

CHILDREN AND YOUNG PEOPLE'S COMMISSION 3 November 2009

Report of the Corporate Director for Children and Young People

Derby Safeguarding Children Board Annual Review 08/09 and Business Plan 09/10

RECOMMENDATION

1. To note and comment on the work and performance of the local safeguarding children arrangements for last year (2008/09) and the key priorities for the Derby Safeguarding Children Board for the coming year (2009/10).

SUPPORTING INFORMATION

- 2.1 The Derby Safeguarding Children Board was formally established in 2006 in accordance with the requirements of section 13 of The Children Act 2004 and the statutory guidance contained within 'Working Together to Safeguard Children' 2006. Each Children's Services Authority is required to establish with its partners a Local Safeguarding Children Board. The law prescribes the partners to local safeguarding arrangements and places upon them a statutory duty to co-operate to safeguard and promote the welfare of local children (section 11 of the Children Act).
- 2.2 The remit of the Safeguarding Children Board is set out in the Working Together Guidance. Essentially, the Board must provide leadership and ensure a co-operative local partnership that is working effectively to safeguard local children and promote their welfare. In order to achieve this, the Board must develop and adequately resource an annual business plan and monitor its effectiveness. The Board has an important role in raising safeguarding issues within the wider (non-professional) community and in evaluating the effectiveness of local services.
- 2.3 Since the completion of the previous year's plan, there have been highly significant national developments affecting safeguarding work across the country. Events in some Local Authorities have generated a sharp and relentless focus on safeguarding issues. Lord Laming's report, following the death of baby Peter in Haringey and the Government's response, have wide-ranging implications for safeguarding work. Reports on this have previously been brought to the Children and Young people's Commission (10 March 2009) and Council Cabinet (17 March 2009). The specific actions arising from this continue to be developed at a national level. In Derby, we increasingly face challenges which relate to the national focus, including the morale, recruitment and retention of the workforce and increased demands for service affecting workload.

- 2.4 Unlike previous years, there has been no Annual Performance Assessment of Children's Services, with its grading for safeguarding, in 2009. This has been replaced by a single grading for Children's Services overall, which contributes to the Comprehensive Area Assessment, which for Derby continues to be the second highest level out of four, now termed 'Performing Well'. New inspections for safeguarding have been introduced, the unannounced inspection of reception services, where an inspection team will turn up without notice for a 48-hour visit, and deeper, scheduled inspections of safeguarding services.
- 2.5 The remit and structure of the Derby Safeguarding Children Board are set out in the Annual Review 2008/09 and Business Plan 2009/10. This single document aims to describe the local safeguarding board arrangements, review last year's activity and identify key priorities for 2009/10, with the monitoring framework.

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IMPLICATIONS

Financial

- 1.1 The Derby Safeguarding Children Board has an annual budget made of up contributions from the key partners to the local arrangements. The budget has to meet the staff costs of the Board and funds the Board's training, development and communication activity. Partners have been asked to increase contributions for 2010/11 in view of increased demands, though some responses so far are not optimistic in the current financial climate. For the Council, this additional demand will be considered as part of budget development for 2010-13.
- 1.2 The outcomes of Lord Laming's review will have significant funding implications. The LGA is currently surveying LAs to develop estimates of these costs but, other than some funding for training, there has so far been no commitment from the Government to meet these additional costs. Further investment to meet particular challenges locally is being considered as part of the current budget round.

Legal

2. The Derby Safeguarding Children Board has been established in accordance with the requirements of The Children Act 2004 and the guidance contained within Working Together to Safeguard Children, 2006 (the latter being subject to review following Lord Laming's report).

Personnel

3. An important role for the Derby Safeguarding Children Board is to support the training of staff from the range of agencies involved to work effectively in partnership to safeguard children. In order to meet this requirement of the role, the Board has established a Workforce Development Group which works to develop and deliver an annual training plan.

Equalities impact

4. Derby is a culturally diverse community and the local safeguarding arrangements are required to be responsive to both individual cultural needs within the assessment and case planning process and to community needs through its awareness raising responsibilities. The local safeguarding children procedures developed jointly with Derbyshire address equalities issues.

Corporate Priorities

5. The work of the Derby Safeguarding Children Board supports the key priority of helping us to be healthy, active and independent. The partnership arrangements led by the Board support local agencies to respond to the needs of children in an appropriate and timely way.

Appendix 2



Derby Safeguarding Children Board

Annual Review 2008 - 2009

and

Business Plan 2009 - 2010

Derby Safeguarding Children Board

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1 Introduction

This document provides an annual review of the activity of Derby's partnership arrangements to safeguard children and young people and sets out the key actions for the coming year.

Particular 'highlights' in the past year have included:

- Working in Integrated Teams the review of the trailblazer in Locality 1 identified progress being made leading to decisions about the future structures across the city and how this will assist safeguarding
- Lord Laming's report into safeguarding and the follow up work to this in partner agencies and the DSCB collectively
- Our first formal Serious Case Review on a child in Derby at the time of writing we await Ofsted's evaluation but the focus is on the lessons that can be learnt locally in improving safeguarding practice
- The 2008 Annual Performance Assessment graded 'Stay Safe' work and outcomes as 'Good'. Since then, the events in Haringey have occurred and there are new arrangements for unannounced and announced safeguarding inspections.
- Restructuring within the Derbyshire Constabulary Public Protection Department (PPD) along with a big recruitment drive, with benefits for safeguarding.

The purpose of this document is to set out:

- The arrangements of the Derby Safeguarding Children Board ("the Board")
- A review of the DSCB Business Plan 2008 2009
- The key priorities that the Board has identified for 2009 2010 and the action it will take to improve safeguarding arrangements and promote children's welfare
- The arrangements for monitoring progress and checking the quality of activity to effectively safeguard and promote the welfare of children.

It is the underpinning document for the work of the Board and the constituent partner agencies, through which we aim to strengthen even further our arrangements, practice and outcomes.

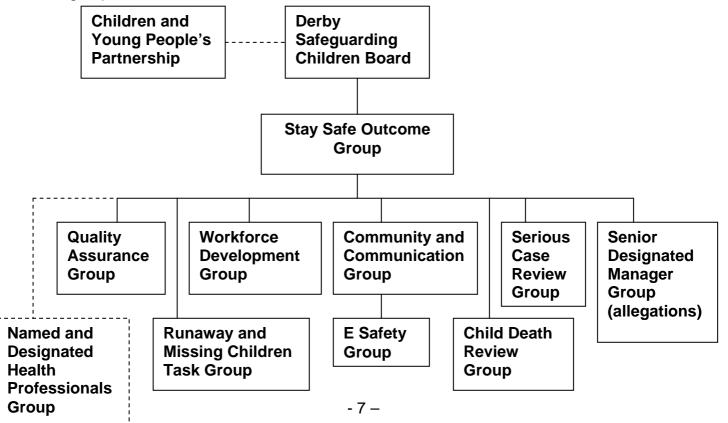
Andrew Flack Chair, Derby Safeguarding Children Board

2 Role of the Derby Safeguarding Children Board

The remit of the Board is to:

- Provide leadership and make sure the relevant organisations in Derby cooperate to safeguard and promote the welfare of children in the area in such a way as to improve the five outcomes for children and young people;
- Monitor the effectiveness of the Business Plan;
- Ensure that safeguarding issues are raised in the wider community, and in the media, where appropriate;
- Ensure appropriate resources are available to carry out safeguarding functions;
- Ensure that there are robust, transparent and auditable governance arrangements dealing with the development of audit tools for assessing and promoting clinical quality across the Services;
- Audit and evaluate the effectiveness of local services in relation to safeguarding and promoting the welfare of children;
- Put into place performance measures to ensure that arrangements and standards for safeguarding children are in line with local and national requirements;
- Ensure appropriate consultation takes place with Service Users;
- Demonstrate and develop partnership working and promote cooperation between individual agencies and the Members of the Children and Young People's Partnership about the safeguarding children agenda;
- Share information and experience between all persons who have a seat on the Partnership Board;
- Provide induction for all new members of the board;
- Develop and maintain trust between all stake holders.

The local safeguarding children arrangements combine the work of an Executive Board, a Steering group (Stay Safe outcome group) and a number of working groups.



3 The Board's relationship with the Children and Young People's Partnership

The Board will make an annual report to the Partnership at an annual meeting to review the effectiveness of the Trust's arrangements to safeguard and promote the welfare of children in light of the previous business plan and to make sure the two groups do not duplicate work or leave strategic or operational gaps in policies, protocols, services or practice.

4 Stay Safe Outcome Group

The group meetings moved from occurring bi monthly to quarterly during the year. Its membership is drawn from all those agencies with a statutory duty to co-operate with local safeguarding arrangements and representatives of the voluntary sector. The group is well attended and very active. The remit of the group is to:

- Work alongside the Board on the development of a safeguarding strategy for Derby;
- Develop and execute the Business Plan;
- Participate in the planning of services for children by acting as the "staying safe" Outcome Group within the Derby Children and Young People's Partnership;
- Produce an Annual Report;
- Co-ordinate the work of other groups and ensure proper communication throughout the Board Structure;
- Promote the welfare agenda and ensure the five outcomes are addressed.
- Ensure that procedures and guidance are in place, and fit for purpose;
- Monitor performance and audit practice to continually improve safeguarding services;
- Manage the budget.

During the year the group became known as the Stay Safe Outcome Group so that it was more closely identified Every Child Matters outcome and support the contribution of the Board to the Derby Children and Young People's Plan.

The group considered a report Multi-agency engagement in Children in Need work that highlighted a variable engagement of partners and the limited capacity to provide an independent review service to children in need. Action is being taken in the coming year to establish another independent CIN review post.

Work was undertaken in many areas this year to safeguard children in Derby and the Stay Safe Group members were involved in many of these developments.

A Derby Anti Bullying Strategy Group has been formed and a strategy developed and launched in Anti-Bullying week in November. Much work is ongoing within schools – the Centinel project has been taken up by 7 schools who have piloted the project where pupils can report concerns about bullying anonymously.

Funding was allocated for language centres in schools to assist asylum seeking families and the local authority now have the power to decide children's ages. A plan was established to safeguard all asylum seeker children through the

coordination of their assessment in two centres based at Da Vinci and Bemrose schools.

In response to the tragedies around Baby Peter in Haringey, Lord Laming's report and the Government response, the Stay Safe Group began reviewing local practice across agencies and considering the implications for areas for revision in Working Together due later in 2009.

5 Named and Designated Health Professionals Group

The group meets on a quarterly basis. Its membership is the named and designated health professionals from the PCT, Foundation Trust, Mental Health Trust and Ambulance Trust across Derby and Derbyshire.

The aim of the is to strengthen inter-professional working within health agencies on safeguarding children to meet local needs and national objectives and standards in line with Working Together to Safeguard Children 2006.

Named and Designated Health Professionals are members of the Steering Group and seek to provide consultation as necessary and a conduit for effective working between both groups.

WORKING GROUPS

6 Senior Designated Manager Group (Allegations)

The group meets on a quarterly basis. Its membership is drawn from all those agencies with a statutory duty to co-operate with local safeguarding arrangements and representatives of the voluntary sector.

The remit of the group is to:

- Ensure safe arrangements are in place for managing allegations against staff, carers and volunteers
- Progress safe employment and recruitment practices
- Develop a focus on safeguarding children in relation to employment of staff
- Manage safe systems in relation to ContactPoint
- Support the implementation of the Independent Safeguarding Authority

7 Runaway and Missing Children Task Group

Established in 2007, the Runaway and Missing Children Task Group works to ensure the development and implementation of a partnership approach to delivering the strategy for Runaway and Missing Children. The group reports to the Steering group and will produce an annual report.

The membership of the Task Group is:

- Police
- Safe and Sound
- Runaways
- C & YP Department Education Welfare
- C & YP Department Social Care / Children in Care
- Derby City Council Housing Options

Good partnership work by the Group led to progress being made to implement a system across the different agencies where by missing children could be reported and monitored. The group established a local definition of missing children that extended the national one, so that effective responses to local children would be made.

The group will continue to monitor the issues arising in relation to missing children and this will include:

- Those children that are missing and their whereabouts are unknown
- Those children who go missing but do return to their home addresses (i.e. children missing short term from care and runaways)

8 Quality Assurance Group

The group meetings moved from occurring bi monthly to quarterly during the year and there has been, in the main, good multi agency sign up and attendance. The remit of the group is to:

- Ensure policies and procedures are up to date and available to all relevant staff.
- Ensure that safeguarding standards are in place.
- Undertake audit work as agreed by the Steering Group/Board.
- Respond to new legislation/regulations and guidance relevant to safeguarding children and promotion of welfare.
- Monitor on a multi agency basis the outcome framework and additional child protection performance against agreed indicators.
- Devise multi agency Children in Need procedures.
- Ensure implementation of new initiatives e.g. ISA, Common Assessment.
- Raise any shortfalls in practice with the Steering Group/Board.
- Address Public Health Issues.

The group has successfully continued to monitor the effectiveness of the revised procedures via a practice audit of files, training and has carried out an annual review (jointly with Derbyshire LSCB) and identified updates to be added once the revision of Working Together has occurred.

The auditing of files was limited this year by the availability of representatives from different agencies to undertake the work. Given the importance of this work, further focus will be needed to develop this process in the oncoming year. An audit of Children Social Care files occurred following the Serious Case Review in April and a paper was presented to CSC senior management.

The annual review of under 13's sexual activity was delayed by the work being carried out on the local SCR and will be completed during the summer.

Multi Agency report formats; agendas and minutes for Child Protection Conferences and Core Groups were developed and implemented. They have assisted the improvement of consistency and contributions of partners across the agencies to the Conference process and been incorporated into the Board training courses. Work is still needed to embed their use within Core Groups and consider lessons learnt and any updating that is required during the next year. Work was carried out to look at how safeguarding "standards" and guidance could be established for use across partner agencies in the different forms of supervision and professional support that exist. Initial responses to the proposals were encouraging and this work will be linked to developments in the Workforce Development Group who have been considering the role of training and supervision.

Contributions were made to the ongoing development of a Domestic Violence Strategy by the Community Safety Partnership although this is to be completed. Work to establish multi agency domestic violence guidance has not been achieved and representation at future QA group meetings by the CSP in respect of the developing Domestic Violence Agenda is an important area for success in the coming year. The opening of the Family Justice Centre will have important implications across the partnership to safeguard children and active engagement is essential to achieve this.

9 Workforce Development Group

The group meets on a quarterly basis and there has been a good multi agency sign up and attendance. The remit of the group is to:

- Produce a multi-agency training plan following regular audits of need.
- Implement training strategy.
- Quality assure the effectiveness of multi-agency training.
- Ensure single agency training provided is consistent with requirements around Safeguarding Children.
- Respond to ad-hoc training requests.
- Provide training in line with new legislation and guidance.
- Provide publicity around training to be held
- Manage training budget.

The course programme continued to expand and develop both in quantity and quality. 58 courses and 2 professional briefings were delivered by the training coordinator and training pool during the year (an increase of 12 courses from last year). 1058 participants booked courses and 959 attended courses (compared to 795 booked places and 703 attended last year).

29 participants cancelled their places with notification whilst 70 participants did not attend and gave no notification of their non-attendance. The managers of the 70 participants were contacted in accordance with the existing DNA policy.

In order to improve attendance, the DNA charging policy will be reviewed towards the end of the training programme to ensure that appropriate measures are being taken.

The average course attendance was 15.8. (This compares reasonably well with the last year's adjusted average which was 16)

The Introduction to Safeguarding Children for Voluntary and Independent Sector course was over subscribed and additional courses were run to respond to this demand.

Feedback for all courses continues to be very good and consistent. Average Overall Satisfaction per course is 84% over the year (Above average is graded as 75% and excellent 100%). The satisfaction of participants was as follows: Content (Average 85%), Handouts (Average 83%), and Delivery by Trainers (Average 87%). This was an excellent improvement in comparison to last year Content (81%), Handouts (79%), and Delivery by Trainers (84%).

Two new courses are planned to be included in 2009/2010 programme:

- Safeguarding Disabled Children Advanced (Level 3)
- Safeguarding Children and Neglect (Level 2)

The training coordinator began the process of work with partners to evaluate single agency training. The audit of single agency training has identified very good examples of single agency safeguarding training courses. These have been consistent with the government learning outcomes for different groups of practitioners. Other audits have identified where action was needed to meet national standards and support and advice has been provided to develop courses.

The Workforce Development Group has noted that these audits have been very beneficial and supportive to partner agencies. It is intended that audits occur for all single agency safeguarding training by the end of 2009.

The Board has continued to support the revision of the E Learning CD – Breaking the Cycle of Abuse and the creation of an Internet based E Learning package. This is an ongoing piece of work that is being carried out in participation with other agencies in Derbyshire, the NHS Hub and an Internet training company and will see a more effective updated package made available both locally and nationally in 2010.

10 Community and Communication Group

The group planned to meet on a quarterly basis although progress became difficult towards the end of March leading to the April 09 meeting being postponed.

The remit of the group is to:

- Establish a communication strategy
- Publicise and raise awareness of safeguarding and the promotion of children's welfare to the wider community.
- Distribute e learning and safeguarding information to Faith Groups
- Set up and manage the DSCB website.
- Develop media and publicity strategy and improve awareness of the function and role of the Board
- Revise and update safeguarding leaflets
- Improve the consultation with and participation of service users.
- Establish Practitioner Groups
- Develop awareness campaigns arising from practice issues or serious case reviews

The guidance for the Voluntary, Community and Faith based organisations was published in 2008. Advice and guidance continued to be made available for Faith Groups following requests for. Support was provided for a Madressah opening in

Derby and training was provided for Ministers from a Pentecostal Church in the East Midlands at a Derby event. During to coming year specific work will be done to identify faith providers or teachers and ensure they are aware of their responsibilities to safeguard children and how the Board can assist them.

The group continued to be unable to move forward the development of the DSCB website, however contributions have been made to the update of the Council Website to ensure parents and young people can access services effectively. DSCB pages have been set up alongside the important commitment of the Council to include a standard link advising anyone access the site about "What to do if you have concerns?"

The group has worked with Derbyshire LSCB to consult upon a leaflet, requested by young people, advising the about legal issues and sexual activity. Young people were involved in the consultation and are pleased with the content..

Keeping children and young people safe in Derby leaflets were produced and made available in different languages and circulated to all reception and year 1 pupils in Derby, Day Care Providers and Sure Start Centres. Further circulation will occur.

A major focus of work for the group was the preparation for the implementation of vetting and barring arrangements by the Independent Safeguarding Authority. However Government announced the postponement of the implementation of the new arrangements in March. The group was in the process of updating and produce leaflets around "choosing safe tutors" and the training and information for agencies about the changes. This has now been delayed and will recommence when timescales are confirmed for the new implementation dates in 2010.

The Stay Safe group agreed the development of a information card (credit card sized) for practitioners and the public with relevant telephone numbers. The Community and Communication Group discussed how this could be progressed and have raised the need to establish a Board Logo. Once resolved, the information card will be produced and help launch the new logo.

Negotiations have been ongoing to identify a suitable Chairperson for the group. This will assist in reinvigorating and extending the ability of the group to make a meaningful difference to the safeguarding agenda, currently limited by resources of the small number of people attending.

11 E Safety Group

The E Safety Group was established in May and met initially on a bi monthly basis then moved to a quarterly basis. The remit of the group is to:

- Establish an E Safety strategy
- Publicise and raise awareness of E Safety and how this contributes to safeguarding and the promotion of children's welfare in the wider community.
- Establish an E Safety training programme for young people, parents and practitioners
- Develop E Safety awareness

The broad responsibilities of the E Safety group to ensure that strategic action is taken to safeguard the welfare of children and young people who come into contact with all forms of digital technology set out a new challenge to the Board.

The work of the group over the first year has focussed on identifying a local strategy to address areas of work informed by national guidance from BECTA.

The group began to explore how all agencies could be provided with advice around Acceptable User Policies. A draft leaflet for practitioners has been produced to assist with some of the questions raised locally, and not covered in national materials.

In December inaugural attempts were made to establish a young people's group to help develop the strategy locally. Whilst there were some enthusiastic young people present at the first meeting, further work is needed to strengthen the links with young people and further opportunities will be created alongside the roll out of training for schools during the next year.

In February the Derby Evening Telegraph worked with members of the E Safety Group to produce extensive coverage of E Safety issues over the week of the National Safer Internet Day. This proved very successful combining local stories and perspectives with helpful advice for the whole community.

Subsequent pilot parent sessions were held in local primary schools and parents were very interested in the emerging issues and found the sessions very helpful. The group has also supported the work of the new Derby Parent Partnership group by providing day and evening sessions on E Safety.

Significant challenges will exist for this group in the coming year. Plans are in place to promote the use of the Think U Know materials in schools and target vulnerable groups of young people out of the school environment. The additional demands on resources for this new area of work may well limit the opportunities to take forward the E Safety agenda. However there is a strong commitment from the group members to do all that is possible, as this is an area where there is the opportunity to build on proactive messages around E Safety to include the promotion of safeguarding within the community.

12 Serious Case Review Group

The remit of the serious case review group is to:

- Ensure that serious case reviews are carried out according to regulations and guidance.
- Ensure that any recommendations are implemented, monitored and evaluated.
- Ensure that staff in all agencies are aware of the outcomes of serious case reviews and their part in action plans.
- Ensure that media coverage is appropriately managed.

The Serious Case Review Group began a Serious Case Review in respect of child AD09 in January 2009. A Serious Case Review Panel was commissioned and chaired by an Independent Chair. Individual Management Reviews were completed by agencies involved in the case and an Independent Overview Report

Writer completed the Overview Report and draft Executive Summary submitted to Ofsted within the agreed timescale in April.

The Serious Case Review was undertaken at a time of significant change in the guidance and expectations of Government and Ofsted and this resulted in substantial work for the panel members and IMR authors. The experience led to considerable learning for the future and local guidance and support/training will be one of the areas of development for the forthcoming year.

13 Child Death Review Group

The group meets on a monthly basis to carry out the Child Death Review Process in respect of the deaths of all children in Derby. The remit of the Child Death Review Group when established is to:

- To review all child deaths in Derby
- To collect and analyse information about child deaths and provide an annual report to the DCSF
- To advise on ways to improve the well being of children based on the work of the group.

Child Death Reviews were successfully implemented with good multi agency sign up to the process by the Child Death Overview Panel (jointly with Derbyshire). The dissemination of learning that has come about from carrying out the reviews is reported to the Boards on a six monthly basis.

Local lessons emerged particularly in relation to sudden unexpected deaths in infancy and recommendations were disseminated to relevant professional groups. A specific area for development has been identified around safe sleeping.

14 Review of the 2008 - 2009 DSCB Business Plan

The work of the Board and the subgroups this year has been affected to some degree by the evident focus on safeguarding in the national press and consequences locally. There has been an increase in referral rates for both the Children and Young People's Department and the Police with increased pressure on resources.

Set in this context, there continues to be a strong commitment to safeguard children and practitioners have risen to these increasing challenges in their day to day work. The progress being made locally is reflected by both the achievements being made to undertake the DSCB Business Plan and Children and Young People's plan and clarity about those areas of work that require further development.

Ongoing arrangements are in place to audit and review the cases of children waiting for adoption to see whether adoption is now a realistic choice. Alongside this the length of time of children in care with a permanence plan through adoption is reviewed and is reported in a new performance indicator.

The Children and Young People's Department has reviewed the use of unqualified workers for looked after children and made progress. All cases where children are Looked After have an allocated worker and all are supervised by suitably qualified and experienced managers.

An overarching strategy to bring together existing inter agency protocols for missing children has been successfully developed as a result of good partnership arrangements. A single encrypted electronic post box has been established for practitioners to pass on information about missing children. This will be monitored on a weekly basis and action taken. Good progress has been made and this will continue to be reviewed by the Missing Children Task Group.

The Safeguarding Children Procedures were reviewed jointly with the Derbyshire Safeguarding Children Board Policy and Procedures Group and areas for revision were identified from lessons learnt from local practice and serious case reviews. However the announcement by Government that Working Together will be reviewed and updated at the end of 2009 led to a joint decision that the planned revisions would be incorporated into any changes arising from the update.

Improving initial assessment timescales has remained a significant challenge for the Children and Young People's Department. Recent Government decisions to permit a more flexible use of I C S (the social care electronic recording system) have affirmed local decisions to work on significant amendments to the processes and exemplars and improving initial assessment timescales will continue to be a priority over the coming year. There is an action plan looking at a range of measures to improve performance in this area, including increased staffing as well as system improvements.

Voluntary, Community and Faith based guidance was developed and circulated through the Children and Young People's Network and Child Care and Family

Learning to a significant number of providers. This will assist them develop effective procedures to safeguard children in all areas of their work.

The Community Safety Partnership (CSP) undertook a mapping exercise of Domestic Violence services for children as part of the development of the Family Justice Centre and have identified gaps for development. Appropriate accommodation has been found either locally or outside Derby and this continues to be monitored. Yearly baseline Domestic Violence figures are collected and reporting arrangements have been agreed to provide the DSCB with these on an ongoing annual basis with analysis of trends and learning. Routine enquiries and guidance for staff will be areas for development in the coming year.

Additionally the CSP funded training around Sexual Exploitation that has assisted the response to the challenges for this vulnerable group of young people.

Specialist Services for young people who are at risk of or being sexually exploited have been increased significantly. Safe and Sound have delivered sessions on PSHE in schools (and to the Pupil Referral Unit etc) to 3401 young people. Risk Assessments have been carried out in respect of sexual exploitation at 5 events and venues. This was followed up by a further 17 assessments for under 18's events and these will continue to be ongoingce. 2338 young people have been spoken to in risky situations/environments through outreach sessions.

Multi Agency Risk Assessment Conferences (MARAC) are now well established in Derby and training has been provided. A governance board has been set up and this will review the progress of MARAC to co-ordinate action to prevent, reduce and respond to domestic violence.

The Child Death Overview Panel (jointly with Derbyshire) successfully implemented Child Death Reviews and has reported the lessons learnt to the Boards.

The local plans to support the implementation of Independent Safeguarding Authority vetting and barring arrangements were delayed by Government and the local implementation will occur during 2009 – 2010.

All schools have been issued with copies of new guidance on forced marriage / honour based violence and Child Protection Officers are aware of local Safeguarding Children procedures that will assist them to report concerns around Forced Marriage and HBV. The arrangements for missing children included action needed where children are missing from school and this includes concerns that may emerge around Forced Marriage and HBV.

An induction process commenced for new Board members and commissioning arrangements are subject of ongoing work by the Stay Safe Group, the Board and the Children's Trust Arrangements. Service users involvement commenced in some of the work carried out by the E Safety Group and will be developed further.

The Derbyshire Constabulary Public Protection Department (PPD) underwent expansion and development this year. Additional police officer and police staff posts were invested in all of the business areas within PPD (namely Child Abuse Investigation Unit, Child Exploitation Investigation Unit, Adult Abuse, Domestic Abuse Investigation Unit, Dangerous Persons Management Unit and the Hi Tech Crime Unit). Additional posts were also added to the Child Abuse Central Referral Unit to respond to the increasing number of referrals year on year.

The additional staff has meant that the individual units have been able to investigate more major investigations and to work together to improve safeguarding arrangements in Derby.

The Dangerous Persons Management Unit (DMPU) is currently managing an increase of around 4% of Registered Sexual Offenders at liberty over the last few months. The Unit continues to balance the need for home visits, attendance at MAPPA meetings with the requirement to deal with Registered Sexual Offenders when they re-offend.

The new 'Sexual Offences Prevention Order' (SOPO) Monitoring procedure has seen an increase in the number of SOPO applications through the courts. As a result every sexual crime committed across the Force is reviewed by the DPMU to ensure that every opportunity is taken to apply for a SOPO. This clearly has a knock on effect to improve the management of offenders and safeguard children.

Briefings for all partner agencies about local Multi Agency Public Protection Arrangements (MAPPA) were rolled out this year. They successfully covered recent developments and lessons learnt about the MAPP arrangements and were very well received by those attending the briefings

The E Safety Group was established during the year and began to identify how training opportunities could be developed for children, young people, parents and professionals. The highlight of the year for the E Safety Group was the successful press coverage by the Derby Evening Telegraph over a full week in February. Parents and professionals commented upon how useful the articles had been, prompting some of them to attend the parent sessions held in local schools.

Other events for parents were put on and contributions made to the new Derby Parent Partnership with a significant amount of interest from parents attending the events in E Safety. Parents describe how e safety issues are affecting their children and how useful the presentations and discussions have been using CEOP materials.

Specific detail about the progress made against the DSCB performance management framework can be found in Appendix 1.

15 Looking forward – The DSCB Business Plan 2009 - 2010

The Board will receive feedback following the Serious Case Review and this will have an important impact on the work over the coming year. Action has begun to ensure that the lessons learnt are addressed and further work will occur to make sure that the lessons are incorporated throughout training, policies and procedures and practice.

The work being carried out by Government following the Laming Review, will no doubt shape the revisions of Working Together and the guidance to LSCBs about their roles and responsibilities and this is likely to have a significant impact on the work of the Board.

Some of the challenges ahead include:

- Review the Safeguarding Children Procedures
- Review and implement the DCSF national guidance on safeguarding children who are sexually exploited
- Implementation of Independent Safeguarding Authority vetting and barring arrangements
- Implementing strategies to promote safeguarding within Faith Groups

The Family Justice Centre is planned to open in June and will offer support to women, men and their families if they are experiencing, or trying to escape from, domestic and sexual violence. This includes stalking, honour-based violence and forced marriage. Outstanding work is needed to develop coordination with the Community Safety Partnership to ensure domestic violence is addressed effectively through an overall strategy including commissioning arrangements, multi agency guidance and publicising the new Family Justice Centre.

The Board continues to have an important contribution to make to ensure that the Stay Safe outcome of the Derby Children and Young People's Plan is supported and effective. The key Stay Safe strategic priorities of the CYP Plan 2009 – 2010 are to:

- Provide timely and appropriate responses to parents of vulnerable children
- Provide timely and appropriate service responses to children and parents affected by domestic violence
- Promote safe and secure care for children and young people at home
- Promote safety and security for children and young people at school and in the community
- Promote school attendance for all children and young people
- Provide timely and appropriate responses to vulnerable children and young people experiencing transient lives (for example: due to economic migration, domestic violence and sexual exploitation)
- Provide a range of information for parents, young people and children aimed at supporting a safe and enjoyable childhood
- Supply providers of childhood focused faith, sporting and leisure activities with safeguarding information and actively encourage providers to make safeguarding children their business

Actions are set out in more detail in the DSCB performance management framework to address these priorities (Appendix 2)

16 Resource Requirements for 2009 / 2010

	Anticipated Cost
Staffing	
Policy Officer PO5	
Training Coordinator PO2	
Administrative Assistant Scale 2-3	
Total Staffing Costs	£ 105,428
Non – Staffing	
Workforce Development	£ 10,000
Translation	£ 10,000
Advocacy	£ 4,000
Equipment / Stationary / Printing	£ 486
Website Maintenance	£ 3,193
Total Non – Staffing Costs	£ 27,679
Contingency	
Serious Case Review	Paid individually by agency
Total	£ 133,107

17 Budget 2009 / 2010

	Amount
Carry Forward	£ 15,657
Partner Contributions	
CYP Department	£ 72,000
Health – NHS Derby	£ 15,759
Health – MHS Trust	
Health – Hospital Foundation Trust	£ 8,600
Police	£ 15,759
Probation	£ 5,253.13
Connexions Derbyshire	£ 5,253.13
Community Safety Partnership	
CAFCASS	£ 512.50
Total	£ 138,793.76

Key Actions, Targets and Responsibilities

Performance Monitoring Framework 2008 – 2009 See Appendix 1

Performance Monitoring Framework 2009 – 2010 See Appendix 2

Stay Safe Outcome Group: Performance Monitoring Framework 2008 - 2009

Stay Safe Outcome Fram	nework Aim:							
Safe from maltreatment, n	eglect, violence and sexual e	exploitation		Lead	Perso	on: Sue	Richa	ards
Quantitative Indicator:								
Indicator			Target	Perforn	nance			_
				Qu1	Qu	2 (Qu3	Qu4
Children subject to subsec	uent child protection plan		16%	2.30	1.7	0 1	0.90	12.42
Reviews to timescale			100%	100	100) 1	00	100
Children with c/p plan ratio	3.00 per 1,000 population		4.5	3.10	2.5	1 2	2.80	2.53
Percentage re-referrals to			27.5% or less	N/A	N/A	A N	J∕A	16.90
Minimum attendance at lev	vel 2 MAPPA meetings		85 % TBC	N/A	100) 1	00	100
Percentage of initial asses	sments completed to time		70%	68.6	64.	4 5	58.4	61.4
CYPP Priority	Actions	Specific a	nd Measurable Targets	T/sca	е	LP	Statu	S
Provide timely and appropriate responses to	Extend early intervention services and the lead	200 CAFs completed across the city		March 09		EW	Com	oleted
parents of vulnerable children and children in need	professional role	Roll out of Lead Professional (LP) in Area 1 – 40 LP identified.		March 09		EW	Ongo Pend Figur	ing
SS1	Review findings of Black and Minority Ethnic Children in Need review	implement	Routinely analyse ethnicity data and implement action plan from the BME Children in Need review			SR	Outst	anding
Complete a review of services to children and parents affected by DV SS1d	Improve ability to identify children affected by domestic violence at an early stage	Establish arrangements for key staff to routinely ask whether a person is affected by domestic violence		March	09	S Ra	Outst	anding
		incidence o	baseline for the monitoring of the of domestic violence and the he action plan	March	09	S Ra		oleted ongoing

	Improve service responses across the partnership	Provide multi-agency practice guidance	March 09	S Ra	Outstanding
		Distribute guidance across the partnership	March 09	S Ra	Outstanding
	Support access to appropriate accommodation for families fleeing DV	Establish system for reporting shortfall into the DV strategic forum and housing strategy action group	March 09	S Ra	Completed
Promote safe and secure care for children	Review evidence from practice and provide	Revise DSCB procedures	March 09	MS	Completed & Ongoing
and young people at	updated procedures and guidance	Implement new public law outline	March 09	EC	Completed
home SS3	guidance	Independently reviewed all neglect cases with Child Protection Plan in place for 15 months			
		Focused task group to improve analysis in significant harm cases	March 09	SR	Outstanding
Improve ability to identify vulnerable children and young people at an early		Family visitors providing services to hard to reach families from 14 children's centres	March 09	SS	Completed 13/14 centers
stage and provide appropriate services		Identification of newly arrived families and provision of appropriate information	March 09	CF	Partly Completed
SS6		Evaluation of integrated services trailblazer in Area One	March 09	RD	Completed
		Development of locality planning groups in all areas	March 09	SB; JL	Completed
		Establishment of virtual targeted youth support services across the city	March 09	DF; MG	Completed
Provide a range of information for parents,		Developed and distributed leaflet promoting safe play	March 09	JW	Completed

young people and children aimed at supporting a safe and enjoyable childhood SS7	Establish and implement an e safety strategy	March 09	MS	Completed
	10 Internet safety courses delivered in school clusters	March 09	KM	Partly Completed & Ongoing
	Information available in secondary schools about safeguarding including forced marriage	March 09	KM	Completed
	Develop a Derby Safeguarding Children Board Website	March 09	MS	Outstanding
Supply providers of childhood focused faith, sporting and leisure activities with safeguarding information SS8	Circulate Voluntary, Independent and Community Sector guidance document, provide information updates on safeguarding	March 09	MS	Completed
	Circulate information updates on the implementation of the Independent Safeguarding Authority	March 09	MS	Completed

Stay Safe Outcome Frai	mework Aim:							
Safe from accidental inj	jury and death			Lead Persor	ead Person: Corrine Clemson			
Quantitative Indicator:								
			Target	Performance				
				Annual Figur	е			
Reduction (from a baselin Road Traffic Accidents, b		ous injuries in	Year end target 15	Year end act	ual 18			
Preventable deaths throu nil	gh unsafe sleeping arra	angements to be	0	4 preventable	e deaths	s were recorded		
CYPP Priority	Actions	Specific and Me	easurable Targets	T/Scale	LP	Status		
Provide safeguarding information for children, young people and	Reduce incidents of accidental injury and death	Audit and analys	se childhood accidents reported to nergency to establish trends for	March 09	CC	Completed		
parents SS2		Home safety info centres	's March 09	SS	Completed			
		Home safety pac children availabl	March 09	SS	Completed			
			ncluded new "Safe sleeping arrangements" insert n all Parent Held Child Health Records		EA	Completed		
		professionals ab	lance and checklist for health out the assessment of sleeping nd make available to social care	March 09	EA	Completed		

Stay Safe Outcome Fran	nework Aim:						
Safe from bullying and discrimination				Lead Pe	rson: Kevin	Murphy	/
Quantitative Indicator:							
			Target	P	erformance \	/ear To	tal
Reported numbers of bull year 2006 - 2007	ying related incidents in t	he academic	N/A	2	026		
% schools with anti-bullying policy and school council		100%	82% have Healthy School St that includes an anti bullying that has been reviewed 100% have a school council		oullying policy ad		
% schools reporting incide	ence of bullying		100%		8% (103/105)		
Safe from bullying and othis	discrimination is being t			e a Positive	e Contributio	on who	will report on
CYPP Priority Promote safety and security for children and young people at school	Ensure bullying is recorded and each school has effective	Reported inci	Measurable Targets idents of bullying in schoo m GF-cross cutting with M		March 09	GF	Completed and ongoing
and in the community	measures in place	Number of se schemes (as	chools with peer anti-bully above)	ving	March 09	GF	Partly completed and ongoing

Stay Safe Outcome Fran	nework Aim:						
Safe from crime a	nd antisocial behav	iour in and	d out of school	Lead P	Person: An	drew Ka	aiser
Quantitative Indicator:							
			Target		Performan	ce Annu	al Ratio
Final warnings / repriman	nds and convictions of childre	en in care	1.5 Annual Ratio		2.00		
CYPP Priority	Actions	Specific and	d Measurable Targets		T/Scale	LP	Status
Promote safety and security for children and	Develop a strategy to improve children's safety	A reduction in the number of first time entrants entering the youth justice system		ntrants	March 09	AK	Completed and ongoing
young people at school and in the community	from crime and anti- social behaviour	Analyse the	% of successfully completed Behaviour Contracts (ABCs)		March 09	AK	Completed
SS4		Identify, with action plan to	children and young people, o improve their safety from c sial behaviour	an	March 09	AK	Ongoing
	Identify levels of crime and anti- social		ablished baseline of numbers of reported nes against children		March 09	RW	Completed
	behaviour experienced by children	Established baseline of numbers of suspects charged with crimes against children		pects	March 09	RW	Completed

Stay Safe Outcome Fra	amework Aim:							
Security, stability and	are cared for			Lead F	Perso	n: Kat	ie Har	ris
Quantitative Indicator:								
			Target	Perforr	nance	;		
				Qu1	Qu2		Qu3	Qu4
Children In care ratio pe	r 1000 children (SS3j)		7.60	7.73	7.65	5 8	.11	8.00
% Care cases in court c	ompleted in 40 weeks (Ann	ual figure)	50%	50%				
% target Children in Car placed for adoption (SS	e aged 10-15 in foster plac 3k)	ements or	75%	77.10	78.5	50 7	9.70	81.90
Adoptions of Children In			9.3%	2.50	4.20) 6	.70	10.80
Stability of placements f	or Children in Care (NI 062	/ LAA 53)	9%	7.8	7.5	7	.1	8.5
	, , , , , , , , , , , , , , , , , , ,	,						
CYPP Priority	Actions	Specific an	nd Measurable Targets	T/Scal	е	LP	Sta	atus
Promote safety and security for children		Review effe	ectiveness of missing children	March	n 09 🛛 KM		Completed	
and young people at		5,						
school and in the		Establish m	nulti-agency group to co-ordinate	March	09		Cor	mpleted
community			about predatory adults to help			RW		
SS4			unaways and missing children					
Develop appropriate local placements for children and young people in care	Complete an annual analysis of complaints by children in care	Complaints timescales	Complaints are responded to within			MS	Сог	mpleted
Provide timely and appropriate responses to parents of	Develop locality based services	14 Childrer visiting serv	March 09		SS	Cor 13/	mpleted 14	
vulnerable children and children in need SS1			ing social care teams I for all areas	June 0	8	RD	Сог	mpleted

Workforce Strategy						Lead Pers	son: K	aty Elliott
Quantitative Indicator:								
Indicator			Target	Performa	ince			
				Qu1	Qu2	Qu3		Qu4
Courses delivered during	year April 08 – March 09		50 courses	16	24	41		58
Number of allocated place	es for participants		18 per course	275	322	641		1058
Number of places attend	ed on course(average)*		18 per course	251(17)	297(13)	577(1	5)	959 (16)
Overall satisfaction of participants on course content, handouts and trainer delivery			82%	82%	84%	84%		87% (Av 84%)
Priority	Actions	Specific an	d Measurable Ta	rgets		T/Scale	LP	Status
Develop a skilled and	Implement the Annual	Audit safeg	Audit safeguarding training needs of workforce		kforce	Feb 09	KE	Completed
confident workforce to carry out their	Training Plan that supports the delivery of	Revise Trai	Revise Training Plan			March 09	KE	Completed
responsibilities to safeguard and promote	the Business Plan	Audit delivery and quality assure the Multi Agency and Single Agency Training to Safeguard Children		• •	March 09	KE	Completed	
the welfare of children			arterly performanc	e reports fo	or DSCB	March 09	KE	Completed
		Distribute E learning Package to Faith Organisations and other settings			March 09	KE	Partly Completed	

* Average calculated where course designed for 18, not used where courses have specific reduced numbers

Key to LP Lead Person

RD – Rachel Dickinson SR – Sue Richards

KM – Kevin Murphy CC – Corrine Clemson

EA – Liz Adamson

EC – Elene Constantinou JL – Janet Lawrence DF – David Finn

ST – Sheila Taylor KE – Katy Elliott SS – Sue Sandford

MG - Mary Gordon

KH – Katie Harris RW – Rachel Walker CF – Cathy Ford S Ra – Sonia Raff

JW – Jane Williams MS- Mark Sobey SB – Steve Baguley AK - Andrew Kaiser EW – Liz Williamson

Appendix 2

Stay Safe Outcome Group: Performance Monitoring Framework 2009 - 2010

Stay Safe Outcome Framework Aim: Safe from maltreatment, neglect, violence and sexual exploitation					Lead Person: Sue Richards					
Quantitative Indicator:										
Indicator			Target	Performa	ance					
				Qu1	Qu2	C)u3	Qu4		
Children subject to subsec	quent child protection plan (S	S3a)	14%							
Reviews to timescale			100%							
	3.00 per 1,000 population		4.5							
Percentage re-referrals to	social care (SS3c)		27.5% or less							
			85 %							
Percentage of initial assessments completed to time 70%			70%							
Monitor baseline of YP who receive specialist services re Sexual Baseline 08 / 09										
Exploitation (Safe and Sound) (124 Young People)										
Monitor baseline of strateg	y meetings re ΥΡ who are sι	ubject of	Baseline 08 / 09							
Sexual Exploitation			(42 Strategy Meetings)							
CYPP Priority	Actions	Specific a	nd Measurable Targets	T/scale		_P	Statu	S		
Provide timely and appropriate responses to	Extend early intervention services and the lead		completed across the city	March		EW				
parents of vulnerable children through the use of integrated processes SS1	working	working wi across the	ne number of Lead Professionals th children and young people city to 90	March	-	ΞW				
Provide timely and appropriate service responses to children	Improve ability to identify children affected by domestic violence at an	Establish arrangements for key staff to routinely enquire whether a person is affected by domestic violence			10 _	ГА				

and parents affected by domestic violence SS2	early stage	Establish baseline for the monitoring of the incidence of domestic violence and the impact of the action plan	March 10	ТА
	Improve service responses across the partnership	Produce multi-agency practice guidance SS2a	March 10	MS
		Develop a joint commission for a service for children affected by domestic violence SS2b	March 10	KW
Promote safe and secure care for children	Review evidence from	Revise DSCB procedures	March 10	MS
secure care for children and young people at home SS3	updated procedures and	Implement recommendations arising from the Laming Report SS3b	March 10	KW
		Develop and implement the Action Plan arising from the SCR of AD09	March 10	SR
awareness and children and youn	Enable parents to safeguard children and young people online and in the real world	Develop and disseminate information leaflet on e-safety to parents, children, young people, and partnership organisations. SS7a	March 2010 Quarterly	MS
		Circulate information to parents setting out how they can check the suitability of individuals who teach or care for their children SS7b	March 2010 Quarterly	MS
		Establish a programme for parents of 10 briefings and training events to promote E safety	March 2010	MS

All service providers make safeguarding children part of what they do SS8	To circulate Voluntary, Independent and Community Sector safeguarding guidance, support its implementation and provide information updates. SS8a	March 2010 Quarterly	MS	
	Circulated information updates on the implementation of the Independent Safeguarding Authority to ensure all parties are able to comply with new legislation SS8b	March 2010 Quarterly	MS	

Stay Safe Outcome Fran	nework Aim:								
Safe from accidental injury and death					Lead Person: Corrine Clemson				
Quantitative Indicator:									
			Target	Performance					
				Annual Figur	е				
Reduction (from a baseline of 31) deaths or serious injuries in Road Traffic Accidents, by 2010			50%						
Preventable deaths throu nil		angements to be	0						
CYPP Priority	Actions	Specific and Me	easurable Targets	T/Scale	LP	Status			
Promote safety and security for children and young people at school and in the community SS4	Reduce incidents of accidental injury and death	Reduction in 50% from a baseline of 31 deaths or serious injuries in road traffic collisions by 2010 SS4a		Annual	PH				

Stay Safe Outcome Fran	nework Aim:							
Safe from bullying and discrimination				Lead Person: Kevin Murphy				
Quantitative Indicator:								
			Target	Ar	nual Perfor	mance		
Reported numbers of bull year 2006 - 2007	ying related incidents in t	he academic	N/A					
% schools with anti-bullying policy			100%					
% schools reporting incide	ence of bullying		100%					
Safe from bullying and othis CYPP Priority	discrimination is being t Actions	Specific and	y the outcome group: Make a I Measurable Targets		Contributio	LP	will report o	
Promote safety and security for children and young people at school	Ensure bullying is recorded and each school has effective	Reported incidents of bullying in school (pending response from GF-cross cutting with MAPC)				GF		
and in the community measures in place No' schools v SS4			with peer anti-bullying scheme	es (as		GF		

Stay Safe Outcome Fran	nework Aim:						
Safe from crime ar	nd antisocial behav	iour in and	l out of school	Lead	Person: Ar	ndrew Kai	ser
Quantitative Indicator:							
			Target		Performar	nce	
					Annual Ra	atio	
Final warnings / reprimance	ds and convictions of childre	en in care	1.5 Annual Ratio				
A reduction in the number justice system	of first time entrants enterin	ng the youth	2% reduction on previous (Annual Target)	year			
CYPP Priority	Actions		Measurable Targets		T/Scale	LP	Status
Promote safety and security for children and	Develop a strategy to improve children's		% of successfully completed Behaviour Contracts (ABCs)		March 2010	AK	
young people at school and in the community	safety from crime and anti- social behaviour		n the number of first time en vouth justice system	trants	March 2010	AK	
SS4		YOS Final Wa	evaluation by young people arning (with Change Progra rt cases in 20% of the annu-	mme)	March 2010	AK	
	Identify levels of crime and anti- social behaviour experienced by children		umbers of reported crimes a rged with crimes against ch		March 2010	RW	

Stay Safe Outcome Fr	amework Aim:									
Security, stability and are cared for					Lead Person: Katie Harris					
Quantitative Indicator:										
			Target	Perform	nance)				
				Qu1	Qu2	Q	u3	Qu4		
Children In care ratio pe	er 1000 children (SS3j)		7.60							
% Care cases in court of	completed in 40 weeks (Ann	ual figure)	50%							
% target Children in Ca placed for adoption (SS	re aged 10-15 in foster plac	ements or	75%							
Adoptions of Children Ir	,		8%							
	for Children in Care (NI 062	/ LAA 53)	9%					1		
		,,								
CYPP Priority	Actions	Specific ar	nd Measurable Targets	T/Sc	ale	LP	Sta	atus		
Develop appropriate local placements for children and young people in care	Complete an annual analysis of complaints by children in care		are responded to within	Marc 2010		MS				
Promote school attendance for all children and young		95% of primary school attendance achieved 94% second school attendance achieved SS5a		March 2010 Quarterly		KM				
people SS5			e of free entitlement for 3 year Ilarly in children centre areas	Marc 2010 Quar		FC				
Provide timely and appropriate responses to vulnerable children and young people		families and	place to identify newly arrived d provision of appropriate and sign posting support	Marc 2010 Quar		KM				

experiencing transient lives (for example: due to economic migration, domestic violence and sexual exploitation) SS6	Through the delivery of 4 multi-agency workshops raise awareness about those children and young people who are very vulnerable due to their transience and the importance of timely and appropriate signposting and services. SS6b	March 2010 Quarterly	SR	
	Establish a baseline of strategy meetings held in respect of sexual exploitation	March 2010	SR	

Workforce Strategy						Lead Pers	on: K	aty Elliott
Quantitative Indicator:								
Indicator			Target	Perform	nance			
				Qu1	Qu2	Qu3		Qu4
Courses delivered during year April 08 – March 09			50 courses					
Number of allocated place	es for participants							
Number of places attend	ed on course(average)		18 per course					
Overall satisfaction of pa and trainer delivery	rticipants on course content	t, handouts	82%					
Priority	Actions	Specific an	d Measurable Tai	gets		T/Scale	LP	Status
Develop a skilled and	Implement the Annual	Audit safegu	uarding training ne	eds of wo	orkforce	March 10	KE	
confident workforce to carry out their	Training Plan that supports the delivery of	Revise DSC	B Training Plan			March 10	KE	
responsibilities to safeguard and promote	and Single		Audit delivery and quality assure the Multi Agency and Single Agency Training to Safeguard Children			March 10	KE	
the welfare of children			Produce quarterly performance reports for DSCB			March 10	KE	
		Establish ar	n E Safety Training	Plan		March 10	MS	

Key to LP Lead Person

KW - Keith Woodthorpe SR – Sue Richards ST – Sheila Taylor KH – Katie Harris PH - Phil Harper KM – Kevin Murphy CC – Corrine Clemson RW – Rachel Walker AK- Andrew Kaiser KE – Katy Elliott MS – Mark Sobey EW – Liz Williamson EA – Liz Adamson DF – David Finn EC – Elene Constantinou SS – Sue Sanford CF – Cathy Ford JL – Janet Lawrence T A – Tracy Arnold