



Our ambition is for all children in Norfolk to achieve their full potential and have their needs met at the earliest possible opportunity so that no child in Norfolk is left behind. We want Norfolk to be a great place to be a child growing up; where outcomes achieved in and out of school are good and outstanding; a place of opportunity where young people are able to live happy lives and make a positive contribution within their families and communities; a place where young people will want to live and can work in the future.

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**A new look**  
at **Norfolk County Council** Children's Services



## **Interim Executive Director of Children's Services**

**Matt Dunkley**

### **Areas of responsibility**

Our children are at the heart of families who live in our communities. We want Norfolk to be a great place to grow up; where children achieve great things in and out of school; where they have opportunities for happy, healthy lives and make a positive contribution within their communities; a place where young people want to live and work in the future.

The Executive Director holds a key statutory role in Norfolk County Council leading a department which combines children's social care, with support to deliver excellence in education countywide. In order to help Norfolk's children reach their full potential a key principle for the Director is to engage them and their families in the way our services are designed and delivered.

**Front cover shows our current Children's Services senior leadership team. Left to right front row Elly Starling (HR business partner), Matt Dunkley and Sarah Jones. Left to right back row Chris Snudden, Fiona Fitzpatrick, Don Evans, Dawn Filtness (Finance Business Partner).**



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Phone 01603 223909



**Don** is responsible for the Directorate's response to performance, quality, challenge via independent statutory services and meeting corporate responsibilities. He leads on the delivery of the performance management framework that allows the department to effectively understand how well it is doing, and to revise, adapt and be flexible in its response to emerging issues through an evidence based approach. The post has a broader responsibility to manage those services that are essential to challenge and support improving outcomes for children including independent statutory services, The Norfolk Safeguarding Children's Board (NSCB) business unit, the Local Authority arrangements for LADO (Local authority designated officer), business support and the interface with shared services and the corporate centre. In addition the post has a clear role in supporting the children's wider system across the county in understanding partnership performance.

**Don's senior team are**

**Jenna Lane –**

Head of Client Management

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**Debby McKechnie –**

Head of Quality & Effectiveness

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**Carey Cake –**

Head of Independent Statutory Services

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**Abigail McGarry –**

NSCB Board Manager

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### Jenna

- Client Management: Ensures that Norfolk children's Services (NCS) works effectively with the council's shared central services.
- Business Support: Oversees business support practice across the department.
- Executive Support: Oversees the provision of support to the senior leadership team.

### Debby

- Audit: Line-manages the audit function including design and delivery of audit tools and analysis and dissemination of findings.
- Business & Systems Development: Oversees the planning, implementation and development of core business systems.
- Inspection Preparation: Ensures that NCS is in a state of permanent inspection-readiness.
- Contract monitoring: Ensures that commissioned services are subject to Quality Assurance.

### Carey

- IRO and Independent Chairs: Oversees the development and provision of the independent reviewing Officer (IRO) and Independent Chair functions.
- Parent Partnerships: Oversees the provision of an independent SENDias.
- Children and Families Involvement: Oversees the design, development and delivery of an effective involvement strategy and structures.

### Abigail

- Board Manager for NSCB
- NSCB is made up of statutory and voluntary partners who work with families and children
- An independent organisation and make sure that people working with children carry out their safeguarding responsibilities as required by the law.



**Cathy Mouser - Assistant Director  
Social Work**  
**Fiona Fitzpatrick- Interim Assistant  
Director – Social work**



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Cathy Mouser



Fiona Fitzpatrick

**Cathy and Fiona** are responsible for the leadership of the children's statutory social work function.

This includes the step down process to Early Help, arrangements to support children in need, statutory intervention relating to care, permanency planning, Leaving Care services and Children's Services front door via the Multi Agency Safeguarding Hub (MASH).

Heads of Social Work are responsible for social work teams within their locality. The Services include Assessment Teams, Family Intervention (Child in Need (CIN) & Child Protection (CP)) Teams, Leaving Care Teams and Children with Disabilities Teams.

Each Head of Social work have lead responsibilities for the Social Work management teams as outlined below:

### **Cathy and Fiona's senior team are**

**Sam Perrins (Interim) –**

Head of Social Work Partnerships (County Wide)

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**Andrea Brown**

Principal Social Worker

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**Wendy Dyde –**

Head of Social Work Operations (North Norfolk and Broadland)

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**Paul Corina –**

Head of Social Work Operations (Norwich)

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**Sally Sinclair**

Head of Social Work Operations (Breckland) – Interim

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**Tracy Whittaker –**

Head of Social Work Operations (Gt Yarmouth)

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**Hayley Griffin –**

Head of Social Work Operations (King's Lynn and West)

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**Helen Allan –**

Head of Social Work Operations (South Norfolk) - Interim

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**Peter Ronan-**

Head of Social Work Resources

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**Cathy Mouser - Assistant Director  
Social Work  
Fiona Fitzpatrick- Interim Assistant  
Director – Social work**



**Sam**

- MASH
- Child Sexual Exploitation

**Andrea**

- ABE
- Signs of

**Wendy**

- Looked After Children

**Paul**

- Unaccompanied Asylum Seekers

**Sally**

- Education / Schools
- Housing /

**Tracy**

- Child Protection / Children in Need

**Hayley**

- Children with Disabilities – CWD

**Helen**

- LAC and CL strategy

**Peter**

- Adoption & Fostering Teams, in-house



**Sarah** is responsible for a range of services that prevent children, young people and families getting into difficulty. This includes the Early Help Service, which is delivered locally with other partner agencies. The service is also responsible for developing our approach to children and young people's emotional health and wellbeing.

The core aim of this service is to provide earlier help and support through creative and imaginative solutions that avoid the need for more costly interventions. It is a key strand of our approach to demand management. In addition, Sarah leads on the council's contribution to the Youth Offending Team.

**Sarah's senior team are**

**Chris Small –**

Head of Youth Offending Service (County Wide) 01603 223585 [chris.small@norfolk.gov.uk](mailto:chris.small@norfolk.gov.uk)

**Julie Westmacott -**

Head of Services & Partnerships (Norwich) 01603 222605 [julie.westmacott@norfolk.gov.uk](mailto:julie.westmacott@norfolk.gov.uk)

**Philip Beck –**

Head of Services & Partnerships (Gt. Yarmouth) 01493 448313 [philip.beck@norfolk.gov.uk](mailto:philip.beck@norfolk.gov.uk)

**Tim Eyres –**

Head of Services & Partnerships (North Norfolk and Broadland) 01263 739077 [tim.eyres@norfolk.gov.uk](mailto:tim.eyres@norfolk.gov.uk)

**Amy Brooke –**

Head of Services & Partnerships (South Norfolk) 01508 533933 [amy.brooke@norfolk.gov.uk](mailto:amy.brooke@norfolk.gov.uk)

**Carol Manning –**

Head of Services & Partnerships  
(Kings Lynn and West Norfolk and Breckland) 01553 669231 [carol.manning@norfolk.gov.uk](mailto:carol.manning@norfolk.gov.uk)



### **Chris**

- Norfolk Youth Offending Team (YOT)
- Community Safety & Youth Justice Thematic Lead
- Restorative Approaches
- Anti-social Behaviour Prevention
- Young People Thematic Lead

### **Julie**

- Norwich Locality
- Vulnerable People Thematic Lead
- Domestic Abuse
- Missing Children
- Early Help processes
- CSE
- MASH

### **Philip**

- Great Yarmouth Locality
- Children's Centres
- Workforce Development
- Child Voice (Joint)
- Young Carers & Adult Young Carers
- Not in Employment Education or Training NEET / EET
- Link for early years, education support and SEND

### **Tim**

- North & Broadland Locality
- Community Development & Capacity Building Thematic Lead
- Volunteering
- Involvement
- Equality and Diversity
- Emotional Wellbeing & Mental Health Joint Commissioning (CAHMS)
- Youth Advisory Boards – YAB

### **Amy**

- South Norfolk Locality
- Family Nurse Partnership
- Child Voice (joint)
- Youth Housing
- Troubled Families (Norfolk Family Focus)
- DOREIS (Early Help case Management System)

### **Carol**

- Kings Lynn and West Locality
- Breckland Locality
- Child Poverty Thematic Lead
- Signs of Safety
- Neglect strategy
- Health and Disability Commissioning
- Safeguarding





**Chris** is responsible for the Education section of Children's Services which works to ensure Norfolk's Children and young people benefit from the highest possible standards of education and training. Schools, colleges and settings have responsibility for their own improvement but the work of Chris's team makes sure that robust and effective support and challenge is sought and available for all publicly funded educational establishments. Our policy is set out in the documents **A Good Education for Every Norfolk Learner**.

[www.schools.norfolk.gov.uk/agoodschoolforeverynorfolklearner](http://www.schools.norfolk.gov.uk/agoodschoolforeverynorfolklearner)

**Chris's senior team are**

**John Crowley –**

Head of Education Achievement Service

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**Sue Smith –**

Head of Education Intervention and Inspection Service

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**Sebastian Gasse –**

Head of Education Partnership Service

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**Stuart Mullineux –**

Head of Educator Solutions

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**Richard Snowden –**

Head of School Admission Service

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**Chris Hey –**

Head of Place Planning and Organisation

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**Michael Bateman –**

Head of Education Inclusion Service

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### John

- Assess and evaluate performance of all children / education providers
- Provide data and intelligence of educational performance
- Lead statutory school assessment
- Early years quality, improvement, training
- Virtual School for Children in Care – advocacy, challenge, support and intervention
- School leadership

### Sue

- Intervening in schools causing concern
- Audit school effectiveness, including alternative provision
- Ofsted duty desk for education providers
- Ofsted safeguarding duty desk for schools

### Sebastian

- Building partnerships with schools, academies
- Liaison with Regional Schools Commissioner / DFE
- working with school leaders, governing bodies on sustainable partnerships, academisation
- International development
- Small school strategy for sustainable leadership

### Stuart

Traded services to education providers in Norfolk and other local authorities including:

- Support for school improvement
- Governance and leadership
- Outdoor learning
- Music service
- School finance
- School HR

### Richard

- Coordinating school admissions & applications to all Norfolk schools.
- Assessing and determining eligibility for free school meals.
- School transport policy.

### Chris. H

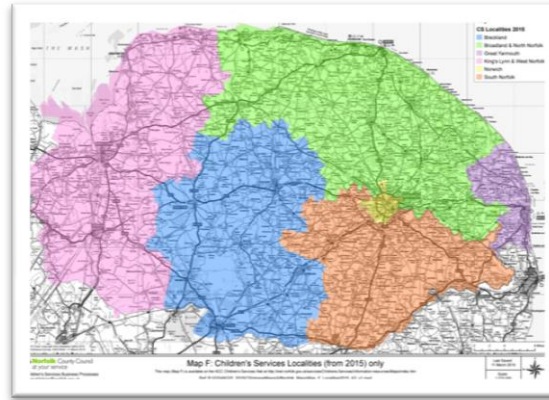
- Forward planning of pupil places, commissioning
- Childcare sufficiency
- Schools capital programme
- School organisation

### Michael

Bringing together all operational, commissioning strategic and advisory services relating to education inclusion – including:

- Complex needs, alternative and specialist provision
- Attendance & Exclusions
- Participation post 16
- Special Educational Needs & disabilities (SEND)
- Safeguarding
- Educational Psychology Support Service

# Locality Contacts



<b>North Norfolk and Broadland</b> Social Work Lead – Wendy Dyde – Head of Social Work Operations Early Help Lead – Tim Eyres – Head of Services & Partnerships	01263 739078 01263 739077	Wendy.dyde@norfolk.gov.uk Tim.eyres@norfolk.gov.uk
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