

Newsletter from the National Probation Service in Cheshire  
Issue 21 **Summer 2009**

## Top brass visit Cheshire

In January, the Minister for Justice, The Right Hon David Hanson, MP, visited the Cheshire West (Chester) Offender Management Unit at Jupiter House in Chester. He spoke to staff and met Mark, a reformed drug addict.

Mark told the Minister that he had been addicted to heroin and crack cocaine but was now getting his life back on track after being sentenced to a Drug Rehabilitation Requirement. Mark explained, "I got in with the wrong crowd and I ended up in social services' care. I experimented with cannabis and solvents and it escalated from there to heroin and eventually on to crack cocaine. It got to the stage where I didn't want to wake up the next morning because I knew what I was waking up to. In my case it reached the point where enough was enough. Luckily, the right support was there at the right time. A Drug Rehabilitation Requirement is a second chance rather than getting a custodial sentence."

During his visit, Mr Hanson said, "Cheshire is one of the highest performing Probation Areas and it works in a very positive way to reduce crime and reduce re-offending. What we need to do is show the public that the probation service and the rest of the justice system are on their side. We are trying to turn people's lives around and ultimately, trying to give them confidence that we're doing a job which will reduce crime and give people like Mark a better chance to make a go of their lives."



Reformed drug addict, Mark talks to the Rt Hon David Hanson, MP



Helen Edwards (left), Director General of the Criminal Justice Group, with Dave Moss, Probation Officer and Kelly Littler, Probation Service Officer

He added, "Mark has had some difficult challenges in his life and the key thing I have learned today is how effective Mark has found the support of the probation service."

Helen Edwards, Director General of the Criminal Justice Group in the Ministry of Justice, visited the Area in

March as part of her fact finding tour of the Cheshire Criminal Justice Agencies. She met a range of staff from the Strategic Management Team, Corporate Services, operational and administrative teams. Staff gave an account of the Area's work and particular issues raised included:

- the Additional Resources Action Plan and improvements in compliance
- women's imprisonment
- OASys assessments, the Prison and Probation electronic risk assessment tool
- the Louise Casey initiative
- Local Criminal Justice Boards

Before she left, Helen Edwards said, "I learned a lot and it was good to hear a range of views first hand".

# First hand accounts of volunteer mentoring

In early celebration of this year's National Volunteers' Week which took place from 1 to 7 June, 32 volunteers joined a conference in March to look at mentoring in the criminal justice system.

Sharome Jones, a volunteer mentor and forensic psychology student, found it extremely encouraging about the positive impact volunteer mentors have.

"The workshop on interview techniques was invaluable for job applications".

## The Volunteer Mentor Scheme in Cheshire

Volunteer mentors are trained to befriend and support adult offenders' resettlement in the community by helping them to: fill in forms, find accommodation and look for a job or training. The majority of new mentors start by assisting on an Accredited Programme before progressing to one-to-one work.

## The recruitment process by Elaine Benson

"The interview was very informative and I asked what the Probation Service expected of me as a mentor. The enhanced CRB check took ages but we still received training and met other mentors, which was a good idea. The whole Probation Service mentor scheme is excellent and all the help you need is there".

## Being a mentor by Andrea Henderson

"I am mentoring an offender on a Community Domestic Violence Programme. At first I was unsure of what to expect but the group members were even more nervous than me! It was soon clear who needed a

mentor but he was uncomfortable asking for help and lacked confidence.

Week three was a big step for both of us when I helped with his reading and writing. I noticed that he also struggled with thinking for himself. I encouraged him and helped with his spelling. The next week I noticed a change. He was more open in discussions and asked for my help. I am really looking forward to seeing him complete the programme.

## Visit to HMP Risley by Rebecca McAdam

"As a new mentor I have completed a two day training programme and toured HMP Risley in Warrington. Seeing a prison cell and a wing was a real eye opener. The Prison Officers answered questions and gave us an insight into their jobs"

## Working with Carlos, a prisoner in HMP Risley by Veronica Johnston

"I was daunted at the prospect of working with Carlos because I don't speak Portuguese and he didn't have much English. Carlos had spent months in a hostel waiting for sentencing. Together we wrote a statement explaining the extenuating circumstances of his offence and expressing deep remorse but Carlos was sentenced to two years.

His first weeks in HMP Risley were a nightmare. He hadn't understood the induction for newly arrived foreign nationals and he went more than a month without contact from his family. They didn't know where he was and were frantic. Eventually I made contact via an English speaking cousin.

I visited Carlos regularly and it was very important to him and his family to know somebody was trying to help.



Julie Illingworth (left), one of 26 mentors to receive a long service certificate, with Fran Odeka, Victims, Mentors and Projects Manager

I enjoyed working with a young man for whom I developed a great deal of respect. He made one bad mistake and paid very heavily for it. I also enjoyed the contact with his lovely family. I can't begin to spell out how time consuming and frustrating the whole process was. I understand how the system works now. Foreign nationals in prison and their families have a very tough time and they need our support".

## Long service certificates

To conclude National Volunteers' Week, Fran Odeka, Victims, Mentors and Projects Manager, presented certificates of recognition to 26 volunteer mentors with twelve or more months' service with Cheshire.

## Interested in becoming a mentor?

If you are interested in becoming a volunteer mentor please contact either Carolynne Maddock, Mentor Co-ordinator, tel: 01928 713555 or email carolynne.maddock@cheshire.probation.gsi.gov.uk or Fran Odeka, Victims, Mentors and Projects Manager, tel: 01244 665100 or email francisca.odeka@cheshire.probation.gsi.gov.uk.

# Hood Manor neighbourhood transformed

The 2008/09 Mayor of Warrington, Councillor Graham Welborn, has enthusiastically praised the Warrington Community Payback team that cleaned up the Hood Manor Neighbourhood Centre in Warrington.

Locals were so concerned about the untidy state of their neighbourhood that Warrington Borough Council asked the Warrington Community Payback team to undertake the improvement work. Teams of offenders worked hard to dig the flowerbeds between the parking bays, which were so compacted they were like concrete. Shrubs were cut back, topsoil spread and new flowers planted.

Councillor Welborn, a former police officer and teacher, was delighted with the standard of the work carried out and the opportunity it gave the offenders. He said: "It's nice for them to be putting something back into the community, and for them to see positive results from their efforts. I have worked all my life with vulnerable youngsters and I know how important it

is for them to be included and to play a part in society, not simply to be given a penalty. It's also good for the public to see offenders putting something back into the community."

One offender, Tracy McKenna, said she was surprised how she had taken to the task.

"It's been a very steep learning curve but it's been good to bond with other members of the team and to see how pleased local people are with the changes we've made to the area" she said.

Another offender, Chris Ruth, said he gained great satisfaction from the work. "I enjoyed the physical part of it and would like to find work as a gardener."

Community Payback Placement Manager, Elaine Hamlett was proud of the effort put in by the team. She said, "As well as learning about respect they are learning new skills such as how to work as a team and about the discipline of working life".



The 2008/9 Mayor of Warrington, Councillor Graham Welborn, thanks Tracy McKenna for helping to transform the Hood Manor Neighbourhood Centre.

The new look Hood Manor Neighbourhood Centre has also been welcomed by local residents who use the shops, post office and community centre. One resident took the trouble to write to the Warrington Community Payback team saying, "I can't speak for anyone else in the area but I really appreciate the hard work that is evidenced in the new planting scheme. The effect the local natural environment has on the well-being of the community is often underestimated. I wanted to express my sincere thanks to all the workers who have transformed the previously bedraggled bushes into the fine new planting scheme we have today".

## Qualified successes

Congratulations to the following people who have all passed their Diploma in Probation Studies:

Emma Spanswick, Cheshire East (Crewe) Offender Management Unit; Danielle Whitwell, Cheshire East (Crewe) Offender Management Unit; Alyson Day, formerly based at the Cheshire East (Crewe) Offender Management Unit but who has now left the Area; Alison Goulding, Cheshire West (Chester) Offender Management Unit; Tracy Hayes, now in New Zealand, and Helen Radcliffe, Cheshire West (Chester) Offender Management Unit.

NVQ Level 3 in Criminal Justice has been achieved by: Court Officers Caroline Ballard-East and Helen Esegbona; Probation Service Officers Andrea Hamlett, HMP Risley, Kirsty

Jones, Warrington Offender Management Unit; Kelly Littler, Cheshire West (Chester) Offender Management Unit; and Rachel Collier, Programme Facilitator, Cheshire East (Crewe) Offender Management Unit.

Sue Banner, Case Administrator, Halton Offender Management Unit gained NVQ Level 3 in Business Administration.

Staff were invited to a regional ceremony in March at Preston, organised by the North West Consortium and attended by Steve Collett, Chief Officer, Leslie Robinson, Board Chair and Caroline Blackham, Trainee Probation Officer Practice Development Manager. Steve said, "Congratulations to our staff on their professional achievements, all of whom have clearly demonstrated hard work and commitment to the Area Service".



Steve Collett (left) with Danielle Whitwell, Caroline Blackham, Emma Spanswick and Leslie Robinson.



Steve Collett, Kirsty Jones, Kelly Littler, Rachel Collier, Caroline Ballard-East, Andrea Hamlett and Leslie Robinson

# Staff conference 2008

## Enhancing public confidence: sentencing and supervising offenders in the community

The fifth staff conference since the formation of the National Probation Service was held at the Holiday Inn, Runcorn last November. Its aims were:

- to better understand the factors that impact on public confidence in the sentencing and supervision of offenders
- to highlight the evidence regarding the effectiveness of community sentences over short term custody in reducing re-offending
- to reinforce the importance of partnership and liaison arrangements between sentencers and the local Probation Area

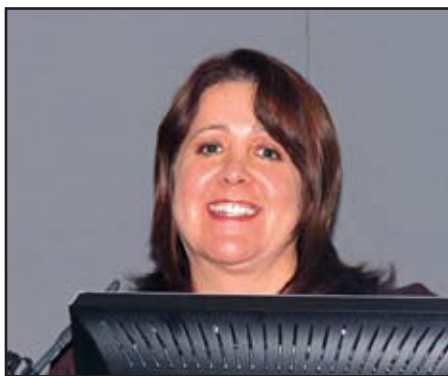
His Honour Judge Stephen Clarke, was the first keynote speaker with "Sentencing – an art not a science". He told the 300 strong audience that there should be consistency of sentence, not a "post code lottery". Judge Clarke said that in 2006, nationally, 57% of offenders were given an immediate custodial sentence. In Cheshire (including North Wales), it was 61%.

Judge Clarke talked about the disparity in custodial sentences across the local benches and the need to take into account the facts of the case and all mitigating and aggravating features. He told delegates that sentencing "cannot be done by computer; human element has to exist so it will always be "an art, not a science".

He spoke about the very good relationship between the Area and the Judiciary, successful visits to the Priority and Prolific Offender Scheme in Halton, Bunbury House Approved Premise and also the presentations to the Judges by Programmes team staff.



Keynote speakers Steve Collett (left), His Honour Judge Stephen Clarke and Leslie Robinson



Sandra Link, Assistant Chief Officer talks about sentencer communication

He concluded by acknowledging the dedication of Probation staff as being "second to none".

Sandra Link, Assistant Chief Officer, spoke about "Engaging Effectively with Sentencers" and the regular meetings with chairs of benches, Judges and the Clerk to the Justices to review performance, as well as the efforts made to convert Standard Delivery Reports (SDRs) into Fast Delivery Reports (FDRs). Sandra reported that

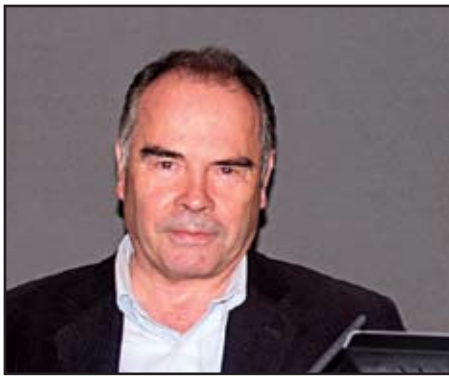
several Magistrates' briefings had been held and that new magistrates are routinely invited to visit their local Offender Management Unit. She acknowledged the generosity of the Esmee Fairbairn Foundation's "Rethinking Crime and Punishment" project which funded a range of successful sentencer events last year.

Sandra shared the key findings of the 2008 Magistrates' survey which had a 36% return rate (173 responses):

- 93% of sentencers were happy with the quality of Pre-Sentence Reports (compared with 82% in 2006)
- 96% felt the reports were useful in reaching a sentencing decision

Respondents also evaluated the most helpful services provided by Cheshire Probation Area:

- staff knowledge (97%)
- information on specific Probation run activities/programmes (95%)



Professor Mike Hough speaking on confidence in justice and the implications for Probation

- probation attendance at bench forum meetings (82%)
- seminars about Probation practice (78%)
- open days/visits to Probation offices/projects (70%).

Leslie Robinson, Board Chair and a JP on the Macclesfield Bench, spoke about Probation's work with victims of serious sexual and violent crime. He reiterated the five purposes of sentencing, now embedded in the Sentencing Guidelines: punishment; reduction in crime; reform and rehabilitation; protection of the public and reparation to people affected by the offences. He acknowledged the "arduous interventions" available in Cheshire which are "demanding and pose great challenges for many offenders who lead chaotic lifestyles". He reminded the audience of the resource challenges facing the Area and the increased complexity and intensity of work with offenders while paying tribute to the leadership of the Crown Court Judges and his colleague magistrates.

Professor Mike Hough, Director of the Institute for Criminal Policy Research at King's College, London, gave the first address of the afternoon on "Confidence in justice, trust and legitimacy: implications for probation". Professor Hough said that although punishment drives down crime, crime is increasing, therefore the punishment can be perceived as being "too soft". He said that "although Probation is invisible, it is nevertheless unloved" and spoke about the power of the media, giving examples of perceived lenient sentences. He described Probation as the "craft of people-



An informative day for more than 300 delegates

changing", sharing features with social work, teaching, psychiatry and policing.

Lol Burke, Senior Lecturer at Liverpool John Moores University was the final speaker with "Looking back: looking forwards: the importance of "localism" in changing public attitudes and reducing re-offending". He referred to 1962-1974 as the "golden age" of probation and reminded the audience of the Probation Service's long and credible tradition of working with statutory and non-statutory organisations at the local level, eg. to address substance misuse and homelessness. He then spoke about the increased prison population and the concerning statistic that England has approximately 2,300 residential beds for substance misusers – about 40 per 1 million of the population. He spoke about the Probation Service's "impressive range of interventions", multi-agency initiatives including the work of the Multi-Agency Public Protection Arrangements (MAPPA), Accredited Programmes and Community Payback. He acknowledged the role of Probation in the development of the Prolific and Other Priority Offender (PPO) Schemes and the Local Criminal Justice Board. Chief Officer, Steve Collett gave the closing speech on public confidence and the importance of partnership work with other agencies. He also spoke about the Area's responsibilities to victims of crime and how these have been enhanced over the past ten years. He said the Probation Service is the



Lol Burke "looking back and looking forward"



The multi-agency Information Exchange area provides a wealth of knowledge

"one criminal justice agency whose core responsibility is to focus on the offender" and spoke about some of its successes:

- falling crime rates
- the public has the lowest chance of becoming a victim of crime since 1981
- the 12 month reconviction rate for Community Orders is 38%; the equivalent figure for those released from short-term custody is 60%
- Prolific and Priority Offender (PPO) Schemes demonstrating significant reductions in re-offending (up to 60% for some).

# Charity news



Strategic Management Personal Assistants, Val Pilling and Linda Doughty "do something funny for money"

As reported in the last edition, John Pazio, Probation Officer at the Cheshire East (Crewe) Offender Management Unit organised a classical music concert at Middlewich Civic Hall in March. The concert was a great success, raising £743 which was divided between the Chief Officer's Fund (to help offenders lead crime-free lives when no other funding is available) and the Edridge Fund (a registered charity offering financial assistance to current and retired Probation staff and their families).

Area staff supported the 2009 Comic Relief appeal by donating money to wear red clothing on Comic Relief Day: Headquarters staff raised over £100; Cheshire West (Chester) Offender Management Unit staff raised £53 which included Jackie Griffiths, Case Administrator (Victim Liaison) selling homemade novelty Easter cakes; Cheshire East (Crewe) Offender Management Unit raised £27 and Vale Royal Respect Action Programme (RAP), in partnership with offenders from the Cheshire West (Winsford) Community Payback Unit, washed cars and raised £110.

# Adult Learners' Week 2009

Every year, Adult Learners' Week inspires thousands of people to see what learning could do for them. To mark this year's Adult Learners' Week, which ran from 9 to 15 May, Cheshire Probation Area encouraged both staff and offenders to take part in various activities to learn new skills.

Staff from the Personal and Community Development Learning Department at Warrington Collegiate visited the Warrington Offender Management Unit to publicise their courses and to encourage participation in craft making activities. A number of learners make cards for family members.

A different approach was adopted at the Halton Offender Management Unit, where learning providers joined forces to see how they could best work together for the benefit of the learners, rather than duplicate effort and activities.

The Cheshire West (Winsford) Offender Management Unit had a full day of activities organised by Gill Buckley, Probation Service Officer, Emma Wilding, Skills 4 Life Tutor and Jo Crawshaw and Dennis Mahar, Employment, Education and Training (ETE) Probation Service Officers. Learners were invited to try a number of activities such as food tasting, origami, balloon animals, a photography workshop led by Dennis Mahar, lego, quizzes and other arts and crafts. Offender Managers were also encouraged to try the activities so they too could learn new skills.

Fifteen learners from Skills 4 Life were presented with Certificates of Ongoing Attendance by Julie Day, Manager, Cheshire West (Winsford) Offender Management Unit, and Steven Moores received the Learner of the Year shield.

At the Chester West (Chester) Offender Management Unit Jo Crawshaw and Dennis Mahar ran activities over two days with the help of Ian Holmes, a Skills 4 Life tutor and



Julie Day, Manager, Cheshire West (Winsford) Offender Management Unit, presents Steven Moores with his Learner of the Year Award.

Clare Pickering from Progress 2 Work. The activities consisted of origami, balloon animals, counting to ten in Japanese, a photography workshop and many other arts and crafts. Offender Managers were again invited to join in and to complete the initial assessments in literacy and numeracy.

Jo Crawshaw also organised a photography day in Chester city centre with the help of two learners from the Job Club. The photographs that were taken of the city were displayed in the Basic Skills room at Jupiter House.

The week was a huge success and provided a great opportunity for offenders and staff to try out new skills. Feedback from across the Area was very positive, with many agreeing to sign up for college courses or to develop new skills.

Chris Edwards, Assistant Chief Officer (Residential Interventions and Social Inclusion) said, "The activities which took place across the Area as part of Adult Learners' Week illustrate the creativity and innovation of our staff and partners in encouraging offenders to learn. Reducing re-offending is our key priority and our success in achieving this rests to a large extent on improving the learning capacity of those we supervise. By doing this we can change the way that someone thinks, and create the possibility of new opportunities. The employment, training and education of offenders present an increasing challenge in the current economic climate, but one that we remain motivated to tackle as shown by these examples".

# Quarterly Employee Awards

**Congratulations to the ten staff members nominated for a Quarterly Employee Award for exceptional work during quarters 2 and 3 of Year 5 (October 2008 – March 2009).**

**All winners receive a voucher and may be short-listed for the annual Staff Member of the Year Award.**

## October – December 2008

**Rebecca Burman**, Case Administrator, Warrington Offender Management Unit, a “hard working Case Administrator, with a “can do” attitude who is always willing take on extra tasks. Her attitude is invaluable at stressful times. She can always be relied upon to give help wherever it is needed”. Rebecca was instrumental in setting up the Libra System at Warrington, an electronic information system used in conjunction with Her Majesty’s Court Service (HMCS).

**Jane Cooke**, Case Administrator, Warrington Offender Management Unit for “undertaking anything asked of her, often above and beyond her role”. She has come to the rescue of other Officers by offering to locate files, look for information and contact external agencies on their behalf. Jane has breach files prepared well in advance to enable the timely completion of reports as well as having a “brilliant sense of humour”.

**Rachel Murphy**, Administrator, Linden Bank Approved Premise, who set up systems and liaised with Offender Management Unit staff to complete a hostel needs survey. It required “local innovation to fit with Cheshire systems to ensure the best possible data return”. Rachel has “an ethos of industry and integrity”, “demonstrates

courtesy in her interaction with others”, will “go that extra mile” and is “flexible and adaptable”.

**Sarah Parry**, Human Resources Assistant (Staff Development), for covering the Staff Development Unit during the Staff Development Officer’s period of maternity leave. Sarah ensured all the Area’s training (including regional and national initiatives) was administered and carried out effectively. She is described by her nominator as an “excellent team player with her enthusiasm for what she does being infectious to others”. Sarah is consistently described as being “pleasant and helpful”.

**Carolynne Ramsay**, ViSOR Administrator, for picking up all aspects of Court Services work and “consistently helping her colleagues with their workload, often without being asked”. Carolynne has “conducted herself professionally by completing her role as ViSOR Administrator, showing patience and motivation whilst waiting for a permanent move to the Cheshire West (Chester) Offender Management Unit”.

**Karen Spencer**, Case Administrator, Warrington Offender Management Unit, an “exceptional Case Administrator” whose hard work and attention to detail enables her to train and support others in the Warrington Team. Karen “planned, developed and delivered OASys training to Case Administrators across all Units”. She is an “excellent role model” and a “great asset to the Probation Service”.

## January – March 2009

**Lisa Davies**, Court Officer, for mentoring a newly appointed Court Officer and her “vast knowledge of Probation and skills that coax the best out of people”. Lisa regularly attends

evening Magistrates’ Forums, motivates everyone to do their best and never provides a dull moment. “Coming to work with Lisa is a joy”.

**Chris Judge**, Probation Officer, Cheshire East (Macclesfield) Offender Management Unit for his involvement in piloting the Alcohol Treatment Requirements as part of Community Orders. He motivated the team to refer appropriate offenders and acted as a consultant, sharing his skills and knowledge in this area of work. Chris volunteered to publicise the pilot by presenting case examples through the Macclesfield Court/Probation Forum. He also participated in the making of a DVD for a Sentencer Conference held earlier in the year.

**Claire Powell**, Court Officer, Chester, who is “extremely efficient, often completing her own work and then assisting colleagues with theirs”. She will often come in early and stay late to ensure that all work is completed to the best of her ability. She is an “asset” to the Court Services Team. Claire has recently undertaken the training of mentors who assist in the Breach Court. Her positive outlook and bubbly personality are “infectious and have a positive impact on morale”.

**Sandra Shearer**, Probation Service Officer, Halton Offender Management Unit, for “always being there with a helping hand”, happy to take on colleagues’ duties if they are overworked or have to meet tight deadlines. She is “a brilliant colleague”.

# A day in the life of...

Elly Gilmour,  
MAPPA Administrator, based  
at Jupiter House, Chester

## When did you join the organisation and in what role?

I joined in April 2005 as a Middle Manager Personal Assistant, based at Beech House.

## What attracted you to the MAPPA Administrator post?

MAPPA is the Multi-Agency Public Protection Arrangements which support the management of the most serious sexual and violent offenders. I carried out some MAPPA tasks in my PA role and found it very interesting so when the chance to work with MAPPA full time came along, I applied.

## What skills are required for the job?

A love of typing helps as there is a vast amount of it. Organisational skills are also a big advantage due to the number of meetings I convene, minute and attend. I am a trained administrator for ViSOR, the electronic application shared by the three MAPPA Responsible Authorities (Police, Probation and the Prison Service) which allows information to be shared UK wide. For example, if a victim can only describe their attacker's tattoo and the fact that he had a dog, a search will find all offenders with similar tattoos and access to dogs.

## Describe an average day (if there is such a thing!)

There is no average day which is good as it prevents monotony. Some days start in an Offender Management Unit where we can discuss up to eight cases. This takes until 1 or 2pm. I may



Elly Gilmour, MAPPA Administrator, plays a vital role in public protection by keeping the ViSOR system up to date.

then need to dash off to another OMU or to Beech House. On other days I type up minutes and distribute them, set agenda and invite various agencies to attend meetings. Recently, I have been organising the MAPPA Strategic Management Board meetings. Adding minutes to ViSOR can take up to half an hour for each case, plus the routine tasks to keep the system up to date.

## Briefly tell us about the range of people you are in contact with

I meet probation officers, the head of the Critical Public Protection casework team at NOMS, police officers of various ranks sex offender liaison officers, forensic psychologists and forensic personality disorder psychiatrists.

## What is the most rewarding aspect of your work?

Seeing how the agencies work together to help and care for people in their charge.

## What frustrates you about the job?

Tight deadlines! Meeting these can be difficult as I often have to rely on other people to complete their part first.

## What do you enjoy doing away from work?

I enjoy weekends at my caravan in Powys. It's very relaxing and helps to recharge the batteries for Monday mornings!

# Happy retirement

Following a policy review of the Area's Reward and Recognition Scheme, EPIC now marks the retirement of staff who have devoted at least 10 years' service to Cheshire Probation Area. Gratitude for valued service and best wishes for a long and happy retirement go to:

**Eileen Vernon**, Information Services Manager, who retired in March after 20 years' service. Eileen joined Cheshire in 1988, working in a split role as a Clerical Assistant at both Warrington Probation Office and the former Bewsey Street Hostel in Warrington. In 1992 she was promoted to Office Administrator at the Warrington Office and in 1995 joined the Information Services Unit, then based at Runcorn, as Help Desk Manager. Following the relocation of the Information Unit to Headquarters in 2001, Eileen became Information Services Manager.

**Jan Corkhill**, Office Administrator, who retired in July after 26 years' service. Jan spent her entire working life with Cheshire based at Marshall Memorial Hall, Winsford, now called the Cheshire West (Winsford) Offender Management Unit. Jan joined in 1982 as a Clerical Assistant and became a Personal Assistant in 1992. In 2004 she was promoted to the role of Office Administrator.

## Epic Editorial Board thank everyone who sent in contributions and ideas for this issue.

Suggestions, articles or ideas for the next issue are invited. Copy date for the next issue is 21 September 2009  
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