

Leeds Safeguarding Children Board

ANNUAL REVIEW 2006/07

Overview by Board Chair

This is the first annual review of the Local Safeguarding Children Board, and demonstrates how much work has taken place this year of transition from the Area Child Protection Committee, which the board replaced from April 2006. There are a number of key differences between the ACPC and the LSCB. The LSCB is a statutory body, to which organisations have a duty to co-operate. Although the board is an essential component of the children's trust, Children Leeds, the board also has a role in scrutinizing the work of the trust to ensure that safeguarding underpins all aspects of the work which is undertaken. Board membership is also redefined, with an emphasis on attendance by senior level representatives who can commit resources, ensure that agreed action takes place and also challenge other agencies if that is necessary. Although the broad parameters of the required changes have been set out in national guidance, many issues have been left to local areas, including the setting of priorities and performance criteria.

I would like to highlight a few examples of what has been achieved, although there are many more in the report which follows. For the first time, the procedures which all staff should follow when intervening to safeguard children have been agreed across West Yorkshire, which will eliminate any potential for inconsistency between geographical areas. The redrafting of the procedures is in itself a significant achievement, and some key changes have been included which reflect our new approach.

Staff development and training is essential to ensure that practitioners are up to date with research and also have the opportunity to reflect on, and to change their practice. Over five hundred people attended a conference on neglect which was run three times during the year to meet demand, where staff were able to hear from local and national experts, as well as give their own contribution in workshops.

Attendance at the Safeguarding Board has been excellent, demonstrating the high level of commitment of the members. Most of the board were involved in the process of recruiting the Safeguarding Manager, Bryan Gocke. Although Bryan was interviewed in November 2006 he was not able to take up his post until March this year, but he has already made a great difference. Bryan will be working closely with the new independent chair of the board, Judith Dodd, who is accountable to the Director of Children's Services. These two appointments will assist in ensuring consistent safeguarding practice, so that no child falls between agencies. Bryan and Judith will also help us to get a shared understanding of what safeguarding children means for all staff, whether or not they are working in children's organisations. They will assist us to listen better to children and young people about how they can be helped to safeguard themselves, what they think of what we do now, and whether we could do it differently.

An ambitious plan for 2007-08 is in the process of being agreed, and will be monitored by the board throughout the year. I am sure that you will agree that on the basis of what has been achieved in the first year, we can be confident that that the plan will be fully implemented; and the children and young people of Leeds deserve nothing less.

Edwina Harrison

Chair of the board 2006/07
Chief Officer, Children and Young People's Social Care Services

Format of the Review

In order to identify where progress has been made and areas that will require addressing in 2007/08 (the second of the transitional years), a format based on Chapter 3 of the Working Together guidance

(2006) has been used. This outlines the key functions of local safeguarding children boards, their two main objectives and the components of work that they are required to undertake.

OBJECTIVE (ONE) - To co-ordinate work in Leeds by each person or body to safeguard and promote the welfare of children and young people:

(1) Developing Policies & Procedures for safeguarding & promoting welfare of Children

During its first year of operation the board prioritised the revision and development of interagency safeguarding policies and procedures.

1.1 Action to be taken where there are concerns about a child's safety / welfare (to include concerns under S17 & S47, Children Act 1989)

A major initiative has been the highly effective collaboration within the West Yorkshire Consortium to develop, with an external consultant / provider, common safeguarding procedures across the region. This has promoted closer working relationships and consistency in approach across the region. A comprehensive range of protocols and procedures have been included in an electronic format that provides ease of access and the ability to revise and update in a timely manner. The procedures will be available on the LSCB web site from July 2007, with a formal launch in September.

Following the decision to discontinue Family Support Meetings (child protection), as an alternative to child protection case conferencing, safeguarding procedures and processes are now consistent with guidance in Working Together 2006.

Two social work posts have been created at Wetherby Young Offender Institution with responsibility for safeguarding children and safeguarding procedures are currently being re written to reflect national guidance.

In recognition of the need to ensure that the introduction of the Common Assessment Framework, with its related clarification of thresholds, was undertaken in conjunction with a consideration of safeguarding issues, the Board launched a thresholds consultation document. This process, which will be completed in June 2007, has engaged key agencies and will make a significant contribution to effective interagency work to improve outcomes for children and young people in Leeds.

Inconsistencies have been identified in the information protocol between the police and Children's Social Care Services where instances of domestic violence have occurred. Responding to domestic violence and the impact it can have on children and young people will be a key issue for the Board to consider in its planning for 2007/08 onwards.

1.2 Training of staff who work with children or in services affecting the safety and welfare of children and young people.

The LSCB safeguarding training programme is well established and highly regarded. A multi agency pool of trainers deliver consistently high quality training, supported and led by the Training Sub Group. The training programme builds on single agency 'introduction to child protection' provision, induction and CAF training, to deliver a range of multi agency events that allow staff to progress to a level commensurate with their professional role and responsibilities.

Overall 1815 training places were taken up across 56 events in 2006/07, with an attendance record of 92.5%. Evaluation, although incomplete across the full range of activity, indicates good quality. E.g. The key inter agency training for staff working regularly with children and families, was evaluated thus:

- 99% felt the courses met the learning outcomes.
- 94% stated that it had increased knowledge, understanding and skills.
- 89% felt that issues of equality and anti discriminatory practice were raised appropriately.
- 90% thought that the trainers' methods and approaches had been 'good'
- 97% stated that the training had met their expectations.

The training sub group has mapped the training programme against the core elements in Working Together 2006, identifying gaps and ensuring that both single and multi agency training is developed accordingly. A particular issue that emerged from this process was the differing needs for staff in managerial and strategic positions.

In January 2007 the training sub group was invited to pilot an evaluation tool being developed by PIAT (Promoting Inter-Agency Training). This has been used to review the content of the training programme against agreed standards and to identify strengths and areas for improvement.

As a result of these reviews and evaluations the following actions are being progressed:

- A course for managers is being developed which will incorporate guidance on managerial responsibilities re safeguarding.
- Revisions have been made to the introduction to working together training to take account of the guidance re allegations against professionals.
- Regular development meetings to take place with trainers to improve training skills and consistency.
- A training Budget to be identified.
- Sample evaluations to take place of training for staff that are involved in assessment and intervention to safeguard children.
- Application processes to be amended to clarify the support to staff required from their managers.

Action plans from Serious case Reviews have been reflected in the delivery of training, with an emphasis on guidance re s(17) and s(47) interventions and the importance of supervision and recording.

Providing training on the theme of 'safeguarding is everybody's business' across the breadth of the voluntary, independent and faith sector has been identified as a significant challenge. The Voluntary, Community and Faith sector sub group is liaising with bodies delivering training in the sector and the training officer has delivered 14 training events involving 151 people for this sector. The LSCB training pool has also delivered training to a range of third sector agencies (e.g. independent schools, private health providers, private nurseries, sports clubs and organisations). The Board is experimenting with on line training through the piloting of an E Academy package, which provides access to 50,000 people over a 12 month period.

Leeds Safeguarding Children Board Neglect Conference, held on 7th June, repeated in December 2006 and February 2007, was an opportunity for around 500 practitioners from agencies concerned with children and families, to explore research and good practice in the complex area of child protection. The collaborative work between practice trainers and academics from Leeds Met University, Sheffield and York Universities facilitated the reflective space necessary for practitioners, including social workers, teachers and health visitors, to develop their understanding of differences in perception in assessing risks associated with neglect and how effective joint work between practitioners and families can minimise risk.

The conferences focused on summarising current knowledge about child neglect from UK and International perspectives, and considered the practice implications for professionals in making assessments of children where neglect is an issue. The dialogue between the academic and practice worlds was an important means of validating good practice and promoting a clear sense of what works based on research findings. At the end of the conferences delegates felt they were equipped with the tools they need to assess the level of risk neglect poses, an improved understanding of the lasting consequences of neglect and the improved life chances for children when practitioners work in partnership across disciplines to protect children.

The training sub group has developed a number of initiatives during 06/07. Included in the programme for 07/08 are courses and events on:

- Domestic Violence and Child Protection.
- CEOP (Child exploitation on line protection).
- NSPCC Internet safety.
- Safe Recruitment.
- Children & young people with sexually harmful behaviour.
- Disabled children and child protection.
- Boys under 18 at risk of sexual exploitation.
- Female genital mutilation.

1.3 Recruitment & Supervision of persons working with children

The Director of Children's Services Unit has initiated work on creating a more consistent approach to safe recruitment across Leeds City Council and commissioned services. The Voluntary, Community and Faith sector sub group has advised on the complexities and challenges facing small organisations and a proposal is being considered that Leeds City Council becomes an umbrella organisation enabling the processing of CRB checks for voluntary organisations.

Discussions within the West Yorkshire Consortium have indicated the need to include revised recruitment guidance in the interagency safeguarding procedures.

The Board has acknowledged guidance requiring all LSCB members to be CRB checked and will audit agency compliance in 2007/08.

1.4 Investigation of allegations concerning staff

Leeds is part of the Local Authority Designated Officer (LADO) network established by Yorkshire and Humberside Regional Government Office and the Board has sought to build on procedures already in place in Leeds. The Local Authority Designated Officer was identified by October 2006, with the Children and Young People's Social Care Child Protection Unit taking responsibility for this function. Senior managers with responsibility for co-ordinating responses to allegations against staff were identified in partner agencies by October 2006. The Board will develop systems to monitor the processing and outcomes of allegations against staff in 2007/08.

1.5 Safety & Welfare of children who are privately fostered

The Board has identified the need to liaise with Children's Services to develop systems to overview the notification, assessment and monitoring of private fostering arrangements. This will be progressed as a significant part of the business plan for 2007/08.

1.6 Co-operation with neighbouring Children's Service Authorities and Board partners

Regular networking has taken place at meetings of safeguarding board managers across the Yorkshire and Humberside Region. The commissioning of multi agency procedures on a West Yorkshire basis has facilitated successful co-ordination and co-operation with neighbouring Children's Service Authorities and LSCBs, and has laid the basis for further collaboration in the future.

1.7 Other policies and procedures

The Education / Children's Services protocol for dealing with children who had not been collected from school at the end of the school day has been implemented.

The following protocols have been developed and included in the new multi agency procedures:

- Potentially dangerous parents/carers
- Sexual activity involving children under the age of 16.
- Intimate care guidelines

(2) **Participation in the planning and commissioning of services for children and young people in Leeds to ensure that safeguarding and promoting the welfare of children and young people is taken into account**

2.1 Contributing to C&YP Plan

Board members were involved in the wide ranging consultation process for the development of the first Children and Young people's Plan, with the Chair of the Board having oversight of the final draft. The Board has received presentations on the process to refresh the plan for 2007/08 and will be fully involved in its development.

2.2 Input into the Children's Trust Partnership re planning and commissioning processes

The development of the Children's trust arrangements in Leeds has required liaison between the constituent parts, of which the Safeguarding Board is one. The issues of governance and independence are key for the board and will be explored in joint seminars within the trust during 2007/08. Structural linkages are in place, whereby the independent chair of the Board will attend the Integrated Strategic Commissioning Board at least twice yearly to present The Board's Annual Report and 6 monthly progress reports and the Board manager will sit on the Children Leeds Partnership.

2.3 Discharging responsibilities under the Licensing Act 2003

Following the requirements of the new Act all new applications for licences were received by the Child Protection Section of Children's Social Care Services. The Board intends to review how these responsibilities, and those of the Gambling Act 2006, are to be discharged.

(3) **Communication & Raising Awareness of the need to safeguard and promote the welfare of children and young people, how this can be done and encouraging engagement in the processes where appropriate**

In order to communicate clearly its independent status the Board intends to retain its distinctive 'kite' logo, incorporated within Children Leeds branding.

3.1 Within statutory, independent and third sector agencies

The Voluntary, Community and Faith sector sub group has considered its role in communicating with agencies and bodies in the sector and encouraging the undertaking of safeguarding training. This has resulted in:

- The development of closer links with the LSCB training officer.
- The establishment of a publicity group to develop safeguarding materials for a range of third sector agencies.
- The link with Leeds VOICE to be used to communicate key messages (e.g. Serious Case Review recommendations, revisions to procedures etc) and advertise training.
- Links being strengthened with faith group child protection officers,

- Discussions taking place with Churches and Neighbourhood Action, which is seeking to promote the safeguarding of children in black majority churches through the delivery of training and provision of advice re policies and procedures.

3.2 Contributing to public campaigns re wider community (eg faith & Minority Communities).

The Board has recognised the need to continue to raise its public profile and will develop a communications strategy in 2007/08.

Safeguarding has been a central theme in the quarterly ‘Open Forums’ run on a city and local area basis, facilitated through the Children Leeds partnership. These have included presentations by the chair of the board. The board will continue to ensure that safeguarding continues to be an integral part of such events in 2007/08.

3.3 Providing accessible information to members of the public

The LSCB Website, designed for both professionals and members of the public, has been maintained, receiving nearly 5,000 hits in 2006/07. A review of its efficacy will take place in 07/08.

Leaflets are available for families involved in child protection processes (e.g. attendance at child protection case conferences, core group meetings etc) and to guide members of the public if they have concerns about a child (e.g. ‘What do you do if you think a child is being abused?’). An explanatory leaflet for parents / carers was produced and disseminated in conjunction with the implementation of the protocol for children not collected from school at the end of the school day.

3.4 Listening & consulting C&YP re planning and delivery of services.

The Board has been informed by participation processes and events undertaken by Children Leeds which have included safeguarding issues, and is keen to develop its own processes to seek the views of children, young people, parents and carers about the development of safeguarding activity in Leeds.

(4) Developing procedures to ensure a co-ordinated response to unexpected child deaths

Discussion at Board and Implementation group meetings have been followed by work led by health professionals to outline the details of a co-ordinated response service for Leeds which will be progressed and become operational in 07/08. A protocol has been drafted outlining how key professionals will come together for the purpose of enquiring into and evaluating each unexpected death of a child. In seeking regional consistency, health professionals from Leeds have liaised closely with other health authorities in West Yorkshire through the auspices of Regional Government Office (Yorkshire and Humberside).

The need for an information sharing protocol between agencies in the event of a child death attracting national media coverage has been identified.

OBJECTIVE (TWO) – To ensure the effectiveness of work by each person or body in Leeds to safeguard and promote the welfare of children and young people:

(5) Monitoring the effectiveness of work undertaken to safeguard and promote the wellbeing of children and young people and provide advice re areas for improvement

5.1 Ensure that statutory duties under (S(11) C Act 2004, S(175) / (157) E. Act 2002) are fulfilled by key people and agencies

Partner agencies have made significant progress in 2006/07 in ensuring that they meet their statutory obligations with respect to safeguarding and promoting the wellbeing of children and young people in Leeds. Given that compliance with these requirements is a key function of the Board, it is intended to undertake an audit of all partner agencies in this regard in 2007/08.

5.2 Provision of agreed framework / benchmarks within which single agencies self evaluate and contribute to the Board's overall evaluation

A key role for the board is the evaluation of partner agencies' effectiveness in undertaking safeguarding activity and the contributions thus made to interagency work. The Board has agreed its approach to performance management:

- That it should monitor both outputs and outcomes for children and young people
- It will collate existing performance information re safeguarding from all member agencies in order to gain a view of the robustness of single and interagency processes.
- Following the development day (on 02.11.06) the commitment was made to identify and develop key outcome indicators for future implementation.

Agencies have started to share their data sets and an outline performance management framework has been agreed, based on the 'stay safe' section of the Children and Young People's Plan. Given the focus required of safeguarding children boards in DfES guidance (see 8.2.2), initial consideration will be given to monitoring outcomes related to children being safe, secure and cared for. Dialogue will be required with other bodies in the city (such as safer Leeds) that have responsibilities for outcomes relating to children and young people being safe in their communities. The comprehensive performance management of safeguarding activity across the city will require close links with Children Leeds.

The Board has identified the need to interrogate Multi Agency Public Protection Arrangements data to provide information about safeguarding issues for children and young people.

5.3 Evaluation of multi agency working

As part of its approach to performance management, the Board will progress the identification and collation of data about multi agency safeguarding processes in 2007/08. Children's Services collate and analyse an array of indicators relating to children and young people, some of which focus on multi agency safeguarding activity and thus set the context in which the Board is currently operating. E.g.:

- The number of children on the child protection register has gradually increased over the year from 21 per 10,000 of the population under 18 years in 2005/06 to around 24 in 2006/07. This rise will require investigation, although it was anticipated as a likely result of the discontinuance of the family support (child protection) system – (see 1.1 above) . Nevertheless, the number of children on the register is slightly lower (by ~ 4%) than for Leeds comparator figures.
- All children on the child protection register have an allocated Children and Young People's Social Care social worker.

A continuing issue for Leeds is the relatively high number of children looked after (approximately 18% higher than its comparators). Given that this may provide an overview of the measure of the effectiveness of the full range of safeguarding activity across the City, the Board intends to interrogate available information in some detail during 2007/08 in order to contribute to strategies designed to maximise outcomes for children and young people at tiers 3 and 4.

The restructuring of the Children and Young People's Social Care Safeguarding Unit will incorporate a review of effectiveness and consistency in chairing and minute taking of initial and review case conferences. In order to facilitate the timeliness of key processes, the practice of recording 'a constructive delay' in some child protection review conferences has been reviewed and discontinued.

5.4 Audits

The Board is taking part in a DfES sponsored National Children Bureau Parenting Fund project to undertake an audit of 170 cases involving mental health and substance misuse issues where there has been significant multi agency work. This has involved Children's Services, Health, Youth Offending Service, CAHMS, Early Years and agencies in the Voluntary Sector. A report will be provided to the Board in 07/08.

Children and Young People's Social Care Services have a number of audit systems that inform the effectiveness of safeguarding practice across the city. These include:

- A well established file audit process that has been commended by CSCI for its rigour. In 2006/07 this indicated an increase in the number of cases deemed to be 'excellent'.
- Joint case file audit processes with both the Police and Health which enable files to be shared where issues in interagency working have arisen that require a joint response.

5.5 Research projects

The Board is committed to research projects that help to develop knowledge and insight into safeguarding issues and help to reflect on practice within Leeds. Current initiatives include:

- Exploring the possibility with Leeds Metropolitan University to undertake a retrospective study of the effectiveness of safeguarding interventions in cases of reported child sexual abuse.
- Contribution to research by the University of Warwick on the development of child death review panels.
- Collaborating with The University of York to provide focus groups to consider the DfES sponsored research into 'the neglect of adolescent neglect.'

5.6 Advising LA & Board Partners on ways to improve

A well established component in assisting partner agencies to improve practices and the consistent use of procedures remains the development and implementation of serious case review action plans. In addition the Board intends to utilise other mechanisms such as audits, child death review and performance data to identify gaps, areas for improvement and support improvement strategies.

(6) Undertaking Serious Case Reviews

The Board has inherited and developed an open and self challenging culture with regard to serious case reviews from its ACPC predecessor. There is a clear multi agency commitment to identifying areas for improvement, producing realistic action plans and monitoring their implementation.

6.1 Development of procedures and clarification of the involvement of individuals and organisations

The new multi agency procedures developed as part of the West Yorkshire Consortium will include the following:

- The protocol outlining member agency involvement in serious case reviews agreed in January 2007
- Comprehensive guidance for agencies undertaking internal management reports
- Guidance about the interviewing of key staff.

6.2 Undertaking SCRs of death / serious harm where abuse / neglect is known / suspected.

Two SCRs were initiated in 06/07, with overview panels being drawn from the sub group. Action plans have been monitored of one initiated in 05/06. Issues arising have included:

- The application of thresholds
- Confusion between s(17) and s(47) interventions, particularly with regard to surviving siblings
- Professional assessments and judgements in cases of neglect and substance misuse.
- Disguised compliance by parents / carers
- Supervision and recording
- Information sharing between agencies
- Assessing the impact on children of parental domestic violence and mental ill-health.

6.3 Advising on lessons to be learnt

Recent learning from SCRs has resulted in:

- Development of a multi agency protocol re suspicious burns and scalds.
- Review of discharge processes following a attendance at A & E.
- Delivery of three conferences to raise awareness of issues of domestic violence, mental health and substance misuse.
- Review of all agencies' training with respect to supervision and recording.
- Clarification of the distinction between s(17) and s(47) emphasised in multi agency training.
- Agreement to use a local case as an example in multi agency training.
- Revised contracts with provider agencies.

6.4 Implementation of Action Plans

The Serious Case Review sub group monitors progress on the action plans for involved agencies and for LSCB.

(7) Collecting and analysing information about child deaths

In anticipation of Chapter 7 of the revised Working Together Guidance 2006, the Sudden and Unexpected Infant Death sub group have reviewed 38 cases since September 2004. This work has been written up with a view to publication in conjunction with Leeds Metropolitan University. Lessons learned and improvements initiated have included:

- Reiteration of the pressures on professionals that can result in a loss of child focus.
- The high proportion of deaths of babies that are the result of parental overlay.
- Closer links with the Leeds Addiction Unit to promote parenting assessments.
- Links have been made with mortality and morbidity meetings in the Acute Trust.
- Arrangements have been made to ensure that adequate focus and support is provided to surviving siblings following the death of a child.

The group considered the implications of requirements to review all child deaths in Leeds and initiated preliminary planning for this which will be progressed in 2007/08.

(8) Other Activities

8.1 Managing the transition from ACPC to LSCB

2006/07 has been a key transition year from a successful ACPC towards a fully functioning LSCB. The Board has considered the implications of the changes required and made significant progress in their implementation. Business planning for 2007/08 will identify outstanding actions and complete the establishment of the Board in compliance with DfES 'Working Together' guidance 2006.

8.1.1 Governance arrangements

Following a consultation event in 2005, a constitution was agreed, which is subject to annual review. The Board continues to consider its relationship with Children Leeds, the Director of Children's Services Unit and the Integrated Strategic Commissioning Board, and is keen for dialogue to progress as the children's trust arrangements are embedded.

8.1.2 Structures

In order to handle ongoing business, the existing ACPC structure was maintained for 06/07. This comprised:

- Full Board meetings
- Executive / Implementation group (to initiate and drive the transitions required in moving towards a Safeguarding Children's Board)
- 5 Area safeguarding children groups (with links to practitioners and first line managers in the five 'wedges' and with a key role in identifying and disseminating practice issues)
- 4 Sub groups: -
 - Professional Practice
 - Training
 - Voluntary, Community & Faith sector
 - Serious Case Review monitoring

All groups met as planned on a quarterly basis, producing minutes which were considered by the full board.

A new sub group structure, with agreed terms of reference, has been agreed and will be implemented in 2007/08. It reflects the increasingly strategic nature of the board and comprises:

- The 3rd Sector (including the voluntary, community, faith and independent sectors)
- Learning and Development (incorporating training and research)
- Policy and procedures (to include professional practice issues)
- Performance management (to include the SCR sub group)

8.1.3 Staffing arrangements

The commitment to establish a board which is truly multi agency, independent and objective has informed decisions about its staffing arrangements. The Director of Children's Services, in liaison with the Board, took the decision to appoint an Independent Chair, who will be accountable to the Director. A Board Manager, line managed by the Board Vice Chair (The Chief Officer, Children and Young People's Social Care Services), has been recruited by a process which had children and young people's involvement. A Training Officer, line managed by the Board Manager has been recruited. Administrative support will be consolidated and expanded in 2007/08.

8.1.4 Resourcing

The budget set for 06/07 included increased contributions from key partner agencies and proved sufficient for activities undertaken during the year. The board has discussed the need to review the budget for 07/08 as posts are filled and increased costs are incurred in discharging fully its responsibilities, as outlined in Working Together 2006.

8.2 Development of the LSCB

The Board held a development day on 02.11.06. led by Professor Jan Horwarth, which facilitated discussion about the implications of change from ACPC to LSCB, and the need to develop a performance management framework which identifies outcomes for children and young people, alongside key outputs. A scoping exercise was undertaken across age bands, the five every child matters outcomes and differing service responses (preventative, proactive and reactive).

8.2.1 Scope of activities

The Board has considered the wide remit of the safeguarding agenda and the need to liaise and co-operate closely with other partnerships, groups and agencies in order to fulfil its role and functions in a comprehensive manner.

8.2.2 Focus and prioritisation

The Board is mindful of its role in supporting the strategy to embed safeguarding practice throughout agencies and bodies which provide services for children in the city. DfES guidance makes it clear that a key goal for safeguarding children's boards is ensuring that work to protect children and young people is properly co-ordinated and effective, and that boards should not focus on the wider role if the standard of this core business is inadequate. Planning will therefore take account of the implications of the wider safeguarding remit and this necessarily narrower focus on issues of protection.

The following specific areas and issues have been discussed by the Board with a view to inclusion in future work:

- The impact of substance misuse on the safeguarding of children and young people (by parents / carers and young people themselves)
- Links with the safer Leeds Partnership
- Unaccompanied asylum seeking children and young people
- Attempted suicides

- Vulnerable young adults falling between services for children and adults.

8.2.3 Participation

The Board plans to explore the involvement of children and young people in its work through the creation of medium term focus groups

8.3 Production of the Annual Review 2006/07

This review has been compiled with the input of the Chair, members of the executive / implementation group and the chairs of the sub groups. It was accepted by the full board at its annual review meeting on 05/06/07.

BG 05/06/07