flourish

Safe today. Secure tomorrow.



Norfolk Multi-agency Practice Week:

Monday 16 – Friday 20 November 2026

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Introduction.



I am delighted to welcome you to this year's Multi-agency Practice Week, '**Safe today, secure tomorrow'** which focuses on one of the key outcomes within Norfolk's FLOURISH Outcomes Framework.

Across Norfolk, we are fortunate to have dedicated professionals and volunteers working every day to support children, young people and families. This week is an opportunity to celebrate the outstanding practice taking place across our county, learn from one another, and strengthen the partnerships that help us achieve the very best outcomes for children.

Creating a Norfolk where every child feels safe, secure, valued and supported is a responsibility we all share. I would encourage everyone working with children and families to attend at least one session during the week. Whether you join to learn something new, reflect on your practice, or connect with colleagues from across agencies, your participation will help strengthen our collective impact.

Most sessions are open to simply attend, with no advance booking required. The one exception is our **conference on Wednesday afternoon →** which must be booked in advance and is not to be missed.

We are privileged to welcome **Ashley John-Baptiste** as our keynote speaker as we come together to explore the difficult and emotive subject of **suicide prevention in adolescence**. This important session will provide valuable insights, challenge our thinking, and reinforce the vital role we all play in supporting the wellbeing and safety of young people.

Thank you for all that you do for Norfolk's children and families.
I hope you enjoy and are inspired by this Autumn's programme.

Sara Tough OBE, D Litt hc

Executive Director of Children's Services and
Chair of the Children and Young People's Strategic Alliance (CYPSA)

For any queries, please contact
CSStaffDevelopment@norfolk.gov.uk →

Welcome.

From the Young People's Steering group

Young people face lots of challenges today, from climate change and online pressures to discrimination and bullying. We want adults to listen to our experiences, work with us on solutions, and help make sure all young people feel **safe today and secure tomorrow.**

When we thought about what safe and secure means to us, we come up with loads of ideas, such as staying safe online, transgender and LGBTQ+ support and mental health and safe relationships, to name a few of them.

You'll have a chance to talk about some of these topics at the online Practice Week sessions and others, you'll hear more from us in the daily bulletins we'll be sending out each day during the week. These will be full of material created by young people and give us an opportunity to share our thoughts with you.

We hope you will make the most of the week and **sign up to receive our bulletins →** so that you can understand us better. Supporting us now creates stronger, safer futures for everyone.



Resources available following Practice Week.

Copies of the slides from each session and the daily bulletins will be available on the **NSCP website →** shortly after. Simply search Practice Week.

Some of the online events will also be recorded and made available on this website for learning purposes. You will be informed at the start of the session if it is being recorded. If you do not wish to be filmed, please keep your camera switched off.

If you attend one of these recorded sessions and withdraw your consent for this to be shared, please contact us at **CSStaffDevelopment@norfolk.gov.uk →**

In addition to the events taking place during Practice Week, you can also sign up to receive a daily bulletin from the Young People's Steering Group.

These will provide brilliantly creative material, resources and messages directly from children and young people across Norfolk, to help us learn what 'safe and secure' means and feels like for them and how we can support them to achieve it.

Register your details →

If you work in Children's Services, registration is not required as these bulletins will be sent to you automatically each morning during Practice Week.



At a glance timetable of the week.

Date/Time	9.30am – 10.30am	11.00am – 12.00pm	12.30pm – 1.30pm	2pm – 3pm	3.30pm – 4.30pm	5pm – 6pm
Mon 16 November	**Families First Partnership: Working together to strengthen child protection** Jen Dewar & Eve Cronin	**The importance of family networking in safeguarding practice** Sarah Hewitt	**One Assessment, One Plan: Supporting families through a joined-up approach** Gary Hackett, Emma Doig & Shelley Ramsey	**Footsteps to Norfolk** Alice Ndiaye & St. Michael's Junior School	**The Norfolk Inclusive Practice Framework** Bob Holderness & Hannah Hunt	No event
Tues 17 November	**How relationships with self and others are key to us all feeling safe and secure** Suzie Stephens & Laura Hughes	**Feeling safe and secure in an Autistic Peer Group** Tori Burr & Kelly Moulds	**If we built the pyramid… Maslow unpicked by the NiCC** Norfolk in Care Council	**Seeing safety through young eyes** Josie Woods & Jaimie Picton	**Journey to an inclusive Norfolk** Hannah Robinson & Kelly Semper	No event
Wed 18 November	**Safe, Secure, Settled: Housing and its role in safeguarding** Sharon Matthews & the Housing Support Team	**Keeping communities safe and practitioners informed** Liam Cullum, Dan Fisher & Angela Freeman	**Joining the dots: A multi-agency response to group-based exploitation** Di Pooley, Kate Riches, Connor Moon & John Robinson	**Online Safety: Understanding Risk, Harm and Effective Support** Luke Soar & Colin Dutton	**Conference** **Together for young lives: Understanding and preventing suicide in adolescence** **3.15pm -5.30pm**	
Thurs 19 November	**Cuckooing – The Norfolk Partnership Approach** Laura Stevenson & Jo Minnis	**Managing allegations: Understanding the LADO process** Jeff Poe & Fiona Osborne	**Communication and connection** Nick Frizzell	**Effective pre-proceedings** Carmen Hawkes, Bethany Longstaff & Victoria McCarthy	**Empowering professionals to support families** The Family Network Advisory Team	No event
Fri 20 November	**Neglect matters: Our shared ambition** Amy Hanton & Sam Bond	**Be the difference: Fostering through partnership** Rachel Kasujja	**Supporting Children and Young Carers Impacted by Parental Mental Health** NSFT Safeguarding Team	No event	No event	No event

Please note, some of these sessions will be recorded for learning purposes only.

Monday.
16 November 2026

9.30am – 10.30am

Families First Partnership: Working together to strengthen child protection

Presenters
Jen Dewar and Eve Cronin, Children's Services

This session will focus on the Families First Partnership Programme and how our work in Norfolk is aligning with the national agenda around Social Care reform. It will explore all the key workstreams alongside a focus on how the Programme is transforming Child Protection through the introduction of Multi-Agency Child Protection Teams (MACPTs). Bringing together expertise from social care, health, police, education and other partners, these new teams aim to deliver more coordinated, informed and effective responses when children are at risk of significant harm. Participants will explore the vision behind the reforms, the opportunities and challenges of multi-agency working, and the role every partner plays in creating a safer, more connected system that keeps children at the centre of decision-making.

Guidance on Families First Partnership Programme →

Join this session

11am – 12pm

The importance of family networking in safeguarding practice

Presenter
Sarah Hewitt, Children's Services

A chance to hear about and reflect on examples of family networking practice; we will hear from practitioners about what works well and the positive difference planning led by families can make to children.

Join this session

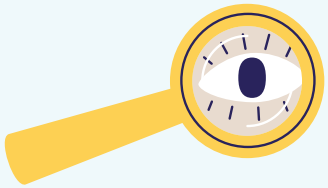
12.30pm – 1.30pm

One Assessment, One Plan: Supporting families through a joined-up approach

Presenters
Gary Hackett, Emma Doig and Shelley Ramsey

This session explores the development and implementation of a Single Assessment and Plan, a key element of the Families First Partnership Programme. Drawing on learning from a pilot in North, East and Broadland, participants will hear how a more streamlined approach to assessments, reviews and planning can enhance consistency, strengthen professional collaboration and keep families at the centre of decision-making. The session will highlight how the model supports family-led planning, greater ownership of outcomes and a more joined-up experience for children and families. Critically it also streamlines the wide range of plans across Family Help into a single template. Attendees will have the opportunity to hear directly from those who have led and tested the approach, sharing practical insights, challenges and early learning from implementation.

Join this session



Children and young people working permits

Paid work can provide children and young people with a range of skills and experiences that will support them to flourish. And it's important that employers understand how to do this lawfully so that children and young people are safe and appropriately supported if they choose to take a part-time job.

If you are working with a child of statutory school-age who has a part-time job - whether on a paid or voluntary basis - it's important that you check that this employment is lawful and the relevant permit has been issued.

Use the links below to access Norfolk County Council's local guidance, find key information for employers, or get in touch with the team for support.

View Guidance →

Contact the Team →

2pm – 3pm

Footsteps to Norfolk: Creating safe and secure communities through belonging, pupil voice and whole-school practice

Presenters
Alice Ndiaye, Children's Services and St. Michael's Junior School

To showcase how a school-community partnership responded to local tensions and uncertainty by creating a safe, inclusive and secure environment where children, families and communities could develop a stronger sense of belonging, understanding and connection.

By the end of the session participants will:

- Understand how belonging contributes to children feeling safe and secure.
- Explore practical examples of whole-school and community approaches to inclusion during periods of community tension.
- Hear directly from school leaders and young people about the impact of pupil voice and co-production.
- Reflect on how principles of belonging, safety and relational practice can be applied in their own settings.
- Leave with practical strategies that can be transferred into social care, education, early help and community contexts.

Join this session

3.30pm – 4.30pm

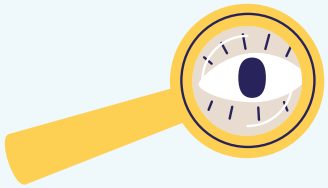
The Norfolk Inclusive Practice Framework – Keeping children and young people safe through inclusion

Presenters
Bob Holderness and Hannah Hunt, Children's Services

"Inclusion and safety are mutually reinforcing: children are most likely to thrive when they feel they belong, are supported, and can participate fully in school life." (Taken from DfE Inclusion principles).

The Norfolk Inclusive Practice Framework is a tool that sets out guidance about inclusive practice that the Norfolk Local Area SEND Partnership expects to be available across Early Years settings, mainstream schools, academies, free schools, and post-16 providers to support all children and young people (CYP) including those with barriers to learning. This presentation will provide colleagues with an understanding of how settings and the Local Authority can use the framework, linked to other tools, to support inclusive best practice in settings.

Join this session



What a difference a secure start can make

Providing a safe and secure start for children is one of the most important jobs we have as professionals and parents. On average, five children come into care each week and we urgently need more fostering families to provide the love, and stability children need.

We're looking for everyday people with ordinary lives – you don't have to be perfect. Or you may know someone who would be interested in fostering. With support from the Fostering teams and the Family Hubs, you could make a real difference in providing children and young people with that crucial safety and security to enable them to flourish.

View a short film on why two foster carers chose to foster →

If you would like to learn more about fostering, contact **foster@fostereast.org.uk →**

Tuesday.
17 November 2026

9.30am – 10.30am

How relationships with self and others are key to us all feeling safe and secure

Presenters
Suzie Stephens and Laura Hughes

We are all familiar with the term ‘relationships’ and some of us work in services where ‘building relationships’ helping young people develop better or more supportive relationships is also a focus. Maybe we can at times overlook the central role of the relationship with ourself; our self respect, our sense of belonging, our view of ourselves as valued and important individuals within multiple groups, systems and relationships and our uniqueness and importance in the world. We can also struggle to make and sustain nurturing relationships until we have developed a good relationship with ourself.

We’ll explore some of the ideas that contribute to our view and sense of relationships and will think about how feelings of being safe and secure can be thought of as being in ourselves, in our job or role and in our communities, and how these ideas can usefully link to whatever role we play with children, carers and families too.

Join this session

11am – 12pm

Feeling safe and secure in an Autistic Peer Group

Presenters
Tori Burr and Kelly Moulds, Sue Lambert Trust

At Sue Lambert Trust we have been facilitating an Autistic Peer support group for 6 months. We will be highlighting how we ensured the voices of our clients were at the heart of designing this group: from initial planning to how the group is facilitated and how it has grown.

We’ll be hearing from members of the group in why they feel safe and secure when attending this group and the benefits of peer support.

Sue Lambert Trust →

Support for survivors of sexual violence and sexual abuse.

Join this session

12.30pm – 1.30pm

If we built the pyramid... Maslow unpicked by the NiCC

Presenter
Norfolk in Care Council

Putting Maslow's Hierarchy of Needs into young people's hands to discover what they believe is essential for wellbeing and growth. The NiCC explore needs, safety, belonging, and the foundations that help young people flourish.

Using their ideas, experiences, and voices, young people will reimagine Maslow's hierarchy and create their own version, helping us better understand what matters most to them and how we can strengthen our practice.

"If you were rebuilding Maslow's Hierarchy of Needs for young people today, what would be the foundations, and what would every young person need to flourish?"

Join this session

2pm – 3pm

Seeing safety through young eyes

Presenters
Josie Woods and Jaimie Picton, The Matthew Project

Join us for an insightful session exploring how The Matthew Project's Unity and YouCan services empower young people to feel safe, secure and supported when facing the challenges of substance misuse. Professionals will be encouraged to reflect on how their own understanding of safety and security may differ from that of a young person, and to consider what safety truly looks and feels like from the young person's perspective. By building trusted relationships, listening to young people's experiences and developing resilience and coping skills, we can help them feel heard, valued and empowered to make positive choices.

Our Parent Support Practitioner will introduce our new service supporting parents and carers of young people who are using substances and we will explore how specialist support can strengthen resilience, create safer spaces and help both young people and their families feel more confident, secure and supported when navigating the challenges of substance use.

Join this session

3.30pm – 4.30pm

Journey to an inclusive Norfolk: Local First Inclusion Plan

Presenters
Hannah Robinson and Kelly Semper, Children's Services

Discover how Norfolk is transforming support for children and young people with SEND through strong partnership working and a shared commitment to inclusion. This session will explore the Norfolk Area SEND & Alternative Provision Strategy and our vision for improving experiences and outcomes for children, young people and their families.

Hear how partners across health, education, social care and the voluntary and community sector are working together through our Local First Inclusion Plan to drive SEND improvement and deliver local SEND reform activity. We will share plans to enable learning environments where children and young people feel safe, secure, valued and able to thrive.

This session is ideal for anyone interested in inclusive practice, system-wide partnership working and delivering meaningful change for children and young people with SEND.

Join this session



Wednesday.
18 November 2026

9.30am – 10.30am

Safe, secure, settled: Housing and its role in safeguarding

Presenters
Sharon Matthews and the Housing Support Team, Children's Services

A look at why being in settled housing is so important to the safety and wellbeing of children, and how we can work together to achieve this for Norfolk's most vulnerable children and young people. We will consider the role of the district councils in managing social housing, and how we can support families and young people with no access to social housing. We will myth-bust some commonly held assumptions on housing and demystify some of the terminology used.

Join this session

11am – 12pm

Keeping communities safe and practitioners informed

Presenters
Liam Cullum, Change Grow Live, Dan Fisher, UNITY and Angela Freeman, Public Health

Join us for this informative session on the Ketamine Awareness campaign by Norfolk Drug and Alcohol Partnership, highlighting the risks of ketamine. You'll hear from the Unity Service, part of the Matthew Project, on how it helps children, young people and their families with Ketamine use. Change Grow Live will talk about treatment pathway for adults and affected others, what interventions and support are available for both cohorts, and the partner services that they link in with, including the specialist clinic at the Norfolk and Norwich University Hospital. You will learn how to recognise the signs of ketamine use and how to incorporate harm reduction messages into your practice, helping to keep communities informed and safe.

Ketamine | Young People →

Change Grow Live Norfolk | Drug and alcohol support →

Ketamine Hub | Know the Signs →

Join this session



12.30pm – 1.30pm

Joining the dots: A multi-agency response to group-based exploitation

Presenters
Di Pooley, Katie Riches, Connor Moon and John Robinson, the Phoenix Project

The session will cover what is meant by group-based exploitation, what it looks like and the Norfolk experience. It will also cover working with victims and their family, how we can better understand what is happening in the child's network and what effective work as a multi-agency group looks like in this area of practice.

Join this session

2pm – 3pm

Online safety: Understanding risk, harm and effective support

Presenters
Luke Soar and Colin Dutton, Norfolk Constabulary

This session will explore the current online safety landscape, examining the context behind victim profiles, including age, gender, vulnerability factors, and the digital platforms most commonly associated with online harm. It will consider how children and young people may become involved through self-generated content, online exploitation, coercion, or grooming, and the pathways that can lead to increased risk.

Drawing on themes and learning from safeguarding practice reviews, the session will highlight key warning signs, emerging trends, and opportunities for early intervention. Participants will gain a deeper understanding of the experiences of children affected by online harm and the factors that can influence their vulnerability.

We will also provide practical guidance, tools, and resources for professionals working in education, community groups, youth services, safeguarding partnerships, health, social care, and policing. Participants will leave with increased confidence to support children and young people, deliver effective advice and education, promote safer online behaviours, and signpost to appropriate help and support services.

Join this session

3.15pm – 5.30pm | Practice week conference

Together for young lives: Understanding and preventing suicide in adolescence

Presenters
Ashley John-Baptiste, Jen Dewar, Tania Fulcher, Abigail McGarry and Lisa Gair

"Being safe means having people around me who listen, help me and care about what happens to me."

– Norfolk young person

Suicide prevention is everyone's business. Every professional who works with children and young people has a role to play in helping them feel safe, connected, heard and supported.

As part of Norfolk's Children's Workforce Multi-agency Practice Week and our focus on the FLOURISH outcome of Safe and Secure, this powerful afternoon conference will bring together practitioners from across education, health, social care, the voluntary sector, police and partner agencies to explore how we can work together to prevent suicide in adolescence.

Keynote speaker: Ashley John-Baptiste

We are privileged to welcome Ashley John-Baptiste as our keynote speaker. An award-winning BBC journalist, presenter and documentary maker, Ashley draws on both professional expertise and lived experience as a care-experienced young person. His work has consistently amplified the voices of vulnerable children and young people and challenged us to think differently about how we support them.

Ashley will share insights from his recent research, 'You Really Are On Your Own: A Study of the Early Deaths of Young People Who Were in Care', exploring what the experiences of some of our most vulnerable young people can teach us about relationships, belonging, resilience and prevention.

Following the keynote, Norfolk's multi-agency safeguarding and mental health leads will facilitate a joint presentation and discussion, creating space for reflection, learning and collaboration. Together, we will explore the practical actions we can all take, whatever our role, to recognise vulnerability, strengthen protective factors, respond to risk, and help ensure that every young person knows they are not alone.

This promises to be a thought-provoking, moving and inspiring event that will challenge, inform and motivate us all. By bringing together expertise from across the children's workforce, we will consider how strong relationships, early intervention and effective multi-agency working can help save lives.

3.15pm – 5.30pm | Practice week conference

A call to action for all agencies

Preventing suicide in adolescence cannot be the responsibility of one service alone. It requires all of us, through education, health, social care, policing, early help, youth services and the voluntary and community sector, to recognise our role in creating the conditions in which young people feel safe, supported and hopeful.

We encourage every agency to send representatives to this important conference and to use the learning as a catalyst for reflection, discussion and action within your own teams. Consider what more we can do collectively to strengthen relationships, identify concerns earlier, respond with confidence and ensure that no young person feels they are facing their struggles alone.

Together, we can turn learning into action and continue building a Norfolk where every child and young person feels safe, secure, valued, connected, hopeful and able to flourish.

If you work in Children's Services, you should have already received a meeting invite to this event. If you did not receive it, please use the booking link below:

For all other organisations and agencies:

Book your place through Eventbrite →



Thursday.
19 November 2026

9.30am – 10.30am

Cuckooing – The Norfolk Partnership Approach

Presenters
Jo Minnis, Norfolk Constabulary and Laura Stevenson, Office of the Police and Crime Commissioner for Norfolk

This presentation will define cuckooing (Home Takeover) and demonstrate the importance of a multi-agency safeguarding approach to protect victims of cuckooing. We will talk about how a group of professionals have come together to look at what will work best for Norfolk and the development of our Safeguarding Toolkit and Guidance and how this can be used by organisations in practice.

Join this session

11am – 12pm:

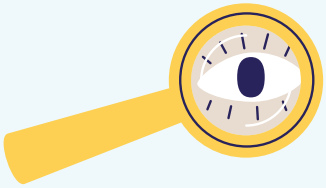
Managing allegations: Understanding the LADO process

Presenters
Jeff Poe and Fiona Osborne, Children's Services

This practical session will explain the role of the Local Authority Designated Officer (LADO) and how concerns or allegations about people working or volunteering with children are managed. The session will cover what constitutes an allegation, transferable risk, referral thresholds, the employer's role, and how safeguarding outcomes are reached. Participants will gain practical knowledge to support confident decision-making, effective multi-agency working, and the creation of safer, more secure environments for children, staff and volunteers.

Join this session

Additional resources.



Training opportunities offered by the NSCP relating to topics covered during Practice Week:

Family Networking and Family Group Decision Making Training →
Two days in person
Provides multi-agency practitioners with the core skills to identify and mobilise a child's extended family network. A child's family network can be their blood relatives but should include any "connected people" such as close family friends, neighbours, or previous foster carers; anyone who can offer safety, stability, and love.

LADO (Local Authority Designated Officer) Lite Bite →
One hour online
To understand the role of the LADO and the LADO safeguarding process from referral to conclusion.

Neglect →
Two half days online
An introduction to identifying and working with children and young people who are at risk of experiencing Neglect.

Substance Misuse in the Family →
One day in person or online
To develop an understanding of the harm that both parental drug use and young people's drug use has on the family

The Child Criminal and Sexual Exploitation →
One day in person

The Child Criminal and Sexual Exploitation →
Two half days online
Recognise the indicators and local context of child sexual exploitation and online grooming and learn how to use trauma informed practice and professional curiosity to explore risk.

Anti-Racist Practice →
Two half days online
Develop confidence and capability to recognise and respond to the ways in which race, racism, bias and systemic inequalities can affect children's experiences, family engagement, professional decision-making and safeguarding outcomes.

Serious Youth Violence/Vulnerable Adolescents →
One day in person
Learn how to recognise vulnerability, risk and harm in adolescence, including serious youth violence, child sexual and criminal exploitation, online harm, and extra-familial abuse in Norfolk.

12.30pm – 1.30pm

Communication and connection: How speech, language and communication needs impact children's lives

Presenter
Nick Frizzell, Children's Services

Two million children in the UK have Speech, Language and Communication Needs.

Difficulties understanding and using language can impact education, mental health and social and emotional development.

- 81% of children with emotional and behavioural disorders have significant language difficulties, often unidentified.
- Between 40% and 54% of children with spoken language difficulties have been found to have behaviour problems.
- Between 60-90% of children in contact with police and youth justice services have speech, language, and communication needs.

This session will help you understand:

- What speech and language needs look like and the risk factors for children.
- How, if unmet, speech and language needs can lead to issues including education and behaviour problems, mental health difficulties, substance misuse and exploitation.
- How you can help identify difficulties, how to support and get further help.

Speech and Language UK → Changing young lives

Mind Your Words → Mental health e-learning course | RCSLT

Norfolk and Waveney Children's Speech and Language Therapy Service →

Join this session

2pm – 3pm

Effective pre-proceedings

Presenters
Carmen Hawkes, Bethany Longstaff and Victoria McCarthy, Children's Services

What is pre-proceedings and how do you make it effective? Join us to understand best practice in pre-proceedings, how pre-proceedings can promote safety and how to work in the legal arena with compassion. This session will provide you with perspectives from practice, law and lived experience.

Join this session

3.30pm – 4.30pm

Empowering professionals to support families through the Family Network Approach

Presenters
Katherine Robinson, Aurora Hall, Shelby Berrey and the Family Advisory Team

This session explores how families, schools, and partner agencies can work together to improve outcomes for children. Attendees will learn how to use a family network approach in everyday practice and gain an understanding of Family Group Conferences, including their role in improving attendance, strengthening natural networks and build collaborative plans that help children and young people thrive.

Join this session

Friday.
20 November 2026

9.30am – 10.30am

Neglect matters: Our shared ambition

Presenters
Amy Hanton and Sam Bond, Children's Services

Neglect remains one of the most common and complex forms of harm experienced by children, often developing gradually and affecting every aspect of a child's life, development and future opportunities. In Norfolk, we have made significant progress in raising awareness, strengthening practice and developing a shared partnership understanding of neglect.

Linked to the week's theme of 'Safe and Secure', this session will reflect on our neglect journey so far, celebrate progress across Norfolk and consider the shared challenges that remain. A key part of the session will be an update on the expansion of Enhanced Family Help and how intensive, relationship-based support is helping families experiencing chronic neglect and complex challenges.

Together, we will explore how we can continue to recognise neglect early, understand children's lived experiences and ensure children and families receive the right help at the right time.

Join this session



11am – 12pm

Be the difference: Fostering through partnership

Presenter
Rachel Kasujja, Children's Services

The presentation will demonstrate how professionals can help support foster carers and children in care and encourage people to consider fostering.

You will hear from carers, professionals and young people in care talk about their experiences.

This is not about adding pressure to already demanding roles. It is about exploring how, collectively and individually, we can improve outcomes for children.

Join this session

12.30pm – 1.30pm

Supporting children and young carers impacted by parental mental health

Presenter
Norfolk and Suffolk Foundation Trust Safeguarding Team

An exploration of the impact parental mental health can have on children and young people, including young carers. This session will focus on practical ways practitioners can identify need, offer support and access services and resources that improve outcomes for families.

Join this session

About the presenters.

Shelby Berrey

Shelby is a Family Group Conference and Family Network Advisor within the Community and Partnership pathway covering North, East and Broadland. Her role is to deliver Family Group Conferences and promote family networking approaches across the partnership, helping practitioners identify, engage, and strengthen family and community support networks. She provides training, advice, and practical support, including facilitating or co-facilitating Family Network Meetings, to empower families to develop sustainable plans that improve outcomes for children and young people.

She has many years' experience as a Family Support Practitioner working at Suffolk County Council, providing therapeutic support to families with young children. She is trained in CARE-Index assessment and a qualified Video Interaction Guidance (VIG) Supervisor, with extensive experience supporting children and families affected by neglect, abuse, bereavement, and attachment difficulties. Also has experience as a Contact Supervisor supporting children and families during their supervised contact sessions.

Tori Burr

Tori's role within Sue Lambert Trust is the Resilience Programme Manager. Co-ordinating their groups programme for clients who are receiving support from them. Developing links with outside agencies through networking events and raising awareness of our charity's work.

Sarah Claflin

A Headteacher leading a diverse school community in an area of social and economic deprivation, Sarah holds a Fellowship in Equality, Diversity and Inclusion (EDI) and has worked as a Racial Justice Adviser for the Diocese of Norwich, supporting schools across Norfolk. She is passionate about tackling disadvantage, championing racial justice and creating inclusive school communities where every child feels they belong and can flourish.

Eve Cronin

Eve is a Programme Manager in the Strategy, Planning and Change Team in Children's Services. This team works closely with senior leaders and operational teams to deliver strategic innovation, national programmes of activity and ensuring that all their projects deliver the outcomes that are most important for children and Families.

With extensive experience in managing complex programs, including the implementation of Family Help Team in Norfolk, Eve's focus is on aligning project outcomes with the organisation's key goals. Her role in implementing Family Help involved coordinating cross-functional teams, managing resources, and mitigating risks to deliver impactful results. By fostering collaboration and innovation, she strives to enhance the efficiency and effectiveness of our projects, ultimately contributing to the organisation's growth and success.

Liam Cullum

Recovery Coordinator at Change Grow Live, Liam works in the Norwich team and leads on Ketamine workstreams for the service. He facilitates training sessions, Ketamine groups and peer support and Ketamine support pathways jointly with the UROKET clinic to support people to access treatment within the community alongside other healthcare providers.

Jenifer Dewar

Jen is the Assistant Director of Family Help and Child Protection. Since 2009, she has worked across various domains including residential children's homes, safeguarding, and corporate parenting in Norfolk. Her extensive experience in these areas has equipped her with a profound understanding of the complexities involved in child protection, family support and as a corporate parent. Jen is known for her ambition and pride in her work, consistently striving to improve the lives of children and families she serves. She embraces family help with a fervent passion for achieving positive outcomes and cultivating a strong, committed workforce. Her leadership is marked by a dedication to excellence and a relentless drive to ensure the wellbeing and safety of children under her care.

Colin Dutton

Colin is a JNC (Joint Negotiating Committee) Qualified Youth Worker with over 10 years' experience of working with young people within the education, charity and campaigning sectors across the UK. In his work, Colin has a particular passion for youth participation, lifelong learning, and outdoor education; outside of work he will be wherever his two children will be.

Dan Fisher

A nurse and the clinical lead for The Matthew Project UNITY service, Dan supports young people under 19 in Norfolk, concerned about the impact of their substance on themselves or those around them. Dan is passionate about equality of access to information and services for all young people in ways that meet their individual needs.

Angela Freeman

Working in the Adult Drug & Alcohol Commissioning Team within Public Health, Angela focuses on the non-opiate portfolio, including undertaking academic research, presenting to local and national forums, and co-chairing the Ketamine Task & Finish Group within NDAP; a partnership collaboration across policing, probation, acute healthcare (hospitals and ambulance service), treatment providers and public health, developing integrated treatment pathways and education/ workforce training.

Nick Frizzell

As a highly Specialist Speech and Language Therapist, Nick has worked across education, complex needs and Youth Justice since qualifying in 2016. Nick is committed to raising awareness of Speech and Language Therapy and helping children, families, carers, and education to understand and support the communication challenges they face. In 2024, he developed the speech and language pathway within Norfolk Youth Justice, with the aim of identifying the needs of the children and to help others understand the links between communication needs and offending behaviour. He has delivered training to education staff, speech and Language therapists and students, Magistrates and professionals across children's services.

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Tania Fulcher

Assistant Director for Safeguarding, Practice and Assurance at Norfolk County Council Children's Services, Tania has over 22 years' experience in children's social care and safeguarding, with strategic responsibility for a range of statutory safeguarding functions, quality assurance and practice improvement. Tania works closely with multi-agency partners to strengthen safeguarding arrangements and improve outcomes for vulnerable children and young people.

Aurora Hall

Aurora is a Family Group Conference and Family Networking Advisor covering Norwich City and South Norfolk. Passionate about ensuring the voice of the child is heard, she works alongside families to build on their strengths, grow supportive networks and create lasting positive change. Aurora believes in celebrating the small wins, recognising that these often lead to the biggest outcomes for families.

With experience working across nursery, primary and secondary education and previously in the schools and community team she continues to bring creativity, empathy and strong relationship-building skills to her work with children, young people and families.

Amy Hanton

Head of Practice and Principal Social Worker for Children's Services at Norfolk County Council, Amy is passionate about supporting high-quality, relationship-based practice and works across children's services to strengthen outcomes for children, young people and families.

Carmen Hawkes

Carmen is Service Manager Court Work and Pre-proceedings Service.

Sarah Hewitt

The Service Manager for Quality Assurance, Sarah has worked in Children's Services and Quality Assurance teams for 24 years, qualifying as a social worker in 2013. Her roles have included family support worker, school attendance officer, social worker and team manager of safeguarding and life beyond care teams. Sarah has also been a Court Work Expert and manager of QA teams both in Norfolk Children's Service and an external agency. She believes strongly in, and advocate for, practice that is based on working with people, through compassion, support and challenge, with transparency, curiosity, and a focus on children and young peoples lived experiences.

Bob Holderness

Bob is a Project Lead for Local First Inclusion. He has worked at the Local Authority as a SEND and Inclusion Adviser since 2020. Prior to this, he was a Headteacher in a local Complex Needs School.

Housing Support Team

Established in July 2025, the Housing Support team have worked to support housing stability for 750 children since its inception. The 7 Housing Support Leads come from a range of backgrounds having previously worked in settings / teams including prison, Life Beyond Care, children's residential services, and registered social landlords. The team takes referrals from case-holding teams across Children's Services where housing instability is identified.

Hannah Hunt

Hannah is a Business Design and Change Manager for Local First Inclusion. Prior to her starting at the Local Authority Hannah was Head of School in a Suffolk primary School.

Rachel Kasujja

As the Fostering Engagement and Business Development Manager, Rachel works to engage with the council's registered foster carers and spends time in local communities promoting fostering.

Bethany Longstaff

Bethany is a Senior Lawyer in Nplaw.

Sharon Matthews

Sharon has worked for Norfolk Children's Services for 3 years. Before joining NCC in 2023, she was a senior manager in the voluntary sector in Norfolk.

Victoria McCarthy

A Lived Experience Expert in the Pre-birth and Recurrent Care Service / Petals, Victoria is supported by Hannah Shirley, Team Manager Petals.

Abigail McGarry

Abigail is the Head of Business Delivery for the Norfolk Safeguarding Children Partnership (NSCP) and responsible for supporting the three statutory partners – Norfolk County Council, Norfolk Constabulary and the Norfolk & Waveney Clinical Commissioning Group – deliver the local plan for multi-agency safeguarding arrangements for children. The NSCP Business Unit has a wide range of responsibilities, including ensuring independent scrutiny, oversight of Rapid Reviews and commissioning Safeguarding Practice Reviews, workforce development, supporting local safeguarding children's groups and maintaining a multi-agency policy manual Her portfolio reflects the importance of strategic and collaborative partnership working which enables the delivery of shared outcomes and makes best use of our collective resources. She is committed to supporting the development of a trauma informed and resilience-oriented partnership from strategic leaders through to practitioners.

Jo Minnis

A Detective Inspector within the Local Serious and Organised Crime Team, Jo has had responsibility for County Lines since 2019.

Connor Moon

CP Expert in the Phoenix Project. Connor has been working as a social worker for Norfolk Children's Services for 6 years, in FAST and in CADS. Connor was formerly a consultant social worker on the missing and exploitation desk in CADS.

Kelly Moulds

Kelly is an Outreach and Groups Co-Ordinator at Sue Lambert Trust. Working in the Health and Social Care Sector in both public, private and third sector organisations for over 25 years, Kelly is a strong advocate for peer support, ensuring people's voices are heard and remain at the centre of everything we do within their organisation.

Norfolk and Suffolk Foundation Trust (NSFT) Safeguarding Team

The NSFT Safeguarding Team supports staff across the Trust to deliver safe, effective and person-centred care. They provide safeguarding advice, training and leadership, helping practitioners identify and respond to risks affecting children, young people and adults. Through their work with colleagues and partner agencies, they aim to improve outcomes for individuals and families experiencing vulnerability and adversity.

Norfolk in Care Council

Members of the NiCC Change Makers participate at the highest level and are driven to initiate change. Responsible for coproducing the Ideal Worker, Changes and New Beginnings Guidance Toolkit and more, they are a dynamic group of young people with care experience who lead with insight, creativity, and courage. Their lived experience informs policy, shapes practice, and challenges systems to be more inclusive, responsive, and empowering for children and young people.

Fiona Osborne

Fiona qualified as a Social Worker in 2003 from Chichester University and has worked across a wide range of children's social care services, including Referral & Assessment, Children in Need, Child Protection, Court work and Looked After Children. Throughout her career she has held both family facing and management positions across a range of local authorities. Fiona has spent the last several years working as a Local Authority Designated Officer (LADO) for Norfolk County Council.

Jaimie Picton

Jaimie is the Parent Support Practitioner for the Unity team. She provides practical and emotional support to parents whose young people are using or are at risk of using substances and/or alcohol. This support is available in both one-to-one and in group settings, depending on the individual's needs.

Jeff Poe

Jeff qualified as a Social Worker in 1999 in the United States, where he practiced as a licensed social worker in the State of Idaho. During this time, Jeff spent two years working in safeguarding before moving into a role with a private developmental disabilities agency. In 2004, Jeff relocated to the United Kingdom and has since worked across London and other areas of the country in a range of children's social care services. Jeff's experience includes MASH, safeguarding, Looked After Children, and Care Leavers services, working both as a practitioner and in management positions. For the past three years Jeff has worked for Norfolk County Council as the Local Authority Designated Officer (LADO).

Di Pooley

Service Manager of the Phoenix Project. Di has worked as a social worker for Norfolk Children's Services for 26 years, in assessment teams, with children with a Child Protection plan, with looked after children and in the Norfolk MASH, as well as a service manager for independent safeguarding and reviewing services. While working in MASH, she was the lead for missing children and exploitation.

Katie Riches

Currently a Child Protection Expert in the Phoenix Project, Katie has been working as a social worker for Norfolk Children's Services for 14 years, in assessment teams, in child in need teams, in CADS and as an Independent Chair. Katie was previously the manager for exploitation and missing children in CADS.

Hannah Robinson

The Norfolk Area SEND & Alternative Provision Strategy (NASAPS) Manager, Hannah leads the delivery of Norfolk's strategic priorities for SEND and inclusion. Working closely with partners across education, health, social care and the community sector, she manages Norfolk's Local First Inclusion Plan, our partnership SEND improvement programme which brings together projects to improve experiences and outcomes for children, young people and families across the SEND system. Hannah is passionate about ensuring the voice of children and families is at the heart of improvement work. Her career spans roles working with young people and adults in mental health and disability services, and partnership roles in education and the voluntary sector, focusing on service development and continuous improvement.

John Robinson

Child Protection Expert in the Phoenix Project. John has worked as a social worker for Norfolk Children's Services for 18 years, in assessment teams and in MASH specialising in exploitation and missing, as well as a team manager in FAST and Head of Service for FAST in Breckland. John joined recently, having worked as manager for exploitation and missing children in CADS.

Katharine Robinson

Katharine is a Family Group Conference and Family Networking Advisor within independent statutory services covering West and Breckland. She is passionate about strengthening family networks and empowering families to identify their own solutions to challenges. Katharine works closely with children, families, schools, and partner agencies to facilitate Family Network Meetings and Family Group Conferences, helping to create sustainable plans that improve outcomes for children and young people. She is committed to promoting strengths-based practice, supporting professionals to use the family network approach in their everyday work, and ensuring families have a meaningful voice in decisions that affect their lives. Her experience includes working with families affected by domestic abuse, supporting children in care, and tutoring young people to overcome barriers to learning.

St. Michael's V.A. Junior school's Culture Society

Culture Society brings KS2 children together to celebrate their cultures, traditions and identities. Together, they build understanding, connection and a strong sense of belonging. The children work collaboratively to bring cultural events and celebrations into the school calendar.

Kelly Semper

Dr Kelly Semper is Assistant Director of Commissioning and Partnerships in Children's Services, with strategic oversight of prevention and early help commissioning, joint commissioning with health partners, and partnership arrangements. She has a particular interest in Special Educational Needs and Disabilities (SEND), inclusion, and the development of integrated Zone and Neighbourhood models that bring services together around the needs of children, young people and families.

Kelly brings experience from both health and local government systems, and her work is shaped by a strong belief that better outcomes are achieved through genuine partnership working and creating more seamless access to support for children and families.

Luke Soar

A Detective Sergeant within the Safeguarding Children Online Team (SCOLT), Luke provides oversight and direction to investigations involving online child sexual abuse and exploitation. His role includes reviewing and managing intelligence and investigations, assessing risk, directing safeguarding activity, overseeing enforcement and digital forensic strategies, and ensuring proportionate, victim-focused investigations. Luke works closely with partner agencies to protect children, identify offenders, support staff wellbeing, and maintain investigative standards while balancing safeguarding, evidential opportunities and public interest considerations.

Laura Stevenson

Laura is a retired Police Inspector and is now the Serious Violence Duty Project Manager within the Office of the Norfolk Police and Crime Commissioner.

Josie Woods

As Senior Practitioner for the YouCan Team, Josie provides tailored one-to-one support for young people affected by substance misuse. She also coordinates the positive activities programme, creating opportunities for young people with shared experiences to connect, develop resilience and grow confidence.

Thank you.

A big thank you to the young people involved in the Steering Group, and those who created the resources for us to learn from. We love hearing your thoughts and ideas and really appreciate the time you give to make sure we address the topics important to you and pass on the right messages.

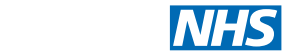
To the multitude of agencies who freely come forward to take part in Practice Week, we thank you for your time and support. Keeping children and young people safe and secure is the reason we do what we do, and sharing information, best practice and ideas helps us to achieve this ambition together with families.


Norfolk Safeguarding
Children Partnership


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SEND
NORFOLK


Norfolk
County Council


NHS
Norfolk and Suffolk
NHS Foundation Trust


NHS
Norfolk and Waveney
Integrated Care Baord


NHS
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NHS Trust


NHS
East of England
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NHS Trust


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PROJECT
Finding hope together


NDAP
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THINK KETAMINE'S HARMLESS?
THINK AGAIN.


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WE DID
TOGETHER
YOU SAID