

Norfolk Summer Exchange Programme:

Leadership in Services
for Children and Families

August 2023





Introduction.

Sara Tough

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

Welcome to our very first Norfolk Summer Exchange Programme: Leadership in Services to Children and Families!

We are running these events on Microsoft Teams to provide an opportunity for leaders and managers from Norfolk, the Eastern Region and across the country to get together to talk about things that matter when providing services to children and families.

It's an opportunity for us to hear about good practice, learn from each other in how to overcome challenges, and discuss what works well.

We will be welcoming leaders from a range of professional backgrounds who are interested in providing the best services for children and families.

All of the events are free and there is no sign up required. On Wednesday afternoons at 3pm through August, just click on the links to join.

We will be sharing some of our best practice in Norfolk and providing you with opportunities to share your best practice from across the country.

Sara Tough,

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

Programme.

**All events are from
3pm to 5pm on Microsoft Teams**

Email csstaffdevelopment@norfolk.gov.uk if you have any queries.



Wednesday 2nd August

**FLOURISH: From Ambition to Reality:
A whole system approach to creating
and successfully embedding a children's
outcomes framework**

Led by

Sara Tough, Executive Director of Norfolk Children's Services

In this session we will explore the ways in which councils and partner agency leaders and managers can build self-supporting campaigns that gather their own momentum in promoting children's outcomes.

We will hear from education, health and voluntary sector leaders as well as Children's Services directors about turning a vision into the action that makes a difference in practice.

We will consider how to make any outcomes framework meaningful to children and families, and how to extend the reach and impact beyond the children's workforce by obtaining buy-in from local business and industry.

We will also share ideas about how that difference is quantified, measured, complements and evidences other local and national frameworks, including statutory and inspection frameworks.



[Click here](#) to join the meeting

Wednesday 9th August

**Unlocking the potential of wider
family networks in Early Help**

Led by

James Wilson, Director for Sufficiency Planning and Education Strategy at Norfolk Children's Services

In this session we will look at taking a system wide approach to family group decision making in Early Help.

Whilst the benefits of family group decision making when children are on the edge of care are well documented and embedded, how do we unlock potential at a much earlier point, to support the everyday care of children, well before any risk of harm?

In Norfolk, we have adapted our Family Network Model to ensure universal services are drawing in the support of the child's network from the earliest point.

We will discuss together how to overcome barriers for agencies in involving a child's network, and how to give children's networks the tools to embed the approach for themselves.



[Click here](#) to join the meeting

Wednesday 16th August

The Power of Children and Young People's Participation

Led by

Sarah Jones, Director of Partnerships, Inclusion and Practice at Norfolk Children's Services

In this session, we will be sharing how we have developed our approach from consultation to co-production with children and young people, and how this has improved the quality of our service at every level of the organisation.

We will be reflecting on how, with the right leadership strategy and investment, we have moved towards making participation everybody's business and an integral part of quality assurance.

We will give you an insight into how we have progressed participation within social care, SEND and our Youth Advisory Boards and look forward to hearing your ideas and practical examples of how you have overcome challenges and increased participation in these areas.

 [Click here](#) to join the meeting



Wednesday 23rd August

Unaccompanied Asylum-Seeking Young People

Led by

Phil Watson, Director of Family Help and High Needs at Norfolk Children's Services

People seeking to come to the UK to find a place of safety is very much in the news at the moment, but largely the discussion is about adults. In Norfolk, we have over 400 young people who live in our communities, having travelled to the UK without their families to seek safety.

We will be sharing with you the stories of some of our young people, what they have been through and why they are seeking safety.

We will reflect on the work completed by a wide network of professionals and agencies to meet their needs here in Norfolk, sharing insights into the experiences of those working closest with them.

We will also be exploring how Norfolk has become a county nationally recognised in this work, and how things are changing due to the new parliamentary bill, not least the impact for these young people.

 [Click here](#) to join the meeting

Wednesday

30th August

Support for Success – Trauma informed practice for looked after children and care leavers

Led by

Phil Watson, Director of Family Help and High Needs at Norfolk Children's Services

Nationally there is a shortage of mental health support for children and young people in our communities, particularly for those who have experienced complex trauma in their childhood.

For children and young people who are care experienced, the likelihood they will develop mental health difficulties requiring specialist support is higher than for the general population.

This session will focus on how we have developed services to support children and young people with their mental health and emotional wellbeing, focusing on the benefits of early intervention and supporting young people in their time.

We will reflect on what trauma-informed practice really means and consider My Norfolk Story, a life story approach which seeks to support emotional wellbeing and stability in every aspect of a young person's life, and reflect on how this joins up with other services.

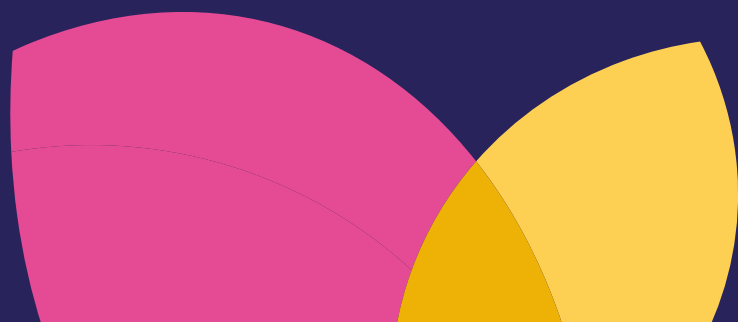


[Click here](#) to join the meeting

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Bios of our Contributors.



Andrea Brown

Andrea is Strategic Practice Development Lead for Norfolk Children's Services overseeing the learning and development offer for the department and working with partner agencies to ensure collaboration and participation are at the heart of learning across Norfolk's children's workforce. With a background in social work including 10 years as principal social worker, she is responsible for organising Norfolk's Practice Weeks twice a year and the Norfolk Summer Exchange Programme: Leadership in Services to Children and Families.

Claire Jones

Claire is the manager for the Norfolk SEND Local Offer overseeing the publication of information on the Norfolk SEND Local Offer website. She is also responsible for contract management and collaborative working on the Norfolk Area SEND Strategy, action plan, SEND survey, SEND communications and SEND participation.

Fay Spencer

Fay is Digital Lead at Norfolk and Waveney Children and Young People's Health Services, overseeing the design and development of digital platforms for parents, carers, and young people. She is passionate about ensuring services are co-produced to ensure they are accessible and relevant to those who use them and empowering families through digital health.

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.

Karla George

Karla specialises in youth participation and has led on the delivery of a diverse range of youth projects across Norfolk. She is passionate about ensuring the voice of children and young people is at the heart of decision making and is a keen advocate for the power of participation both in terms of outcomes for children and young people and service transformation and innovation.

Kim Abel

Kim is a Service Manager for Independent Statutory Services and Practice with responsibility for independent reviewing officers; the children and young people's participation team; and the family group conferences and family networking advisory service in Norfolk. She has worked for more than 20 years within both voluntary and public sector children and family services at operational and strategic levels.

Matthew Reading

Matthew is Strategy and Partnership Implementation Lead within the Communities and Partnership Service at Norfolk's Children's Services. He is leading the roll out of Norfolk's Flourish* ambition across the council and its partner agencies. He is a qualified social worker and has been a head of social work and head of family support.

Maxine Blocksidge

Maxine is the Senior Adviser for SEND, Strategic Improvement and Partnerships. She is responsible for co-ordinating and co-producing the Norfolk Area SEND Strategy and Norfolk's annual SEND survey and working with children and young people to seek their views. Her background is in secondary mainstream education working in roles including director of teacher training and headteacher.

Paul Webb

Paul is Strategic Lead for Youth and Participation at Norfolk Children's Services. He is a qualified youth worker with 17 years' experience in youth work practice and management. He has played a key strategic role in the progression and development of Norfolk's Youth Advisory Boards (YABs) and is responsible for leading and coordinating Norfolk's internal participation strategy and the partnership approach to developing a sector wide Youth Strategy.

Polly Kane

Polly is the Business Lead for the Children and Young People's Strategic Alliance, supporting their work to deliver the Flourish* ambition. She has a long and varied history in local government and the voluntary sector, working in areas including homelessness, children and young people, ex-offenders, bid writing and partnership working.

Flourish

Flourish is the ambition for Norfolk to be a county where all children and young people can flourish. It has been inspired by the things young people have told us are most important to them:

- Family and friends
- Access to learning
- The opportunity to lead a good life
- Being understood
- Building resilience
- Respect for their individuality
- Feeling safe
- Being healthy

Read more about it at:

[Flourish on the Norfolk County Council website.](#)



Kate Dexter

Kate is Assistant Director for Family Help and High Needs at Norfolk Children's Services, leading on social work operations, overseeing social work practice and decision making and supporting the social work workforce. She is passionate about improving emotional wellbeing for children and young people, is a systemic practitioner and has developed early intervention services for children in care and care leavers. She works closely with mental health services and is committed to working in partnership to further develop services for children, young people and families.

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.





Norfolk County Council

