

# Early Childhood and Family Service

## Transforming our children centres

Consultation Findings  
22nd January 2019



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# Introduction

## Overview of this consultation

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The consultation on our proposals to create an Early Childhood and Family Service ran from 17 September to 12 November 2018. During the consultation period we sought the views of the public in Norfolk; we wanted to hear from families, community groups, staff, children's centre advisory board representatives, service providers, district councils, parish councils and voluntary sector organisations.

They were invited to read our consultation document and to respond to 19 questions. The document was published on our consultation hub which could be accessed via our website and distributed in paper format upon request and at our public drop-in sessions. Alternative languages of the consultation document were also requested, a list of translations is provided in Appendix 3. We also produced large print and Easy Read versions. Residents and organisations could also contact us on [haveyoursay@norfolk.gov.uk](mailto:haveyoursay@norfolk.gov.uk).

We proposed creating an Early Childhood and Family Service. This would be delivered on an outreach basis within local community venues, such as libraries, village halls and community centres, schools and in families' homes. As part of the proposal we would have seven district early childhood and family bases. The focus of the new service would be to support more vulnerable families, prevent more children aged 0-2 from experiencing neglect or emotional harm and increase social mobility for disadvantaged families with children aged 0-5.

There were 1,576 responses to the consultation received, with 1,401 responses from residents and 175 from respondents affiliated with organisations. More details about the responses from residents can be viewed from page 13 of this report, and more details about the respondents affiliated with organisations can be viewed from page 47.

## Briefings

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### Public drop-in sessions

Public drop-in sessions were organised and attended by Council officers, which were designed to enable people from all backgrounds and communities to find out more and discuss our proposals. Each drop-in session had three separate time slots; 10am - 12pm; 2pm - 4pm and 6pm - 8pm. People visiting the sessions had the opportunity to speak to officers to find out more and respond to our consultation.

The drop-in sessions were published on our consultation hub and are tabled below:

District	Venue	Date
<b>Norwich</b>	Millennium Library, The Forum, Millennium Plain, Norwich, NR21 1AW	11 October
<b>Breckland</b>	Dereham Library, 59 High Street, Dereham NR19 1DZ	15 October
<b>Broadland</b>	The Pavilion, Recreation Ground, Church Street, Old Catton, NR6 7DS	16 October
<b>North Norfolk</b>	Merchant's Place, 16 Church Street, Cromer, NR27 9ES	23 October
<b>Borough of King's Lynn &amp; West Norfolk</b>	Gaywood Library, River Lane, Gaywood, King's Lynn, PE30 4HD	25 October
<b>South Norfolk</b>	Wymondham Library, Back Lane, Wymondham, NR18 0QB	29 October
<b>Great Yarmouth Borough</b>	Central Library, Tolhouse Street, Great Yarmouth, NR30 2SH	7 November

### Stakeholder events

We ran two stakeholder events on 17<sup>th</sup> October 2018, the first was at the Abbey Conference Centre in Norwich and the second at 18 Tuesday Market Place in Kings Lynn. The events were designed for groups or organisations to find out more about our consultation, put questions to senior officers and discuss our proposals in greater detail. Some key themes were discussed between stakeholders and those carrying out the consultation. A consistency of themes was found across the consultation with some feedback at the stakeholder event being similar to that gathered via our online questionnaire. Whilst it is not possible to quantify the frequency or strength of the themes shared and discussed, a summary of the key themes from the events and outside the online questionnaire have been captured and are outlined in Appendix 1.

### Children Centre staff briefings

We also briefed Children's Centres staff on the 19<sup>th</sup> and 20<sup>th</sup> September. Three briefings were held at Mattishall, Swaffham and Gressenhall areas and staff had the opportunity to find out more about the consultation via a dedicated presentation where they were able to ask questions. Staff were encouraged to provide feedback to our consultation.

### Hard to reach groups

We liaised with Homestart and Family Nurse Partnership, we met with various groups who did not use or have minimal involvement with Children's Centres. We wanted to tell them about our consultation and encourage them to become involved. These groups included:

**Homestart families**, meeting with one family in Norwich, 30th October and another family in Caister on 5th November.

**Teenage Parenting**, Dereham, 6th November.

**Tots & Teens**, Dereham Baptist Group, 7th November.

**Little Fishes**, Toftwood Village Hall, 12th November

## Promoting the Consultation

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We promoted the consultation through an initial, launch day media briefing with the Chair and Vice-Chair of Children's Services and subsequent media and social media messaging, including reminders about the final week of consultation. The Chairman of the Children's Services Committee conducted a number of media interviews, including with BBC Look East, BBC Radio Norfolk, Heart FM and the EDP and its sister titles and the Leader of the Council was interviewed on BBC Radio Four's Today programme.

We supplied media statements and answered reporters' questions throughout the consultation process, including when Labour leader Jeremy Corbyn visited a Children's Centre. The consultation received county-wide publicity, the majority of which was classed as negative, under our media evaluation system and the council's messages were contained in most stories.

We also ensured our consultation was promoted via our website, Your Norfolk Extra and Your Voice residents panel. We wrote briefings to our key stakeholders, which were issued on the day the consultation went live. A table outlining all channels we used to promote our consultation can be found in Appendix 2.

## Interpreting the Consultation Findings

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The consultation findings have been reviewed and analysed by our Intelligence & Analytics Team and collated into this report. The consultation includes some questions that ask respondents about their gender, age, health and ethnicity, and these responses are presented in the report in a graphical format.

There are twelve questions that ask respondents for their opinions about various aspects of the proposals. Some of these questions gave respondents the opportunity to give a quantitative response, to demonstrate how far they agree or disagree with a proposal or approach; this provides us with numerical data. Responses to these quantitative questions are presented in the report in a graphical format.

Some questions gave respondents the opportunity to give a qualitative response, allowing respondents the chance to describe why they agree or disagree with a particular approach or proposal, and how they would be affected if the proposals went ahead; this helps us to discover trends in thoughts and opinions. The methodology adopted in analysing these qualitative responses involved each comment being coded into a theme based on the number of times a theme is mentioned by different respondents. The number of times each coded theme has been recorded for each question is provided in Appendix 4 to Appendix 21, thereby allowing us to identify which themes are most commonly mentioned by respondents. This methodology has successfully been used in the analysis of responses for previous consultations.

We will take the findings of this report to our Children's Services Committee on 22 January 2019. The report will feedback what people have told us about the potential impact of our proposal. Our County Councillors will use this report as part of the evidence they consider when deciding whether to go ahead with our proposals.

### Our councillors will consider:

- The impact of the proposal on individuals, groups or communities and, in particular, on the people identified as having 'protected characteristics' under the Equality Act 2010.
- The views of people and stakeholders consulted.
- The evidence of need and what is proven to work effectively and well.

## Legal context

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Under section 3 (2) of the Local Government Act 1999 authorities are under a duty to consult representatives of a wide range of local people when making decisions relating to local services. These include council tax payers, those who use or are likely to use services provided by the authority and other stakeholders or interested parties. There is also a common law duty of fairness which requires that consultation should take place at a time when proposals are at a formative stage; should be based on sufficient information to allow those consulted to give intelligent consideration of options; should give adequate time for consideration and response and that consultation responses should be conscientiously taken into account in the final decision.

Section 3 (2) of the 2006 Childcare Act says Norfolk County Council “must, so far as is reasonably practicable, include arrangements for sufficient provision of Children’s Centres to meet local need”. In addition to this, section 5D also states that:

### **1. An English local authority must secure that such consultation as they think appropriate is carried out:**

- (a)** before making arrangements under section 3(2) for the provision of a Children’s Centre;
- (b)** before any significant change is made in the services provided through a relevant Children’s Centre;
- (c)** before anything is done that would result in a relevant children’s centre ceasing to be a Children’s Centre.

Children’s Centres were set up in Norfolk in 2000, with the first centre opening in Norwich as part of the national Sure Start programme. Their aim was to offer support to families in the most disadvantaged areas of the county. Children’s Centres are defined in legislation as a place or a group of places:

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

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

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

# Executive Summary

The consultation on the proposals to create an Early Childhood and Family Service ran from 17 September to 12 November 2018. Views were sought from families, community groups, staff, Children's Centre Advisory Board representatives, service providers, local government and voluntary sector organisations. There were 1,576 responses, with 1,401 responses from individuals and 175 from respondents affiliated with organisations. Every response was analysed by our Intelligence & Analytics Team and the key themes drawn from the questions are provided below.

## For the proposal to create an Early Childhood and Family Service (Q1 & Q2)

Of the respondents, 68% of residents and 54% of respondents affiliated with organisations disagree or strongly disagree with the proposal, compared to 24% of residents and 35% of respondents affiliated with organisations who agree or strongly agree. Many said that Children's Centres were a familiar, trusted, local hub that are a safe place for families and workers to use and their loss would result in a poorer service.

However, many agreed that the proposed service would provide a better and needed service but wanted them to run alongside the existing Children's Centres. Respondents affiliated with organisations particularly questioned our thinking behind the proposal, asking whether it is deliverable.

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## If the proposal went ahead, how would people be affected (Q3)

The main view point raised was that people would receive a poorer service and would not be able to get to the new locations, however a few suggested the proposal would result in a better service. It was said that mental health or wellbeing would be negatively affected, including increased isolation or loneliness and there were also comments over potential job losses for both staff, parents and carers.

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## Specific comments on the proposed four types of services (Q4):

- **Community support.** Many agreed this is an important service which is already happening in places, but some thought it would result in a poorer service. People



raised questions over suitable space, accessibility, confidentiality, security and affordability issues.

- **Online digital offer.** Many agreed that we should use technology more to deliver services, but many more thought there is already a wealth of online information, and more is not needed. Most agree that face-to-face support is often better. Comments raised over accessing online services were affordability, difficulty finding the right support, poor connectivity and reading difficulties.
- **Targeted group-based and one-to-one support.** Again, many agreed it is an important service, which is already happening in places, but some said that this would result in a poorer service and that safeguarding risks may be less likely to be flagged. People said it is important that the service remains accessible to everyone, not just those that live in deprived areas or who live on low incomes. People raised questions over suitable space, accessibility, confidentiality, security and affordability issues. Many people wanted more information about this service. Respondents affiliated with organisations particularly questioned our thinking behind the proposal, asking whether it is deliverable.

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### On the proposal to run services through different community venues (Q5 & Q6).

Of the respondents, 61% of residents and 52% of respondents affiliated with organisations disagree or strongly disagree with the proposal, compared to 25% of residents and 36% of respondents affiliated with organisations who agree or strongly agree. The main view point is that it makes little sense to close the Children's Centres to deliver services from community buildings instead. However, some thought that running services from community buildings is a positive move. Questions were raised over location, lack of suitable space and capacity, poor accessibility, confidentiality, security and that safeguarding risks may be less likely to be flagged. Some commented over the viability of running services from many locations and whether they would be affordable.

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### On the proposal to continue to use the 46 Children's Centre buildings to support families with children under the age of five (Q7 & Q8).

Of the respondents, 45% of residents and 41% of respondents affiliated with organisations disagree or strongly disagree with the proposal, compared to 35% of residents and 39% of respondents affiliated with organisations who agree or strongly agree. Many respondents say they neither agree or disagree with the approach, or don't know if they agree or disagree with the approach as they needed more information to be able to respond constructively.

The main issue raised by people is to ask why change when things work well as they are. People commented that they don't want their local Children's Centre to close as it would result in a poorer service with access difficulties. However, some people said that it would result in an improved service. Some individuals said that it is important that Children's Services remain universal and accessible to everyone and that the current set-up is an essential service, providing access to a trusted local hub that is safe and secure.

## **Suggestions for how to use the 46 buildings to support families with children under the age of five (Q9).**

The overwhelming response is that Children's Centres currently work well, so respondents would like them to stay open and continue using them as they are. It was said that we should spend more money on the service, working more closely with partners to find better ways of delivering services; investing rather than cutting. Popular suggestions included parent support, health visitor, breastfeeding and antenatal support, play areas, education courses, private hire, sensory play, stay and play, and café.

# Equalities

When making decisions the Council must give due regard to the need to promote equality of opportunity and eliminate unlawful discrimination. This public consultation has been wide-ranging, to engage people and families from across the county with different backgrounds, characteristics and circumstances.

The consultation findings form a core part of the evidence base for the equality impact assessment of the proposal and the findings outlined in this report should be read alongside the Equality Impact Assessment (EQIA). The full EQIA is published [here](#) as an appendix to the committee report on the proposal and will be considered by Children's Services Committee on 22 January 2019.

# Respondent Numbers

There were 1,576 responses received for this consultation. Of these, the clear majority responded as individuals or families (1,401 people or 88.9%)<sup>1</sup>, with another 175 (or 11.1%) responses from individuals affiliated with organisations, groups, businesses or from councillors representing their constituents.

Responding as		
An individual / member of the public	689	43.7%
A family	503	31.9%
A Norfolk County Council employee	66	4.2%
An individual affiliated with a voluntary or community group	45	2.9%
An individual affiliated with a statutory organisation	65	4.1%
An individual affiliated with a business	13	0.8%
A Norfolk County Councillor	11	0.7%
A district or borough councillor	15	1.0%
A town or parish councillor	25	1.6%
An MP	1	0.06%
Not Answered <sup>1</sup>	143	9.1%
<b>Total</b>	<b>1,576</b>	<b>100%</b>

Of the 1,576 responses received, the clear majority (1,376 or 87.3%) were online submissions to the consultation. A further breakdown of how other responses were submitted are detailed below.

How we received the responses		
Online submission	1,376	87.3%
Email	73	4.6%
Letter	5	0.3%
Easy Read Version	29	1.8%
In person	3	0.2%
Facebook	1	0.06%
Paper petition	1	0.06%
Event	27	1.7%
Consultation paper feedback form	61	3.9%
<b>Total</b>	<b>1,576</b>	<b>100%</b>

1. The individuals and families category includes 143 respondents who did not indicate the capacity in which they responded. An analysis of their responses gives no indication that were affiliated with an organisation, group, business or from a councillor representing their constituents. Therefore, these 143 respondents are included in the individuals and families category.

# Findings of the Consultation

## Residents

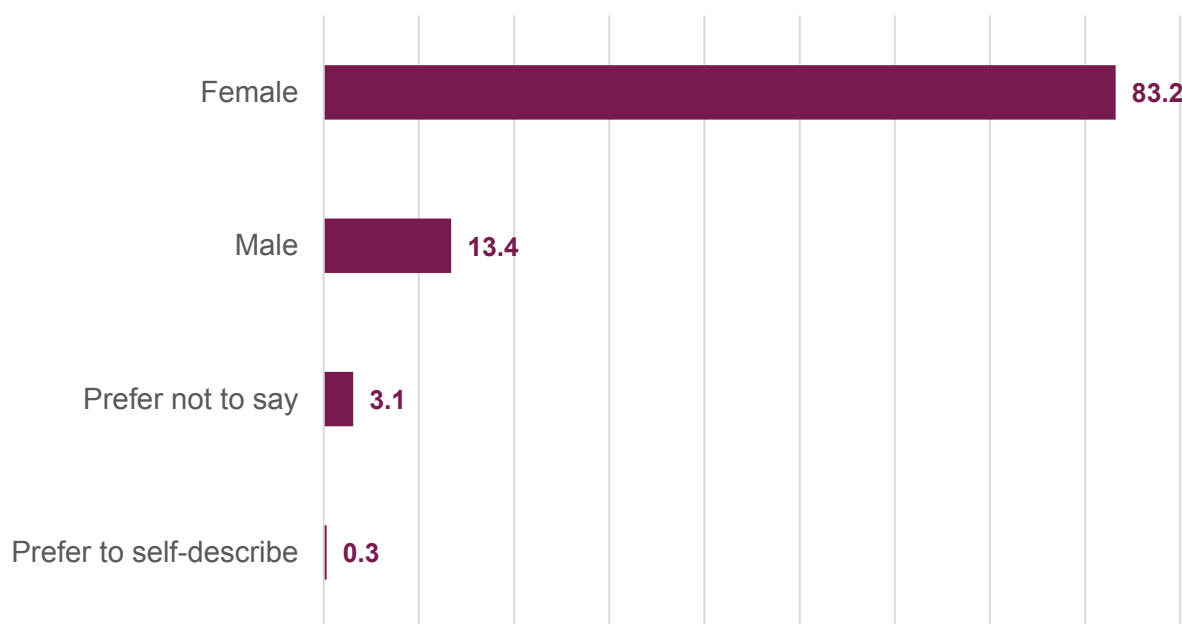
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The consultation includes some questions that ask respondents about their gender, age, health and ethnicity, and these responses are presented in the report in a graphical format. Analysis of these responses show that certain groups are over-represented, and others are under-represented, compared with Norfolk's general population. The details of any such over- and under-representation are as follows.

Of those 1,317 residents responding to the consultation that answered the specific question about their gender, **Figure 1** shows that the clear majority are female (83.2%), with a much lower proportion of males responding (13.4%). In Norfolk's general adult population, females account for around 51% of the population, and males account for around 49% of the population.

*Figure 1:*

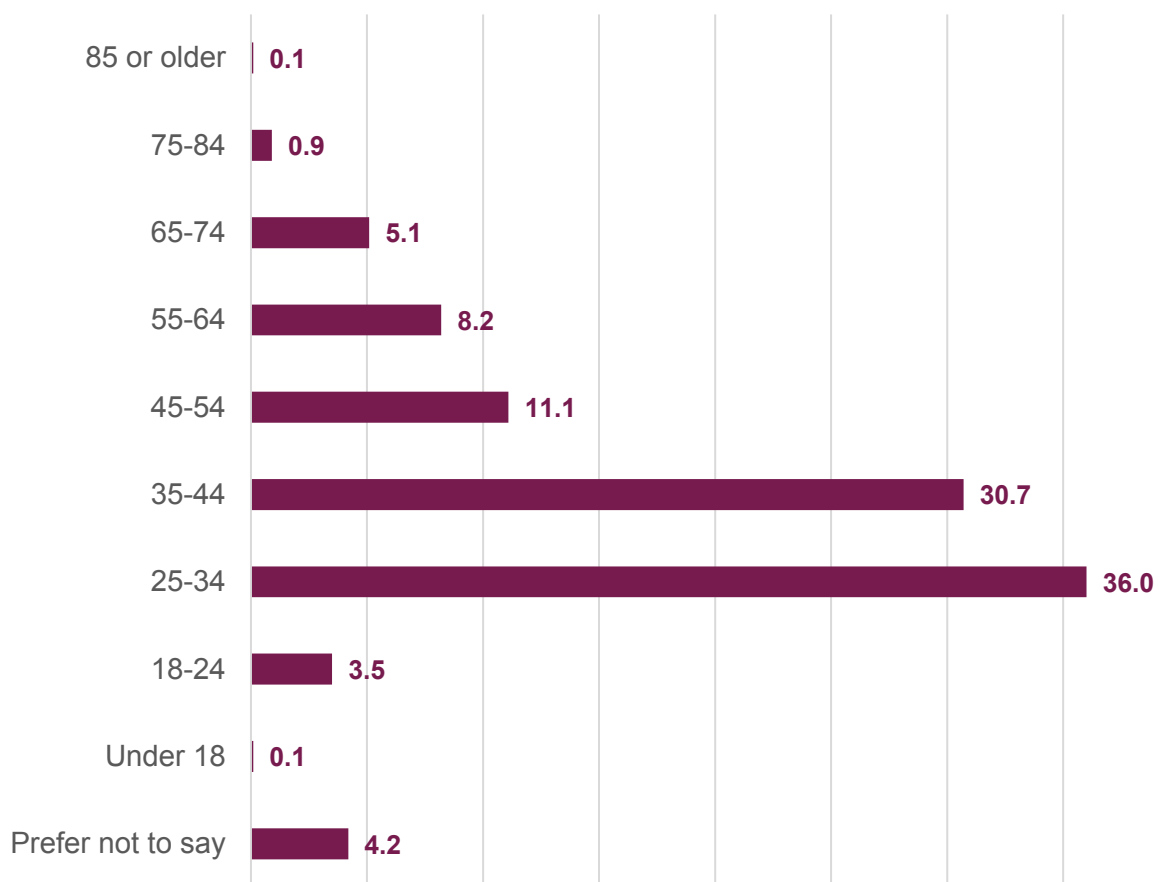
### Gender of those residents responding to the consultation (%)



Of those 1,302 residents responding to the consultation that answered the specific question about their age, **Figure 2** shows that the majority are in the 25 to 34 age group (36.0%) and the 35 to 44 age group (30.7%). No other age group accounts for more than 12% of those responding to this question. Compared with Norfolk's general adult population, the 25 to 34 and 35 to 44 age groups are heavily over-represented in responding to the consultation, with all other age groups being under-represented.

*Figure 2:*

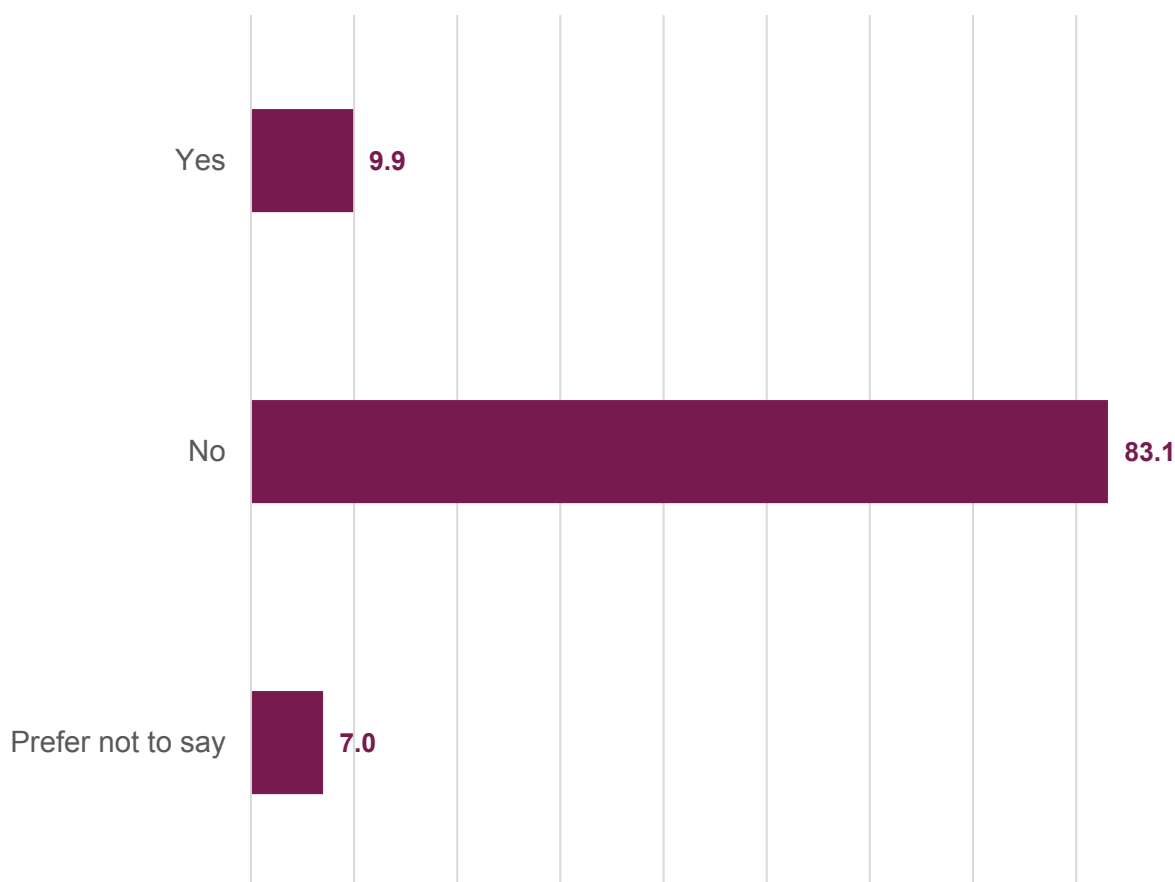
**Age group of those residents responding to the consultation (%)**



Of those 1,289 residents responding to the consultation that answered the specific question about long-term illness, disability or health problem that limits their daily activities or work, **Figure 3** shows that the clear majority have no such conditions (83.1%), with a much lower proportion responding that they have such health issues (9.9%), although seven per cent preferred not to say. Around a fifth of people living in Norfolk identify as having a long-term health problem or disability (20.1% in the 2011 Census), compared with 9.9% responding to the consultation.

*Figure 3:*

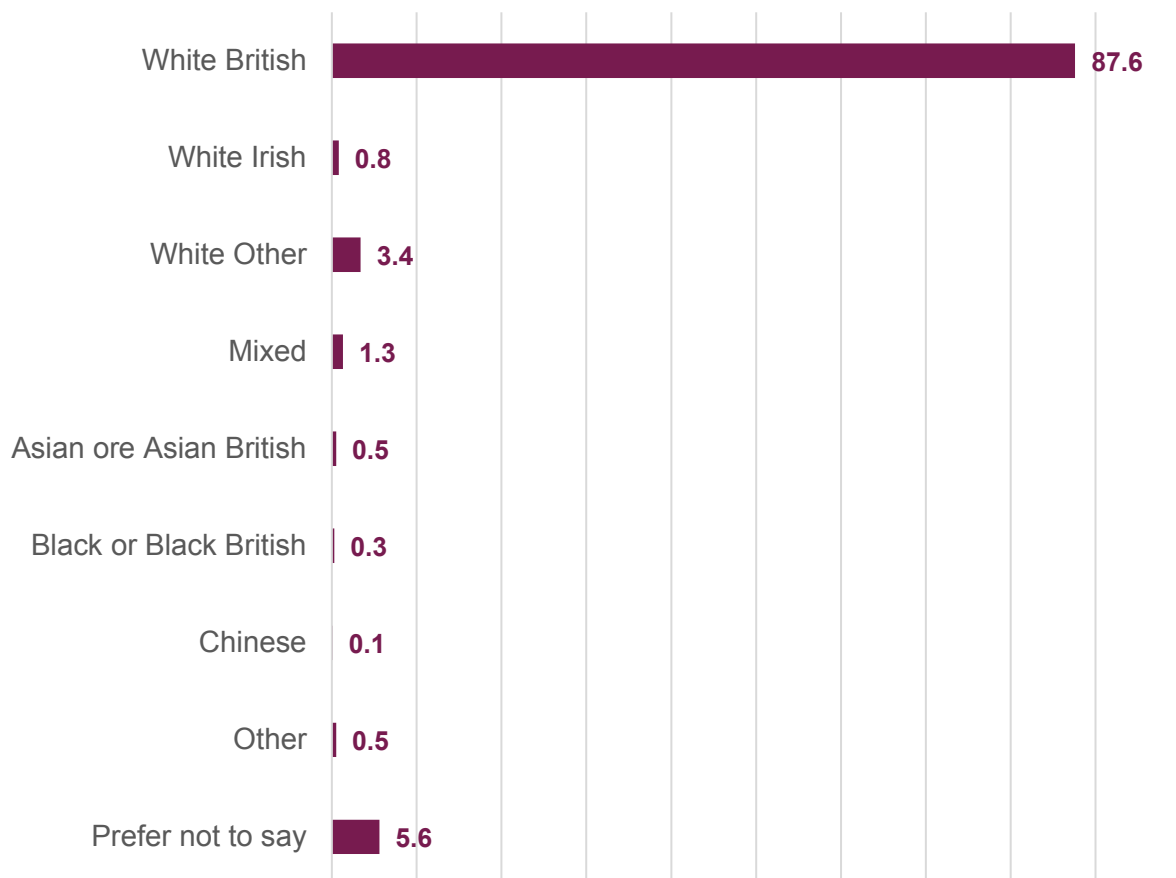
**Long-term illness, disability or health problem of those residents responding to the consultation (%)**



Of those 1,292 residents responding to the consultation that answered the specific question about their ethnicity, **Figure 4** shows that the clear majority are White British (87.6%). No other broad ethnic group accounts for more than four per cent of those responding to this question, although 5.6% preferred not to state their ethnicity. The proportion of people with an ethnic group other than White is 3.5% in Norfolk's general population (in the 2011 Census), compared with 2.7% responding to the consultation.

*Figure 4:*

**Ethnicity of those residents responding to the consultation (%)**

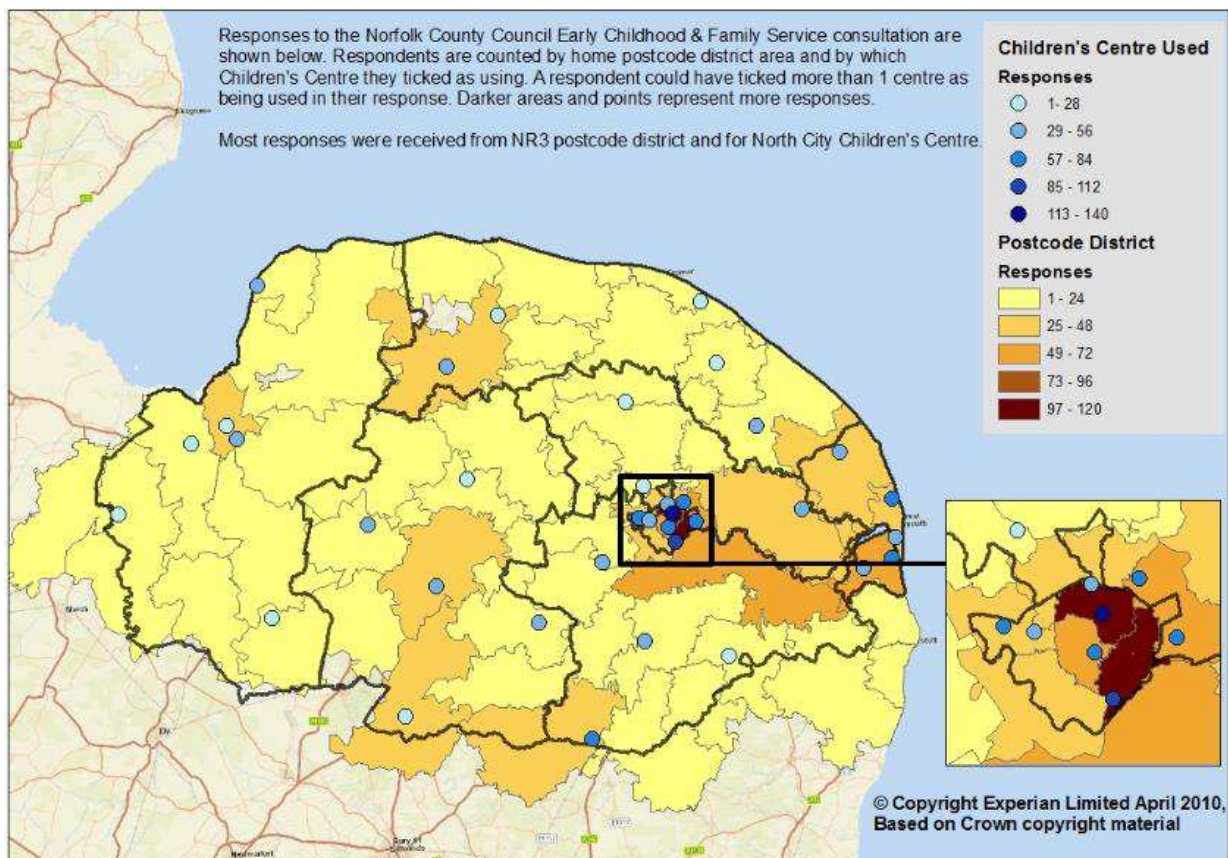




Respondents were asked to tell us the first part of their home postcode and which Children's Centre(s) they currently use. It is acknowledged that not all respondents gave their home postcode or told us which Children's Centre(s) they currently use. **Figure 5** shows respondents counted by their home postcode district area and by which Children's Centre(s) they ticked as using; respondents could tick more than one centre. The shaded areas represent postcode district areas and the dots represent Children's Centre. The darker the colouring of the areas and dots represents greater numbers of responses. Of all the postcode district areas, the highest number of responses were received from the NR3 postcode district area. Of all the Children's Centres, the highest number of users were from the North City Children's Centre.

*Figure 5:*

**Numbers of responses to the consultation for home postcode district area and for users of each Children's Centre**



Findings from the 1,401 resident respondents are reported below and the coded comments are tabled in the Appendices.

## Residents' Perceptions of the Proposed Service Offer

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

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

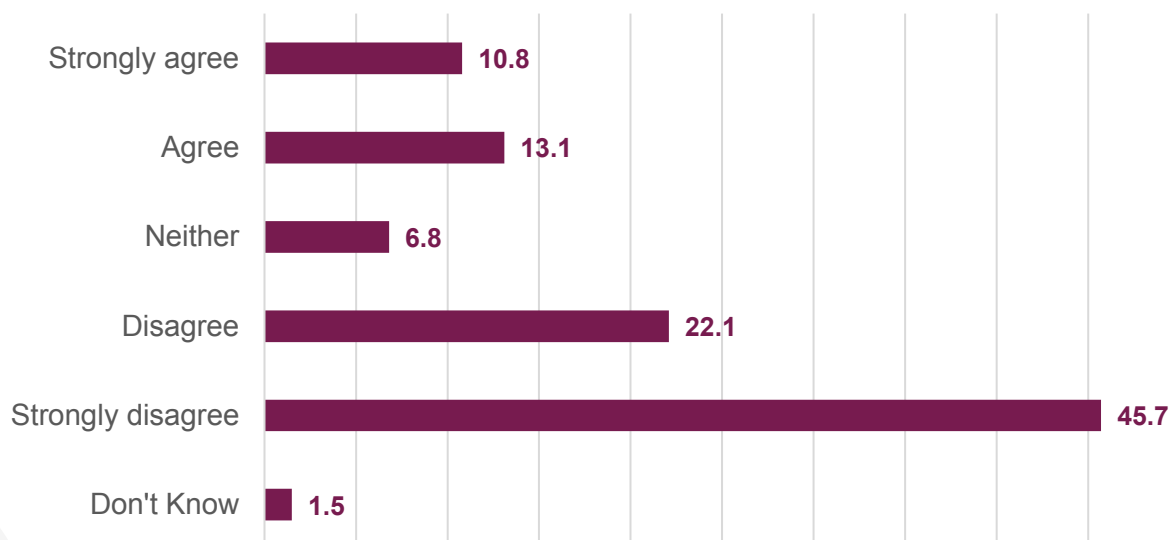
### Question 1

#### How far do you agree with or disagree with our proposal?

Of those 1,335 residents responding to the consultation that answered the specific question, **Figure 6** shows that the clear majority of 67.8% disagree (22.1%) or strongly disagree (45.7%) with the proposal. This compares with 23.9% who agree (13.1%) or strongly agree (10.8%) with the proposal. Those that neither agree or disagree account for 6.8% and those who don't know account for 1.5%.

Figure 6:

#### Resident responses to Q1. How far do you agree or disagree with our proposal? (%)



## Question 2

### Why do you say that?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (60 themes have been identified for the responses to this question and tabled in Appendix 4) and the main themes are reported below.

#### Key themes

Many respondents used Questions 1 and 2 as the opportunity to comment on wider aspects of the consultation (specifically around closure of Children's Centres), rather than merely commenting on the proposed service offer that is detailed in this question.

Many people's observations were that currently, Children's Centres are a familiar, welcoming and, trusted local hub that are a safe or secure place for families and workers to use, with all services under one roof. If the proposals went ahead, this set-up would be lost, resulting in a poorer service to local families and especially vulnerable people.

Many people said that they agreed that the proposed service offer included services that were needed and would provide a better service, but many wanted them to run alongside the current Children's Centre arrangement.

Observations were made about the use of community buildings to deliver services. Many people thought that to close the (often purpose built) Children's Centres and deliver services from community buildings made little sense, with comments of location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues.

Linked to this, comments of running services from numerous venues may impact on the service, in terms of time allowed to get to venues, costs involved, non-familiar faces at different venues, where resources would be stored and the negative effect of this change on children. A few people said that they thought using community buildings to deliver services was a good idea and that so long as appropriate advice and support is provided, the venue is unimportant.

People said that individual or community mental health or wellbeing could be negatively affected by the closure of Children's Centres, including observations about increased isolation or loneliness. Many said that if the proposal went ahead, it would mean people wouldn't be able to travel to a service because of the costs and distances involved, or lack of public transport. Many people said that this would mean that those people who most need support would not be able to access it.

Comments were made that if the proposals went ahead, safeguarding risks would be less likely to be flagged up and people who need help or support would be overlooked or slip through the net. This is linked to observations about losing professionalism and experience when using volunteers who might not be adequately trained to provide services, impacting on the level of support or advice given, or signposting to appropriate agencies. More people told us that they thought it is important that services remain universal and accessible to everyone in Norfolk, than those who said services should be targeted. Many people commented around the identification of need and that it is not just families who live in deprived areas or live on low incomes that need support. Many people say that if the proposals went ahead and Children's Centres closed, it would be more likely that people would need more specialist or expensive services in the long-term.

Many people used this opportunity to talk about the online digital offer. People suggested that there is already a wealth of online information available and observed that some services need to be provided face-to-face, rather than online or on the phone. Many people see the online digital offer as needing to be in addition to the support currently provided by Children's Centres, as effective advice cannot be given online for some issues. There were further comments on access to online information; for example, many people say they cannot afford the costs involved to get online (device costs and broadband costs); many people say they cannot navigate their way online to find the support they need; many say that there is poor connectivity in Norfolk; and many others say they have issues around not being able to read well.

Many people thought that this is purely an austerity driven cost saving scheme, with others suggesting that this is on the back of other cuts that have already reduced services. People have suggested that we should spend more money on the service, instead of cutting as the proposal suggests. People have also commented that if the proposals went ahead, costs and services would be pushed onto partners, including the NHS, residential care, carers, the community and VSCE organisations.

People have questioned our thinking behind the proposal, asking whether it is deliverable. Feedback about the consultation process also suggests that people find some questions unhelpful, or that more information is needed to be able to respond to the consultation constructively, or suggestions that we won't use or even read people's comments.

## Quotes

The following quotes demonstrate how people feel about how they would be affected if the proposals went ahead. All quotes are as they were submitted and reflect the spelling and grammar of the submissions.

"I see the pros but concerned that with so few bases people might not be able to get to one close enough especially with really little children and babies and may not reach out to the info available. But if they had a place to drop into to ask questions they'd be more likely to ask for help."

"Current Children's Centre's do not reach the parents who need support and rely on parents attending who will always do the right thing for advice. In my experience Children's Centres quickly become full of parents who form tight friendship groups and neither staff or other parents are welcoming to new attendees. The different tiers of support will enable those most in need of support to access one to one help discretely and non-judgmentally. Equally those in need of social groups can tailor their own services to their needs."

"I purposefully moved from a village where I felt isolated to a town with a thriving children's centre. I suffered terribly with post natal depression after having my 2nd child and now pregnant with my 3rd I would be lost without the support of the children's centre. With your new proposals, I would have to drive miles to my nearest one in a setting and place I am not familiar with. My local children's centre is like a 2nd home and an absolute lifeline for me and so many others."

"It would involve the closure of child centres. These centres are used by children with disabilities and include sensory rooms, specially adapted areas and are freely accesible. They are also often used by those who are highly vunerable and offer a daily place to obtain advice and help in the same situ."

## Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
A family	I am a trained early years teacher and would be interested in accessing funding and helping to facilitate baby / child sessions in (redacted).
NCC employee	The building will be best used by (redacted) school
An individual	Opportunities for adult learning; Bookstart corner programme; flexible transport scheme; and family hubs.

### Question 3

## If our proposals went ahead how, if at all, would you be affected?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (52 themes have been identified for the responses to this question and tabled in Appendix 5) and the main themes are reported below.

### Key themes

The main way that people say they would be affected if the proposals went ahead is that they would receive a poorer service. Even where people said that the proposals would have no direct impact on them, they most often said that it would result in a poorer service for people they know or the wider community.

Many people say that their mental health or wellbeing would be negatively affected if the proposals went ahead, including increased isolation or loneliness. If the closure of the Children's Centres went ahead, people say this would prevent them from accessing a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.

A few suggested the proposal would result in a better service with the focus on service rather than buildings and making better use of existing buildings already known and loved by their communities.

Many observed that if the proposals went ahead, people would not be able to get to the new locations where support and groups are expected to be run from. The contributing factors being around the costs and distances involved in travel and the lack of public transport. Many people said that these factors, in particular, costs, would mean that those people who most need support would not be able to access it.

People commented that if the proposals went ahead, this would result in job losses, both for staff, parents and carers. For parents and carers, they said that they may have to give up working or reduce their hours as a result of Children's Centres closing and having to travel further afield to get a service; the time involved would affect their employability.

Further, if the proposals went ahead, families that are not classed as deprived or in need would be at risk of losing support that they currently have from Children's Centres' experienced staff. People observed that safeguarding risks would be less likely to be flagged up, and that this could result in problems being stored up for the future, rather than being addressed now.

## Quotes

The following quotes demonstrate how people feel about how they would be affected if the proposals went ahead.

**"I would lose the centre where my child goes to tinytalk, bounce and rhyme and the services offered by the staff. Without the loan of a breastpump at the early stages of my daughters life, my wife would have struggled to maintain breastfeeding and keep with the current NHS guidelines. By closing these centres you remove vital support for families that don't have access to vehicles as lengthy bus journeys are less than ideal for newborns especially if the parents are struggling. As the transport links in the county are poor for more rural areas families based there will lose this support network."**

**"I feel that parental issues and support will be given at an earlier level of intervention than that currently being provided by Children's Centre's. This will enable children to be better supported and more prepared for school. Currently issues remain unresolved until the child becomes school age. It will also reduce the cost of running purpose built facilities to free up this income to provide tailored services on a face to face basis. The budget wasted by Children's Centres providing services to affluent parents and not engaging with hard to reach families would have better spent funding special schools and SEN services."**

“Yes. If my local children's centre was to become more community based then I would be unable to attend as much as I do. I also know that any time I need a chat or advice they are there for support. If out in the community, I feel this access wouldn't be so readily available but also the group activities that are currently offered at the centre would be non-existent. I also appreciate that there are families that need extra support, this isn't always reflected or easily spoken about. Attending sessions is a way for people to access support and if required ask for individual/extra support but equally support can be offered when sessions are run and problems picked up on. Equally families that require the extra support may not realise or accept there is a problem so wouldn't use the facilities on offer.”

“I attend various groups at local children's centres and would be unable to do so if these groups were no longer free of charge. My family would not fall into the vulnerable or low income bracket, we do not receive benefits, but money is tight while I am on maternity leave.”

## Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
Resident	Delete all the development workers and their management structure and outsource the development work in the same way it has for schools.



## Question 4

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

4a.

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

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (49 themes have been identified for the responses to this question and tabled in Appendix 6), and the main themes are reported below.

#### **Key themes**

Many respondents said that the proposed service of community support (helping communities and parents offer local activities and groups) is an important service and is already happening in some places. Around the same number of people said that this proposal would result in a poorer service.

People commented that we should not rely on volunteers to provide this service as they're not necessarily professional, experienced or adequately trained to provide support or give advice and that safeguarding risks are less likely to be flagged up.

Linked to this, many people raised the issue of not wanting the Children's Centres to close as they feel they would lose the familiar, welcoming, trusted, local hub that are a safe and secure place for families and workers to use, with all services under one roof. Many people commented that running services from community buildings would have problems including location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues.

People commented that they wouldn't be able to afford to pay for the proposed community support service, or that they would not be able to get to the new locations. Key points are around the costs and distances involved in travel, or the lack of public transport. Many

people said that this would mean that those people who most need community support would not be able to access it.

### Quotes

The following quotes demonstrate how people feel about the proposed service of community support (helping communities and parents offer local activities and groups).

“By asking people to pay for community activities, when they themselves are at their most financially vulnerable (greater child care costs, less opportunities to work, lots of additional costs in terms of clothes, food and necessities such as cots etc), you will make these services inaccessible to the people who need these services most.”

“these proposals will provide greater ease of access to the service for those living in smaller communities and make things easier for those without transport.”

“The logistic of this will not work, or I don't understand how do you see this may work. We are talking about storage resources, hiring venues (if there are any available), cost of venue hire/transport both staff and hard to reach families. That may work in Norwich where buses are available, but you probably forgot that Norfolk is a massive rural area with out the transport facility. Who will coordinate that? How this will be promoted to those hard to reach if they don't come in to the building we always there for them? What about Safeguarding? Will those "Community Supporters" be DBS checked?”

“Where is the evidence that this will be successful, there are not many parents I know who would be able to organise and run groups whilst also raising their own children.”

“The idea is excellent. However, encouraging families who struggle to integrate for what ever reason would not find this easy. Also many have no transport, this would be a challenge, particularly for those who live in remote areas with poor public transport services.”

## Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
An individual	Might be worth making sure a local activities, groups and support info & contact sheet is given to everyone at hospital or in antenatal midwife visit.
A family	Super markets could have information about community support that people could pick up.

4b.

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

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (34 themes have been identified for the responses to this question and tabled in Appendix 7), and the main themes are reported below.

#### Key themes

Regarding the proposed service of the online digital offer (providing information, advice and guidance for all), many respondents said that parents and carers use technology more than they used to and we should use technology more to deliver services. However, many more respondents said that there is already a wealth of online information available and more is not needed.

Many people who support using technology in this way agree with those that do not support this proposal, insofar that they acknowledge that effective advice cannot always be given online for some issues; face-to-face support and advice is preferable to the online digital offer. Many people see the online digital offer as needing to be in addition to the support currently provided by Children's Centres.

People have commented around issues of access to online information. Many people say that families cannot always afford the costs involved to get online (device and broadband costs); many people say they cannot navigate their way online to find the support they need; many people say that there is poor connectivity in Norfolk; and many people say they have issues around not being able to read well.

## Quotes

The following quotes demonstrate how people feel about the proposed service of the online digital offer (providing information, advice and guidance for all).

“The people most in need and most vulnerable are those who are most likely to have least access to getting online and are most likely to feel uncomfortable using IT or computer illiterate. If needing to access a public computer to get support, I certainly would not be happy to do this in a library.”

“Everyone can access the WWW now, so this is a way of enabling parents to access support / info etc 24 hours a day (more than a physical building has ever done) in a way that is accessible to them”

“In Norfolk an online offering is completely unrealistic!! Little or no mobile phone signal, poor broadband offering and coverage. Limited hubs with which to access online terminals. Poor web design and parents get lost and overwhelmed. Also how can parents with limited resources print or apply online?”

“This is useful and the way families like to access information. However, without the back up of face to face contact with other parents and children, I would anticipate an increase in post natal depression and isolation, leading to a decline in the emotional well-being of babies and young children in the vital early years”

## Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
An individual	Professionals and parents often say that parents don't know they need help, or they're reluctant to speak out. Therefore, a digital offer needs to 'reach out' to parents e.g. via social media with relevant posts appearing in news feeds, and not just a website that needs to be sought out. Parents may be more interested in 'following' local pages to seek community groups, rather than a countywide page; such as the Family Information Service. This could be possible, even if centrally managed.

4c.

### Targeted group-based support - working with families who need extra help

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (45 themes have been identified for the responses to this question and tabled in Appendix 8) and the main themes are reported below.

#### Key themes

Many respondents said that the proposed service of targeted group-based support (working with families who need extra help) is an important service and is already happening in some places, although some people said that this proposal would result in a poorer service.

Some people said that it is important that the service remains universal and accessible to everyone in Norfolk and observed that it is not just families that live in deprived areas or who live on low incomes that need support. They commented that safeguarding risks are less likely to be flagged up if the proposal went ahead.

There was some feedback about the consultation process, such as the question not being helpful, and that more information was needed to make an informed comment about the proposal.

## Quotes

The following quotes demonstrate how people feel about the proposed service of targeted group-based support (working with families who need extra help).

“Groups are notoriously difficult to access for all the families I work with. Having different groups in different venues will make this more difficult.”

“Group based is better as families can start to develop their own support network - which extends beyond the life of the ‘support group’

“Not everyone wants to receive group based support. Not everyone feels comfortable going to a group specifically for help. The current children's centre groups allow you to request help and be signposted to relevant support in a non intrusive, private manner.”

“Whilst there are some groups that would benefit families, what we know by looking at our outreach families is that the majority have mental health or learning difficulties and they struggle to be put in a group situation. If this is the offer, they are unlikely to attend and will not get the support they need. There was also mention of a cost attached to some of these groups; our really vulnerable families would not pay this, therefore not access these services. We also know that peer support groups are not necessarily the right way to offer support and usually end up delivering this type of support in the home as those mentioned above do not sustain attendance.”

## Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
A family	Consider keeping more centres open part-time and hiring the facilities to other groups to raise additional funds.
A family	Some families may need a more tailored approach than this. Being in a group can be immensely intimidating for some; it will need careful planning. Maybe a mentor / buddy approach to group work could work, with mums supporting mums rather than it always being from a professional with a Children's Services association.
An individual	Could adapt to the reduced budget by decreasing its groups and activities but remaining open to ensure the service is still there and available to children and families who need it most. If the use of the building reduces but remains open, it is then also available for other services and activities.

4d.

### Targeted one to one support - working with families who need extra help

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (45 themes have been identified for the responses to this question and tabled in Appendix 9), and the main themes are reported below.

#### Key themes

Many respondents said that the proposed service of targeted one to one support (working with families who need extra help) is an important service and is already happening in some places, although some people said that this proposal would result in a poorer service.

Some people said that it is important that the service remains universal and accessible to everyone in Norfolk and raised commented that it is not just families that live in deprived areas or who live on low incomes that need support. Some commented that safeguarding risks are less likely to be flagged up if the proposal went ahead.

There was some feedback about the consultation process, such as the question not being helpful, and that more information was needed to make an informed comment about the proposal.

## Quotes

The following quotes demonstrate how people feel about the proposed service of targeted one to one support (working with families who need extra help).

“Workers will be unable to offer as much one to one support as they will have to be travelling further distances between their base and there are they work in. The staff will be more isolated as well from colleagues due to travelling and not popping in to a base as offer. This will hinder sharing knowledge and support, which will have an impact on well-being.”

“This would enable services to target specific families to provide support rather than families being reliant on seeking services themselves.”

“Targeted support is needed for one-to-one support. I don't think that everyone who needs support and who are vulnerable are necessarily registering with a Children's Centre or making full use of the facilities and activity. Having one-to-one support should, I believe, be working towards getting them to socialise and mix with others at groups and sessions.”

“1:1 support could well continue as it currently exists, supporting families in their homes. However this is unusual to be a stand alone piece of work and often requires a multidisciplinary team approach. Meaning confidential meetings having to take place, at times at short notice. Where this would be able to happen under these proposals? In all serious case reviews it is commented about the importance of communication between professionals and I believe that this would become restricted.”



## Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
<p><b>An individual</b></p>	<p>Our Children's Centres are trying to embed the Parents as First Teachers (PAFT) programme into our work with families on a one to one and group basis. This has the potential to be very successful at addressing some of the parenting and child development areas required. (Bedford Borough Council have embedded PAFT into their work and have created KPIs linked to PAFT outcomes so they are meaningful and can evidence performance. They are willing to share their work and have invited visitors.) Investing in a programme such as PAFT could bring quality and consistency which would increase other professional's confidence to make a referral.</p>
<p><b>An individual</b></p>	<p>At our children's centres we offer an information pack to families with babies aged 3-4 months. This provides an important contact during the gap between the health visitor's 6-week visit and a one year review. It provides an opportunity to visit families in their home environment. In our experience this has led to greater attendance at group services and provides an opportunity to get to know vulnerable families who haven't been previously identified. If this were co-ordinated by one organisation with the contract for the countywide service it could be embedded within the HCP offer.</p>

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

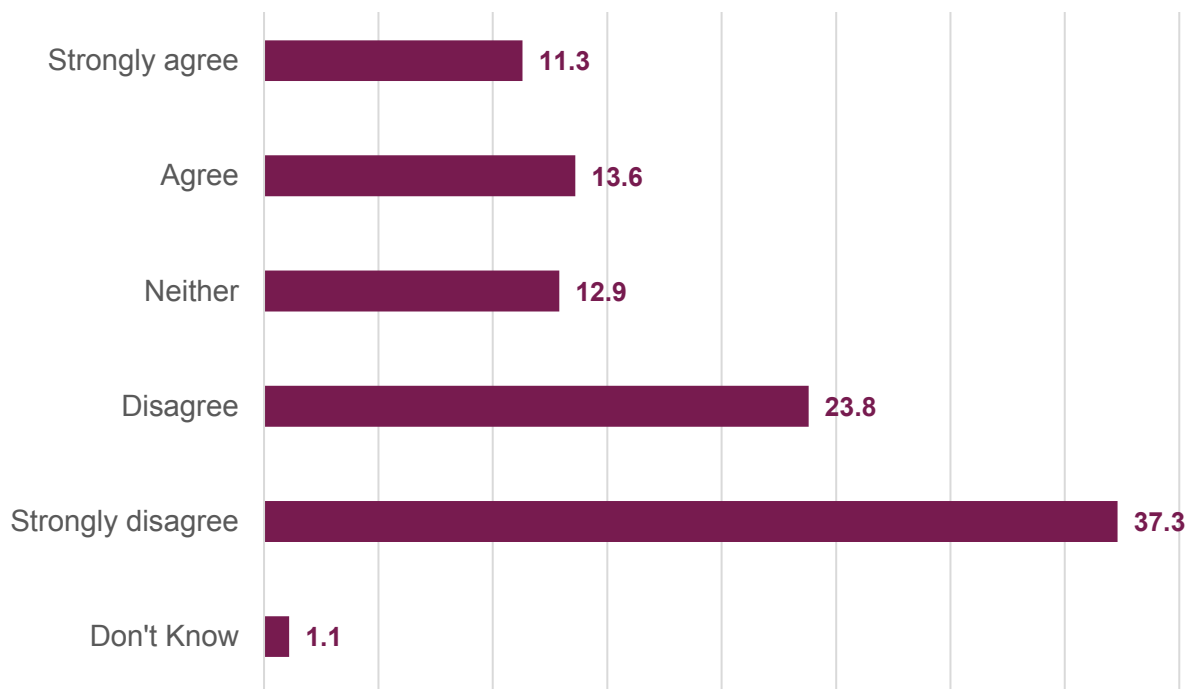
**Question  
5**

**How far do you agree or disagree with this approach?**

Of those 1,280 residents responding to the consultation that answered the specific question, **Figure 7** shows that the clear majority of 61.1% disagree (23.8%) or strongly disagree (37.3%) with the approach. This compares with 24.9% who agree (13.6%) or strongly agree (11.3%) with the approach. Those that neither agree or disagree account for 12.9% and those who don't know account for 1.1%.

*Figure 7:*

**Resident responses to Q5. How far do you agree or disagree with this approach? (%)**



## Question 6

### Why do you say that?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (53 themes have been identified for the responses to this question and are tabled in Appendix 10), and the main themes are reported below.

#### Key themes

The main observation raised is that it makes little sense to close the (often purpose built) Children's Centres that are familiar, welcoming, trusted, local hubs offering a safe or secure place for families and workers to use, with all services under one roof, and attempt to deliver services from community buildings instead. Issues mentioned include the location of community buildings, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues, resulting in a poorer service being offered. Many people have asked why change when things work perfectly well as they are.

On the other hand, many people say that running services from community buildings is a positive thing, but expressed the opinion about making sure these buildings are appropriate spaces to deliver services.

It has been mentioned that in some places services already run groups and other outreach services through a variety of different community venues.

Many people have observed that running services from numerous venues may impact on the service, in terms of time allowed to get to venues, costs involved, non-familiar faces at different venues, where resources would be stored and the negative effect of this change on children.

People commented that they wouldn't be able to afford to pay for the proposed services if they became chargeable and that they would not be able to get to the new community building locations where support is expected to be run from. Key points are around the costs and distances involved in travel and the lack of public transport. Many people said that this would mean that those people who most need support would not be able to access it.

People have commented that delivering services from community buildings could mean that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.

People have asked about our thinking behind the proposal, such as whether the proposal is deliverable. Feedback about the consultation process also suggests that people find this question unhelpful, or that more information is needed to be able to respond to the consultation constructively, or suggestions that we won't use or even read people's comments.

## Quotes

The following quotes demonstrate how people feel about the proposal that the service would run groups and other outreach services through a variety of different community venues, such as schools, libraries, village halls, community centres and GPs surgeries.

“Using shared spaces is not always appropriate for children or their families. They are not purpose built or even have sole use, which means rooms and venues aren't always entirely appropriate. It creates a make-do situation for these groups, and that often means that fewer people attend and can benefit from what little service would be remaining. It particularly disadvantages families of children with disabilities or additional needs. I did not feel comfortable taking my son with additional needs to community groups for precisely this reason.”

“It often gives an opportunity for families to discover what is local to them. Eg if in a school, a wonderful introduction for the children to a school and if parents are planning on their children attending there then also a familiar setting by the time they attend. So many council run facilities aren't utilised to their best ability, so it makes sense.”

“The spaces available in these sorts of buildings are always 'spare' rooms that are not in use by the organisation itself - they are never quite suitable for groups and activities to be run there. Having to go to various different places and having to find (and probably pay for) somewhere to park each time will make it much more difficult for people to attend these groups in comparison to attending a children's centre.”

“It can be very intimidating, daunting and sometimes embarrassing to admit you are struggling with an aspect of raising your own child. Having a designated location, close by, that you can go to for support. Moving this into a shared space that is being used by other members of the community makes the process of seeking support even more intimidating and daunting and I know there will be parents currently comfortable going to the children's centre that will shy away from other municipal buildings or doctors surgeries.”

## Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
<b>A family</b>	Consider opening part time and renting the building to raise extra funds.
<b>A family</b>	Children's Centres staff to attend the community venues once a month; they could offer an activity at a session or an advice type clinic and this could allow both support to the organisers and for anyone struggling to access support.
<b>A NCC employee</b>	Traveller sites should continue to receive Early Years Outreach. Please see proposals for meeting the needs of GRT children and families in Norfolk: 1. needs should be addressed through the targeted support level of need with advice and support from the Early Years GRT Adviser on the GRT Education Team at EVGAAS (Education Vulnerable Groups Achievement and Access Service); 2. Each Centre should have one or two designated GRT Outreach Practitioners depending on need; 3. EYFS GRT Adviser to work strategically with each Centre base and support and advise; 4. EYFS GRT Adviser to deliver Early Years GRT Cultural Awareness Training to each of the Early Childhood and Family Centres; and 5. Equality Impact Statement must include all ethnic groups including GRT.
<b>An individual</b>	A hub and spoke model with Children's Centres offering services both on site and in other locations works well.

We are proposing to use seven of our current children’s centre buildings as early childhood and family bases. Where possible we would like to continue to use the other 46 children’s centre buildings to support families with children under the age of five.

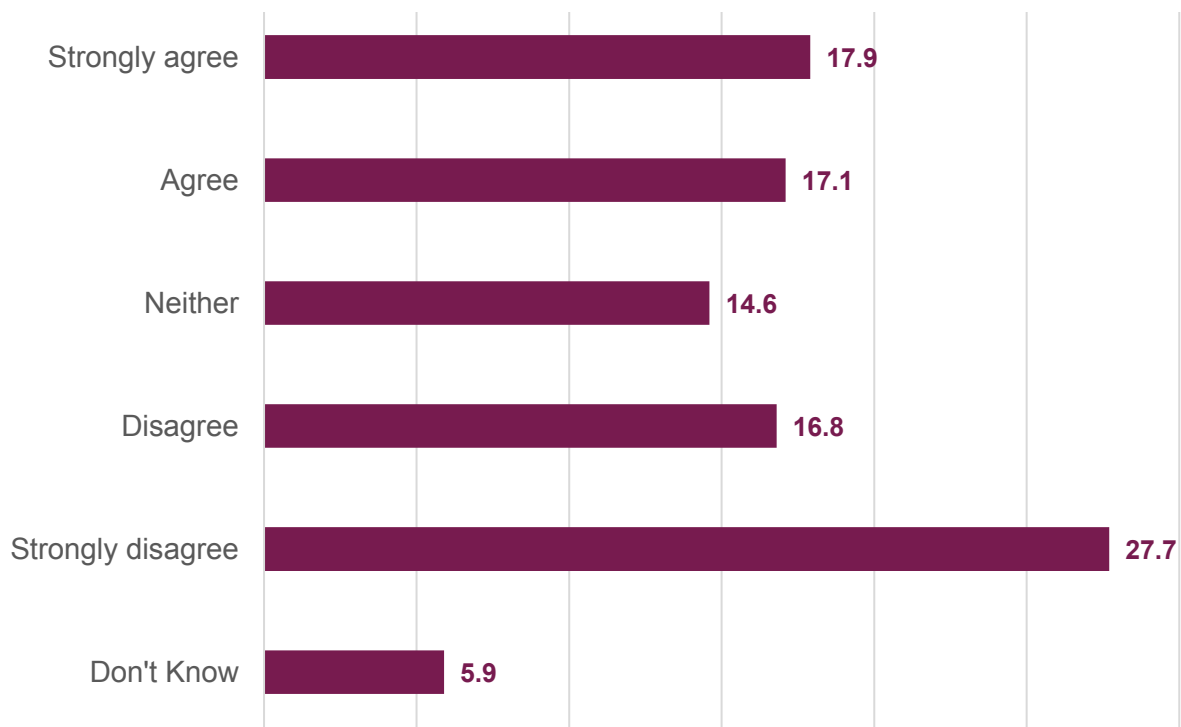
**Question  
7**

**How far do you agree or disagree with this approach?**

Of those 1,271 residents responding to the consultation that answered the specific question, **Figure 8** shows that the majority of 44.5% disagree (16.8%) or strongly disagree (27.7%) with the approach. This compares with 35.0% who agree (17.1%) or strongly agree (17.9%) with the approach. Those that neither agree or disagree account for 14.6% and those who don’t know account for 5.9%.

*Figure 8:*

**Resident responses to Q7. How far do you agree or disagree with this approach? (%)**



## Question 8

### Why do you say that?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (54 themes have been identified for the responses to this question and tabled in Appendix 11), and the main themes are reported below.

#### Key themes

The main issue raised by people is why change when things work perfectly well as they are. People commented that they don't want their local Children's Centre to close and that if the proposal went ahead, it would result in a poorer service. Many people also talk about the problems they would have in accessing services anywhere other than their local Children's Centre, including issues around the costs and distances involved in travel and the lack of public transport.

Linked to this, people have said that they feel the current Children's Centre set-up is an essential service where people can access a familiar, local hub that are a safe or secure place for families and workers to use, with all services under one roof. However, some people said that it would result in an improved service

People have asked about our thinking behind the proposal, such as whether the proposal is deliverable. Feedback about the consultation process also suggests that people find this question unhelpful, or that more information is needed to be able to respond to the consultation constructively, or suggestions that we won't use or even read people's comments. Responses to Q7 (see Figure 8) show that 14.6% neither agree or disagree with the approach and a further 5.9% don't know if they agree or disagree with the approach, suggesting that the approach is unclear, and people do not understand it fully.

## Quotes

The following quotes demonstrate how people feel about the proposal to use seven of our current children's centre buildings as early childhood and family bases and where possible to continue to use the other 46 children's centre buildings to support families with children under the age of five.

"I think there is need to identify and make changes where some of the current CC buildings are not practical, not being accessed, costly to run and maintain and low level of foot fall. however it is also wrong to be choosing specific buildings just because because it is seen as the cheapest , NCC owned or purpose built. it will be no good having a building even if freehold if no one is going to access it including families and other professionals because its not in an are of most need or in the wrong geographical area."

"This opens up buildings for other organisations to use and reduces the costs of running buildings many of which are not fully used. This means more money spent on front line support"

"I really think the level of service provided at each centre should be decided on a case by case basis as they are all so different. The choice between keeping a centre open full time and accessible to the public and closing it completely and all options in between should remain on the table until this has been properly assessed. The cost benefit analysis will be very different from centre to centre but where the benefits clearly are greater than the costs I think it is needlessly limiting and simplistic to say that only one centre per district can remain open to the public full time."

"This is a huge cut and many of these buildings are use by a wealth of professionals and have worked hard to become a trustworthy place where parents are confident and comfortable to attend. I think it would be a waste to not use the buildings because of where some are situated I don't think they would be readily be used for other purposes."



## Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below:

Suggested by?	Suggestion
An individual	Maybe stagger closing them to allow the private/ NGO's to replace them.
An individual	Why not cluster up some of the Centres and then use these to deliver services to other villages. This approach would mean less buildings open but still have services delivered within all reach areas without closing Children's Centres within the larger and higher need areas.
An individual	Agree that we need to reduce the number of buildings for the provision of the new Early Childhood & Family Service however it should be reduced to two buildings per district rather than seven. Suggestions given of premises for the provision of the Early Childhood & Family Service in Norfolk.
An individual	A hub model would work well however there needs to be a few 'spokes' or satellite centres.
A family	Propose that the well used centres in the city remain open and only the less used centres are closed and replaced with the community run groups outlined in this proposal. This way there would be financial saving for the council whilst striking the balance of providing effective, professional support to local families. Then outreach services should be increased to reach those families who do not attend the centres.
An individual	Strongly feel that an area trial, lasting a year, needs to take place to see if your proposed approach actually works before all the centres are closed.
An individual	Where possible, maintaining a second base that could be used as a hot-desk for staff and for some services would be a better option in larger localities.

## Question 9

**If you have any suggestions for how we could use any of the 46 buildings mentioned in our proposals to support families with children under the age of 5 please write these in below. If your suggestion is about a specific building, please tell us which one.**

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (45 themes have been identified for the responses to this question and tabled in Appendix 12), and the results analysed and tabled below followed by a summary of main themes:

### Key themes

When asked for suggestions for how we could use any of the 46 buildings mentioned in our proposals to support families with children under the age of five, the overwhelming response is that Children's Centres currently work perfectly well, so leave them open and continue using them as they are.

People also suggested we should spend more money on the service, investing rather than cutting as the proposal suggests. People also suggested working more closely with partners to find better ways of delivering services, rather than cutting as much as we propose.

There were also further popular suggestions of how we could use the buildings, which include: parent support; health visitor; breastfeeding support; educational courses; play areas; private hire; antenatal support; sensory play; baby massage; stay and play; café or coffee mornings; nursery; and various groups such as baby group and music group.

People were asked that if their suggestion was about a specific building, then please tell us which one. Not many specific buildings were mentioned, but of those that were, the top mentions were: North City; Bowthorpe, West Earlham and Costessey; East City and Framingham Earl; Fakenham; and Thorpe Hamlet and Heartsease.

## Quotes

The following quotes relate to people's suggestions for how we could use any of the 46 buildings mentioned in our proposals to support families with children under the age of five.

"I wouldn't want the proposal to go ahead full stop. So many people will be affected and I think it is a big mistake. I think the centre should stay as it is with staff who are trained to give support and offer the groups which help our children's development. The staff just don't put out any old toys, they plan the session with their knowledge and do activities which can help in our children's development."

"You cannot make any public use building 100% financially independent through public support. Get commercial corporate support. Corporate social responsibility should be being tapped."

"Maintain the high quality spaces as they are, close those that are under used or that are notoriously poor quality."

"Keep as is now ! don't change something that is not broken!!"

"The services currently offered are so heavily signposted throughout every stage of your pregnancy, antenatal and postnatal journey it verges on ridiculous. You are told about them regularly, you attend your antenatal classes at them, your midwife tells you about them, your GP tells you about them. If you choose not to use them after all of this encouragement then it's your own loss. What you absolutely must not do is take services to the 25% of parents who have wilfully chosen to avoid them. How dare you jeopardise the services offered to the 75% of us that bothered to help the 25% who didn't."

### Suggested activities and number of times mentioned

parent support	45	health visitor	29	groups	28
breastfeeding support	27	education courses	24	play areas	22
private hire	21	baby group	18	antenatal support	15
sensory play	15	baby massage	14	stay and play	13
café or coffee mornings	12	nursery	11	music group	10
childcare	9	courses	9	family activities	9
mental health group	9	messy play	9	toddler group	9
information hub	8	drop in sessions	7	family contact centre	7
first aid	7	speech therapy	7	weaning support	7
Yoga	7	toy swap	6	community support	5
fitness club	5	midwife session	5	story-telling	5
Clinics	4	clothing swaps	4	creche	4
post-natal support	4	special needs sessions	4	weigh-in clinic	4
youth services	4	after school activities	3	counselling	3
food bank	3	healthy eating class	3	meetings	3
mixed age groups	3	money advice	3	play therapy	3
social activities	3	arts and crafts	2	gaming club	2
holiday clubs	2	therapy work	2	welfare advice	2
1-2-1 support	2	allotments	1	baby signing	1
breakfast club	1	citizens advice	1	community asset	1
credit union	1	dads group	1	emergency shelter	1
employment group	1	equipment loan	1	explore with me	1
homeless centre	1	homework club	1	hydrotherapy	1
infant feeding group	1	jumpin jacks	1	NHS walk-in centre	1
occupational therapy	1	outdoor learning	1	outreach services	1
PND groups	1	Portage	1	second hand store	1
slings-wearing group	1	sport	1	transitions	1

### Specific buildings mentioned for suggested activities and number of times mentioned

North City	23	Bowthorpe, West Earlham and Costessey	10	East City and Framingham Earl	10
Fakenham	9	Thorpe Hamlet and Heartsease	9	Catton Grove, Fiddlewood and Mile Cross	6
Vancouver	6	Watton	6	Caister	5
Downham Market	5	Earlham	5	Priory	5
Stibbard	5	Village Green	5	Aylsham	4
Hunstanton	4	Stalham and Sutton	4	Diss	3

Mundesley	3	Spixworth & Sprowston	3	Thetford Kingsway	3
Thetford Drake	3	Trinity	3	Wymondham	3
Emneth	2	Nar	2	North Walsham	2
Reepham	2	Swaffham	2	Attleborough	1
Cromer	1	Dereham Central	1	Dereham South	1
Gorleston and Hopton	1	Litcham	1	Long Stratton	1
Methwold	1	North Lynn, Gaywood North Bank and The Woottons	1	Seagulls	1
Wells-next-the-sea	1				

## Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
<b>A family</b>	I have a full proposal for how they could be used as this was something I wanted to do myself through lottery funding, but due to personal reasons I had to put it on hold. I would like to open a Family Social Hub.
<b>An individual</b>	Reviewing existing children's centre provision and finding a way to ensure that existing children's centre buildings are used to their capacity provides the opportunity to join children's centre provision to nursery provision to maximise funding usage and guide targeted families to a universal pathway. This way of working/model could include the following activities: identify areas of need in Norfolk; work with those interested in tendering for proposed new model; and consider a cluster network arrangement.
<b>An individual</b>	Suggest buying or part-buying some of the rented venues.
<b>An individual</b>	Sustainability plans need to be put in place for each one unless it is currently under-used - even then it should be reviewed. This could run in a similar way as community shops/post offices. These could then be run by a team of trustees linking with local businesses, schools, pre-school settings and healthcare practitioners. They could work as sites for special education needs children's intervention if near to a school or for parents in the community learning key skills.

<b>A family</b>	Great spaces and resources that could generate income if hired out to various individuals and groups that run activities for children, as well as birthday parties, etc. You could also boost income by making free activities available on an optional donation basis (pay what you can afford).
<b>A family</b>	Hubs with information on support and activity groups, that can be accessed at any time of the day (i.e. access code entry so it doesn't need to be manned by staff).
<b>An individual</b>	Suggestions for a number of Children's Centres, including reinstating as a full day care nursery; childcare to be extended; expansion into existing buildings; delivery of groups; provision of education; outreach venue; and multi-agency base.
<b>An individual</b>	Perhaps two sub-bases per district dependent upon its size. At least this way there is a more even spread of bases for staff to work out of, thus reducing mileage and lone working.
<b>A family</b>	NCC should pay group coordinators to push the use of these buildings and rally community support for them. They should organise the insurances, maintenance, coordinate bookings and any training volunteers need.
<b>An individual</b>	Charge for hire of rooms to other agencies, corporate funding, sponsorship for certain roles cc would provide i.e. outdoor learning play sessions possible funding from outdoor clothing suppliers.
<b>A family</b>	A wider variety of pre school education establishments are required. There are too many mainstream organisations and not enough Montessori, Steiner, Forest school type organisations available for parents to choose from.
<b>An individual</b>	Suggestions for various Children's Centres, including retaining as an additional base for staff working in the area to hot desk, to hold meetings and for activities to be delivered.
<b>An individual</b>	Suggest the less used centres merge with other centres so that families still had a fairly local base to visit but outreach groups could be run by the cluster centre in the other area.

## Respondents affiliated with Organisations

There were 1,576 responses received for this consultation of these 175 (or 11.1%) indicated that they were affiliated with organisations, groups, businesses or from councillors representing their constituents. Results from those affiliated with organisations are reported in this section and the coded comments are tabled in the Appendices. This section of the report provides focuses on the views of respondents affiliated with organisations.

Not all gave the name of the organisation they responded on behalf of; it is acknowledged that some responses will not necessarily represent the organisational view.

The organisations cited are as follows.

Organisations cited as respondents to the consultation (listed alphabetically)	
Acle and District Good Neighbours Scheme	Acle Parish Council
Action for Children	All Saints Stibbard Nursery and Childcare
Beetley Parish Council	Birth Voices East Maternity Voices Partnership
Blofield Parish Council	Boughton Parish Council
Broadland District Council	Caister Infant Nursery School and Children's Centre Governing Body
Caister Infant, Nursery School and Children's Centre	Cambridge Children and Young People's Service
Cambridgeshire Community Services	Cantley, Limpenhoe and Southwood Parish Council
Catton Grove Community Centre	CCS Children and Family Services
Childerwood Nursery (The Childcare Professionals Ltd)	Clackclose Pre-School
Clive Lewis MP	Community Action Norfolk
Corvus Education Trust	Crimpleham Parish Council
Daisy Programme	Designated Safeguarding Children Team on behalf of Norfolk CCGs
Diss Womens Institute	Diversa Multi Academy Trust
DWP East Anglia	Earlham early years centre
East City and Framingham Earl Area Children's Centre PACC (Parents and Children Chat) group	Emneth Nursery School Board of Governors
Family Action	Fincham Parish Council
Gingerbreads Out of School Care Ltd	Great Yarmouth Community Trust
Healthy Child Pathway, Cambridgeshire Community Services	Henderson Trust
High Kelling Parish Council	Home-Start Norfolk

Inclusive Schools Trust	Leeway Domestic Violence and Abuse Services
Litcham Childcare	Litcham Parish Council
Litcham School	Little Discoverers, West Norfolk School for Parents Charity
Little Squirrels Play Forest	Lucy Rope Trust
Marshland St James Parish Council	Mattishall Parish Council
Morston Parish Council	Mother Like No Other
NCH&C	New Routes Integration
NHS	Norfolk and Norwich Hospital
Norfolk and Suffolk Mental Health NHS Foundation Trust	Norfolk County Labour Group
Norfolk Healthy Child Programme	Norfolk Portage Service
Norfolk Wildlife Trust	Norwich City Council
Norwich City Council's Cabinet	Norwich Green Party
Norwich Green Party City Group	Ormiston Herman Academy
Ormiston Families	Pavilion Playschool
Our Hoveton Community Network	People from Abroad Team
Pebbles Pre-School & Day Care	Plumstead Parish Council
Playdays	Rightforsuccess Academy Trust
Prospect Medical Practice	Sewell Toy Library
SENSational Families	Spixworth Infant School
South Norfolk Council	St Mary's Church Watton & Watton Churches Together
Spring Nurseries	Stalham Town Council
St Matthew's Church International Friendship Group	Suffolk Community Health Care
Suffield Park infant and Nursery School	Taverham Hall
Swanton Morley Parish Council	The Heathers Nursery
The Church of England in Great Yarmouth	Thetford Town Council
The Point 1 0-4 Team	Time Childcare
Thorpe Hamlet Children's Centre	United For All Ages
Treetots Playgroup	Watton Westfield Infant and Nursery School
Virtual School Sensory Support	Weeting with Broomhill Parish Council
Wayland Junior Academy Watton	Wellspring Family Centre
Wells Primary and Nursery School	Weston Longville Parish Council
West Winch Parish Council	YMCA Norfolk
Worstead Pre-school	

Findings from the 175 respondents affiliated with organisations are reported on the next pages.



## Perceptions of the Proposed Service Offer

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

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

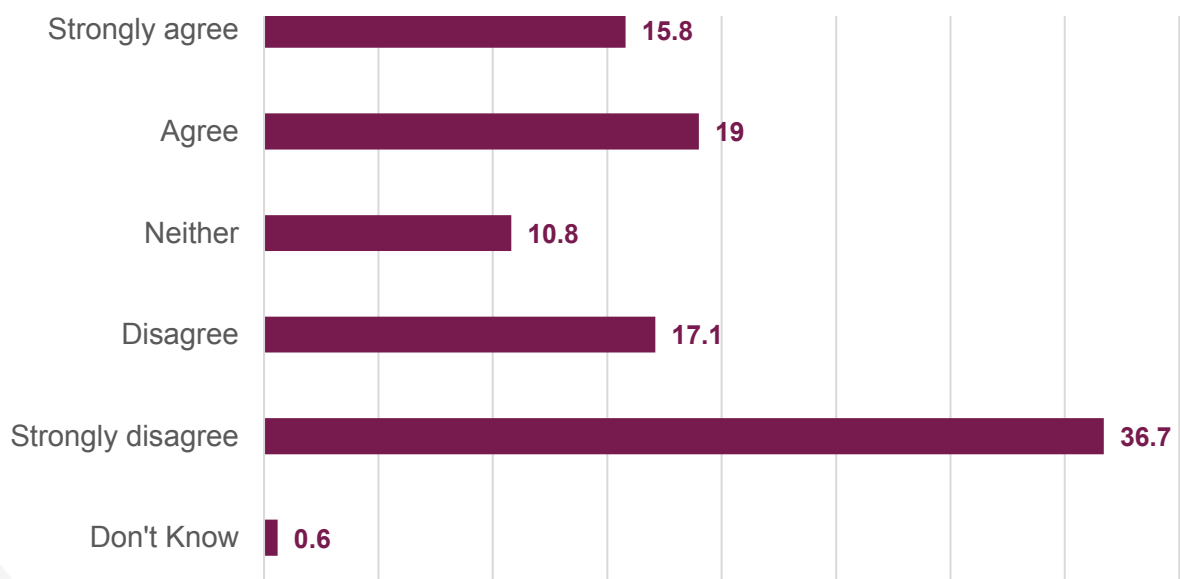
### Question 1

### How far do you agree with or disagree with our proposal?

Of those 158 responding to the consultation that answered the specific question, **Figure 9** shows that the clear majority of 53.8% disagree (17.1%) or strongly disagree (36.7%) with the proposal. This compares with 34.8% who agree (19.0%) or strongly agree (15.8%) with the proposal. Those that neither agree or disagree account for 10.8% and those who don't know account for 0.6%.

Figure 9:

Organisation-affiliated responses to Q1. How far do you agree or disagree with our proposal? (%)



## Question 2

### Why do you say that?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (52 themes have been identified for the responses to this question and tabled in Appendix 13), and the main themes are outlined below.

#### Key themes

Some respondents used Questions 1 and 2 as the opportunity to comment on wider aspects of the consultation (specifically around closure of Children's Centres), rather than merely commenting on the proposed service offer that is detailed in this question. Some respondents commented that currently, Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof, and that if the proposals went ahead, this set-up would be lost, resulting in a poorer service to local families. However, some respondents said that in some places, what was being proposed happens anyway.

Respondents have questioned our thinking behind the proposal, asking whether it is deliverable.

Respondents said that if the proposal went ahead, it would mean people wouldn't be able to travel to a service because of the costs and distances involved, or lack of public transport. Respondents suggested that this would mean that those people who most need support would not be able to access it.

Observations were made about the use of community buildings to deliver services. Some respondents thought that to close the (often purpose built) Children's Centres and deliver services from community buildings made little sense, with comments of location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues.

Respondents talked about the online digital offer, suggesting that there is already a wealth of online information available and observed that some services need to be provided face-to-face, rather than online or on the phone. Many respondents see the online digital offer as needing to be in addition to the support currently provided by Children's Centres, as effective advice cannot be given online for some issues.

## Quotes

The following quotes demonstrate what respondents think about the proposals mentioned for this question and about the closure of the Children's Centres.

### A statutory organisation commented

"The Children's Centre currently provide a base for vulnerable and isolated parents to go, to be able to access contact with other parents and access support from family support workers. Without there being a base for them to attend there will be a lot of families who are left feeling they have nowhere to go to access support."

### A business commented

"I agree that it is good to have support in a variety of places and different ways to access that support."

### A district or borough councillor commented –

"(redacted) opposes any closure of designated children's centres in Norfolk as short sighted and short termism, especially those in the urban areas where deprivation is higher. We need to see a re-orientation of Norfolk County Council 's priorities. In December 2016, the County Council voted to make spending on new road infrastructure their top priority. In our view, this is the wrong priority. We believe that the local public spending priority should be our children and other vulnerable groups and not laying more tarmac. the County Council doesn't have the information from trials of their new approach at three sites that it is currently conducting. The Council needs to complete the trials and evaluate the outcomes before deciding whether to go out to public consultation."

### A voluntary or community group commented –

"Current services are not coping, cutting it back further shows a total lack of understanding of families problems, also there is too much relying on bodies outside of Norfolk County council or their agents. this is unworkable."

### A town or parish councillor commented

"Community cohesion is an essential part of retaining an overall concern for its protection, such as identification of drug usage,, burglary, personal abuse and suchlike. Young people can be helped before they become embedded in crime. A sense of mutual responsibility will be helped through this initiative."

## Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
<b>A business</b>	Given most children's centres have seen significant capital investment over the last decade or more, we believe the county council should look again at making better use of these buildings and facilities to better serve their local communities. Alternatives include: Transferring the assets to local communities as a base for locally run support and services; Encouraging older people, to volunteer to maintain support and services for children and families along with other community groups; and Creating 'centres for all ages'. (redacted) can advise the county council on developing such alternatives.
<b>A voluntary or community group</b>	We run (redacted) a building that is looking to be used for social action and to provide help and support to families in the local community. It would be great to have support groups/toddler groups/parenting groups etc running out of the centre. We lack to access to these parents but could work with you to provide services to those in the local community.
<b>A statutory organisation</b>	We would recommend an in-depth survey of demand, and a defined-scope pilot scheme, in order to minimise risk of losing the very families the service is trying to help.
<b>A statutory organisation</b>	There is an opportunity, to develop a model that complements the proposed single co-ordinating 'hub' in Norwich by the addition of a number of 'spokes' that reflects the greater need in the city and the council's neighbourhood model with a local 'hub' in each neighbourhood. Would welcome the opportunity to work jointly with childrens services to develop a Norwich delivery model, that would focus investment and bring together the resources in the city on 'turning the curve' in those early years for those who need it most with resource allocated to support this need.
<b>A NCC Councillor</b>	Detailed comments about the consultation, including alternative proposals around collaboration and co-location; mental health; adverse childhood experiences; location of services and service model; funding; and shaping the future of Children's Centres.

### Question 3

## If our proposals went ahead how, if at all, would you be affected?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (43 themes have been identified for the responses to this question and tabled in Appendix 14), and the themes have been reported below:

### Key themes

The main way that respondents say they would be affected if the proposals went ahead is that people would receive a poorer service. Even where respondents said that the proposals would have no direct impact on them, they most often said that it would result in a poorer service for people they know, families, the wider community, and those people who are most vulnerable.

Respondents speculated that if the proposals went ahead, this would result in job losses.

Respondents commented on individual or community mental health or wellbeing being negatively affected by the closure of Children's Centres, including observations about increased isolation or loneliness.

Observations were made about the use of community buildings to deliver services. Some thought that to close the (often purpose built) Children's Centres and deliver services from community buildings made little sense, with comments of location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues.

Comments were made that if the proposals went ahead, safeguarding risks would less likely to be flagged up and people who need help and support would be overlooked or slip through the net.

## Quotes

The following quotes demonstrate how respondents feel they would be affected if the proposals went ahead.

### A statutory organisation commented

“I am worried that many of the families on my caseload would not be able to access services that are evidence based and supported by staff who are properly qualified and know how to support and signpost”

### A voluntary or community group commented

“From a voluntary sector perspective it gives us greater opportunity to work closer with families in the local community, giving them what they need within their own home/geographical area.”

### A town or parish councillor commented

“Everyone in society is affected. Early years provision is the foundation for children. Removal of this provision means that families will be disadvantaged, unable to step back into the workplace, and children will be further behind when they start school in Reception Year. There is no long-term benefit of closing children's centres for the children & families who use these. The reason for retaining the Holt Centre given as 'high public capital investment as children's centre, freehold of the building and car parking available' is meaningless for the children and families who will lose their provision.”

### A voluntary or community group commented

“Many families in the area that I work in, an urban area with high levels of multiple deprivation, will be displaced, with no plans in place to replace the services that they rely on.”

### A statutory organisation commented

“The proposal would have a positive effect on front line delivery as the Council and families would only have to build a relationship with one provider for 121 and group work. This would enable us to have a more consistent offer across the district to ensure the Help Hub model enables support to both rural and urban families.”

## Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services.

The suggestions are provided below.

Suggested by?	Suggestion
<b>A voluntary or community group</b>	I am engaging in this consultation to say that if any of the Children's Centres in the City Centre are closing, (redacted) is urgently looking for new, larger premises and would like to be top of the list of possible tenants.
<b>A statutory organisation</b>	We would like to work in partnership with Children's Services in being able to offer our services throughout (redacted) for clients. We are happy to have talks regarding a proposal for the services we offer to work together collaboratively to support the families in (redacted) who are struggling with Domestic Abuse.

### Question 4

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

4a.

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

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (42 themes have been identified for the responses to this question and tabled in Appendix 15), and the main themes are outlined below.

## Key themes

Respondents said that the proposed service of community support (helping communities and parents offer local activities and groups) is an important service, although some respondents said that this proposal would result in a poorer service.

Respondents made comments around running services from community buildings and said there could be problems including location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues. Respondents also said that we should not rely on volunteers to provide this service as they're not necessarily professional or experienced or adequately trained to provide support or give advice.

## Quotes

The following quotes demonstrate how respondents feel about the proposed service of community support (helping communities and parents offer local activities and groups).

### Voluntary or community group commented

"We are concerned about the ability for all communities across Norfolk to provide additional local activities. Feedback suggests that many communities struggle to sustain the community activity they provide at present. Other communities however feel ready and able to develop additional activities. On balance the feedback we have had is pessimistic about community capacity to provide a strong local offer."

### Voluntary or community group commented

"Community support can help build stronger communities which then begin to help each other, parents have skills that they can share with others, strengths based approach."

### Voluntary or community group commented

"The children's centre and other organisations provide a strong base for these. Take it away and the framework risks falling over + the families with it."



**Business commented**

“This in theory looks good and children centre workers already do this. However, moving their groups into these settings means families will then be charged and I do not agree with this. The whole point of children centre groups is that they are free and will appeal to a more disadvantage family.”

**Voluntary or community group commented**

“We agree with this concept and believe where possible groups and services should indeed be led by those who use them. As an organisation we have a successful history of supporting parents/carers to establish their own groups and services.”

## Respondents’ suggested alternatives to the proposal

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Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children’s Services. The suggestions are provided below.

Suggested by?	Suggestion
<b>A voluntary or community group</b>	We would recommend a voucher or bursary scheme, to enable those on lower income to access universally provided services at a free or reduced cost. The threshold should be set lower than that of the more intensive support offer for families identified as needing extra help. Ideally implemented in a way that does not single out ‘in-need’ groups. The example was given of a pre-purchase voucher book, that could be bought by some but given to others.

4b.

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

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (25 themes have been identified for the responses to this question and tabled in Appendix 16), and the main themes are below.

### Key themes

Regarding the proposed service of the online digital offer (providing information, advice and guidance for all), many respondents said that parents and carers use technology more than they used to and we should use technology more to deliver services. However, a similar number of respondents said that there is already a wealth of online information available and more is not needed. Respondents who support using technology in this way tend to agree with those that do not support this proposal, insofar that they acknowledge that effective advice cannot always be given online for some issues; face-to-face support and advice is preferable to the online digital offer. Some respondents see the online digital offer as needing to be in addition to the support currently provided by Children's Centres.

Respondents have also commented around issues of access to online information, saying that families cannot always afford the costs involved to get online (device costs and broadband costs); often cannot navigate their way online to find the support they need; many people say that there is poor connectivity in Norfolk; and many people say they have issues around not being able to read well.

### Quotes

The following quotes demonstrate how respondents feel about the proposed service of the online digital offer (providing information, advice and guidance for all).

#### Statutory organisation commented

“A lot of vulnerable parents will not know how to access the right information online, or have the initiative to search for this. This will mean that the most vulnerable families will not access the information they need.”

#### voluntary or community group commented

“More people use on line services and social media so this method may reach parents/families that other methods do not”

**Town or parish councillor commented**

“Computerisation can take over a lot of services needed but it cannot socialise either the small children ready for school or the parents if they are struggling. These drop in centres are a social need and I think the budget for them is a priority.”

**Business commented**

“Makes the service much more accessible in remote locations”

**Statutory organisation commented**

“For most having access to online resources if the first thing that they go to. There are many online resources which can create anxiety in parents and offer inappropriate advice and support. By having up to date and relevant information we can ensure that families are receiving appropriate information. This is a huge area and will need a great deal of time, planning and ongoing review.”

## Respondents’ suggested alternatives to the proposal

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Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children’s Services. The suggestions are provided below.

Suggested by?	Suggestion
	There are no specific suggestions for this question.

4c.

### Targeted group-based support - working with families who need extra help

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (33 themes have been identified for the responses to this question and tabled in Appendix 17), and the main themes are reported below.

#### Key themes

Many respondents said that the proposed service of targeted group-based support (working with families who need extra help) is an important service and is already happening in some places, although some people said that this proposal would result in a poorer service.

Respondents said that there could be problems running services from community buildings which could include location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues. There were observations that if the proposal went ahead, it would mean people wouldn't be able to travel to a service because of the costs and distances involved, or lack of public transport. Respondents suggested that this would mean that those people who most need support would not be able to access it.

Respondents questioned our thinking behind the proposal, asking whether the proposal is deliverable.

#### Quotes

The following quotes demonstrate how respondents feel about the proposed service of targeted group-based support (working with families who need extra help).

##### A business commented

"Children's centre already run groups at a more targeted level, but I do not think moving them in a community setting is a good idea. I do not think GPS, schools, nurseries will have the capacity to support this and would question the appropriateness of some community centre buildings depending on the type of groups run. I do not think vulnerable families will access the group in these buildings. Often children's centre will run a crèche alongside the targeted group."

##### A voluntary or community group commented

"(redacted) feel that this is a great opportunity for parents to have easier access to group based support in their local area using community resources already in place."

**A district or borough councillor commented**

“Group-based support is important, but designated children's centres offer optimum settings as they are supported by a range of other facilities. In Norwich, the children's centres are in areas of high deprivation and so are more accessible to families who need them most. A focus on this element would lose the universality of services provided by children's centres.”

**A statutory organisation commented**

“Group work is very effective for many and for the children center staff to be able to continue to offer this is key to the outcomes of children within Norfolk.”

**A voluntary or community group commented**

“The most significant level of concern fed back to us was around access to provision. Whilst the proposals include outreach activity that outreach activity must be accessible to all service users. It should be noted that in many communities a journey of even a few miles is likely to be a barrier when reliant on public transport. This also shifts the cost of access onto the service user. It also must be remembered that the nature of transport links may make it easier to access provision in urban centres over adjoining communities.”

## Respondents' suggested alternatives to the proposal

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Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services.

The suggestions are provided below.

Suggested by?	Suggestion
<b>A voluntary or community group</b>	(redacted) Preschool would be happy to host groups after hours. (Pay rental for this please.)
<b>A statutory organisation</b>	Portage could be provided via the Children's Centres on a group basis and this will encourage families to engage further in services - many at present will not attend the current Children's Centres as they feel their child is different and not included.

4d.

### Targeted one to one support - working with families who need extra help

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (32 themes have been identified for the responses to this question are tabled in Appendix 18), and the main themes are reported below.

#### Key themes

Many respondents said that the proposed service of targeted one to one support (working with families who need extra help) is an important service, and in some places is already happening. A similar number of respondents said that this proposal would result in a poorer service as to those that said the proposal would result in an improved service.

Respondents have questioned our thinking behind the proposal, asking whether the proposal is deliverable.

## Quotes

The following quotes demonstrate how respondents feel about the proposed service of targeted one to one support (working with families who need extra help).

### Statutory organisation commented

“We can see that there could be some benefits through co-ordinating this support from a district base. The resources can be targeted to the areas of most need. It can be less confusing for other professionals to have a single point of access rather than trying to find out which CC area a family lives in. It would bring greater consistency to the service and standardise practice. However, we have concerns that there may be long waiting lists and families in less deprived areas may not be prioritised.”

### Voluntary or community group commented

“This only works if families feel safe and confident with the person. In my experience, people get to know the staff from various community events and drop in sessions meaning that a relationship builds over time.”

### Norfolk County Councillor, representing their constituents, commented

“There is no information provided on how this would differ from the existing service. Many staff that we spoke to were particularly indignant at this proposal, as it was felt what they already offered was not well understood. It is an unacceptable omission from the consultation information that the extent and frequency of existing 1:1 outreach support is not evidenced. The ‘case for change’ is therefore not made.”

### Voluntary or community group commented

“Hard to reach families will have more opportunities to engage in services which are currently challenging for them to access for many reasons. Not being centre based will support this type of intervention greatly.”

### Statutory organisation commented

“This will be helpful to families if it continues to be offered by skilled family support workers who know and understand children’s needs and how to support parents, and pass on concerns appropriately. I am concerned that even if the support continues to be offered by appropriate professionals, that they are unlikely to have the right support and supervision to make this effective, if they are not based together in a team environment.”

## Respondents' suggested alternatives to the proposal

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Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services.

The suggestions are provided below.

Suggested by?	Suggestion
	There were no specific suggestions to this question.



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

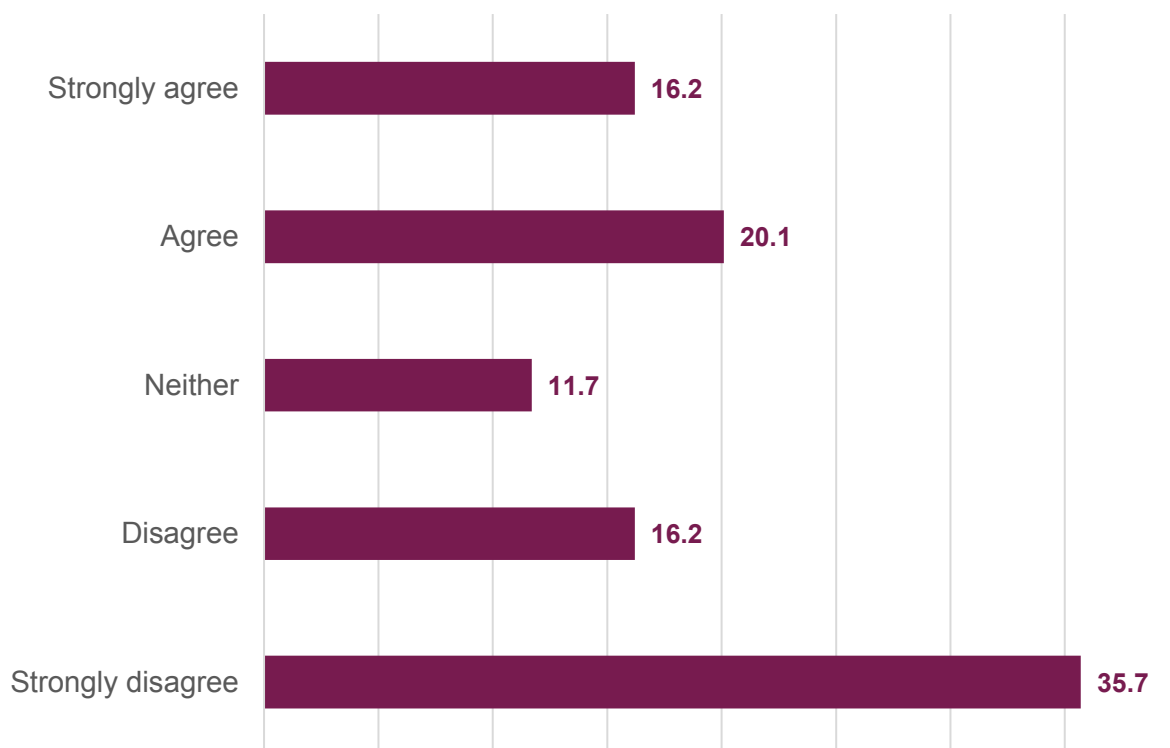
**Question  
5**

**How far do you agree or disagree with this approach?**

Of those 154 responding to the consultation that answered the specific question, **Figure 10** shows that the majority of 51.9% disagree (16.2%) or strongly disagree (35.7%) with the approach. This compares with 36.3% who agree (20.1%) or strongly agree (16.2%) with the approach. Those that neither agree or disagree account for 11.7%.

*Figure 10*

**Organisation-affiliated responses to Q5. How far do you agree or disagree with this approach? (%)**



## Question 6

### Why do you say that?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (37 themes have been identified for the responses to this question and tabled in Appendix 19), and the main themes are reported below.

#### Key themes

The key observation raised is that there are issues with using community buildings, including the location of community buildings, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues and security all being issues. On the other hand, some respondents say that running services from community buildings is a positive thing, but expressed the opinion about making sure these buildings are appropriate spaces to deliver services.

Respondents have questioned our thinking behind the proposal, asking whether it is deliverable.

#### Quotes

The following quotes demonstrate how respondents feel about the proposal that the service would run groups and other outreach services through a variety of different community venues, such as schools, libraries, village halls, community centres and GPs surgeries.

##### Statutory organisation commented

“Implementing this would be extremely difficult. There need to be more hubs/bases to work from. Storage of group activity resources, providing a crèche for certain groups within the same venue will be more than difficult. Schools and GP’s do not want to know and there will be no help or rooms available from them as we have already tried this. There are limited groups that can be held within libraries.”

##### Norfolk County Councillor, representing their constituents, commented

“99% of villages have a village hall even if they dont have GP practice or children’s centre. Every Village has a Parish Council and can encourage local engagement.”

**Voluntary or community group commented**

“What's wrong with keeping the existing building? There are few venues locally which could facilitate regular meetings. Plus it's confusing to have different groups in different places. Presently when i show prospective parents round our setting or talk to people new to the area I always suggest a visit to the children's centre. I direct them to it and off they go. If I had to say on Monday they're here, on Tuesday they're there etc it would be massively confusing.”

**Statutory organisation commented**

“Using venues as multi-purpose, community hubs could have many benefits such as parents feeling more relaxed entering them, parents being able to locate them more easily and parents accessing other services too e.g. library books if held at a library or medical advice if held at a GP surgery.”

**Statutory organisation commented**

“Parents can not afford costs of transport to other areas, no public transport to the outlying villages. Parents cannot afford the £1 bus fare into town but there is a footpath. Parents are too scared of reading to go into the library.”

## Respondents' suggested alternatives to the proposal

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Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
<b>A statutory organisation</b>	Why not get rid of the libraries and keep the centres; libraries are offering similar services.

We are proposing to use seven of our current children’s centre buildings as early childhood and family bases. Where possible we would like to continue to use the other 46 children’s centre buildings to support families with children under the age of five.

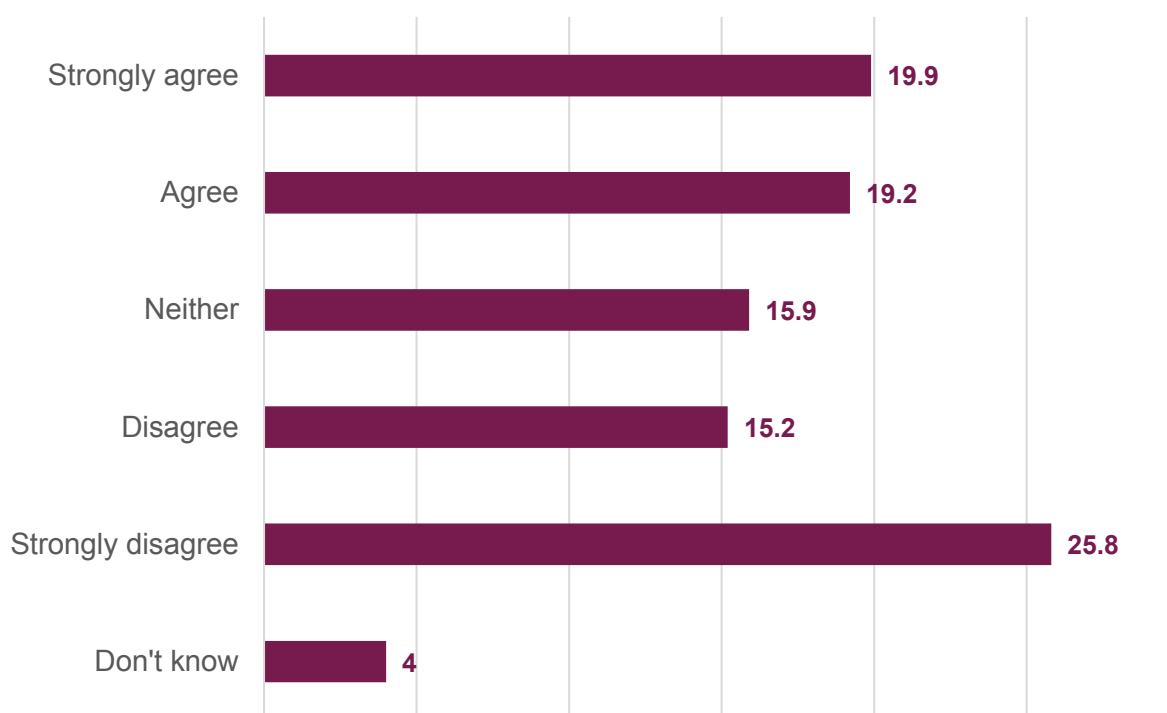
**Question  
7**

**How far do you agree or disagree with this approach?**

Of those 151 organisations responding to the consultation that answered the specific question, **Figure 11** shows that 41.0% disagree (15.2%) or strongly disagree (25.8%) with the approach. This compares with 39.1% who agree (19.2%) or strongly agree (19.9%) with the approach. Those that neither agree or disagree account for 15.9% and those who don’t know account for 4.0%.

*Figure 11:*

**Organisation-affiliated responses to Q7. How far do you agree or disagree with this approach? (%)**



## Question 8

### Why do you say that?

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (47 themes have been identified for the responses to this question and tabled in Appendix 20), and the main themes are reported below.

#### Key themes

One of the main issues raised by respondents is to ask why change when things work perfectly well as they are. Respondents commented that they don't want their local Children's Centre to close and that if the proposal went ahead, it would result in a poorer service. Many respondents also talk about the problems people would have in accessing services anywhere other than their local Children's Centre, including issues around the costs and distances involved in travel and the lack of public transport.

Respondents have asked about our thinking behind the proposal, such as whether the proposal is deliverable. Feedback about the consultation process also suggests that respondents find this question unhelpful, or that more information is needed to be able to respond to the consultation constructively. Responses to Q7 (see Figure 11) show that 15.9% neither agree or disagree with the approach and a further four per cent don't know if they agree or disagree with the approach, suggesting that the approach is unclear, and respondents do not understand it fully.

#### Quotes

The following quotes demonstrate how respondents feel about the proposal to use seven of our current children's centre buildings as early childhood and family bases and where possible to continue to use the other 46 children's centre buildings to support families with children under the age of five.

##### Voluntary or community commented

"We would like the Children's Centre buildings to remain as Children's Centres. The centres are already located within communities, are purpose-built, and are meeting the needs of the local community. There is no substitute for this service. The supporting information is not clear. If you are closing centres to save money, how will these then be kept open to run groups?"

##### Statutory organisation commented

"We agree with the proposal; the new service should be based on support for families and not physical space and the (redacted) Children's Centre is positioned in the centre of the district and close to the Council and Help Hub to aid collaboration."

**Norfolk County Councillor, representing their constituents,  
commented**

“We propose that buildings used for future service delivery are selected based on proximity and suitability to meet the needs of the local community, weighted to areas of greatest need. Where purpose built settings are currently used and there is a risk the current owner or provider may not be successful in any tender for future contracts, then the council and councillors should take a leadership role in encouraging local collaboration or the development of local consortia to meet needs in a way that keeps the needs and wishes of children and families at the heart of each decision taken, and provides the environment which is the most child-centred and suitable for service provision.”

**Voluntary or community group commented**

“We understand the reasoning behind this approach. As an organisation we use buildings to house multiple complimentary services and are clear on the effective partnership working this can encourage and the benefits that can be achieved as a result of this. We have considered the locations identified and also have concerns that in some areas this may make cost effective travel difficult for some groups. We therefore believe it will be important to ensure an effective balance between community venues, outreach in parents/carers homes and existing children’s centres, to ensure equitable, safe, and cost effective access for all to these services.”

## **Respondents’ suggested alternatives to the proposal**

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Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children’s Services. The suggestions are provided below.

Suggested by?	Suggestion
<b>A business</b>	As the Executive Headteacher of (redacted) we would be keen to use the building to run a Nursery facility as we are short of places for Nursery ages children.
<b>A Norfolk County Councillor</b>	We propose that buildings used for future service delivery are selected based on proximity and suitability to meet the needs of the local community, weighted to areas of greatest need. Where purpose built settings are currently used and there is a risk the current owner or provider may not be successful in any tender for future contracts, then the council and councillors should take a leadership role in encouraging local collaboration or the development of local consortia to meet needs in a way that keeps the needs and wishes of children and families at the heart of each decision taken, and provides the environment which is the most child-centred and suitable for service provision.

## Question 9

**If you have any suggestions for how we could use any of the 46 buildings mentioned in our proposals to support families with children under the age of 5 please write these in below. If your suggestion is about a specific building, please tell us which one.**

Respondents were given the opportunity to give as full an answer as they wished to this question. All comments for this question have been coded by theme (34 themes have been identified for the responses to this question Appendix 21), and key findings are tabled below.

### Key themes

When asked for suggestions for how we could use any of the 46 buildings mentioned in our proposals to support families with children under the age of five, the largest response is that Children's Centres currently work perfectly well, so leave them open and continue using them as they are.

Respondents also suggested we should spend more money on the service, investing rather than cutting as the proposal suggests. Respondents also suggested working more closely with partners to find better ways of delivering services, rather than cutting as much as we propose.

There were also a few further suggestions of how we could use the buildings, which include: parent support; community support; educational courses; speech therapy; breastfeeding support; and various groups including mental health group.

Respondents were asked that if their suggestion was about a specific building, then please tell us which one. Not many specific buildings were mentioned, but of those that were, the top mentions were: Watton and Downham Market.



## Quotes

The following quotes relate to respondents' suggestions for how we could use any of the 46 buildings mentioned in our proposals to support families with children under the age of five.

### Voluntary or community group commented

“Do not change the children's centres. They are vital and import services for the whole community when a child is diagnosed with a disability or SEN, condition - children's centres help. They refer, support, grant applications, advise on benefits offer parenting courses and a rea a great place to meet other families. Closing these centres will cause untold harm to families and this will have to be addressed in later life which will cost more. It is so short sighted.”

### Statutory organisation commented

“We believe that the other centres should be turned into family centres. Norfolk County Council has a wide remit to support all ages, and through our experience with the early help approach, supporting the whole family to thrive, from children to grandparents provides better outcomes for children and families. This would make an important statement to the coordination of service at Norfolk County Council between all the directorates and would promote the early help ethos of a whole family approach.”

### Business commented

“Leave them as children's centres as there is a definite need for these throughout Norfolk”

### Town or parish councillor commented

“A few are attached to Community Centres and the rooms could be absorbed in to the Main building if the landlord agrees and /or rented out for Childrens Centre Services. Some could become Community Assets under the Gov Scheme. Others that are attached to Schools who may be able to take the space on and rent out for Outreach Services.”

## Suggested activities and number of times mentioned

parent support	8	community support	5	education courses	5
groups	5	mental health group	5	speech therapy	4
breastfeeding support	3	childcare	3	clinics	3
community asset	3	nursery	3	therapy work	3
after school activities	2	baby group	2	baby massage	2
breakfast club	2	café or coffee mornings	2	drop in sessions	2
family activities	2	health visitor	2	information hub including benefit advice	2
outreach services	2	private hire	2	social activities	2
antenatal support	1	arts and crafts	1	citizens advice	1
creche	1	dads group	1	family contact centre	1
healthy eating class	1	LAC	1	midwife session	1
mixed age groups	1	music group	1	outdoor learning	1
play areas	1	sensory play	1	special needs sessions	1
stay and play	1	toddler group	1		

## Specific buildings mentioned for suggested activities and number of times mentioned

Watton	7	Downham Market	5	Diss	3
Litcham	3	Spixworth & Sprowston	3	Vancouver	3
Attleborough	2	Aylsham	2	Dereham	2
Dereham South	2	Emneth	2	Hunstanton	2
Mundesley	2	North Walsham	2	Stibbard	2
Wells-next-the-sea	2	Acle (Marshes)	1	Bowthorpe, West Earlham and Costessey	1
Caister	1	Catton Grove, Fiddlewood and Mile Cross	1	City and Eaton	1
Cromer	1	Drayton and Taverham	1	Dussindale	1
East City and Framingham Earl	1	Fakenham	1	Greenacre	1
Hellesdon	1	Hoveton & Broadland	1	Long Stratton	1

Methwold	1	North City	1	Priory	1
Reepham	1	Stalham and Sutton	1	Swaffham	1
Thetford Kingsway	1	Wymondham	1		

## Respondents' suggested alternatives to the proposal

Some respondents suggested some alternatives to the proposals that have not necessarily been captured within the analysis. The suggestions range from the general to, in some cases, the more specific, which have been passed to Children's Services. The suggestions are provided below.

Suggested by?	Suggestion
<b>A voluntary or community group</b>	If you were to offer any site in the centre of (redacted) for (redacted) to open a nursery school (not simple childcare but pre-school education) - that would pay dividends within 5 years as the attainment and outcomes levels for many children would be moved on by a couple of years and the benefits would last lifelong – (redacted) has done a great deal of planning and research around this and invested in its early years provision and would be ready to seize that opportunity of raising standards at such a key point in childrens lives, and building further links with local families, providing it came with the necessary financial support.
<b>A business</b>	The building could be passed on to myself and/or the manager of the other childcare business to run which would allow our business to operate. I would be interested in finding out how viable this option would be to enable the (redacted) centre to remain open. I would also be interested in looking into expanding my childcare business into other parts of Norfolk.
<b>A business</b>	The (redacted) is based in the (redacted) Children's Centre providing care to children aged 2-4 years would be interested in staying in the two rooms currently used in the (redacted) Children's Centre. The Pre-School would also be interested in expanded to take on more of the building.
<b>A voluntary or community group</b>	Interested to explore with NCC any surplus buildings being taken on by the community and potentially managed directly by (redacted) for community benefit.
<b>A statutory organisation</b>	Development of an Integrated Community ESOL Hub. Would prefer to consider repurposing a Children's Centre in the NR1 or NR2 area.

<p><b>A district or borough councillor</b></p>	<p>Would like to see in all communities is a walk-in centre for people of all ages, where advice and guidance, or just a friendly face is available, provided by the County Council. In (redacted), there is a centre which combines food bank, food recycling, job hunting advice, a cafe, well-being advice etc. If provided in all communities, this new type of Community Centre could act as a triage for the Doctor's surgeries, job centres and the MIND service as well as a place for the lonely and/or retired to meet others and new parents to pick up advice.</p>
<p><b>A statutory organisation</b></p>	<p>Two possible uses for the (redacted) CC. To improve provision for 0 - 4-year-old or to provide a specialist resource base for autistic children in EYFS and KS1. And to match the proposed model at a second CC in (redacted) - would like to create provision for 2+ years olds or we would like to use the building for a SRB for autism. Our proposal would ensure stability in provision.</p>
<p><b>A voluntary or community group</b></p>	<p>Suggestions for a number of Children's Centres, including reinstating as a full day care nursery; childcare to be extended; expansion into existing buildings; delivery of groups; provision of education; outreach venue; and multi-agency base.</p>
<p><b>A voluntary or community group</b></p>	<p>Suggest the formation of a social community enterprise company being formed between churches, schools and others which would then enable the existing provision to continue.</p>
<p><b>A NCC Councillor</b></p>	<p>What is clear is that the children's centre contract has, through the spirit of collaboration, been subsidising other services through allowing them to use their premises for free. While we applaud the collaborative working that has taken place, it is essential that NHS (midwifery, mental health, child health) and public health (health visiting /healthy child) commissioners are engaged with, and that premises costs are met fairly and equitably across the sectors. Opportunities for more creative commissioning should also be explored, that takes in to account the cross-over of work undertaken effectively by children's centres, and where they are best placed to facilitate or directly deliver work with children and families.</p>

# Additional Responses

## Petitions

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One petition was organised by the Labour Party in Norfolk and signed by 4,439 people; there were 3,298 paper responses and 1,141 online responses. The online responses included over 800 comments from individuals.

The wording of the petition is:

**“Sign this petition to Save Norfolk's Children's Centres**

**46 out of 53 Children's centres are facing the axe because Norfolk Tories have slashed £5 million (50%) from the budget. This service is a lifeline for Norfolk families. It cannot be replaced by online support and volunteers.**

**Sign this petition to join Labour in calling on Norfolk Tories to keep our children's centres open & Tory MPs to fund Norfolk services properly.”**

**[www.norfolklabour.com/saveourchildrenscentres](http://www.norfolklabour.com/saveourchildrenscentres)**

The second petition was organised by the Save Our Sure Start campaign which received over 976 online responses.

The wording of this petition is:

**“Save our SureStart**

**We have created this petition to campaign against your proposal to close children's centres across Norfolk.”**

**[www.savesurestart.co.uk](http://www.savesurestart.co.uk)**

The third petition was organised by Diss Women's Institute, part of the 'Boudicca Way Group', and received 41 signatures.

The wording of this petition is:

**"There is overwhelming support for keeping Diss children's centre open. From local women's institutes. Please continue to fund our local skilled workers as we highly value the vital services they provide for the good of "everyone" in our area. Please reconsider."**

## Internet Poll

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We received an internet poll from Hoveton Community Facebook page. The poll was conducted over 7 days and solicited 243 votes. The split in the vote was 228 against the closure and 15 votes for the closure.

## Appendix 1

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### Stakeholder Event Feedback

The following stakeholders attended our events:

- Broadland District Council
- Great Yarmouth and Waveney CCG
- Homestart
- Portage
- Public Health
- Norfolk & Suffolk
- Norfolk County Council's
  - *Library Service*
  - *Public Health*
  - *Early Years Services*
  - *Early Help*

Key themes discussed at the stakeholder events are captured below;

### Proposed bases

Comments were raised about the proposed bases in the seven districts particularly, around whether there would be enough space to deliver services to families and if they were in the right locations. It was felt there should be more consideration about the proposed base in King's Lynn, (Torrington) and whether another centre should be considered. Great Yarmouth (Seagulls) was also queried as was Holt.

### Comments

"Holt is not a deprived area, but it does draw plenty of people and has a good network of roads."

"Seagulls in Great Yarmouth may be difficult because people don't like to travel over the river so this building as a base could be a deterrent."

"Torrington might make sense from a buildings point of view, but it really doesn't from a needs points of view."

## Support in the community

There was praise and support for children's centres staff who deliver services in the community. It was also acknowledged there are people (residents) in the community who are keen to help run services and groups. One stakeholder mentioned that Norwich City Council has an approach in Heartsease designed to find out what members of the community can do to help young people with obesity. It was suggested that we take learnings from this approach.

### Comments

"Social prescribing is a big these days and that involves putting capacity back into the community. We need to know more about capacity in the community."

"It would be good to know more about how Norfolk County Council plans to support people in the community to deliver services."

"One of our local NHS Clinical Commissioning Groups and Norwich City Council is working with the local community in Heartsease to find out more about helping young people with obesity."

## Location and type of building in the community

Comments were raised about what type of community buildings could be used and whether they would be appropriate, safe and warm for families. There was interest around whether some community buildings had been found or considered and what Norfolk County Council will do to find the right building(s) for families throughout Norfolk.

### Comments

"A sensible thought process needs to happen about which venues are suitable. A library may not be suitable for some activities."


"Think carefully about venues and make sure they are accessible and equitable for people across Norfolk."




## Impact on staff

There was praise for children's centre staff and the support they provide families and the knowledge they have about their local area. One person at the event in Kings Lynn wanted reassurance that Norfolk County Council was speaking to staff about the consultation. There were comments that if buildings were not used, then where will staff be based in the future?

### Comments



"I think I understand there could be staff situated in bases and working out in the community"




"Having the right people with the right skills in place to support families is so important and it's good to know what children's centre staff do with families and demonstrate how their work helps and makes a difference."

## Gypsy and travelling families

It was acknowledged that hard to reach groups such as gypsy and travelling families did not visit children's centres and the outreach services are essential for this group. The outreach service is important because although it reaches low levels of services users they do tend to have a high level of need.

### Comment



"The outreach service is so important for travelling communities and I would be really happy to help keep this service going"

## Portage services

Current support for the Portage service was highlighted as a positive which should be maintained. This service works with pre-school children who are showing signs of developmental delay and referrals currently come from health professionals and parents. There are currently 43 families who receive visits from children's centres staff who are trained in Portage.

### Comment



## Appendix 2

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### Publicising Our Consultation

Channel	Detail
<b>External</b>	
<a href="https://norfolk.gov.uk/childrenscentres">https://norfolk.gov.uk/childrenscentres</a> <a href="https://norfolk.citizenspace.com/">https://norfolk.citizenspace.com/</a>	Direct links to our consultation
<a href="mailto:Haveyoursay@norfolk.gov.uk">Haveyoursay@norfolk.gov.uk</a>	Dedicated email address for all matters relating to the consultation
<b>Media relations</b>	We released two proactive press releases, conducted eight media interviews and responded to 23 reactive media enquiries
<b>Social media</b>	While the consultation was live, @NorfolkCC was tagged into 153 tweets referencing the consultation and/or proposals  125 of these tweets were critical in tone, 22 were neutral and six were positive  We proactively sent seven tweets encouraging people to engage in the process, and we also posted on Facebook and YouTube at the start of the consultation.

<b>Your Voice residents panel</b>	We sent a covering email and link to the consultation document to our resident's panel
<b>Your Norfolk Extra</b>	20 September edition: 3643 delivered, 2010 opened
<b>Drop-in sessions with the public</b>	7 meetings, one in each district starting on 11 October in Norwich and ending in Great Yarmouth on 7 November
<b>Meeting with children's centres staff</b>	Briefing for children's centres staff on 10 September
<b>Email brief to stakeholders</b>	Personalised email and link to consultation to our stakeholder groups; district councils; parish councils; MPs; schools; libraries; healthcare providers and commissioners; children's services providers and the voluntary sector
<b>Stakeholder events</b>	17 October two stakeholder events in Norwich and King's Lynn
<b>Internal</b>	
<b>Email brief to Children's Services</b>	Personalised email from Sara Tough sent to all Children's Services staff on 17 <sup>th</sup> September
<b>Friday TakeAway</b>	26 October edition: article published in staff newsletter promoting the consultation to all NCC employees

## Appendix 3 – Consultation document translation languages

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Language
Albanian
Kurdish
Lithuanian
Polish
Russian
Spanish
Romanian
Portuguese
French
Chinese (simplified)
Chinese (traditional Hong Kong)

## Appendix 4 – Question 2 (Residents)

Coded comment	Number of times mentioned
Proposal would result in a poorer service.	241
Children's centres are familiar, welcoming, trusted, safe and secure.	224
Potential affect on mental health and wellbeing, isolation and loneliness.	168
Question of whether online advice is effective.	106
Better to support people face-to-face and can't be replaced by online info.	106
Where it is suggested that the council should not use or rely on volunteers.	100
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	99
Proposal would mean people couldn't get or travel to a service.	96
It is important that the service remains universal and accessible to everyone in Norfolk.	90
Our proposal would be bad for families.	84
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	84
Why change when things work perfectly well as they are.	82
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	80
A challenge to our thinking behind the proposal – are the sums correct, has the council thought it through correctly?	79
Opposition to cutting preventative services, because they keep people independent and it could lead to greater long-term costs and store up problems in the future	77
The Children's Centre is considered a lifeline or safety net.	73

Coded comment	Number of times mentioned
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	72
Questions about community buildings, including observations on location, suitable space, accessibility, lack of space, confidentiality issues, or security all being issues.	69
It is not just families that live in deprived areas or live on low incomes that need support. There are pockets of deprivation and families who need support across Norfolk, including in rural areas.	69
Observation that not all families are either able or motivated to use or access a service or proposed service.	68
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	62
Where it is suggested that this is purely an austerity driven cost saving scheme.	60
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	59
Where the respondent suggests what is proposed currently happens anyway.	54
Proposal would result in a better or improved service.	53
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	38
This is another cut and, in addition to previous cuts by NCC/central Government, will have a cumulative effect.	33
Don't close Children's Centre buildings (only when they gave no additional response)	30
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	30

Coded comment	Number of times mentioned
<b>Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.</b>	24
<b>Comments about pushing costs onto partners, including the NHS.</b>	22
<b>Where someone observes that services are not always being used by those who most need them.</b>	21
<b>Comments that the service is important due to the rural nature of our county.</b>	21
<b>Suggestion that the proposal will disadvantage certain people or groups or communities over others.</b>	20
<b>When a respondent disagrees with a proposal because of how much we are proposing to save or cut (e.g. they might support the proposal if the cut was smaller).</b>	18
<b>The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.</b>	17
<b>Parents and carers use technology more than they used to. We should use technology more to deliver Children's Centre services.</b>	16
<b>Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.</b>	15
<b>Concerns staff may see an increase in workload and travel and a poorer working environment – plus concern about support staff would receive</b>	14
<b>Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.</b>	13
<b>Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.</b>	10
<b>Support for communities doing more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.</b>	9

Coded comment	Number of times mentioned
<b>Comments about central government being to blame or needing to be held to account. Or that the council should challenge central government and get a better deal for Norfolk.</b>	9
<b>Where someone says it is important for staff and/or communities to know the challenges they face and the needs of the community.</b>	9
<b>Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.</b>	8
<b>When someone suggests charging for a service or introducing or raising fees.</b>	8
<b>Comment about children being 'the future' and therefore should be invested in.</b>	7
<b>Where someone suggests raising council tax instead of making the saving or cut.</b>	3
<b>Don't cut - but only when they say nothing else.</b>	3
<b>Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.</b>	3
<b>Where a business or provider has used the consultation process as an opportunity to promote their business, or to express interest in exploiting the opportunities that may arise.</b>	2
<b>Where the respondent agrees that community buildings have space or capacity which should be utilised.</b>	2
<b>Where the respondent suggests it is more economical to use existing community buildings than to maintain Children's Centres.</b>	2
<b>Where someone suggests expanding current services into existing buildings.</b>	2
<b>Where someone suggests that community buildings could benefit from income generation.</b>	2
<b>Where someone suggests that something is inevitable, or the way the world is going, or is sure to happen.</b>	2

Coded comment	Number of times mentioned
As a consequence of the proposal, respondent comments that VCSE groups and organisations may close.	1
When respondents say a service is a luxury, should not be subsidised, or that we should cut non-essential services.	1
Use when a response states that this should be the responsibility of individuals, families or parents.	1
When people can see pros and cons of co-location of Children's Centre services and libraries.	1

## Appendix 5 – Question 3 (Residents)

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Coded comment	Number of times mentioned
Proposal would result in a poorer service.	339
I don't use Children's Centre services. The proposal would have no impact on me.	228
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	201
Proposal would mean people couldn't get or travel to a service.	146
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	123
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	98
Our proposal would be bad for families.	85



Coded comment	Number of times mentioned
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	64
The Children's Centre is considered a lifeline or safety net.	61
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	56
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	37
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	35
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	33
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	31
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	30
Proposal would result in a better or improved service.	29
Observation that not all families are either able or motivated to use or access a service or proposed service.	27
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	25
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	22
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	22

Coded comment	Number of times mentioned
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	19
It is important that the service remains universal and accessible to everyone in Norfolk.	19
Where it is suggested that the council should not use or rely on volunteers.	16
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	14
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	14
Concerns staff may see an increase in workload and travel and a poorer working environment – plus concern about support staff would receive	11
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	10
Suggestion that there is already a wealth of online information available, and more is not needed, or that effective advice cannot be given online for some issues.	10
Respondent comments that the service is important due to the rural nature of our county.	9
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	8
Why change when things work perfectly well as they are.	8
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	7
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	6

Coded comment	Number of times mentioned
Don't close Children's Centre buildings - but only when they say nothing else.	5
Comment about children being 'the future' and therefore should be invested in.	5
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	5
When someone suggests charging for a service or introducing or raising fees.	4
Where someone observes that services are not always being used by those who most need them.	4
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	4
As a consequence of the proposal, respondent comments that VCSE groups and organisations may close.	3
Where it is suggested that this is purely an austerity driven cost saving scheme.	3
We should cut staff pay, executive pay, the number of staff we have, pensions or other terms and conditions - also if Member expenses or pay mentioned.	3
Comments about central government being to blame or needing to be held to account. Or that the council should challenge central government and get a better deal for Norfolk.	3
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	3
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	3
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	3

Coded comment	Number of times mentioned
When a respondent disagrees with a proposal because of how much we are proposing to save or cut (e.g. they might support the proposal if the cut was smaller).	2
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	1
Where the respondent agrees that community buildings have space or capacity which should be utilised.	1
Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.	1
Where someone suggests expanding current services into existing buildings.	1
Volunteers or a voluntary organisation could run all or part of a service.	1

## Appendix 6 – Question 4a (Residents)

Coded comment	Number of times mentioned
Where it is suggested that the council should not use or rely on volunteers.	207
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	146
Proposal would result in a poorer service.	96
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	87
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	87
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	77
Where the respondent suggests that what is proposed currently happens anyway.	67
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	67
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	55
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	54
Why change when things work perfectly well as they are.	42
Proposal would mean people couldn't get or travel to a service.	40

Coded comment	Number of times mentioned
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	37
It is important that the service remains universal and accessible to everyone in Norfolk.	33
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	30
Observation that not all families are either able or motivated to use or access a service or proposed service.	25
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	21
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	21
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	20
Where someone observes that services are not always being used by those who most need them.	19
Where it is suggested that this is purely an austerity driven cost saving scheme.	18
Our proposal would be bad for families.	15
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because they keep people independent, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	15
Proposal would result in a better or improved service.	14
Don't close Children's Centre buildings - but only when they say nothing else.	13

Coded comment	Number of times mentioned
<b>Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.</b>	13
<b>Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.</b>	12
<b>When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.</b>	11
<b>It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.</b>	9
<b>Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VCSE organisations.</b>	7
<b>The Children's Centre is considered a lifeline or safety net.</b>	7
<b>Respondent comments that the service is important due to the rural nature of our county.</b>	7
<b>Concerns staff may see an increase in workload and travel and a poorer working environment – plus concern about support staff would receive</b>	7
<b>When someone suggests charging for a service or introducing or raising fees.</b>	6
<b>The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.</b>	5
<b>Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.</b>	5
<b>Volunteers or a voluntary organisation could run all or part of a service.</b>	5

Coded comment	Number of times mentioned
<b>Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.</b>	4
<b>The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.</b>	4
<b>Where someone suggests expanding current services into existing buildings.</b>	3
<b>Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.</b>	3
<b>When a respondent disagrees with a proposal because of how much we are proposing to save or cut (e.g. they might support the proposal if the cut was smaller).</b>	2
<b>Suggestion that the proposal will disadvantage certain people or groups or communities over others.</b>	2
<b>Comment about children being 'the future' and therefore should be invested in.</b>	2
<b>Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.</b>	1
<b>Where the respondent agrees that community buildings have space or capacity which should be utilised.</b>	1
<b>Proposal would negatively impact on carers, not just service users.</b>	1
<b>Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.</b>	1
<b>Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.</b>	1



## Appendix 7 – Question 4b (Residents)

Coded comment	Number of times mentioned
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	389
Observation that not all families are either able or motivated to use or access a service or proposed service.	303
Suggestion that there is already a wealth of online information available, and more is not needed, or that effective advice cannot be given online for some issues.	258
Parents and carers use technology more than they used to. We should use technology more to deliver Children's Centre services.	137
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	29
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	28
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	23
Where the respondent suggests that what is proposed currently happens anyway.	19
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	18
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	16
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	16
Proposal would result in a poorer service.	13

Coded comment	Number of times mentioned
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	11
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	8
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	8
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	8
Where it is suggested that this is purely an austerity driven cost saving scheme.	7
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	7
Don't close Children's Centre buildings - but only when they say nothing else.	4
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	4
Why change when things work perfectly well as they are.	4
Our proposal would be bad for families.	3
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	2

Coded comment	Number of times mentioned
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	2
Proposal would result in a better or improved service.	1
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	1
Proposal would mean people couldn't get or travel to a service.	1
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	1
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	1
Where someone suggests that something is inevitable, or the way the world is going, or is sure to happen.	1
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	1
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	1
Use when a response states that this should be the responsibility of individuals, families or parents.	1
Respondent comments that the service is important due to the rural nature of our county.	1

## Appendix 8 – Question 4c (Residents)

Coded comment	Number of times mentioned
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	196
Where the respondent suggests that what is proposed currently happens anyway.	123
It is important that the service remains universal and accessible to everyone in Norfolk.	62
Proposal would result in a poorer service.	58
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	39
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	38
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	31
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	30
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	28
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	25

Coded comment	Number of times mentioned
<b>Why change when things work perfectly well as they are.</b>	23
<b>Observation that not all families are either able or motivated to use or access a service or proposed service.</b>	22
<b>A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.</b>	22
<b>Proposal would mean people couldn't get or travel to a service.</b>	20
<b>Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.</b>	20
<b>Where someone observes that services are not always being used by those who most need them.</b>	19
<b>Proposal would result in a better or improved service.</b>	18
<b>Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.</b>	15
<b>Where it is suggested that the council should not use or rely on volunteers.</b>	15
<b>Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.</b>	13
<b>The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.</b>	13
<b>Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.</b>	13
<b>Don't close Children's Centre buildings - but only when they say nothing else.</b>	11
<b>Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.</b>	10

Coded comment	Number of times mentioned
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	8
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	8
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	7
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	6
Observations that because of the proposals, staff may see an increase in workload and travel and a poorer work environment	6
Our proposal would be bad for families.	5
The Children's Centre is considered a lifeline or safety net.	5
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	4
Where it is suggested that this is purely an austerity driven cost saving scheme.	3
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	3
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	3
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	2

Coded comment	Number of times mentioned
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	2
Volunteers or a voluntary organisation could run all or part of a service.	2
Where the respondent agrees that community buildings have space or capacity which should be utilised.	1
Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.	1
Where someone suggests expanding current services into existing buildings.	1
I don't use Children's Centre services. The proposal would have no impact on me.	1
When respondents say a service is a luxury, not a priority, should not be subsidised, or that we should cut non-essential services.	1
Use when a response states that this should be the responsibility of individuals, families or parents.	1
Respondent comments that the service is important due to the rural nature of our county.	1

## Appendix 9 – Question 4d (Residents)

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Coded comment	Number of times mentioned
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	233
Where the respondent suggests that what is proposed currently happens anyway.	147

<b>Coded comment</b>	<b>Number of times mentioned</b>
<b>Proposal would result in a poorer service.</b>	44
<b>Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.</b>	41
<b>It is important that the service remains universal and accessible to everyone in Norfolk.</b>	35
<b>Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.</b>	29
<b>A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.</b>	25
<b>It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.</b>	24
<b>Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.</b>	24
<b>Why change when things work perfectly well as they are.</b>	24
<b>Proposal would result in a better or improved service.</b>	23
<b>When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.</b>	18
<b>Observations staff may see an increase in workload and travel time and a poorer working environment</b>	18
<b>Where someone observes that services are not always being used by those who most need them.</b>	17
<b>Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.</b>	16
<b>The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.</b>	14
<b>The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.</b>	14
<b>Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.</b>	14
<b>Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.</b>	13



Coded comment	Number of times mentioned
Observation that not all families are either able or motivated to use or access a service or proposed service.	12
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	12
Don't close Children's Centre buildings - but only when they say nothing else.	9
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	6
The Children's Centre is considered a lifeline or safety net.	6
Proposal would mean people couldn't get or travel to a service.	5
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	5
Our proposal would be bad for families.	5
When respondents say a service is a luxury, not a priority, should not be subsidised, or that we should cut non-essential services.	5
Don't cut - but only when they say nothing else.	4
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	4
Where it is suggested that the council should not use or rely on volunteers.	4
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	3
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	3
Where it is suggested that this is purely an austerity driven cost saving scheme.	3
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	3
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	2
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	2

Coded comment	Number of times mentioned
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	2
Respondent comments that the service is important due to the rural nature of our county.	2
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	1
As a consequence of the proposal, respondent comments that VCSE groups and organisations may close.	1
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	1
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	1
Use when a response states that this should be the responsibility of individuals, families or parents.	1
Volunteers or a voluntary organisation could run all or part of a service.	1

## Appendix 10 – Question 6 (Residents)

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Coded comment	Number of times mentioned
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	473

Coded comment	Number of times mentioned
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	153
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	127
Why change when things work perfectly well as they are.	92
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	86
Proposal would result in a poorer service.	77
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	61
Proposal would mean people couldn't get or travel to a service.	54
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	45
Where the respondent suggests that what is proposed currently happens anyway.	43
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	42
Proposal would result in a better or improved service.	34
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	34
Don't close Children's Centre buildings - but only when they say nothing else.	25
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	24
Observation that not all families are either able or motivated to use or access a service or proposed service.	23
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	22

<b>Coded comment</b>	<b>Number of times mentioned</b>
<b>Where it is suggested that the council should not use or rely on volunteers.</b>	22
<b>Where it is suggested that this is purely an austerity driven cost saving scheme.</b>	20
<b>Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.</b>	20
<b>When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.</b>	20
<b>Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.</b>	20
<b>Our proposal would be bad for families.</b>	15
<b>Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.</b>	13
<b>Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.</b>	13
<b>Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.</b>	11
<b>Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.</b>	10
<b>It is important that the service remains universal and accessible to everyone in Norfolk.</b>	10
<b>Suggestion that the proposal will disadvantage certain people or groups or communities over others.</b>	9
<b>The Children's Centre is considered a lifeline or safety net.</b>	9
<b>Respondent comments that the service is important due to the rural nature of our county.</b>	9
<b>Observations staff may see an increase in workload and travel and a poorer working environment.</b>	9
<b>When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.</b>	8
<b>The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services</b>	8

Coded comment	Number of times mentioned
later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	
Where the respondent agrees that community buildings have space or capacity which should be utilised.	6
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	5
Where someone observes that services are not always being used by those who most need them.	5
Where the respondent suggests it is more economical to use existing community buildings than to maintain Children's Centres.	4
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	4
When a respondent disagrees with a proposal because of how much we are proposing to save or cut (e.g. they might support the proposal if the cut was smaller).	3
We should cut staff pay, executive pay, the number of staff we have, pensions or other terms and conditions - also if Member expenses or pay mentioned.	3
Don't cut - but only when they say nothing else.	3
Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.	3
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	3
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	2
Where someone suggests that community buildings could benefit from income generation.	2
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	2
Where someone suggests raising council tax instead of making the saving or cut.	1

Coded comment	Number of times mentioned
Where someone suggests expanding current services into existing buildings.	1
Comments about central government being to blame or needing to be held to account. Or that the council should challenge central government and the austerity narrative and get a better deal for Norfolk.	1
Where someone suggests that something is inevitable, or the way the world is going, or is sure to happen.	1
When respondents say a service is a luxury, not a priority, should not be subsidised, or that we should cut non-essential services.	1
Use when a response states that this should be the responsibility of individuals, families or parents.	1

## Appendix 11 – Question 8 (Residents)

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Coded comment	Number of times mentioned
Why change when things work perfectly well as they are.	202
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	137
Proposal would mean people couldn't get or travel to a service.	133
Proposal would result in a poorer service.	110
Don't close Children's Centre buildings - but only when they say nothing else.	98
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	87

Coded comment	Number of times mentioned
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	50
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	32
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	30
It is important that the service remains universal and accessible to everyone in Norfolk.	28
Where it is suggested that this is purely an austerity driven cost saving scheme.	26
When a respondent disagrees with a proposal because of how much we are proposing to save or cut (e.g. they might support the proposal if the cut was smaller).	23
Our proposal would be bad for families.	23
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	21
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	21
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	17
Proposal would result in a better or improved service.	16
Observation that not all families are either able or motivated to use or access a service or proposed service.	15

Coded comment	Number of times mentioned
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	15
The Children's Centre is considered a lifeline or safety net.	14
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	14
Observations staff may see an increase in workload and travel and a poorer working environment	14
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	13
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	13
Respondent comments that the service is important due to the rural nature of our county.	13
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	12
Where the respondent suggests that what is proposed currently happens anyway.	12
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	12
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	12



Coded comment	Number of times mentioned
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	10
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	8
Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.	7
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	7
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	7
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	6
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	6
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	5
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	5
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	4
Comment about children being 'the future' and therefore should be invested in.	3
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	3

Coded comment	Number of times mentioned
<b>Where someone suggests we should sell the Children's Centre buildings.</b>	3
<b>Where the respondent agrees that community buildings have space or capacity which should be utilised.</b>	2
<b>As a consequence of the proposal, respondent comments that VCSE groups and organisations may close.</b>	2
<b>Don't cut - but only when they say nothing else.</b>	2
<b>Where the respondent suggests it is more economical to use existing community buildings than to maintain Children's Centres.</b>	2
<b>Volunteers or a voluntary organisation could run all or part of a service.</b>	2
<b>When someone suggests charging for a service or introducing or raising fees.</b>	1
<b>We should cut staff pay, executive pay, the number of staff we have, pensions or other terms and conditions - also if Member expenses or pay mentioned.</b>	1
<b>Suggestion that there is already a wealth of online information available, and more is not needed, or that effective advice cannot be given online for some issues.</b>	1
<b>Where someone suggests expanding current services into existing buildings.</b>	1
<b>Comments about central government being to blame or needing to be held to account. Or that the council should challenge central government and get a better deal for Norfolk.</b>	1
<b>Where someone observes that services are not always being used by those who most need them.</b>	1
<b>Where it is suggested that the council should not use or rely on volunteers.</b>	1

## Appendix 12 – Question 9 (Residents)

Coded comment	Number of times mentioned
<b>Why change when things work perfectly well as they are.</b>	363
<b>Don't close Children's Centre buildings - but only when they say nothing else.</b>	65
<b>When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.</b>	34
<b>Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.</b>	19
<b>When a respondent disagrees with a proposal because of how much we are proposing to save or cut (e.g. they might support the proposal if the cut was smaller).</b>	17
<b>Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.</b>	17
<b>A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.</b>	14
<b>Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.</b>	13
<b>Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.</b>	12
<b>The Children's Centre is considered a lifeline or safety net.</b>	11

Coded comment	Number of times mentioned
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	10
It is important that the service remains universal and accessible to everyone in Norfolk.	10
Proposal would mean people couldn't get or travel to a service.	9
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	9
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	8
Where someone suggests we should sell the Children's Centre buildings.	8
When someone suggests charging for a service or introducing or raising fees.	7
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	7
Where someone suggests expanding current services into existing buildings.	7
Our proposal would be bad for families.	7
Where the respondent suggests that what is proposed currently happens anyway.	7
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	7
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	7

Coded comment	Number of times mentioned
<b>The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.</b>	7
<b>Comments about central government being to blame or needing to be held to account. Or that the council should challenge central government and the austerity narrative and get a better deal for Norfolk.</b>	6
<b>Proposal would result in a poorer service.</b>	5
<b>Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.</b>	5
<b>Where someone suggests that community buildings could benefit from income generation.</b>	5
<b>Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.</b>	5
<b>Where the respondent agrees that community buildings have space or capacity which should be utilised.</b>	4
<b>Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.</b>	4
<b>Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.</b>	4
<b>Where a business or provider has used the consultation process as an opportunity to promote their business, or to express interest in exploiting the opportunities that may arise.</b>	3
<b>We should cut staff pay, executive pay, the number of staff we have, pensions or other terms and conditions - also if Member expenses or pay mentioned.</b>	3
<b>Comment about children being 'the future' and therefore should be invested in.</b>	3
<b>Respondent comments that the service is important due to the rural nature of our county.</b>	3

Coded comment	Number of times mentioned
<b>Observation that not all families are either able or motivated to use or access a service or proposed service.</b>	2
<b>Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.</b>	2
<b>Where the respondent suggests it is more economical to use existing community buildings than to maintain Children's Centres.</b>	2
<b>Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.</b>	2
<b>Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.</b>	1
<b>It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.</b>	1
<b>Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.</b>	1
<b>Suggestion that the proposal will disadvantage certain people or groups or communities over others.</b>	1
<b>Parents and carers use technology more than they used to. We should use technology more to deliver Children's Centre services.</b>	1

## Appendix 13 – Question 2 (Respondents affiliated with Organisations)

Coded comment	Number of times mentioned
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	31
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	29
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	19
Observation that not all families are either able or motivated to use or access a service or proposed service.	17
Where the respondent suggests that what is proposed currently happens anyway.	17
Proposal would mean people couldn't get or travel to a service.	16
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	15
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	15
Proposal would result in a poorer service.	14
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	14
Where it is suggested that the council should not use or rely on volunteers.	14

Coded comment	Number of times mentioned
It is important that the service remains universal and accessible to everyone in Norfolk.	14
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	14
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	13
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	13
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	12
Proposal would result in a better or improved service.	11
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	11
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	10
Our proposal would be bad for families.	10
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	10
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	10



Coded comment	Number of times mentioned
Suggestion that there is already a wealth of online information available, and more is not needed, or that effective advice cannot be given online for some issues.	9
Why change when things work perfectly well as they are.	9
Where someone observes that services are not always being used by those who most need them.	8
Respondent comments that the service is important due to the rural nature of our county.	8
Where it is suggested that this is purely an austerity driven cost saving scheme.	7
Don't close Children's Centre buildings - but only when they say nothing else.	7
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	6
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	6
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	6
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	5
Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.	4
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	4
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	3

Coded comment	Number of times mentioned
<b>Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.</b>	3
<b>Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.</b>	3
<b>Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.</b>	3
<b>Comment about children being 'the future' and therefore should be invested in.</b>	2
<b>Comments about central government being to blame or needing to be held to account. Or that the council should challenge central government and get a better deal for Norfolk.</b>	2
<b>Observations staff may see an increase in workload and travel and a poorer working environment</b>	2
<b>Parents and carers use technology more than they used to. We should use technology more to deliver Children's Centre services.</b>	2
<b>Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.</b>	1
<b>Where a business or provider has used the consultation process as an opportunity to promote their business, or to express interest in exploiting the opportunities that may arise.</b>	1
<b>Where the respondent agrees that community buildings have space or capacity which should be utilised.</b>	1
<b>When someone suggests charging for a service or introducing or raising fees.</b>	1

Coded comment	Number of times mentioned
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	1
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	1
We should cut staff pay, executive pay, the number of staff we have, pensions or other terms and conditions - also if Member expenses or pay mentioned.	1
Don't cut - but only when they say nothing else.	1
Where the respondent suggests it is more economical to use existing community buildings than to maintain Children's Centres.	1
The Children's Centre is considered a lifeline or safety net.	1

## Appendix 14 – Question 3 (Respondents affiliated with Organisations)

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Coded comment	Number of times mentioned
Proposal would result in a poorer service.	31
I don't use Children's Centre services. The proposal would have no impact on me.	23
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	18
The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.	14
Our proposal would be bad for families.	14

Coded comment	Number of times mentioned
<b>Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.</b>	11
<b>Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.</b>	11
<b>Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.</b>	11
<b>The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.</b>	9
<b>Proposal would result in a better or improved service.</b>	8
<b>Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.</b>	8
<b>Observation that not all families are either able or motivated to use or access a service or proposed service.</b>	7
<b>When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.</b>	6
<b>Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe hub or secure place for families and workers to use, with all services under one roof.</b>	6
<b>Proposal would mean people couldn't get or travel to a service.</b>	5
<b>It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.</b>	5

Coded comment	Number of times mentioned
<b>The Children's Centre is considered a lifeline or safety net.</b>	5
<b>Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.</b>	4
<b>Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.</b>	4
<b>Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.</b>	4
<b>People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.</b>	3
<b>Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.</b>	3
<b>Where a business or provider has used the consultation process as an opportunity to promote their business, or to express interest in exploiting the opportunities that may arise.</b>	2
<b>Where the respondent agrees that community buildings have space or capacity which should be utilised.</b>	2
<b>Where it is suggested that this is purely an austerity driven cost saving scheme.</b>	2
<b>A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.</b>	2
<b>Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.</b>	2
<b>Where someone observes that services are not always being used by those who most need them.</b>	2
<b>When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.</b>	2

Coded comment	Number of times mentioned
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	2
Respondent comments that the service is important due to the rural nature of our county.	2
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	2
It is important that the service remains universal and accessible to everyone in Norfolk.	2
Why change when things work perfectly well as they are.	2
As a consequence of the proposal, respondent comments that VCSE groups and organisations may close.	1
Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.	1
Where someone suggests expanding current services into existing buildings.	1
Comment about children being 'the future' and therefore should be invested in.	1
Where the respondent suggests that what is proposed currently happens anyway.	1
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	1
Where it is suggested that the council should not use or rely on volunteers.	1
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	1
Parents and carers use technology more than they used to. We should use technology more to deliver Children's Centre services.	1

## Appendix 15 – Question 4a (Respondents affiliated with Organisations)

Coded comment	Number of times mentioned
Where it is suggested that the council should not use or rely on volunteers.	17
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	15
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	14
Proposal would result in a poorer service.	14
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	13
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe hub or secure place for families and workers to use, with all services under one roof.	10
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	9
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	9
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	8
Why change when things work perfectly well as they are.	8
Observation that not all families are either able or motivated to use or access a service or proposed service.	7

Coded comment	Number of times mentioned
Where the respondent suggests that what is proposed currently happens anyway.	7
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	7
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	6
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	6
Proposal would result in a better or improved service.	4
Proposal would mean people couldn't get or travel to a service.	4
Our proposal would be bad for families.	4
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	4
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	3
Where someone observes that services are not always being used by those who most need them.	3
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because they keep people independent, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	3
Respondent comments that the service is important due to the rural nature of our county.	3
Volunteers or a voluntary organisation could run all or part of a service.	3



Coded comment	Number of times mentioned
<b>Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.</b>	2
<b>Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.</b>	2
<b>Where it is suggested that this is purely an austerity driven cost saving scheme.</b>	2
<b>Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.</b>	2
<b>Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.</b>	2
<b>Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.</b>	2
<b>Suggestion that the proposal will disadvantage certain people or groups or communities over others.</b>	2
<b>Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.</b>	2
<b>The Children's Centre is considered a lifeline or safety net.</b>	2
<b>Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.</b>	2
<b>The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.</b>	2
<b>Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.</b>	2

Coded comment	Number of times mentioned
<b>When someone suggests charging for a service or introducing or raising fees.</b>	1
<b>The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.</b>	1
<b>Where someone suggests expanding current services into existing buildings.</b>	1
<b>Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.</b>	1
<b>Observations that because of the proposals, staff may see an increase in workload, or perhaps have to travel a lot more, or have a poorer work environment. Comments include the level of support staff would receive, such as de-briefings and supervision, which may leave staff vulnerable and perhaps isolated.</b>	1
<b>It is important that the service remains universal and accessible to everyone in Norfolk.</b>	1

## Appendix 16 – Question 4b (Respondents affiliated with Organisations)

Coded comment	Number of times mentioned
Observation that not all families are either able or motivated to use or access a service or proposed service.	69
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	38
Parents and carers use technology more than they used to. We should use technology more to deliver Children's Centre services.	15
Suggestion that there is already a wealth of online information available, and more is not needed, or that effective advice cannot be given online for some issues.	12
Where the respondent suggests that what is proposed currently happens anyway.	10
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	5
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	4
Where someone observes that services are not always being used by those who most need them.	4
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	3
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	3

Coded comment	Number of times mentioned
It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.	2
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	2
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	2
Respondent comments that the service is important due to the rural nature of our county.	2
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	2
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	2
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	1
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	1
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	1
Where someone suggests that something is inevitable, or the way the world is going, or is sure to happen.	1
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	1
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	1

Coded comment	Number of times mentioned
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	1
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	1
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	1

## Appendix 17 – Question 4c (Respondents affiliated with Organisations)

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Coded comment	Number of times mentioned
Where the respondent suggests that what is proposed currently happens anyway.	19
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	18
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	13
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	11
Observation that not all families are either able or motivated to use or access a service or proposed service.	7

Coded comment	Number of times mentioned
<b>Proposal would mean people couldn't get or travel to a service.</b>	7
<b>The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.</b>	7
<b>Proposal would result in a better or improved service.</b>	6
<b>Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.</b>	6
<b>It is important that the service remains universal and accessible to everyone in Norfolk.</b>	6
<b>Where it is suggested that the council should not use or rely on volunteers.</b>	5
<b>Proposal would result in a poorer service.</b>	4
<b>Where someone observes that services are not always being used by those who most need them.</b>	4
<b>Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.</b>	4
<b>Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.</b>	4
<b>Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.</b>	3
<b>It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.</b>	3
<b>Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.</b>	3

Coded comment	Number of times mentioned
Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.	3
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	3
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	2
Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.	2
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	2
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	2
Where a business or provider has used the consultation process as an opportunity to promote their business, or to express interest in exploiting the opportunities that may arise.	1
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	1
Don't close Children's Centre buildings - but only when they say nothing else.	1
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	1
The Children's Centre is considered a lifeline or safety net.	1

Coded comment	Number of times mentioned
<b>Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.</b>	1
<b>Use when a response states that this should be the responsibility of individuals, families or parents.</b>	1
<b>Respondent comments that the service is important due to the rural nature of our county.</b>	1
<b>Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.</b>	1



## Appendix 18 – Question 4d (Respondents affiliated with Organisations)

Coded comment	Number of times mentioned
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	32
Where the respondent suggests that what is proposed currently happens anyway.	24
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	11
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	10
Proposal would result in a better or improved service.	6
Proposal would result in a poorer service.	6
Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.	6
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	6
Observation that not all families are either able or motivated to use or access a service or proposed service.	5
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	5
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	4

Coded comment	Number of times mentioned
<b>Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.</b>	4
<b>Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.</b>	4
<b>Observations staff may see an increase in workload and travel and a poorer working environment</b>	4
<b>It is important that the service remains universal and accessible to everyone in Norfolk.</b>	4
<b>Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.</b>	3
<b>The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.</b>	3
<b>Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.</b>	3
<b>Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.</b>	2
<b>Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.</b>	2
<b>Respondent comments that the service is important due to the rural nature of our county.</b>	2

Coded comment	Number of times mentioned
<b>Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.</b>	2
<b>Why change when things work perfectly well as they are.</b>	2
<b>The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.</b>	1
<b>People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.</b>	1
<b>Where it is suggested that this is purely an austerity driven cost saving scheme.</b>	1
<b>Don't cut - but only when they say nothing else.</b>	1
<b>Suggestion that the proposal will disadvantage certain people or groups or communities over others.</b>	1
<b>Our proposal would be bad for families.</b>	1
<b>Where someone observes that services are not always being used by those who most need them.</b>	1
<b>Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.</b>	1
<b>Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.</b>	1

## Appendix 19 – Question 6 (Respondents affiliated with Organisations)

Coded comment	Number of times mentioned
Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.	64
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	24
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	20
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	15
Proposal would result in a better or improved service.	10
Proposal would mean people couldn't get or travel to a service.	9
Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.	9
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	9
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	8
Why change when things work perfectly well as they are.	8
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	7

Coded comment	Number of times mentioned
<b>Observation that not all families are either able or motivated to use or access a service or proposed service.</b>	6
<b>Proposal would result in a poorer service.</b>	5
<b>Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.</b>	5
<b>Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.</b>	5
<b>Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.</b>	5
<b>Where the respondent suggests that what is proposed currently happens anyway.</b>	4
<b>Where the respondent agrees that community buildings have space or capacity which should be utilised.</b>	3
<b>People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.</b>	3
<b>Where it is suggested that this is purely an austerity driven cost saving scheme.</b>	3
<b>Where it is suggested that the council should not use or rely on volunteers.</b>	3
<b>The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.</b>	3
<b>Respondent comments that the service is important due to the rural nature of our county.</b>	3

Coded comment	Number of times mentioned
<b>Respondents support the idea that communities should do more for themselves, or if a respondent suggests a specific service that could be run by a VCSE organisation, the community or a town and parish council.</b>	2
<b>When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.</b>	2
<b>Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.</b>	2
<b>Observations staff may see an increase in workload and travel and a poorer working environment</b>	2
<b>Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.</b>	2
<b>Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.</b>	1
<b>Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VCSE organisations.</b>	1
<b>Don't close Children's Centre buildings - but only when they say nothing else.</b>	1
<b>Suggestion that the proposal will disadvantage certain people or groups or communities over others.</b>	1
<b>Our proposal would be bad for families.</b>	1
<b>Where someone observes that services are not always being used by those who most need them.</b>	1
<b>When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.</b>	1

Coded comment	Number of times mentioned
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	1
It is important that the service remains universal and accessible to everyone in Norfolk.	1

## Appendix 20 – Question 8 (Respondents affiliated with Organisations)

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Coded comment	Number of times mentioned
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	19
Why change when things work perfectly well as they are.	18
Proposal would mean people couldn't get or travel to a service.	14
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	14
Don't close Children's Centre buildings - but only when they say nothing else.	12
Observation that not all families are either able or motivated to use or access a service or proposed service.	10
Proposal would result in a poorer service.	9
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	8

Coded comment	Number of times mentioned
<p>The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.</p>	7
<p>Questions about running services from community buildings, including observations on location, suitable space, accessibility, lack of space (already being used to capacity), confidentiality issues, or security all being issues.</p>	6
<p>People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.</p>	6
<p>It is not just families that live in deprived areas or live on low incomes that need support. Don't forget that there are pockets of deprivation and families who need support across Norfolk, including in rural areas.</p>	6
<p>Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.</p>	6
<p>It is important that the service remains universal and accessible to everyone in Norfolk.</p>	6
<p>Where it is suggested that this is purely an austerity driven cost saving scheme.</p>	5
<p>When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.</p>	5
<p>When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.</p>	5
<p>Respondent comments that the service is important due to the rural nature of our county.</p>	4
<p>Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.</p>	3



Coded comment	Number of times mentioned
<b>Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.</b>	3
<b>Where the respondent suggests that what is proposed currently happens anyway.</b>	3
<b>Where someone says it is important for staff and/or communities to know the challenges they face, and the needs of the community.</b>	3
<b>Where it is suggested that so long as appropriate advice and support is provided, the venue is unimportant.</b>	2
<b>The proposal would result in job losses, both for staff and for parents or carers who might have to give up working or reduce their hours.</b>	2
<b>Some services need to be provided face-to-face. Face-to-face contact is better to support people and can't be replaced by information online.</b>	2
<b>Our proposal would be bad for families.</b>	2
<b>Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.</b>	2
<b>Comments that professionals or experienced and adequately trained staff will no longer be available to support or give advice, or signpost to appropriate agencies.</b>	2
<b>Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.</b>	2
<b>Where someone suggests we should sell the Children's Centre buildings.</b>	2
<b>Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.</b>	2
<b>Proposal would result in a better or improved service.</b>	1
<b>Where a business or provider has used the consultation process as an opportunity to promote their business, or to express interest in exploiting the opportunities that may arise.</b>	1

Coded comment	Number of times mentioned
<b>Where the respondent agrees that community buildings have space or capacity which should be utilised.</b>	1
<b>When a respondent disagrees with a proposal because of how much we are proposing to save or cut (e.g. they might support the proposal if the cut was smaller).</b>	1
<b>Where someone observes that running services from numerous venues may impact on the service, in terms of time allowed, costs, non-familiar faces, or the effect on children.</b>	1
<b>Where the respondent suggests it is more economical to use existing community buildings than to maintain Children's Centres.</b>	1
<b>Suggestion that there is already a wealth of online information available, and more is not needed, or that effective advice cannot be given online for some issues.</b>	1
<b>Suggestion that the proposal will disadvantage certain people or groups or communities over others.</b>	1
<b>Where someone suggests expanding current services into existing buildings.</b>	1
<b>Where someone suggests that community buildings could benefit from income generation.</b>	1
<b>Where someone suggests that something is inevitable, or the way the world is going, or is sure to happen.</b>	1
<b>The Children's Centre is considered a lifeline or safety net.</b>	1
<b>Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.</b>	1
<b>Observations staff may see an increase in workload and travel and a poorer working environment</b>	1
<b>The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.</b>	1

Coded comment	Number of times mentioned
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	1

## Appendix 21 – Question 9 (Respondents affiliated with Organisations)

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Coded comment	Number of times mentioned
Why change when things work perfectly well as they are.	25
Don't close Children's Centre buildings - but only when they say nothing else.	12
When respondents suggest we should spend more money on a service, instead of cutting as the proposal suggests.	9
Comments about partner organisations, such as we should work better with partners, including district councils, find new ways of working with partners, and can include outsourcing.	6
Where a business or provider has used the consultation process as an opportunity to promote their business, or to express interest in exploiting the opportunities that may arise.	5
Where someone suggests expanding current services into existing buildings.	5
Respondent mentions possible impact or effect on the most vulnerable, or that service users are vulnerable.	5
Proposal would mean people couldn't get or travel to a service.	4
Feedback about consultation process, such as the question is unhelpful, more information is needed, a suggestion that we won't use comments or won't read comments.	4

Coded comment	Number of times mentioned
People wouldn't be able to use or afford a service as a result of one of our proposals. Respondents are worried about the financial implications of the proposal for them or their family.	3
A challenge to our thinking behind the proposal, such as is the council really going to save that much, or are the sums correct, or has the council thought it through properly.	3
Where it is suggested that Children's Centres are a familiar, welcoming, trusted, local hub that are a safe or secure place for families and workers to use, with all services under one roof.	3
The council should target services or have different services in different parts of Norfolk depending on local needs. This includes means testing and charging some people for services.	3
Observation that not all families are either able or motivated to use or access a service or proposed service.	2
Where the respondent agrees that community buildings have space or capacity which should be utilised.	2
Comments that we need to be more efficient, change how we buy things, get better value for money, reduce our costs or get it right first time.	2
Suggestion that the proposal will disadvantage certain people or groups or communities over others.	2
Proposed cut is in addition to previous cuts, either to specific service or more widely, or to cumulative effect of cuts made by us and/or central government.	2
Where the respondent suggests that what is proposed currently happens anyway.	2
When respondents say a service is key, essential, a priority, important, should be protected or that this is their priority for how council tax should be spent.	2
The council should not cut services which are preventative, for example because they stop people needing more specialist or expensive services later, because although we would make a short-term saving it would cost more in the long-term, or because it would store up problems for the future.	2

Coded comment	Number of times mentioned
Proposal would result in a better or improved service.	1
Proposal would negatively impact on carers, not just service users.	1
Proposal would result in a poorer service.	1
Comments about pushing costs from our system onto partners, including the NHS, residential care, carers, community and VSCE organisations.	1
Our proposal would be bad for families.	1
Where someone suggests that community buildings could benefit from income generation.	1
The Children's Centre is considered a lifeline or safety net.	1
Where someone agrees that running services from community buildings is a positive thing - or at least, not a negative thing.	1
Comments that safeguarding risks are less likely to be flagged up and people who need help or support will be overlooked or slip through the net.	1
Where someone suggests we should sell the Children's Centre buildings.	1
Where someone says that Children's Centre buildings or community buildings must be adequately staffed, resourced and supported.	1
It is important that the service remains universal and accessible to everyone in Norfolk.	1
Where individual or community mental health or wellbeing is negatively affected, including comments about increased isolation or loneliness.	1

## Appendix 22 – Supplementary data relating to responses for Norfolk’s seven districts

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### Early Childhood and Family Service – Transforming our Children’s Centres

The consultation on our proposals to create an Early Childhood and Family Service ran from 17 September to 12 November 2018. During the consultation period we sought the views of the public in Norfolk; we wanted to hear from families, community groups, staff, children’s centre advisory board representatives, service providers, district councils, parish councils and voluntary sector organisations. They were invited to read our consultation document and to respond to 19 questions.

We proposed creating an Early Childhood and Family Service. This would be delivered on an outreach basis within local community venues, such as libraries, village halls and community centres, schools and in families’ homes. As part of the proposal we would have seven district early childhood and family bases. The focus of the new service would be to support more vulnerable families, prevent more children aged 0-2 from experiencing neglect or emotional harm and increase social mobility for disadvantaged families with children aged 0-5.

There were 1,576 responses to the consultation received, with 1,401 responses from residents and 175 who responded as affiliated with organisations. More details about the responses can be viewed in the Report of Consultation Findings.

Additional information has been requested about responses on a district basis, and this paper outlines responses for Norfolk’s seven districts. As part of the consultation process, respondents were asked for the first part of their postcode, which has allowed us to provide data and information at district level. It should be noted that not all respondents gave their postcode, and that some postcodes given were outside of Norfolk’s boundary; therefore, the information provided in this paper will not be a full picture of responses from everyone that responded.

As mentioned in the Report of Consultation Findings, many respondents used Question 1 as the opportunity to comment on wider aspects of the consultation (specifically around closure of Children’s Centres), rather than merely commenting on the proposed service offer that is detailed in that question. Therefore, this paper comprises an analysis of quantitative Question 1 as an indication of respondents’ views. An analysis of quantitative Questions 5 and 7 is also included.

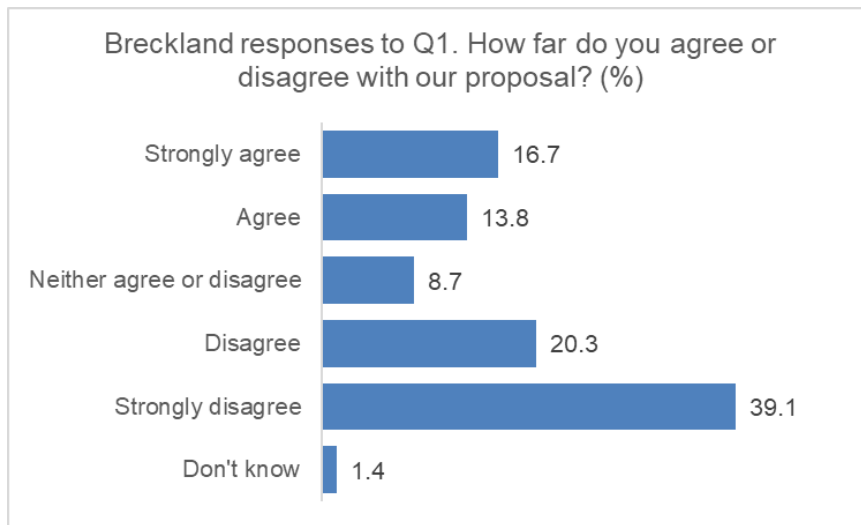
**Question 1.** We are proposing to create an Early Childhood and Family Service that would offer:

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

## How far do you agree with or disagree with our proposal?

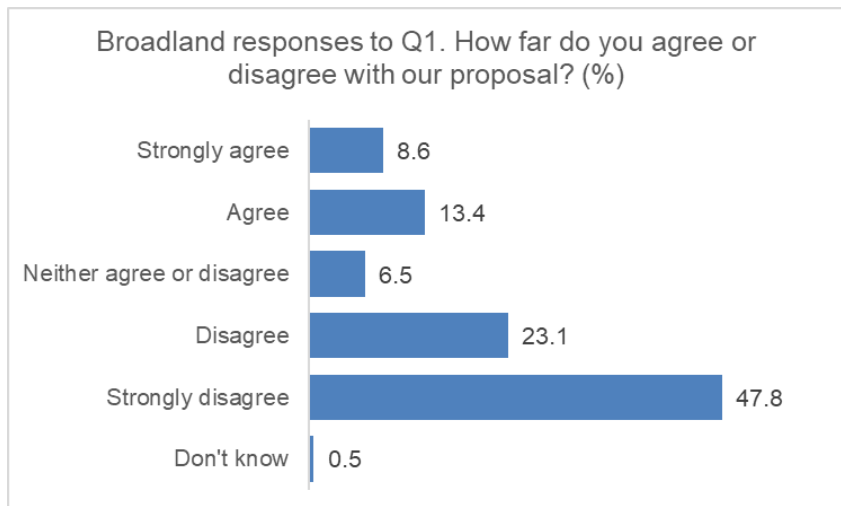
Of those 138 respondents in **Breckland** that answered the specific question and provided their postcode, **Figure 1** shows that 59.4% disagree (20.3%) or strongly disagree (39.1%) with the proposal. This compares with 30.5% who agree (13.8%) or strongly agree (16.7%) with the proposal. Those that neither agree or disagree account for 8.7% and those who don't know account for 1.4%.

**Figure 1: Breckland responses to Q1. How far do you agree or disagree with our proposal? (%)**



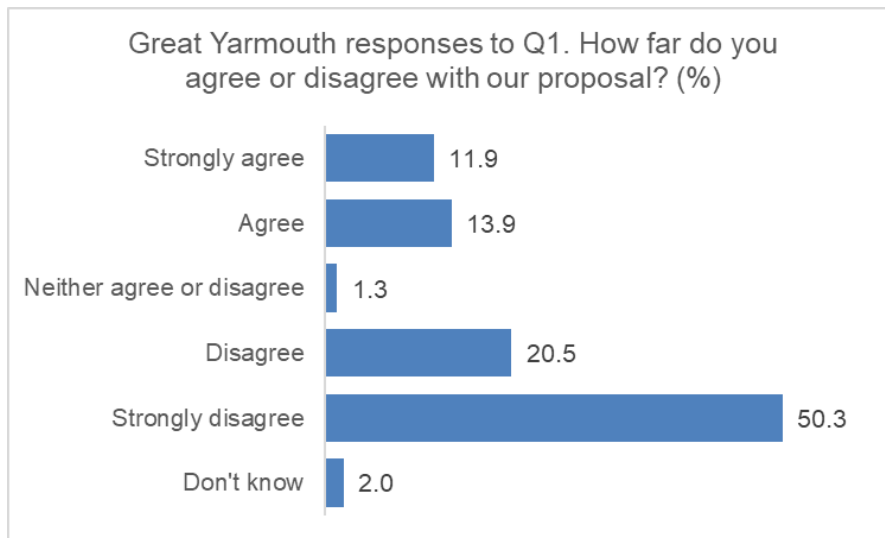
Of those 186 respondents in **Broadland** that answered the specific question and provided their postcode, **Figure 2** shows that 70.9% disagree (23.1%) or strongly disagree (47.8%) with the proposal. This compares with 22.0% who agree (13.4%) or strongly agree (8.6%) with the proposal. Those that neither agree or disagree account for 6.5% and those who don't know account for 0.5%.

**Figure 2: Broadland responses to Q1. How far do you agree or disagree with our proposal? (%)**



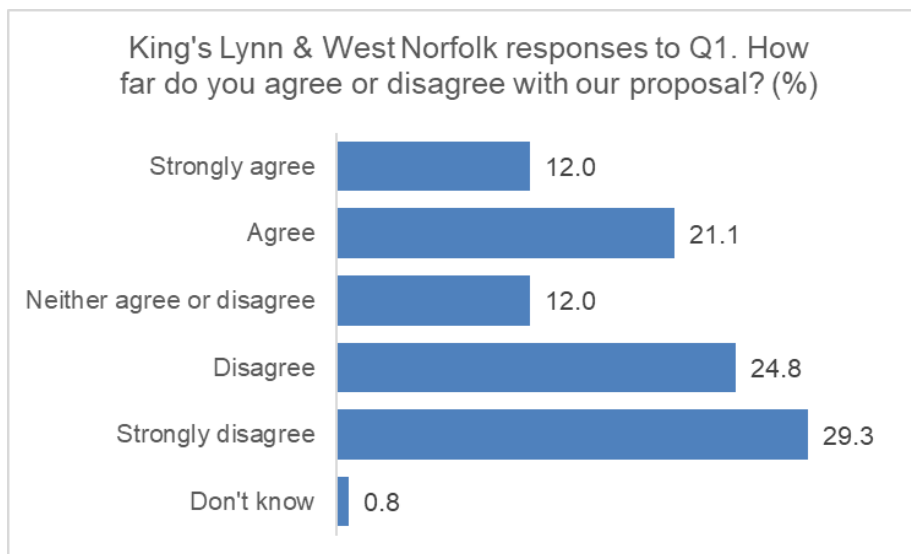
Of those 151 respondents in **Great Yarmouth** that answered the specific question and provided their postcode, **Figure 3** shows that 70.8% disagree (20.5%) or strongly disagree (50.3%) with the proposal. This compares with 25.8% who agree (13.9%) or strongly agree (11.9%) with the proposal. Those that neither agree or disagree account for 1.3% and those who don't know account for 2.0%.

**Figure 3: Great Yarmouth responses to Q1. How far do you agree or disagree with our proposal? (%)**



Of those 133 respondents in **King's Lynn & West Norfolk** that answered the specific question and provided their postcode, **Figure 4** shows that 54.1% disagree (24.8%) or strongly disagree (29.3%) with the proposal. This compares with 33.1% who agree (21.1%) or strongly agree (12.0%) with the proposal. Those that neither agree or disagree account for 12.0% and those who don't know account for 0.8%.

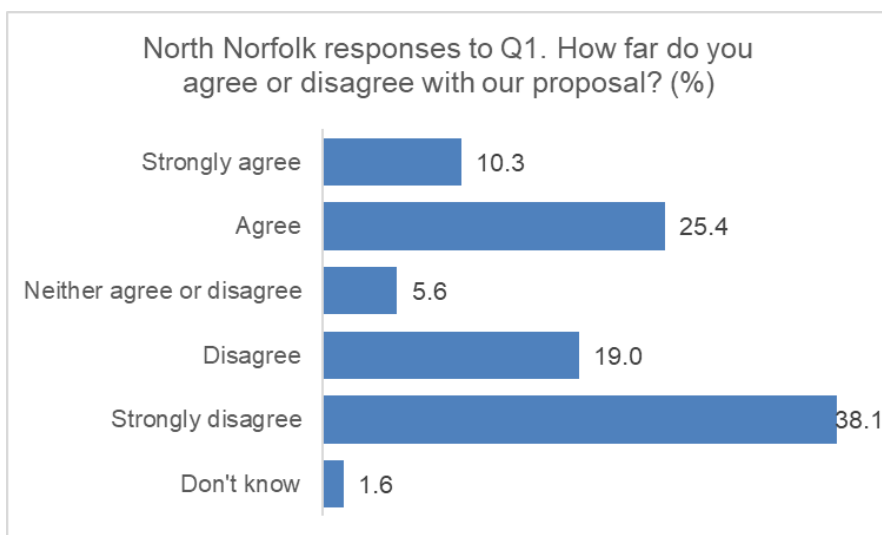
**Figure 4: King's Lynn & West Norfolk responses to Q1. How far do you agree or disagree with our proposal? (%)**





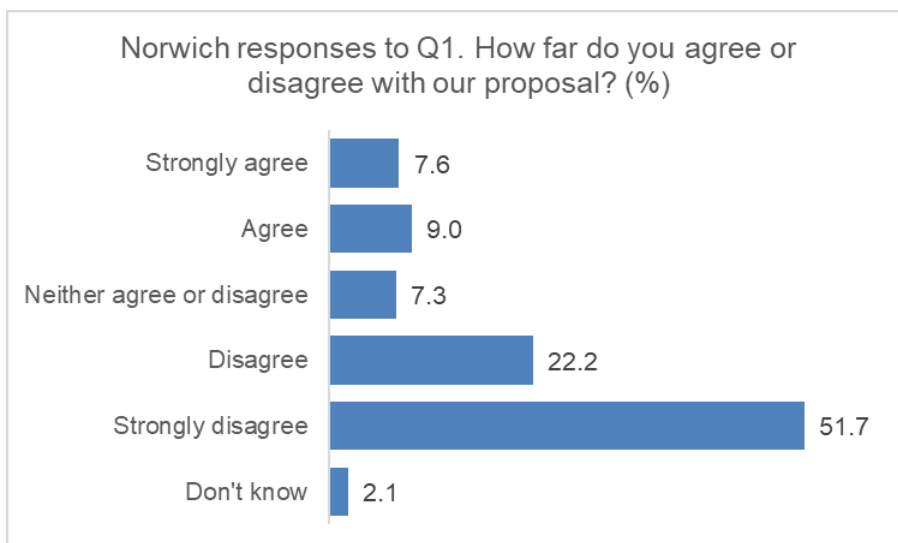
Of those 126 respondents in **North Norfolk** that answered the specific question and provided their postcode, **Figure 5** shows that 57.1% disagree (19.0%) or strongly disagree (38.1%) with the proposal. This compares with 35.7% who agree (25.4%) or strongly agree (10.3%) with the proposal. Those that neither agree or disagree account for 5.6% and those who don't know account for 1.6%.

**Figure 5: North Norfolk responses to Q1. How far do you agree or disagree with our proposal? (%)**



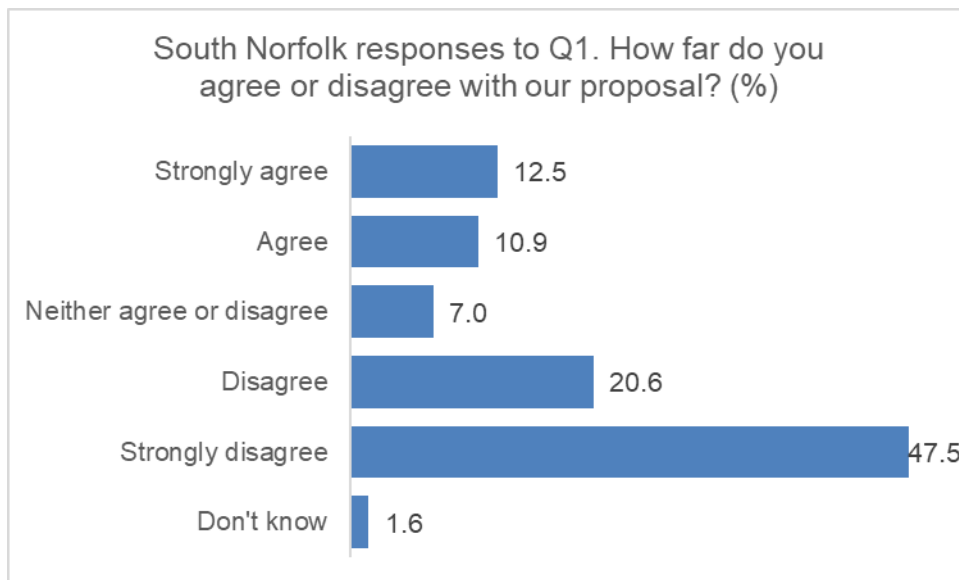
Of those 288 respondents in **Norwich** that answered the specific question and provided their postcode, **Figure 6** shows that 73.9% disagree (22.2%) or strongly disagree (51.7%) with the proposal. This compares with 16.6% who agree (9.0%) or strongly agree (7.6%) with the proposal. Those that neither agree or disagree account for 7.3% and those who don't know account for 2.1%.

**Figure 6: Norwich responses to Q1. How far do you agree or disagree with our proposal? (%)**



Of those 257 respondents in **South Norfolk** that answered the specific question and provided their postcode, **Figure 7** shows that 68.1% disagree (20.6%) or strongly disagree (47.5%) with the proposal. This compares with 23.4% who agree (10.9%) or strongly agree (12.5%) with the proposal. Those that neither agree or disagree account for 7.0% and those who don't know account for 1.6%.

**Figure 7: South Norfolk responses to Q1. How far do you agree or disagree with our proposal? (%)**

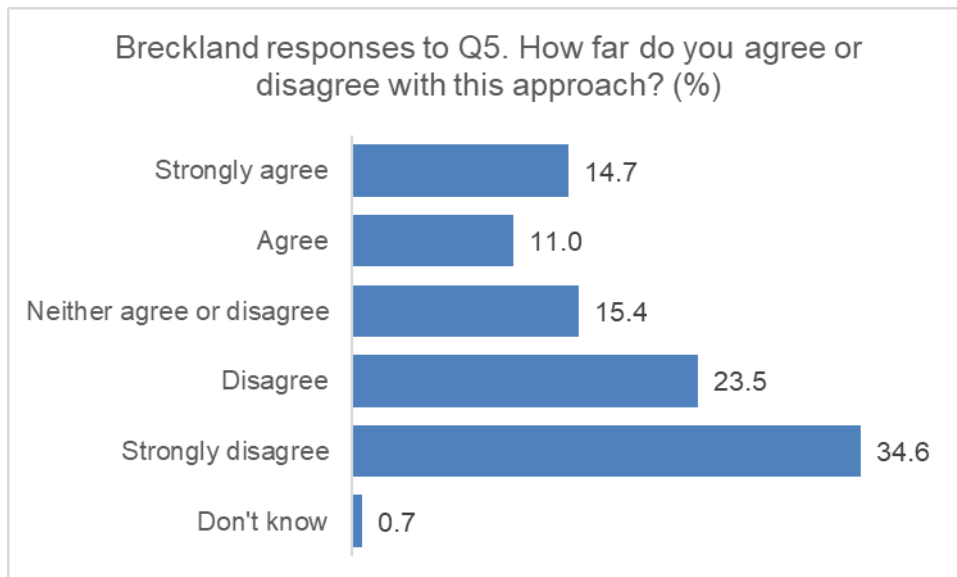


**Question 5.** We are proposing that the service would run groups and other outreach services through a variety of different community venues, such as schools, libraries, village halls, community centres and GPs surgeries.

**How far do you agree or disagree with this approach?**

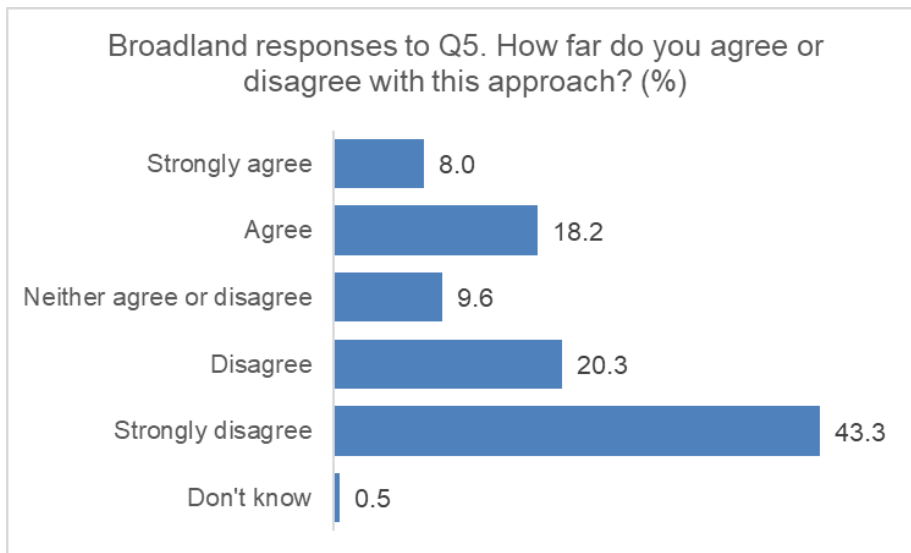
Of those 136 respondents in **Breckland** that answered the specific question and provided their postcode, **Figure 8** shows that 58.1% disagree (23.5%) or strongly disagree (34.6%) with the approach. This compares with 25.7% who agree (11.0%) or strongly agree (14.7%) with the approach. Those that neither agree or disagree account for 15.4% and those who don't know account for 0.7%.

**Figure 8: Breckland resident responses to Q5. How far do you agree or disagree with this approach? (%)**



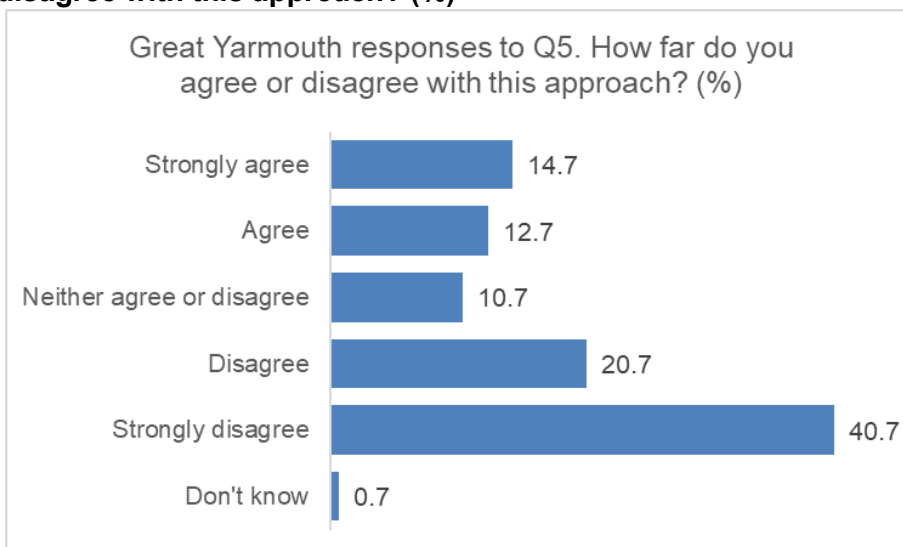
Of those 187 respondents in **Broadland** that answered the specific question and provided their postcode, **Figure 9** shows that 63.6% disagree (20.3%) or strongly disagree (43.3%) with the approach. This compares with 26.2% who agree (18.2%) or strongly agree (8.0%) with the approach. Those that neither agree or disagree account for 9.6% and those who don't know account for 0.5%.

**Figure 9: Broadland resident responses to Q5. How far do you agree or disagree with this approach? (%)**



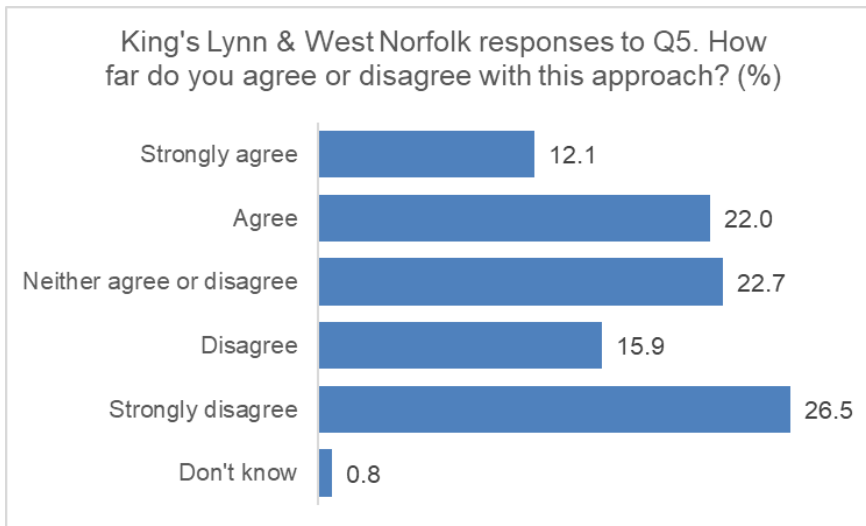
Of those 150 respondents in **Great Yarmouth** that answered the specific question and provided their postcode, **Figure 10** shows that 61.4% disagree (20.7%) or strongly disagree (40.7%) with the approach. This compares with 27.4% who agree (12.7%) or strongly agree (14.7%) with the approach. Those that neither agree or disagree account for 10.7% and those who don't know account for 0.7%.

**Figure 10: Great Yarmouth resident responses to Q5. How far do you agree or disagree with this approach? (%)**



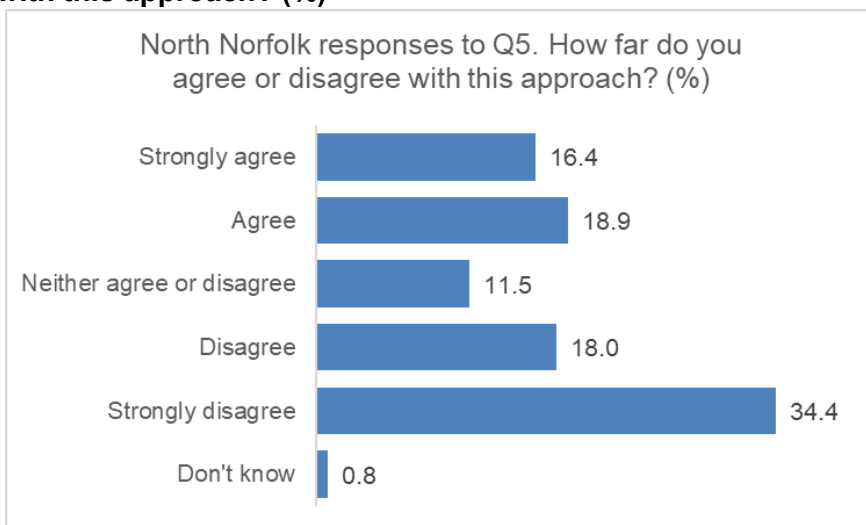
Of those 132 respondents in **King's Lynn & West Norfolk** that answered the specific question and provided their postcode, **Figure 11** shows that 42.4% disagree (15.9%) or strongly disagree (26.5%) with the approach. This compares with 34.1% who agree (22.0%) or strongly agree (12.1%) with the approach. Those that neither agree or disagree account for 22.7% and those who don't know account for 0.8%.

**Figure 11: King's Lynn & West Norfolk resident responses to Q5. How far do you agree or disagree with this approach? (%)**



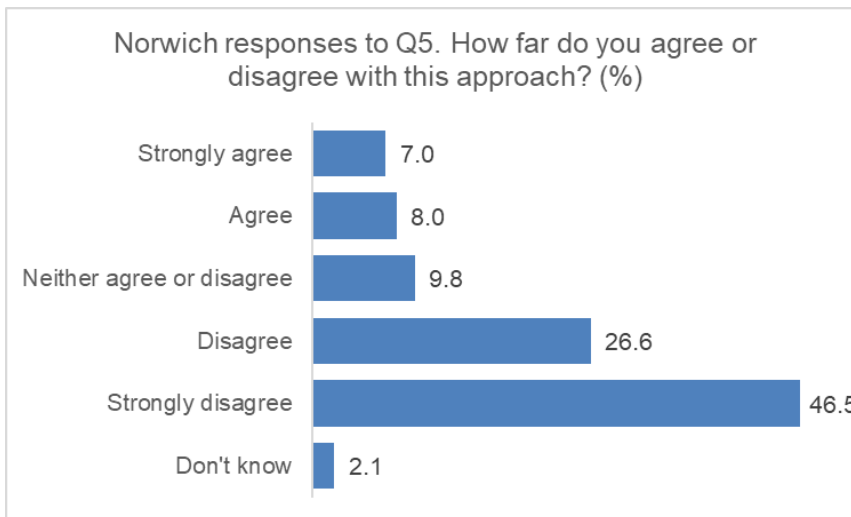
Of those 122 respondents in **North Norfolk** that answered the specific question and provided their postcode, **Figure 12** shows that 52.4% disagree (18.0%) or strongly disagree (34.4%) with the approach. This compares with 35.3% who agree (18.9%) or strongly agree (16.4%) with the approach. Those that neither agree or disagree account for 11.5% and those who don't know account for 0.8%.

**Figure 12: North Norfolk resident responses to Q5. How far do you agree or disagree with this approach? (%)**



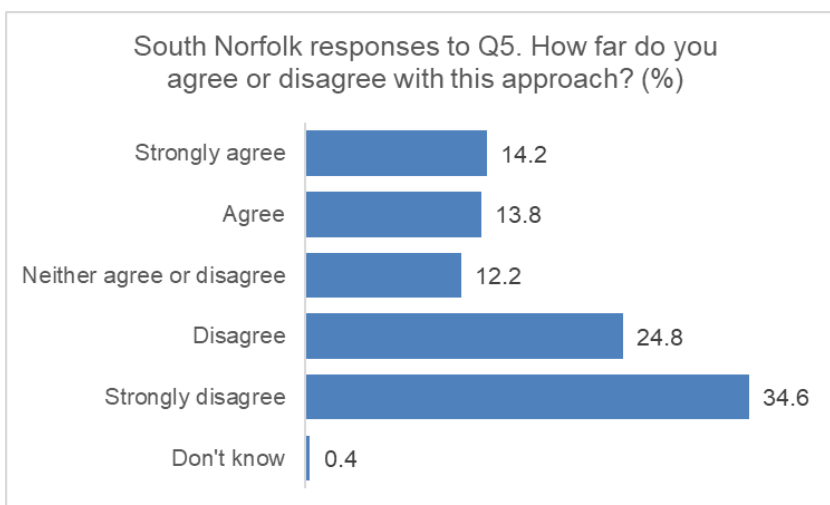
Of those 286 respondents in **Norwich** that answered the specific question and provided their postcode, **Figure 13** shows that 73.1% disagree (26.6%) or strongly disagree (46.5%) with the approach. This compares with 15.0% who agree (8.0%) or strongly agree (7.0%) with the approach. Those that neither agree or disagree account for 9.8% and those who don't know account for 2.1%.

**Figure 13: Norwich resident responses to Q5. How far do you agree or disagree with this approach? (%)**



Of those 254 respondents in **South Norfolk** that answered the specific question and provided their postcode, **Figure 14** shows that 59.4% disagree (24.8%) or strongly disagree (34.6%) with the approach. This compares with 28.0% who agree (13.8%) or strongly agree (14.2%) with the approach. Those that neither agree or disagree account for 12.2% and those who don't know account for 0.4%.

**Figure 14: South Norfolk resident responses to Q5. How far do you agree or disagree with this approach? (%)**

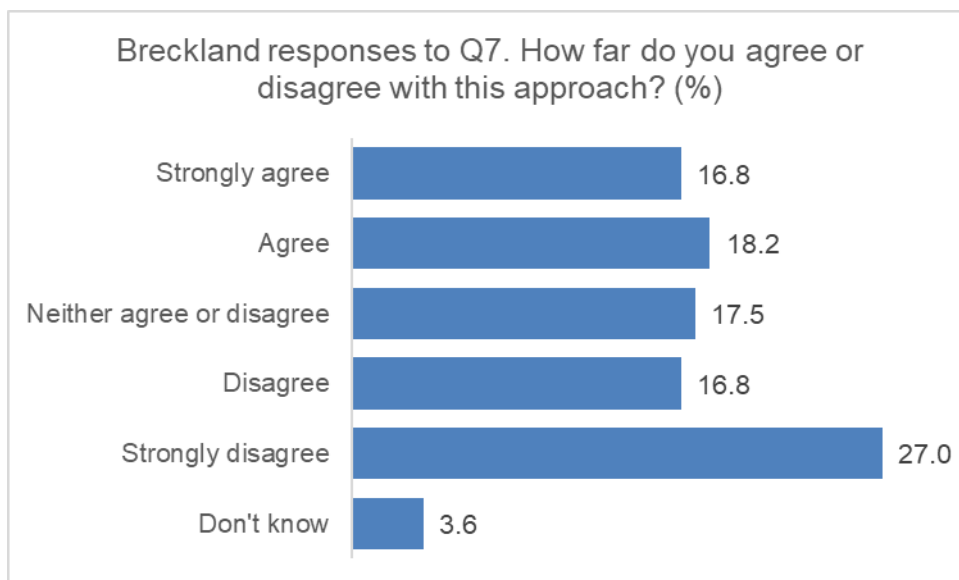


**Question 7.** We are proposing to use seven of our current children’s centre buildings as early childhood and family bases. Where possible we would like to continue to use the other 46 children’s centre buildings to support families with children under the age of five.

**How far do you agree or disagree with this approach?**

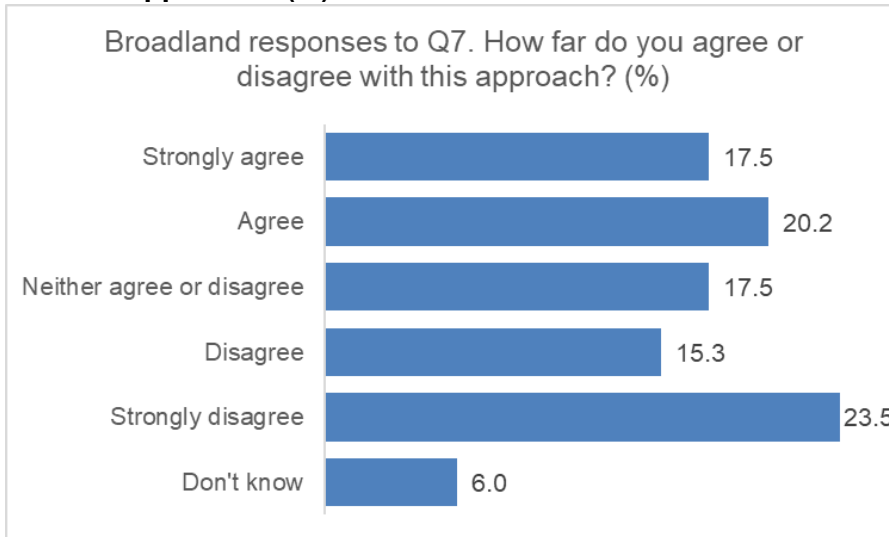
Of those 137 respondents in **Breckland** that answered the specific question and provided their postcode, **Figure 15** shows that 43.8% disagree (16.8%) or strongly disagree (27.0%) with the approach. This compares with 35.0% who agree (18.2%) or strongly agree (16.8%) with the approach. Those that neither agree or disagree account for 17.5% and those who don’t know account for 3.6%.

**Figure 15: Breckland resident responses to Q7. How far do you agree or disagree with this approach? (%)**



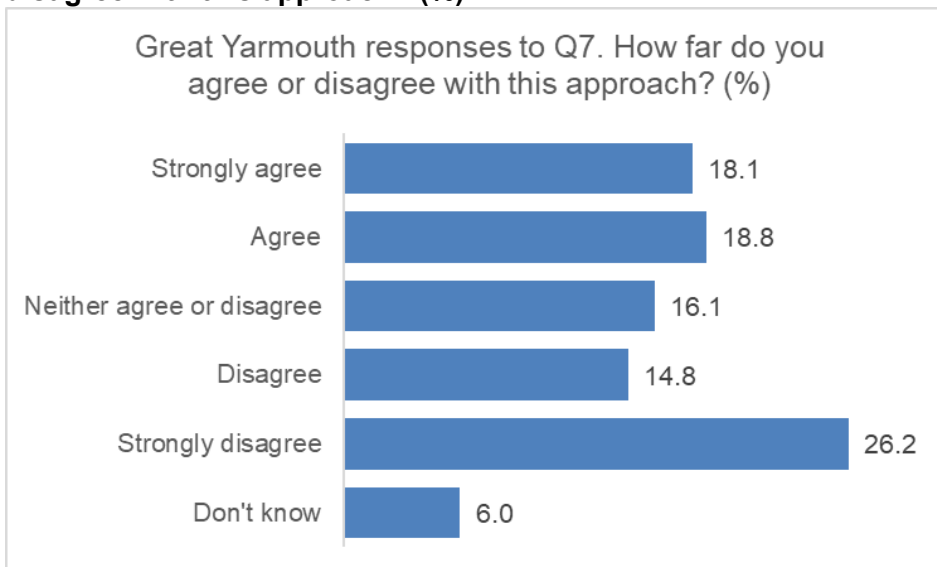
Of those 183 respondents in **Broadland** that answered the specific question and provided their postcode, **Figure 16** shows that 38.8% disagree (15.3%) or strongly disagree (23.5%) with the approach. This compares with 37.7% who agree (20.2%) or strongly agree (17.5%) with the approach. Those that neither agree or disagree account for 17.5% and those who don't know account for 6.0%.

**Figure 16: Broadland resident responses to Q7. How far do you agree or disagree with this approach? (%)**



Of those 149 respondents in **Great Yarmouth** that answered the specific question and provided their postcode, **Figure 17** shows that 41.0% disagree (14.8%) or strongly disagree (26.2%) with the approach. This compares with 36.9% who agree (18.8%) or strongly agree (18.1%) with the approach. Those that neither agree or disagree account for 16.1% and those who don't know account for 6.0%.

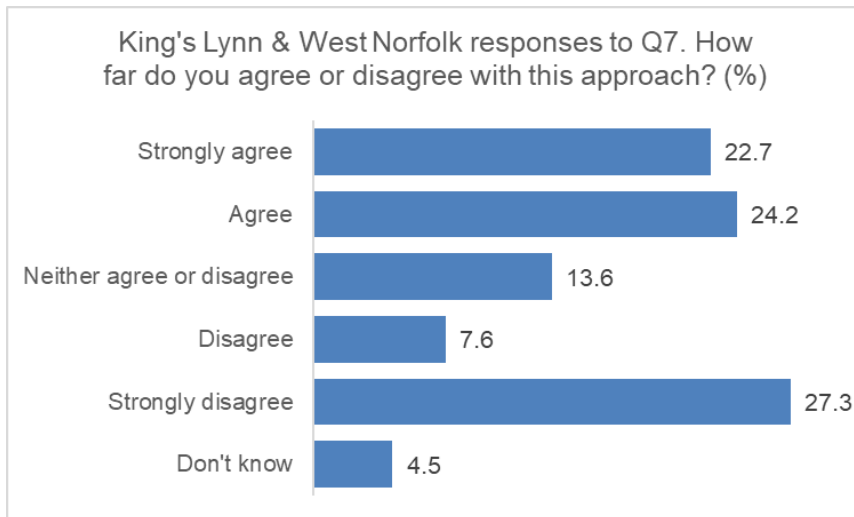
**Figure 17: Great Yarmouth resident responses to Q7. How far do you agree or disagree with this approach? (%)**





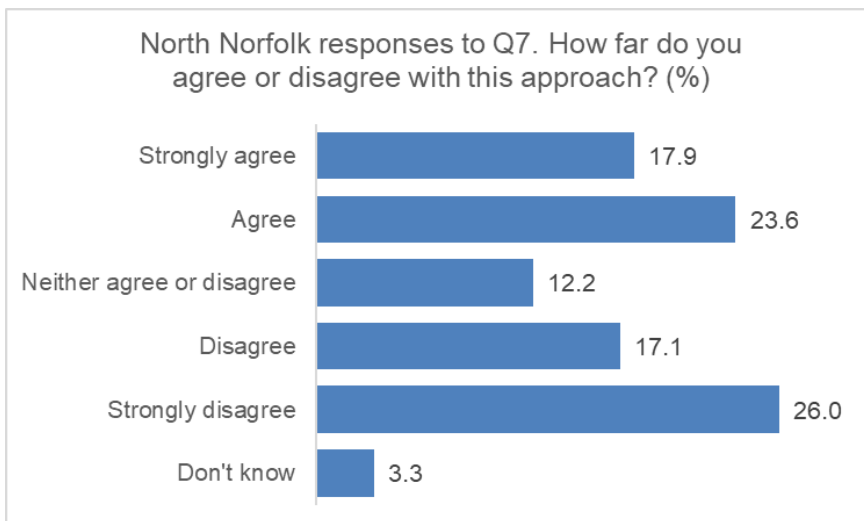
Of those 132 respondents in **King's Lynn & West Norfolk** that answered the specific question and provided their postcode, **Figure 18** shows 34.9% disagree (7.6%) or strongly disagree (27.3%) with the approach. This compares with 46.9% who agree (24.2%) or strongly agree (22.7%) with the approach. Those that neither agree or disagree account for 13.6% and those who don't know account for 4.5%.

**Figure 18: King's Lynn & West Norfolk resident responses to Q7. How far do you agree or disagree with this approach? (%)**



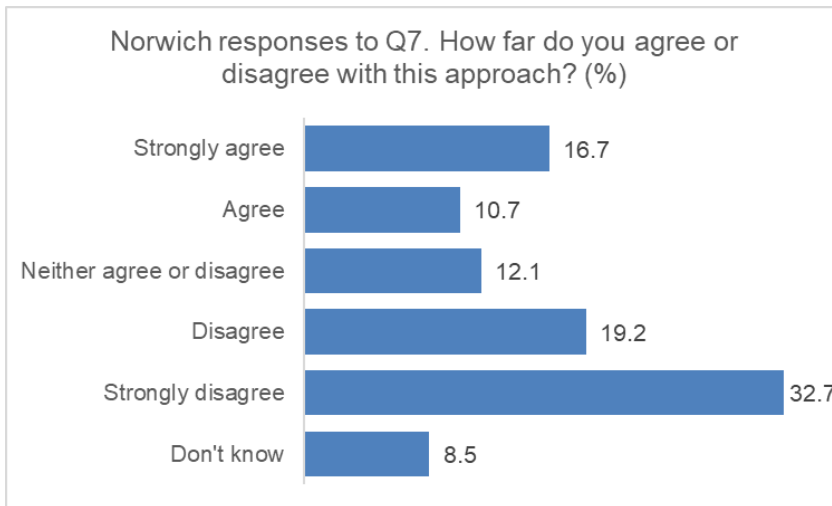
Of those 123 respondents in **North Norfolk** that answered the specific question and provided their postcode, **Figure 19** shows that 43.1% disagree (17.1%) or strongly disagree (26.0%) with the approach. This compares with 41.5% who agree (23.6%) or strongly agree (17.9%) with the approach. Those that neither agree or disagree account for 12.2% and those who don't know account for 3.3%.

**Figure 19: North Norfolk resident responses to Q7. How far do you agree or disagree with this approach? (%)**



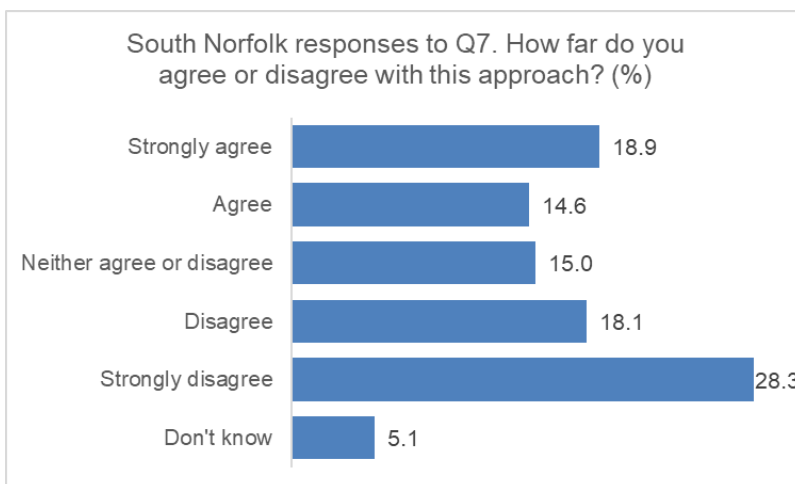
Of those 281 respondents in **Norwich** that answered the specific question and provided their postcode, **Figure 20** shows that 51.9% disagree (19.2%) or strongly disagree (32.7%) with the approach. This compares with 27.4% who agree (10.7%) or strongly agree (16.7%) with the approach. Those that neither agree or disagree account for 12.1% and those who don't know account for 8.5%.

**Figure 20: Norwich resident responses to Q7. How far do you agree or disagree with this approach? (%)**



Of those 254 respondents in **South Norfolk** that answered the specific question and provided their postcode, **Figure 21** shows that 46.4% disagree (18.1%) or strongly disagree (28.3%) with the approach. This compares with 33.5% who agree (14.6%) or strongly agree (18.9%) with the approach. Those that neither agree or disagree account for 15.0% and those who don't know account for 5.1%.

**Figure 21: South Norfolk resident responses to Q7. How far do you agree or disagree with this approach? (%)**



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