

Letter from Michael Rosen

Norfolk County Council's Children's Services (NCS) has been through a turbulent last few years. The outcome of previous missed opportunities to address practice, process and system failures inevitably lead to poor outcomes for some children, young people and families which culminated in repeated failed inspections and the issuing of a Directions Notice from the Department for Education.

As well as impacting on the recipients of our services, the failures alluded to above also impacted on partner agencies and service providers, including foster carers. With that in mind and having received complaints from foster carers, my predecessor commissioned an independent panel to review NCS' treatment of foster carers. The review process ran from March 2015 to July 2016.

This report summarises the findings from that process from both an individual case and a wider system perspective.

My staff and I understand and appreciate the vital role foster carers play in achieving the best possible outcomes for looked after children and we also understand how challenging that role can be for those carers. As a result, we hold foster carers in the highest regard and we are keen to ensure that this is evidenced in all our interactions with those carers.

I am confident that the service improvements we have already made and the additional learning generated by this review will ensure our partnership working with foster carers will continue to strengthen and deliver the best possible outcomes for Norfolk's Looked After Children.

Michael Rosen

Executive Director of Children's Services

Norfolk County Council
