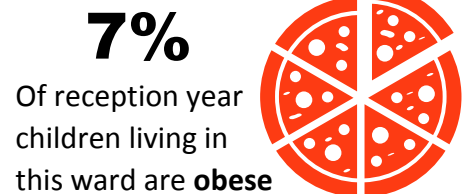
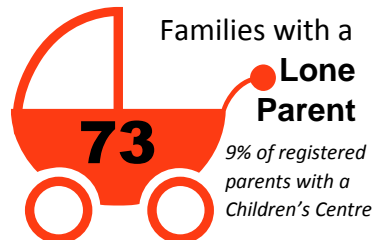
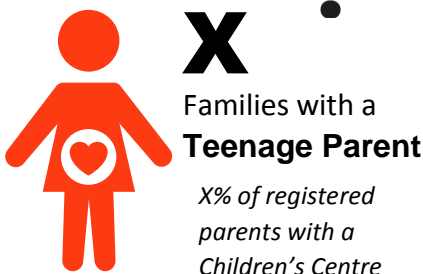
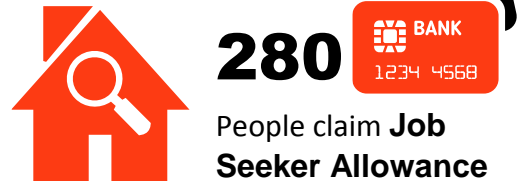
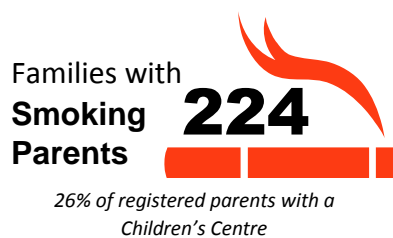
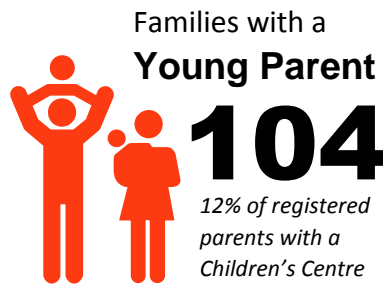
## Statistics overview of people living in Mancroft



Population aged 0-19: **1463**  
Representing **13.95%** of total population for ward



People living in this ward are registered with a Children's Centre



**OFSTED Rating**  
(for schools located within this ward)



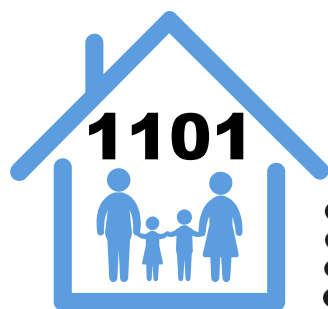
Missing Ofsted rating from 1 school as it is an independent School



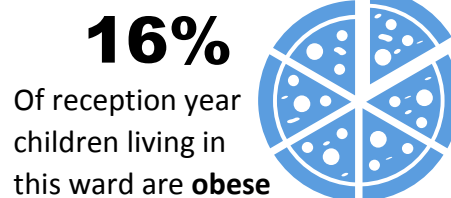
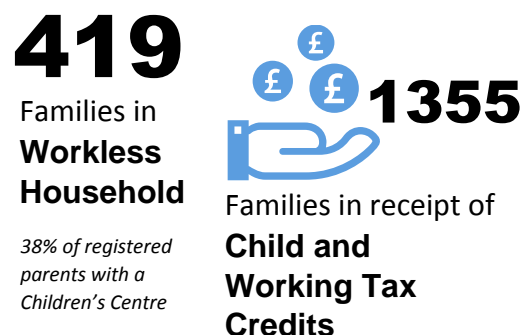
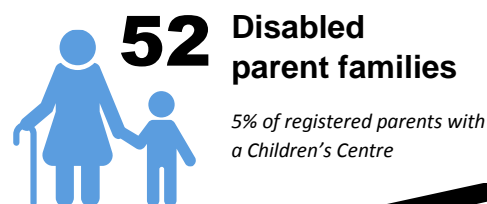
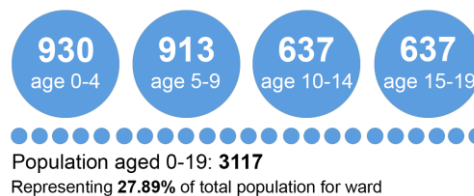
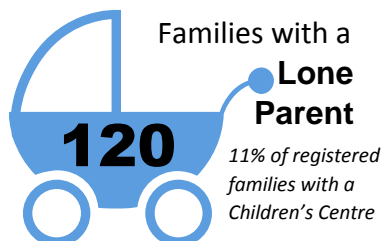
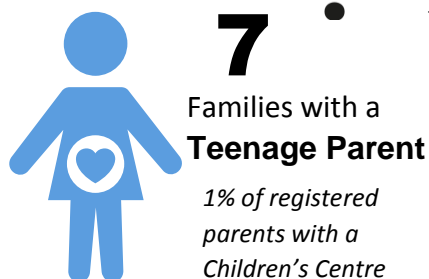
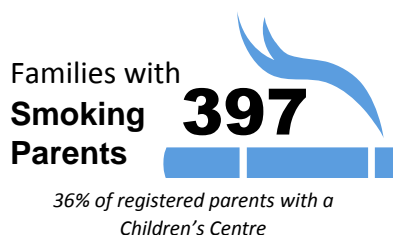
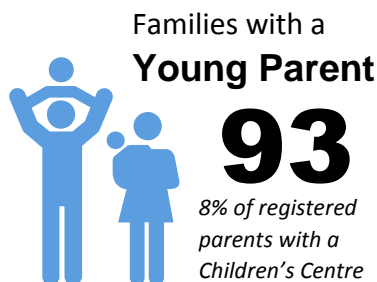
- Mancroft has the highest percentage of young parents that are registered with a Children's Centre.
- Mancroft currently has the highest recorded incidents of anti-social behaviour Norwich City area.
- Mancroft has the highest Job Seekers Allowance claimant, compared with all other wards in Norwich City area.

# Mile Cross

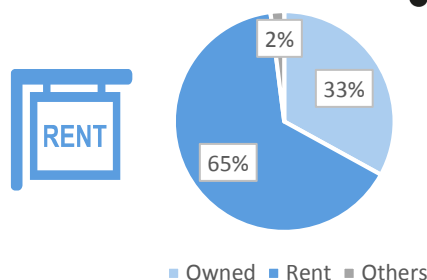
## Statistics overview of people living in Mile Cross



People living in this ward are registered with a Children's Centre



### Household Tenure



### OFSTED Rating

(for schools located within this ward)

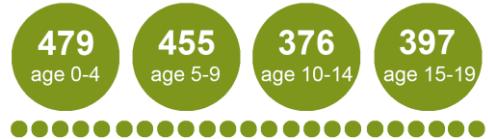
1 - Good



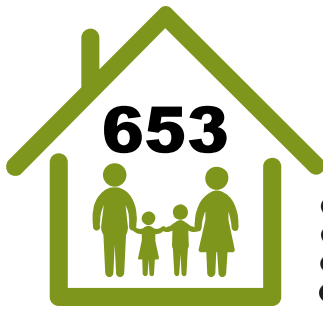
- Mile Cross has the highest Child and Working Tax Credits claimant, compared with all other wards in Norwich City area.
- Mile Cross has the highest percentage of smoking parents registered with a Children's Centre, compared with all other wards in Norwich City area.

# Nelson

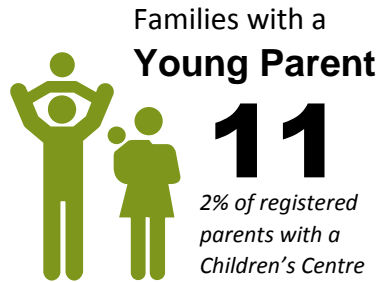
## Statistics overview of people living in Nelson



Population aged 0-19: 1707  
Representing 17.77% of total population for ward



People living in this ward are registered with a Children's Centre



**X** **Disabled parent families**

X% of registered parents with a Children's Centre



**45** **People claim Job Seeker Allowance**



**37** **Families in Workless Household**

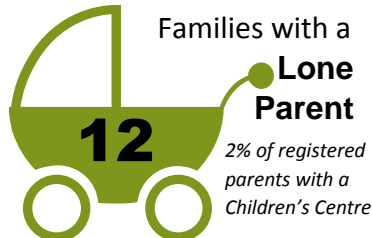
6% of registered parents with a Children's Centre

**315** **Families in receipt of Child and Working Tax Credits**



**X** **Families with a Teenage Parent**

X% of registered parents with a Children's Centre



**6%** **Of reception year children living in this ward are obese**

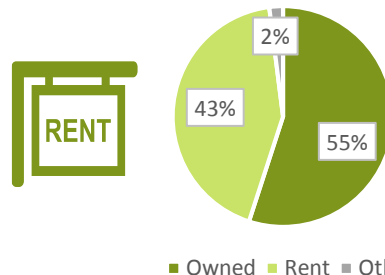


**7** **ASB**

Incidents of reported



## Household Tenure



## OFSTED Rating

(for schools located within this ward)

3 - Outstanding  
1 - Good



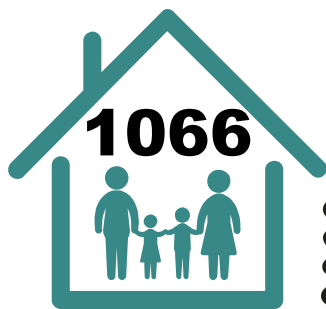
## Key Facts

- Nelson has the lowest percentage of smoking parents, young parents, lone parents, disabled parents and workless household registered with a Children's Centre, compared with all other wards in Norwich City area.

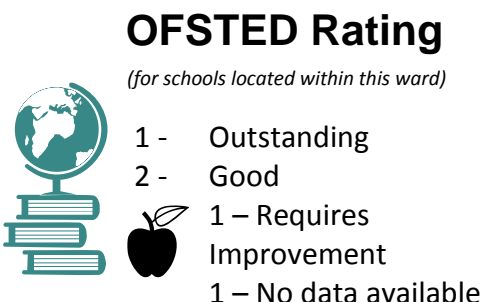
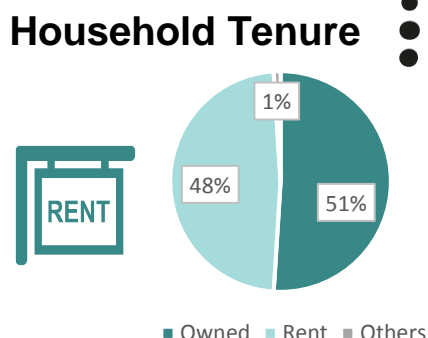
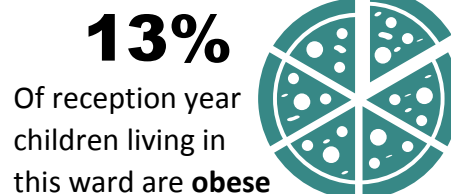
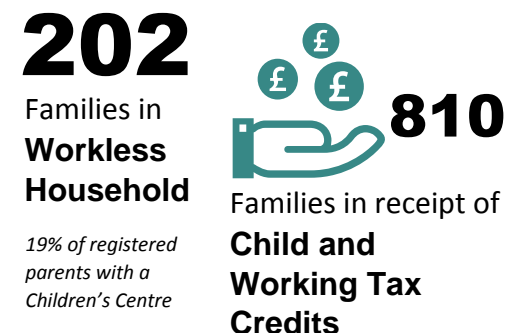
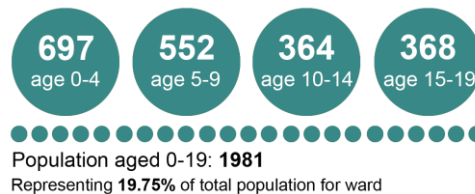
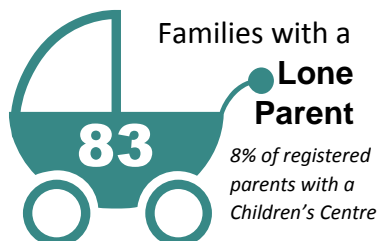
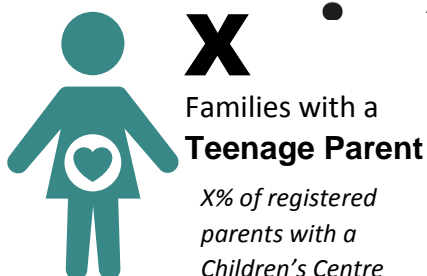
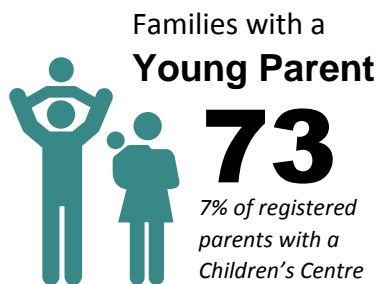


# Sewell

## Statistics overview of people living in Sewell



People living in this ward are registered with a Children's Centre

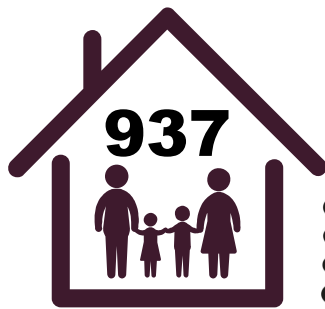


# Thorpe Hamlet

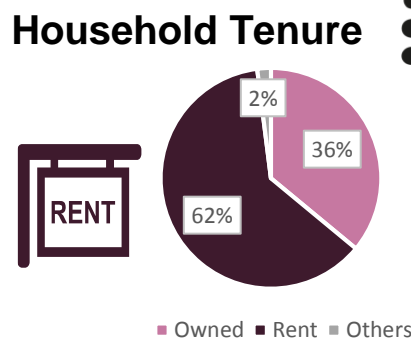
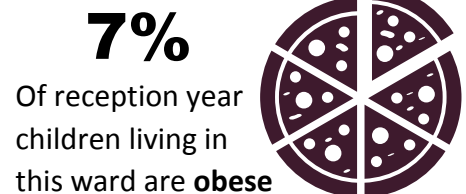
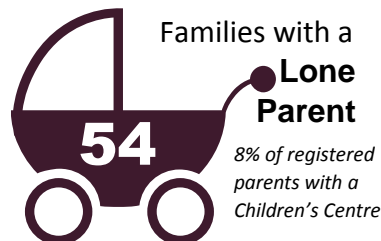
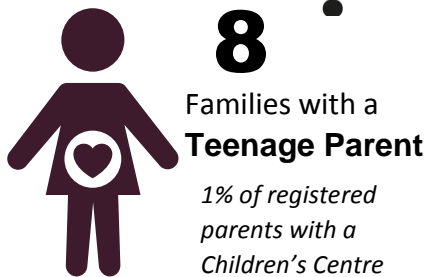
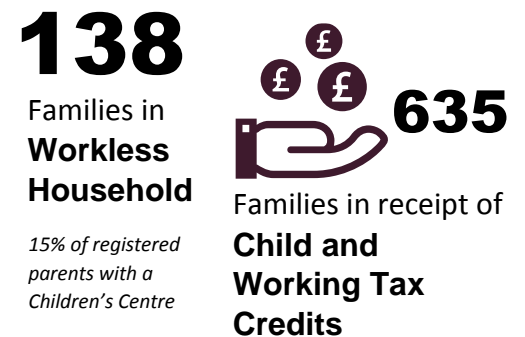
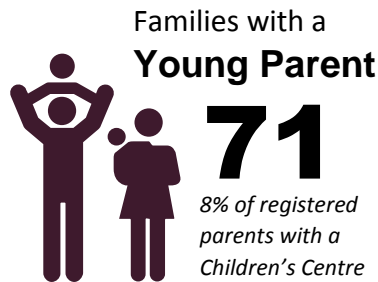
Statistics overview of people living in Thorpe Hamlet



Population aged 0-19: **1610**  
Representing **13.60%** of total population for ward



People living in this ward are registered with a Children's Centre



**OFSTED Rating**  
(for schools located within this ward)

- 1 - Outstanding
- 1 - No data available

Missing Ofsted rating from 2 schools as one is an independent School & the other is higher education



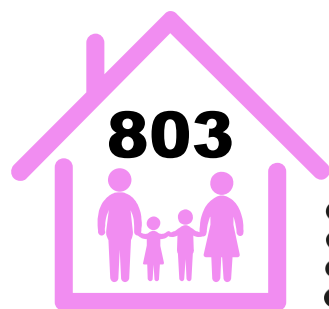
**Key Facts**

- Thorpe Hamlet has the lowest number of registered children with disabilities.
- Thorpe Hamlet has the lowest percentage of 0-19 population compared to other wards in Norwich City area.

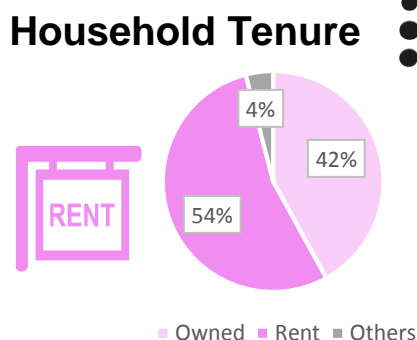
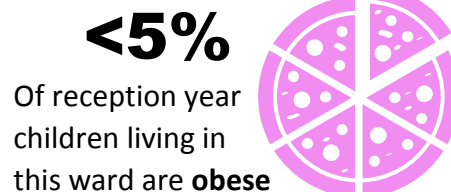
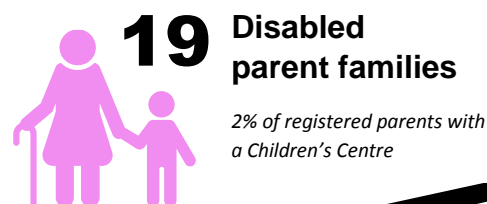
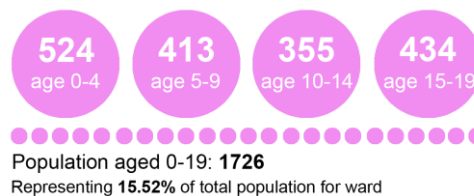
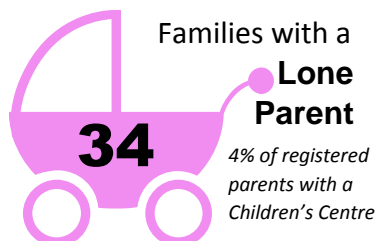
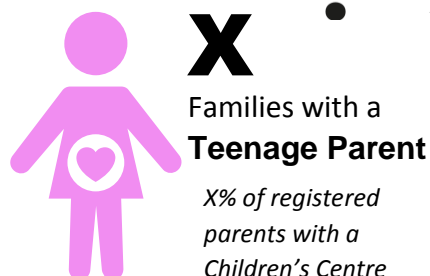
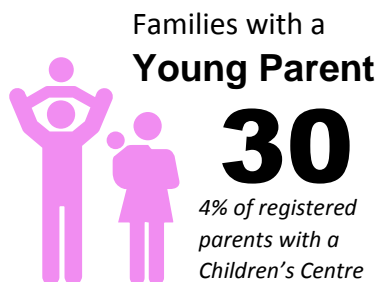


# Town Close

## Statistics overview of people living in Town Close



People living in this ward are registered with a Children's Centre



## OFSTED Rating

(for schools located within this ward)

- 1 - Outstanding
- 2 - Good

Missing Ofsted rating from 3 schools as they are independent Schools



## Key Facts

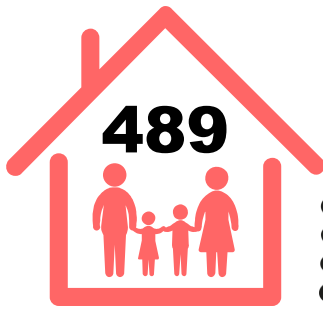
- Town Close has the second lowest number of NEET (16-17 not in employment, education or training) compared to other wards in Norwich City area.
- Town Close has the second lowest number of registered children with disabilities.

# University

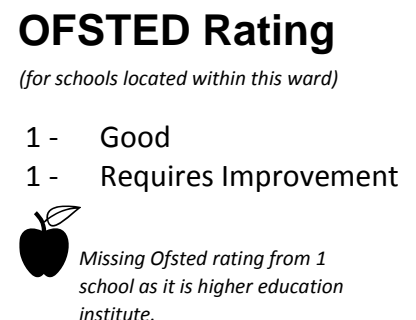
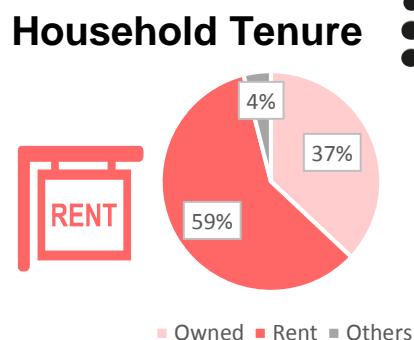
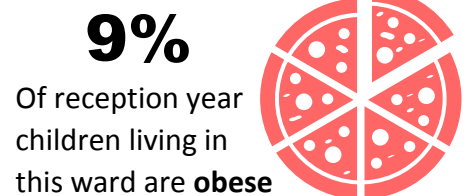
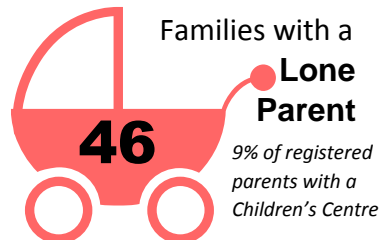
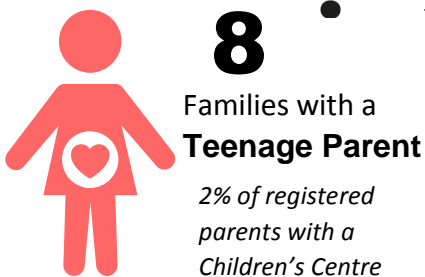
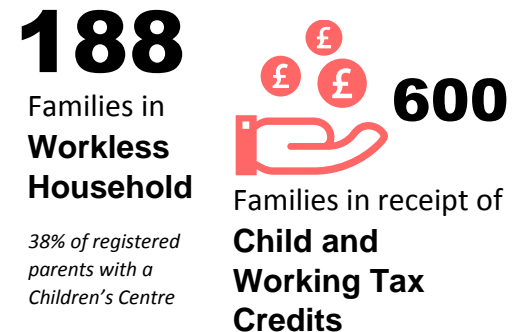
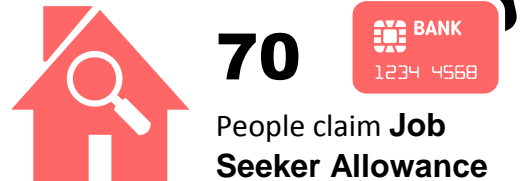
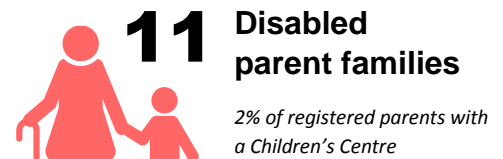
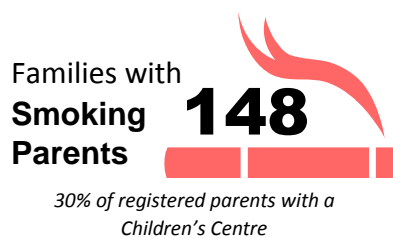
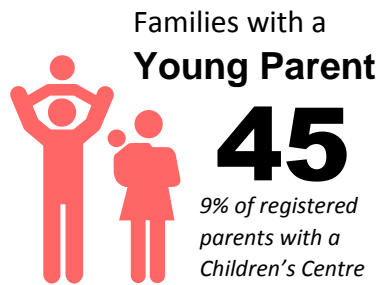
## Statistics overview of people living in University

421 age 0-4    457 age 5-9    371 age 10-14    2073 age 15-19

Population aged 0-19: 3322  
Representing 29.75% of total population for ward



People living in this ward are registered with a Children's Centre

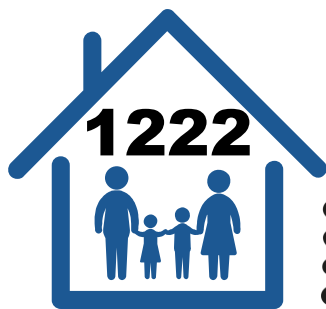


## Key Facts

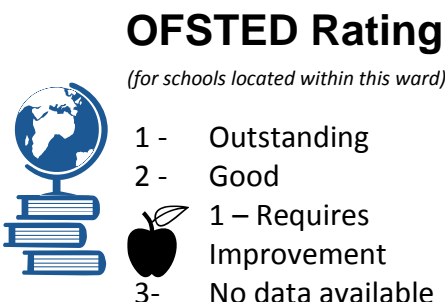
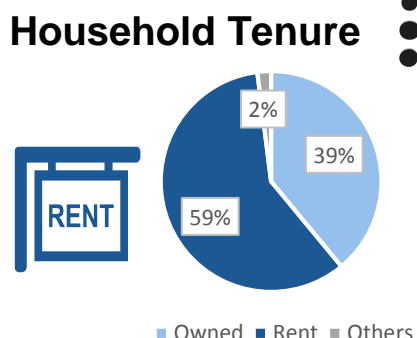
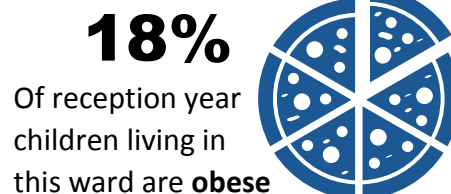
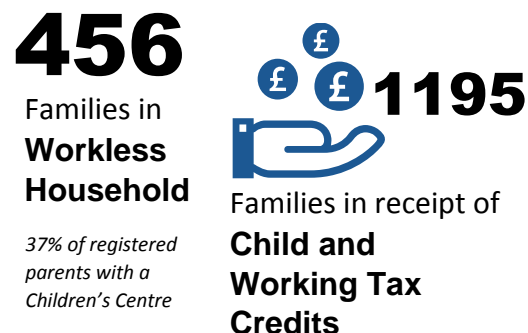
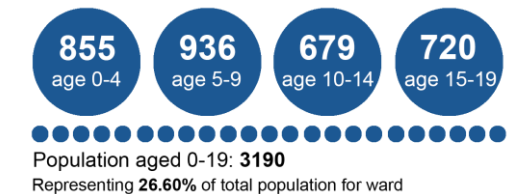
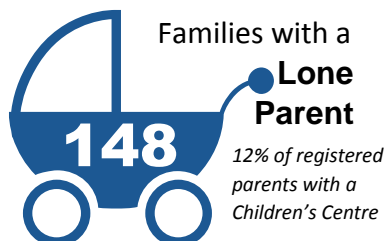
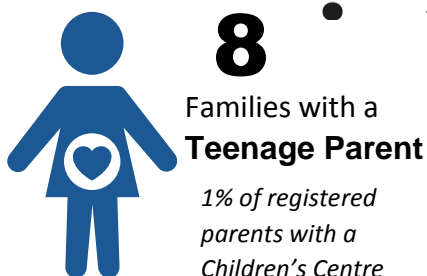
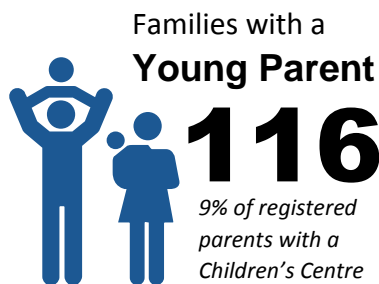
- University has the highest percentage teenage parents, workless household registered with a Children's Centre, compare to other wards in Norwich City area.
- University has the highest percentage of 0-19 population compared to other wards in Norwich City area.

# Wensum

## Statistics overview of people living in Wensum



People living in this ward are registered with a Children's Centre



- Wensum has the highest percentage of smoking parents, disabled parents registered with a Children's Centre compared to other wards in Norwich City area.
- Wensum has the highest number of NEET (16-17 not in employment, education or training) compared to other wards in Norwich City area.
- Wensum has the highest number of registered children with disabilities.

# Sources

Data Set	Source	Geographical Area	Date Range
Population	Norfolk Insight <a href="http://www.norfolkinsight.org.uk">www.norfolkinsight.org.uk</a>	Ward	
Children's Centre (CC) registration rate	Synergy Connect	Ward	Snapshot as of 01/06/2018
Families with a teenage parent (registered with a CC)	Synergy Connect	Ward	Snapshot as of 01/06/2018
Lone parents (registered with CC)	Synergy Connect	Ward	Snapshot as of 01/06/2018
Young Parents (registered with CC)	Synergy Connect	Ward	Snapshot as of 01/06/2018
Workless Households (registered with CC)	Synergy Connect	Ward	Snapshot as of 01/06/2018
Parents with a disability (registered with CC)	Synergy Connect	Ward	Snapshot as of 01/06/2018
Smoking Parent (registered with CC)	Synergy Connect	Ward	Snapshot as of 01/06/2018
Job Seeker Allowance Claimants	Norfolk Insight <a href="http://www.norfolkinsight.org.uk">www.norfolkinsight.org.uk</a>	Ward	May 2018 dataset
Household Tenure	Norfolk Insight <a href="http://www.norfolkinsight.org.uk">www.norfolkinsight.org.uk</a>	Ward	Census data 2011
Families in receipt of Child and Working Tax Credit	Norfolk Insight <a href="http://www.norfolkinsight.org.uk">www.norfolkinsight.org.uk</a>	Ward	Snapshot as of 31/08/2015
Children with disabilities (Norfolk Register of Disabled Children)	CWD Team, Children's Services, NCC	Ward	Snapshot as of 15/03/2018
Age 16-17 NEET	Participation Strategy Team	Ward	Snapshot as of 10/06/2018
Ofsted rating	<a href="https://get-information-schools.service.gov.uk/">https://get-information-schools.service.gov.uk/</a> <a href="https://reports.ofsted.gov.uk/">https://reports.ofsted.gov.uk/</a>	Ward	As of Ofsted inspection date
Obese Children (Reception Year)	National Child Measurement Programme	Ward	No. of children classified as obese as a percentage of all children measured. 2013/14-2014/15
Anti-Social Behaviour number	Norfolk Insight	Ward	April 2018 dataset
Icons used in report	Icons Created by Freepik Created by Ibrandify - Freepik.com	N/A	N/A