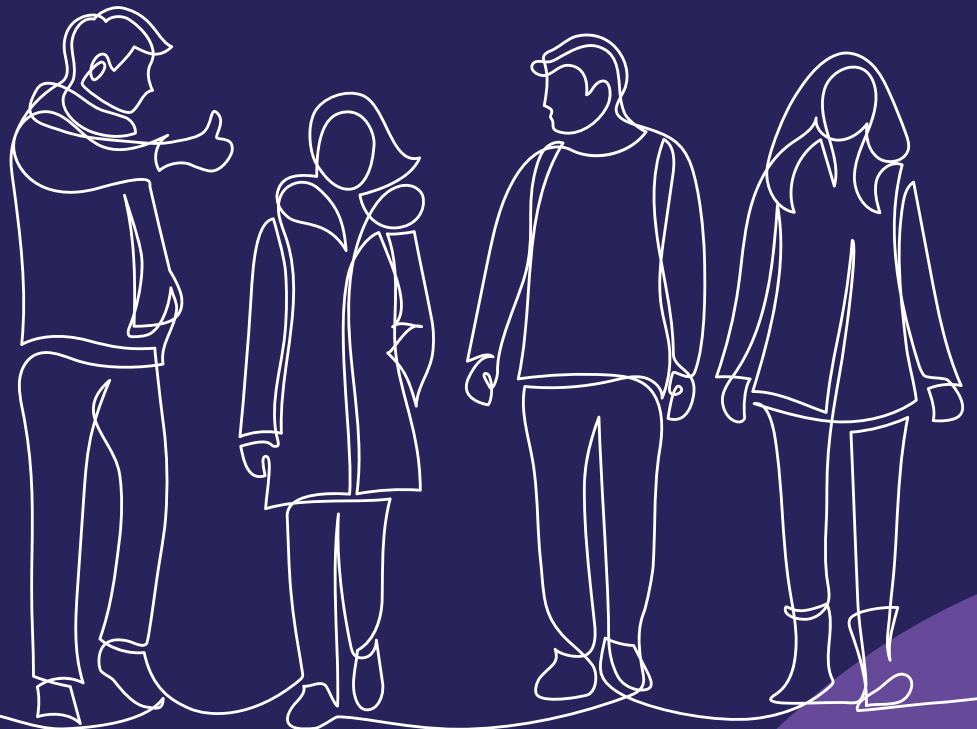


# Norfolk Summer Exchange Programme:

Leadership in Services  
for Children and Families

August 2024





# Introduction.

## **Sara Tough OBE**

Executive Director Norfolk Children's Services  
and Chair of Norfolk's Children and Young  
People's Strategic Alliance (CYP SA)

## Welcome to the second Norfolk Summer Exchange Programme: Leadership in Services to Children and Families

Once again, we have a suite of topics to get multiagency leaders, managers and senior staff from Norfolk, the Eastern Region and across the country talking about things that matter when providing services to children and families.

We are running these events on Microsoft Teams to provide ease of access. No need to book; just save the date and time in your calendar and click on the link to join. It really couldn't be easier, it's free and everyone is welcome!

It's an opportunity to hear about good practice, learn from each other in how to overcome challenges, and discuss what works well. We will be sharing some of the good practice happening across our multiagency partnership here in Norfolk and we look forward to you joining us every Wednesday throughout August, from 15:30-17:00.

Best wishes

Sara Tough,

A handwritten signature in black ink, appearing to read 'Sara Tough', written in a cursive style.

Wednesday

# 7th August

3.30-5pm

## Partnership: Power & Possibilities

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### Led by

Sarah Jones, Director of Partnerships,  
Inclusion and Practice

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This session will provide an overview of Norfolk's partnership journey to date. It will outline how adopting a partnership approach to our Supporting Families and Family Hubs programmes has unlocked opportunities to secure impact and enabled us to make good progress in our shared ambition that Norfolk is a place where children and young people can flourish.

We will explore how we are utilising the power of partnership working, whether at a strategic level, operationally within local communities, or in the direct work we are undertaking with children, young people and families. We will also share some of the key success factors and challenges along the way, with an opportunity for those taking part to also share their learning about how the power and possibilities of partnership working can be fully realised.

 [Click here](#) to join the meeting

Wednesday

# 14th August

3.30-5pm

## Integrating the voice of children and families into Quality Assurance

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### Led by

Phil Watson, Director of Family Help and  
High Needs

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By understanding the experiences of children and families, we gain valuable insight into the outcomes and impact of services. We will share how we have worked towards creating a culture that actively involves children and families in shaping the quality of services through their voice and interaction in the quality assurance process.

We will explore the opportunities and challenges we have encountered in developing this approach and establishing it as 'business as usual' for all, including children and families. Join us in the conversation and be prepared to share your own experiences of engaging children and families in quality assurance. Together we can create services that truly reflect their voices and experiences.

 [Click here](#) to join the meeting

# Wednesday 21st August

3.30-5pm

## Tackling Neglect and Supporting Families to Flourish

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### Sponsor

Sara Tough OBE, Executive Director of Children's Services

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In this session, we will be sharing how Norfolk has changed its approach to tackling neglect and applied the learning from data, Safeguarding Practice Reviews and audit to our multi-agency response. Like many areas across the country, neglect is the most common denominator in safeguarding cases and the need to improve practice and confidence to tackle this issue has been paramount. In the last three years we have harnessed our resources and worked collaboratively to come up with innovative solutions that will support families to make sustainable changes.

We will be sharing how we developed our neglect toolkit, which includes – but goes beyond – the use of the Graded Care Profile, as well as the development of multi-agency chronologies, change models and the Flourishing Families tool. We will explain our approach to how we manage cases of accumulative neglect, both on a case-by-case basis, as well as using intelligence to identify patterns and themes. We will also talk through our neglect champions role and the support we provide for them.

This is an opportunity to reflect on barriers and challenges and the impact of leadership, partnership working and establishing a trauma informed and resilience-oriented response to neglect. We look forward to hearing your ideas and practical examples of how you have overcome challenges in your local areas.



[Click here](#) to join the meeting



# Wednesday 28th August

3.30-5pm

## Securing a 'sufficient' youth offer

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### Led by

Sarah Jones, Director of Partnerships,  
Inclusion and Practice

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This session will provide an overview of how Norfolk is responding to statutory guidance for local authorities on services and activities to improve young people's wellbeing. It will outline how a partnership approach is at the heart of our response to young people that is focused on:

- Supporting them to build their skills
- Improving trust and tolerance
- Helping them to become active members of society
- Championing their voice

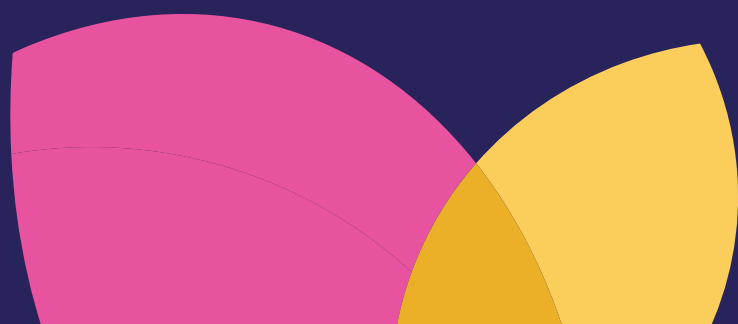
We will highlight what matters to Norfolk's young people and share how our young people-led Youth Advisory Boards are enabling young people in Norfolk to flourish, as well as provide an overview of the impact of commissioning a youth early support service. These services, utilising a youth work methodology, alongside the work of the VCSE youth sector are an important part of our wider prevention and early help response to young people.

The session will be an opportunity to share some of the challenges we all face, as well as exchange positive ideas/approaches to securing a 'sufficient' youth offer.

 [Click here](#) to join the meeting



# About our presenters.



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## Kim Abel

Head of Voice, Impact & Assurance, part of the wider Independent Statutory Services, Assurance & Practice Service, Kim has direct responsibility for the QA Team (covering social care and SEND), Children and Young People's Participation Team, and SENDIASS. She has worked for nearly 30 years within both voluntary and public sector children and family services at operational and strategic levels.

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## Charlotte Berry

Charlotte has been part of the Momentum (part of Voluntary Norfolk) team as both the Youth Groups Officer and Youth Work Networks and Events Coordinator for the last two years. Her main focus has been supporting the Youth Work Sector across Norfolk to help them become more resilient and empowered to support children and young people they work with. She joined the Momentum team with a background in Criminology and Sociology (recently graduating from Anglia Ruskin University), and she has volunteered with young people at the Norwich 35th Sea Scouts and Beavers Section as a Section Assistant Leader for almost 5 years. Charlotte is exceedingly passionate about making a positive difference through Youth Work and supporting young people to feel confident to achieve their full potential.

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## Michelle Bibby

A passionate and dedicated professional Youth Worker with 20 years' experience supporting young people to be the best version of themselves. Michelle's current role at MAP involves facilitating, designing and delivering engaging informal learning opportunities for young people. She has a proven track record of delivering participation and co-production projects, promoting personal goal setting, active participation, and social and educational intervention. Michelle collaborates with community groups and international organisations to facilitate high-quality coproduction projects.

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## Carey Cake

Carey has worked across the care and education sector for 30 years, a career that has seen her work a variety of roles in Youth Work, Pupil Referral Units, Youth Offending Teams and Children and Families Social work. She was instrumental in bringing a restorative approaches model into Norfolk and has continued supporting and modelling relationship-based practice throughout her career. She is currently the Assistant Director for Independent Statutory Services, Practice and Assurance. A service that oversees Independent Reviewing Officers, Child Protection Chairs, LADO's, Children's Participation Team, SENDIAS, Audit, Practice Development including Principle Social Worker.

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## Rob Cole

Rob is the Assistant Director for Partnerships, Schools & Communities, leading services that deliver early intervention and prevention to children, young people & families. Key to Rob's work is supporting relationships and collaboration between services that delivers effective partnership working so families, professionals and communities experience the collective support we offer.

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## Karryn Dixon

Karryn is the Service Manager for Quality Assurance, with the responsibility for assurance across social care and SEND. As a strategic and Innovative leader, Karryn has extensive experience of designing, developing and delivering front line services in the public, private and voluntary sector, for health and social care. Skilfully developing new ways of working in collaboration with a wide range of stakeholders, to deliver services with an outcome focus.

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## Michelle Dunsire

Having been a Social Worker since 2009, Michelle has a wealth of experience and is conscious of how important it is to ensure all practitioners from all agencies have a good understanding of neglect and its impact on children and young people. In her role now as Head of Practice & Principal Social Worker, she can link with partner agencies to ensure our neglect strategy is implemented effectively. Michelle also co-leads the Neglect Champion network with Sharon Moore.

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## Tim Eyres

Tim is Assistant Director for Commissioning and Partnerships at Norfolk Children's Services and oversees a wide range of activities focused on prevention and early help, young people, and opportunities for children and young people to flourish through our strategic partnership arrangements. Tim has worked for Norfolk County Council since 1997 in a variety of roles and has a professional background in youth services.

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## Rob McKenzie

Rob is an experienced practitioner and manager, over the last 15 years he has held a variety of roles in the public and voluntary sectors. Rob works for Prospects, part of Shaw Trust, leading the Youth Early Support Service (YESS) in Norfolk and he leads on safeguarding for their Children and Youth services nationally. As a nationally qualified youth & community worker, Rob is passionate about providing excellent services to young people, ensuring young people are recognised as experts on their own lives.

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## Julie Mobbs

Julie works for Action for Children and is the Head of Service for the Early Childhood and Family Service (ECFS). She has worked across the County in both Strategic and Operational roles and within the voluntary and Statutory Sectors. In addition, she fostered young people for over 20 years and is passionate about supporting families to achieve and sustain the best possible outcomes.





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## Sharon Moore

The Norfolk Safeguarding Children Partnership Workforce Development Officer, Sharon has been supporting the Neglect Strategy Implementation Group with training and learning opportunities around neglect. Her role includes supporting the development of the Neglect Champions.

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## Lucy Parsons

Lucy is the Head of Safeguarding for Cambridgeshire Community Services (CCS) and she co-chairs the ANOOF (Accumulative Neglect Operational Oversight Forum). CCS is a universal Community Health NHS Trust covering Norfolk, Cambridgeshire, Luton, Bedfordshire and Suffolk. Her role involves ensuring as an organisation we adhere to our safeguarding statutory duties for adults and children. Her background is health visiting, school nursing and children's nursing.

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## Anne-Louise Schofield


A Public Health Principal, Anne is responsible for the commissioning of children and young people's public health services and outcomes, with a focus on prevention and reducing health inequalities. She represents Public Health at a number of children and young people's partnerships. Within the family hub partnership work, Anne is a member of the core programme management team and has overall responsibility for three workstreams covering the development of the Start for Life (SfL) Offer, the Parent and Carer Panel and Infant Feeding.

In addition to this Anne successfully led the application for additional funding to implement a SfL workforce pilot within West Norfolk, which is moving forward and will enable new ways of working with more vulnerable families to be tested across the SfL period. Learning from this will support future workforce modelling.

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## Dr Kelly Semper

Kelly is part of the Norfolk and Waveney Integrated Care Board and has worked across both the local authority and health system for almost a decade in a variety of roles. She is currently a Senior Programme Manager in the Children and Young People's Mental Health team and oversees a variety of projects, the majority of which have an integration and partnership focus. These include the new Access to Mental Health Advice and Support service and acting as the workstream lead for the Perinatal Mental Health and Parent Infant Relationship workstream as part of the Start for Life and family hub programme.



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## Klaire Stanley

Klaire is the Named Professional for Safeguarding Children for Norfolk and Waveney Children and Young People's Health Services. This service is the universal health service for 0-19 which includes health visitors, school nurses and skill mix practitioners. Her background is health visiting, school nursing and children's nursing.

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## Jo Todd

As a strong advocate for co-production, Jo strives to amplify the voices of people receiving services in the design and delivery of those services, to ensure they are fit for purpose. With a background of resident engagement within a housing context, she is currently manager of the participation team within Norfolk Children's Services. The team aims to empower children and young people to participate meaningfully, leads projects which have a positive impact on the service they receive, and educates and enables social care colleagues to embed participation in everyday practice.

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## Paul Webb

Paul is Strategic Lead for Youth and Participation at Children's Services. Paul is a qualified youth worker and has 19 years of experience in youth work practice, management and leadership, particularly playing a key strategic role in the progression and development of Norfolk's Youth Advisory Boards (YABs). Paul is responsible for leading and coordinating Children's Services internal Participation Strategy, as well our partnership approach to developing a sector wide Youth Strategy with partner organisations in the youth work sector.



# Thanks for joining us in our Leadership Exchange Events

This year, Norfolk Children's Services has been selected as a DfE Sector-Led Improvement Partner. Sector-led Improvement Partners are local authorities who have expertise in specific areas who are available to provide peer support to other local authorities who are working to improve their services. Should you be interested in receiving support from Norfolk, please reach out to [cs.transformation@norfolk.gov.uk](mailto:cs.transformation@norfolk.gov.uk) for an informal conversation on how we can support you. We are offering support around:

- Leadership and setting a departmental vision
- Establishing an ambitious transformation programme and service redesign
- Developing robust quality assurance and performance frameworks informed by data and the child's voice
- Strategic partnership arrangements and system collaboration
- Providing a view of inspection readiness and other diagnostic activities
- Meeting the needs of UASC
- Front door
- Support for children in care
- Support for care leavers
- Growing residential and semi-independent accommodation services
- Approach to edge of care
- Approach to exploitation
- Delivering Independent Statutory Services
- Developing a participation approach
- Family networking approach
- Sufficiency and Valuing Care





Norfolk County Council

