

Executive Brief

Organisation: Forensicare
Position: Executive Director Strategy, Policy and Planning
Consultant: Catherine Reidy
Date: February 2022

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The Organisation

Forensicare (Victorian Institute of Forensic Mental Health) is the state-wide specialist provider of forensic mental health services across Victoria. Forensicare is the only agency in the state that provides clinical forensic mental health services that span all components of the mental health and criminal justice sectors – giving Forensicare a unique perspective on mental health and public safety issues. Forensicare provides specialist forensic mental health services tailored to meet the specific needs of both sectors.

Forensicare provides forensic mental health services for people:

- with a serious mental illness in the criminal justice system;
- at risk of offending who pose a risk to themselves or others; and
- referred from the general mental health system for specialist advice, support and/or treatment.

Forensicare's primary focus is the provision of clinical services within a recovery framework. These services include the effective assessment, treatment and management of forensic patients, prisoners and clients.

A comprehensive research program operates through Swinburne University of Technology's Independent Centre for Forensic Behavioural Science to support the ongoing development of clinical services. Specialist training and ongoing professional education is also provided to our staff and the broader mental health and justice fields.

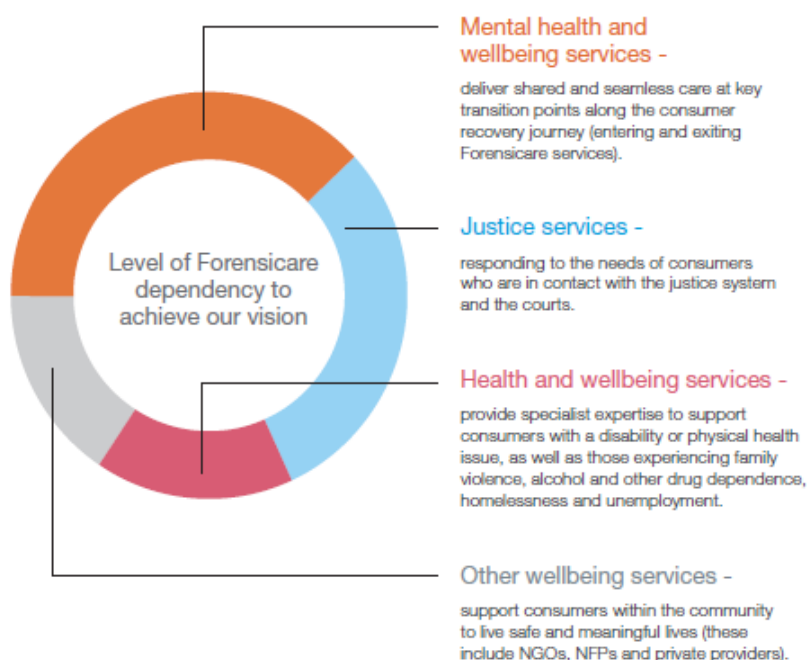
Forensicare operates under the *Mental Health Act 2014* and is governed by a Board of nine directors who are accountable to the Minister for Mental Health.

The Victorian Government, through the Department of Health and Human Services, provides much of our funding. Our prison-based services are provided under a Funding and Healthcare Services Agreement with the Department of Justice and Regulation, and through agreements with private prison operators. In 2019/2020 revenue was over \$116 million and the organisation currently has approximately 716.9 FTE with an employed head count of 902. Further information about the organisation can be sourced on our website, including Annual Reports and the annual Quality Account.

The recommendations of the Royal Commission into Victoria's Mental Health System (RCVMH) delivers a new future with many challenges that need to be managed as Forensicare moves into a period of growth that will require additional staff and services. This will be a critical challenge that the newly appointed EDSP&P will play an important role in developing strategies to build workforce capability and ensure the capacity of Forensicare to deliver on the improvements identified in the RCVMH.

How we fit within the Victorian mental health and justice systems

Service delivery partners



Who we are

Forensicare delivers four core services. Each service is informed by research and evaluation to ensure there is continuous improvement across our offerings.



Specialist forensic mental health services across Victoria's prisons (correctional centres) for the care and treatment of offenders with mental illness, as well as outpatient, and mobile forensic mental health services. 141 prison beds are allocated for the provision of mental health care.

A 136-bed secure forensic mental health hospital providing care and treatment that spans across intensive, acute, sub-acute, extended rehabilitation and transitional rehabilitation.



Programs and services for people who have a mental illness who have offended or are at risk of offending, as well as those transitioning from Thomas Embling Hospital back into the community.



Forensicare's Vision

Meaningful
lives led
safely.

Hope in
recovery

Connected
care

Forensicare's Purpose

Empower recovery for all Victorians living with mental illness, who are at risk of entering, or have entered the justice system, to lead safe and meaningful lives free from offending.

Forensicare's Strategic Goals

Our Strategic Plan 2021-2026 outlines our four strategic directions, through which we will be able to achieve this new vision within the next five years:

Strategic Direction 1 – *Consumer Recovery Pathway*

Strategic Direction 2 – *Connections and Partnerships*

Strategic Direction 3 – *Workplace of Choice*

Strategic Direction 4 – *Research, Education and Innovation*

Our Strategic Plan 2021-2026 draws on:

- Commonwealth and State Government policy and guidelines
- Recommendations of the Royal Commission into Victoria's Mental Health System
- Community expectations that Victorians have access to the right care, at the right time and in the right place
- Resource scarcity and mental health workforce shortages
- The changing landscape brought on by the COVID-19 pandemic
- The need to develop a stronger organisational focus on service and business intelligence

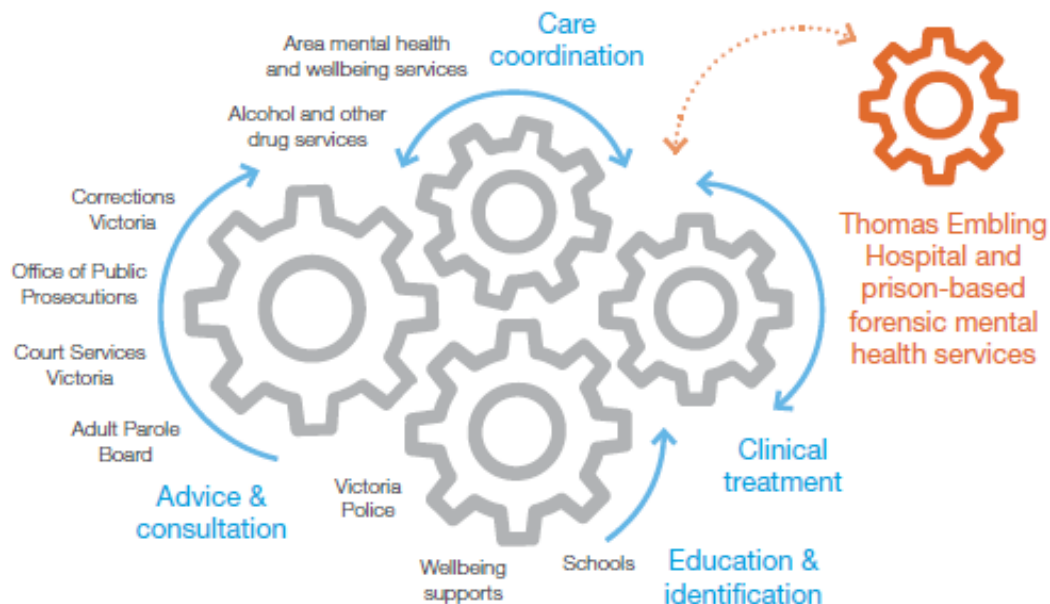


The full 2021-2026 Strategic plan can be found [Here](#).

Partners

We work closely with a range of partners across government and the mental health, justice and wellbeing sectors.

Forensicare's role in the forensic mental health system



Forensicare's Culture

Forensicare has embarked on a long-term process of cultural transformation designed to further enhance the collaborative, team oriented and respectful work environment. Given the key strategic planning and improvement focus of the role, the appointee will play a key role in this significant cultural change program to position the organisation to meet the future changes that will be made to the mental health system arising from the Royal Commission into Mental Health Victoria and the \$349 million dollar hospital bed expansion project at Fairfield.

Executive Director Strategy, Policy and Planning

The Director Strategy, Policy and Planning reports to the Chief Executive Officer and provides leadership and direction to the ongoing delivery of the organisation's strategic planning and performance monitoring.

The Director Strategy, Policy and Planning will:

- Work closely with the CEO and collaboratively with the executive team to lead an integrated approach to strategic planning and public policy development. Collaborating with senior leaders to ensure delivery against the organisation's strategic plan that enables delivery of reliable, timely, safe and person-centred care.
- Lead the Directorate to ensure delivery against business service plans and achievement of performance and drive innovation and business improvement across the organisation.

Education and Research



Led by Professor James R.P. Ogloff AM, the Centre for Forensic Behavioural Science (CFBS) is Australasia's leading centre for excellence in the areas of forensic mental health and forensic behavioural science research, teaching and practice development.

The Centre for Forensic Behavioural Science

The Centre for Forensic Behavioural Science (CFBS) at Swinburne University of Technology, is Australasia's leading centre for excellence in the areas of forensic mental health and forensic behavioural science research, teaching and practice development.

It brings together academics, clinicians, researchers and students from multiple disciplines to provide a stimulating and rewarding learning environment and aims to improve the quality of care we provide at Forensicare.

A key focus of the work at the CFBS is to transfer academic and clinical excellence into practice in the health, community services and criminal justice sectors.

Our aims include:

- Understanding, predicting and reducing offending and violence by people with mental illness or problem behaviours
- Improving the legal system through empirical research and policy analysis
- Creating a vibrant culture of learning and research in the forensic mental health and behavioural science sectors.



The CFBS operates as a partnership between Forensicare and Swinburne University of Technology.

Our Research

Forensic behavioural science is concerned with how individual characteristics interact with the environment to produce criminal behaviour and what might be done to prevent such behaviour. It also includes the way in which offenders are identified and managed by law enforcement, courts and criminal justice systems.

Within the area of forensic behavioural science, our researchers engage in a broad range of clinical, epidemiological and experimental research in the following key research streams.

- Aggression and violence
- Complex criminal behaviour
- Forensic mental health
- Psychology and law
- Victimisation and its effects
- Psychology and law
- Cultural psychology and law

Catalyst Consortium

Funded jointly by Forensicare and Corrections Victoria, the aim of the Catalyst Consortium is to conduct research into serious violent and sexual offending and establish partnerships between leading researchers, clinical leaders and correctional and forensic mental health partner organisations to increase community safety.

Research at Forensicare

As the research arm of Forensicare, the CFBS ensures independent and high-quality research and evaluation is undertaken to better inform clinical practice and strengthen the provision of care to consumers. We also prioritise support for research projects that:

- Provide evidence for the effectiveness of Forensicare services, models of care, or clinical interventions
- Will lead to innovations in clinical practice and consumer care
- Align with the focus of the Catalyst Consortium

Position Description

Position Title	Executive Director Strategy, Policy and Planning
Classification	Executive Contract
Program	Strategy and Policy
Location	Based at Thomas Embling Hospital, Yarra Bend Road, Fairfield 3078 May be required to work at other sites from time to time.
May be required to work at other sites from time to time.	CEO
Roles reporting to this position	<p>The scope and function of the Directorate has the following direct reports:</p> <ul style="list-style-type: none"> • Community Engagement and Communications Manager • Media and Communications Manager • Chief Health Information Manager • Manager, Strategy and Planning • Project Managers, Strategy Policy • Business Intelligence Lead • Project Lead – Specialist Family Violence Advisor

Forensicare - Overview

Forensicare is the statutory agency responsible for the provision of adult forensic mental health services across Victoria.

Forensic mental health is a specialist area within the mental health service system. The services provided by Forensicare address the needs of offenders experiencing mental health issues, the mental health sector, the justice sector and the general community.

The primary focus of this work is on providing clinical services for the effective assessment, treatment and management of forensic patients and clients and people with a mental illness who have offended or are at risk of offending. We are committed to providing Recovery-orientated forensic mental health services in which the principles of hope, social inclusion, personalised care and genuine collaboration are fundamental to practice.

These services are delivered through three streams, inpatient services at Thomas Embling Hospital, community services through the Community Forensic Mental Health Service and prison based services at several locations. Forensicare provides a comprehensive research program and specialist training and professional education for our staff and mental health and associated fields.

Organisational Values and Behaviours

The following values reflect who we are as individuals and as an organisation.

- responsiveness
- integrity
- impartiality
- accountability
- respect
- leadership
- human rights

All employees are expected to display behaviours that reflect and promote these values. Staff must adhere to all Forensicare's policies and procedures at all times.

Strategy, Policy and Performance

The Strategy and Policy Directorate (SPD) was established in 2020 to strengthen strategic planning, policy, performance reporting and information management to enhance a systems approach and support the implementation of strategic priorities.

Reporting directly to the CEO, this executive management position provides high level strategic support and coordination of Forensicare's Strategic Directions and associated organisational planning, measurement and monitoring of the consumer experience.

- The Directorate takes a lead role in:
- Development and coordination of strategic and operational planning
- Developing and implementing public policy
- Supporting strategic external relationships
- Coordinating organisational communications
- Coordinating performance reporting
- Supporting the effective delivery of information management systems.

The Directorate's operating model facilitates directorates' business planning while managing the coordination of the planning, investment and reporting cycle across the organisation.

Position Objective

This position is integral to supporting Forensicare's change agenda, including implementation of key recommendations from the Royal Commission into Victoria's Mental Health System and plays a key role in collaborating with all levels of management to review, implement and monitor organisational strategy.

The position is responsible for facilitating strategy development, coordinating corporate and business planning, providing leadership in policy and performance evaluation, establishing frameworks for business improvement/innovation and developing the information management processes to monitor and report on outcomes.

The position is also responsible for effective liaison with key internal and external stakeholders in support of the development and execution of the corporate plan and the positioning of Forensicare as an influential practice and policy leader with government and stakeholders. As such it includes the Communications function to drive a stakeholder management strategy aligned to the Corporate Plan as well as to build the internal communications capability of executives and managers in communicating strategic direction.

The position plays a pivotal role in strategic foresight in the development of Policy relevant to forensic mental health service provision and the development of organizational strategy to realise the organisational vision and commitments.

Key Responsibilities

- Coordinate the development and implementation of the Forensicare Strategic plan.
- Support performance reporting to measure, track and report progress on key corporate initiatives via fit for purpose performance dashboards.
- Implement Forensicare's annual planning cycle, including the organisation's Corporate/operational plan and Directorate business plans; collaboratively develop key performance indicators, and implement processes to monitor and report on key performance indicators.
- Provide strategic policy advice for the CEO to help shape future policy, support funding initiatives and position Forensicare as an influential practice and policy leader with government and stakeholders.
- Support information management across the organisation
- Support the CEO by leading or influencing policy development relevant to the organizational strategic plan
- Foster stakeholder engagement to support the implementation or resolution of complex policy issues arising from justice health policy, justice and community safety policies as it relates to forensic mental health service provision
- Lead key strategic projects to support the implementation of the model of care across the organisation and service redesign frameworks
- Support strategic innovation or business improvement projects
- Lead the communication functions across the organisation
- Lead the stakeholder engagement strategy to provide input and validation for the Corporate Plan.
- Champion the adoption of consistent organisational planning and evaluations processes such as project management and evaluation methodology.

- Oversee the implementation of the Family Violence Risk Assessment and Management Framework across the organisation
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As a member of the Executive Leadership Team:

- Conduct themselves in a manner consistent with the Executive charter and model the public sector values
- As an executive leader actively participate in programs and model behaviours to create an inclusive and respectful workplace culture
- Liaise with colleagues and make connections across the organisation and the sector in the delivery of high quality outcomes.

As Directorate leader:

- Align the team with the organisational values and goals through effective people management and modelling.
- Clearly define role expectations, monitor performance, provide timely and constructive feedback and facilitate employee development with a 'leader as coach' approach.
- Collaborate and share information so that the whole team works as one.
- Act in accordance with Forensicare delegations and ensure sound financial management of the directorate's budget

Professional Development

- Commit to ongoing education and professional development through accessing internal and external staff development opportunities.
- Complete all mandatory safety training and any Forensicare specific mandatory training on an annual basis as defined in the Mandatory Training policy.

Consumer and Family/Carer Leadership and Participation

Forensicare engages and works together with consumers and families/carers by promoting a recovery approach that is enriched when the diversity of experiences is shared. By endorsing the lived experience of those who use our services across all levels of the organisation, we take steps to bring about a genuine and meaningful approach to service design, delivery and evaluation.

Quality, Safety and Risk Management

Forensicare is committed to providing high quality care to consumers and carers where safety and risks are actively managed and a culture of transparency, team work, collaboration and continuous improvement is encouraged.

Occupational Health and Safety Responsibilities

It is the policy of Forensicare to provide the healthiest and safest working conditions and systems of work practicable. The personal commitment and involvement of all employees is essential to establish and maintain a healthy and safe working environment.

Infection Prevention and Control

Staff must comply with all policies in relation to Infection Prevention and Control and with ongoing risk reduction strategies. Standard precautions must be used at all times to ensure safety of patients/clients, and staff. This includes meeting mandatory COVID vaccination requirements as an inherent condition of employment with Forensicare.

Key Selection Criteria

- A record of achievement in leading teams working cross-functionally to deliver strategic outcomes underpinned by exposure to building relations with Government, regulatory and industry and community groups.
- A relevant tertiary qualification and sound strategic planning experience in the health care sector would be highly desirable
- Proven ability to develop and embed corporate strategy and performance metrics in medium to large-scale organisations.
- Demonstrated experience in developing performance dashboards, impact evaluation frameworks and supporting processes.
- Proven ability to build trusted relationships and to partner with others to achieve outcomes across a large, diverse organisation.
- Strong policy development capabilities with experience driving new policy agendas and facilitating implementation of major public sector reform agendas.
- Demonstrated experience in driving innovation and employee engagement focused on a strategic agenda.
- Experience in leading through formal and informal authority, including excellent influencing skills.
- Demonstrated capacity to exercise initiative and sound judgement, operating with a high degree of professional autonomy.
- Relevant tertiary qualifications and professional endorsements.

Other Relevant Information

- Forensicare is an equity employer and does not tolerate Bullying and Harassment.
- Forensicare acknowledges and values the cultural and social diversity of our consumers, families and carers and staff and seeks to ensure that our work environment and service delivery is responsive to diversity and free from discrimination and prejudice
- Forensicare is a smoke free environment
- A police check will be required prior to any appointment and will be periodically carried out during your employment
- You may be required to have a current Victorian drivers licence.

Management Team

Dr Margaret Grigg, CEO

PhD, MS (Health Policy & Administration), MBio, BA, RN, RPN MAICD

Margaret was appointed as Forensicare's CEO after a unanimous Board endorsement in August 2019 following a four-month period as interim CEO. Margaret is an experienced health professional with extensive experience in senior leadership roles. Previously, she has worked as the Deputy Chief Executive of Mind Australia, and the Vice President of the Kyneton District Health Service Board. She has also worked for the Victorian Department of Health and Human Services as a senior executive for many years and was the Executive Director of Health Services Policy and Commissioning.

Cayte Hoppner, Chief Operating Officer

MN, MBA, RN, BN, NP, Grad Dip (Occ Hlth), Grad Dip (Psych Nsg), Adv Cert Pharm, MHN, MACMHN, MACN, MACNP, MAPNA.

Cayte commenced at Forensicare in August 2021. Cayte is a mental health nurse with more than 25 years' experience in operational, clinical and leadership roles in public mental health services across Australia. Prior to commencing with Forensicare, Cayte was the Executive Director of Mental Health and Chief Mental Health Nurse at Latrobe Regional Hospital. Cayte is passionate about delivering person centred care for all consumers, families and carers accessing the mental health service system. Her key interests include mental health clinical practice models, advanced practice roles for nurses, education, research, psychological safety, clinical supervision and reducing restrictive interventions.

Nadia Baillie, General Counsel and Executive Director of Governance and Risk

LB/BCom GAICD

Nadia joined Forensicare in September 2017 as General Counsel and was appointed as Executive Director of Governance and Risk in July 2020. She is an experienced commercial lawyer having worked for over 16 years in top tier legal firms in Australia and the UK, as well as in-house in the university and health sectors. Prior to joining Forensicare Nadia worked at MinterEllison and Melbourne Health. She brings a breadth of commercial and government experience along with a passion for delivering positive consumer outcomes in mental health.

Nadia leads the provision of legal advice on a broad range of complex legal issues, including the Crimes (Mental Impairment and Unfitness to be Tried) Act 1997, the Mental Health Act 2014, recent Royal Commissions. She also oversees privacy and information sharing, contracts, statutory interpretation and coronial matters. Her expertise in governance and risk sees her playing an instrumental role in transforming Forensicare's risk management culture, leading the internal audit program and the delivery of governance services to Forensicare's board and subcommittees.

Dr Danny Sullivan, Executive Director Clinical Services

MBBS, MBioeth, MHlthMedLaw, MMgmt, AFRACMA, FRCPsych, FRANZCP

Danny has worked at Forensicare since 2004 in a variety of consultant positions. Most recently, he has worked within our Community Forensic Mental Health Service, where he was Assistant Clinical Director (Community Operations) from 2005 to 2017.

He holds academic appointments at Melbourne and Swinburne Universities and has published numerous book chapters and academic papers. He is a well-regarded expert witness and currently serves on the board of ACSO.

As the third Clinical Director of Forensicare, he is keen to cement our position as a high-quality service with great expertise in assessing and treating mentally disordered offenders.

Distinguished Professor James Ogloff AM, Executive Director of Psychological Services & Research

BA, MA (ClinPsych), JD (Law), PhD, FCCP, PCFP, FAPS

Professor Ogloff was appointed to Forensicare in November 2001. Jim is responsible for the delivery of psychology services and research across the organisation and assists with the provision of vital service development advice. He also holds the positions of Foundation Professor of Forensic Behavioural Science at Swinburne University of Technology and Director of the Centre for Forensic Behavioural Science.

Les Potter, Executive Director of Inpatient Operations

RN, B. AppSc Advanced Nursing, Administration (Dist)

Les was appointed as Executive Director, Inpatient Operations in May 2014. He is responsible for managing the Inpatient Services at the 116-bed Thomas Embling Hospital facility and the strategic management and planning of service changes or enhancements. He provides leadership to drive the development of services and ensures the delivery of clinical excellence, the maintenance of staff morale, and community confidence in service delivery.

Jo Ryan, Director of Nursing

RN, BEd, Cert Forensic Psychiatric Nursing

Jo was appointed as Director of Nursing in December 2013. Jo is responsible for providing nursing leadership and embedding a nursing culture that values professional standards and the delivery of best-practice nursing care. She has extensive experience as a psychiatric nurse in forensic mental health settings as a clinician, manager and educator.

Lucia Giagnorio, Executive Director of People and Culture

BBus, Grad Cert OHM and PROSCI

Lucia Giagnorio began her role as the Executive Director of People and Culture on 6 May 2019. Lucia was the original Human Resources Manager when Forensicare was first established in 1998. Years later, she has made the decision to return to the organisation. With a genuine passion for helping people achieve their full potential, Lucia aims to bring Forensicare into a workplace of the future, updating processes to ensure a smooth transition, as the organisation approaches a new period of growth.

Jessica Lightfoot, Chief Financial Officer

LB/BA LLM GAICD MBA CPA

Jessica joined Forensicare in March 2020 and is responsible for the financial stewardship of the organisation, including procurement, ICT and property services.

Jessica began her career as a lawyer, and spent three years working on the policy and legislative reforms, including the reforms that led to the establishment of Forensicare.

She transitioned to project management to lead the establishment of the National Coroners Information System, and managed large-scale property projects at Monash University. She then took on the role of leading the University's financial performance management, division before assuming a Chief Financial Officer role in the private sector. Jessica holds Non-Executive Director roles at VESKI and the Springvale Monash Legal Service and lives locally with her family.

Terry Runciman, Executive Director Prison Services

BAppSc(Psych)(Hons), MPsych(Clinical)

Terry commenced his role as Executive Director of Prison Services in August 2020. Terry is a clinical psychologist with over 15 years of experience within public mental health services, including public community mental health services, homeless mental health teams, emergency mental health, consultation liaison, and commissioning mental health and police response teams (MHaPR). Prior to commencing with Forensicare, Terry was the Area Manager of Mid West Area Mental Health, one of Victoria's 21 area based public mental health services. He brings a strong desire to deliver mental health service equivalency for people within Prisons and to strengthen the transition from Prisons services back to the community.

Anthea Lemphers, Executive Director Community Operations

BSc (Hons), MPsyCh (Clinical)

Anthea was appointed as the Executive Director of Community Operations in September 2020. Anthea is a clinical and forensic psychologist with more than 22 years experience in forensic mental health in both operational and discipline leadership roles. Prior to her appointment, Anthea was the Director of Psychological Services at Forensicare. She is passionate about leading a service where staff feel valued and are empowered to achieve the best outcome for Forensicare's consumers and contribute to community safety. Anthea is committed to improving services in the community by enhancing Forensicare's role in creating and supporting linkages between the justice and mental health systems.

Dr Kate Roberts , Director of Clinical Services, Prison Services

BSc (Med Sci) MBChB, MRCPsych, FRANZCP, Cert. Forensic Psychiatry.

Kate graduated from University of Manchester before returning to her hometown of Glasgow for psychiatric training. Having completed her elective in Melbourne as a medical student she decided to return to Melbourne for a short period between her basic and higher training where she worked at Juvenile Justice. She ended up staying and went on to complete her advanced training in Forensic Psychiatry with Forensicare, becoming a consultant in 2008 and Director of Clinical Services (Prisons) in 2017. She has worked across all directorates both as a registrar and consultant but has always particularly enjoyed prison work. She is committed to ensuring men and women in prisons have access to equivalent, recovery focused mental health care within and on transition from prison.

Dr Anthony Cidoni , Director of Clinical Services, Community

MB BS MMed FRANZCP FRACMA

Anthony joined Forensicare in 2017 as Director of Clinical Services. With 24 years of experience in psychiatry, he is committed to excellence in patient care and clinical governance.

In his role, he works in partnership with the Executive Director of CFMHS to ensure delivery of the highest quality of clinical care across all programs through a robust framework for Best Care and positive relationships with all key stakeholders and advocacy for community forensic services within and outside Forensicare.

Alongside his role at Forensicare, he is the Deputy Chief Psychiatrist of Tasmania, an adjunct senior lecturer in the Department of Psychological Medicine at Monash University, and director of Perception: Forensic and Adult Psychiatry, Anthony's private practice which specialises in forensic psychiatry—particularly in the preparation of court reports.

Board of Directors

<https://www.forensicare.vic.gov.au/about-us/forensicare-board/>

Application Process and Timelines



Catherine Reidy - Principal

E: creidy@derwentsearch.com.au P: +61 (0)435 285 344 [LinkedIn Profile](#)

Catherine is a Principal Consultant in our Victorian Health care practice. With over 15 years' executive search experience, Catherine's diverse skill set enables her to challenge what the right fit looks like, overcoming leadership challenges at Board, C Suite and senior executive levels.

As a specialist advisor in corporate and clinical search assignments across Healthcare, Public Sector and Higher Education, Catherine has deep sector expertise enabling her to gain a thorough understanding of her client's needs. Prior to joining Derwent Catherine held corporate and specialist search roles with respected organisations in Australia and Ireland.

To Apply

Forensicare has engaged the executive search firm Derwent to assist with this appointment. Derwent will support the selection panel to identify the widest possible field of qualified candidates and to assist in the assessment of candidates against the requirements for this role.

Interested candidates should provide a confidential email address and suitable daytime and evening telephone contact details, as well as details of their availability during this period. In submitting your application, you should include the following:

Covering Letter	Curriculum Vitae
Your cover letter should address your experience against the key selection criteria outlined in the position description.	A standard CV – MS Word or PDF.

Timelines

- Interviews with Derwent will take place between February 14 – 21, 2022.
- Client interviews (likely two rounds) will likely take place in early - mid March 2022.
- Detailed reference checks will follow.
- Offer and acceptance expected in late March – early April 2022.
- Expected start date – April / May 2022.

For a Confidential Discussion

Please contact Principal, Catherine Reidy, from Derwent as per the above contact details. Applications should also be addressed to and emailed directly to Catherine.