ABERDEEN CITY COUNCIL

ALEO – ANNUAL REPORT

ORGANISATION:	Bon Accord Care
REPORT COMPLETED BY:	Dr Lou Henderson, Managing Director, and Executive Leadership Team.
DATE:	September 2024

SECTION 1 - Outcomes and outputs

Please provide a qualitative summary of outcomes, outputs, activities undertaken and progress made to date:

In my new appointment as Managing Director for Bon Accord Care (BAC), I am delighted to present the Annual ALEO Report on behalf of all staff at Bon Accord Care. Staff have continued to deliver excellent standards of care, supporting early intervention and promoting health and wellbeing for the citizens of Aberdeen. They do so at a time where the landscape of Health and Social Care faces significant challenges, with increasing need for services and financial scrutiny. However, through an integrated approach to our service provision our staff are 'making a difference' to the citizens of Aberdeen (see Supporting Material no. 5).



BAC staff help citizens to maintain their health and wellbeing, by demonstrating Respect and Integrity, through a Teamwork approach that promotes shared Accountability (See our Q1 campaign information around 'Always Respectful' Supporting Material 1). This report highlights some of the tremendous efforts of Bon Accord Care staff;

both those who provide direct care and support, and those who support them to be able to do that. It outlines the diverse range of services we provide, the support services that help them to make a difference to the lives of citizens in Aberdeen, and the impact that Bon Accord care has had for individuals, communities, staff and partners.

Strategic Delivery & Development

A year on from the launch of our three-year strategic plan, we found it important to look back and reflect on the performance of all our workstreams in relation to it. Through doing this, we are able to adapt and tweak our strategy going forward, where necessary, in order to fulfil our goal as effectively as possible - making a difference to the lives of the people we support and work with.

Our Delivery and Development workstream has seen some exciting changes during 2023 - 2024. Staff across all services have made a concerted effort to develop new service specifications, in preparation for our contract renewal in April 2024. We have worked closely with our colleagues at Aberdeen City Health and Social Care Partnership and with our Clinical Governance teams to develop these. They offer clarity on integrated working practices and focus on how, together, we can support citizens of Aberdeen to meet the health and wellbeing outcomes.

Finance & commercial

The Finance Team has worked extensively with services and budget holders to ensure the delivery of a balanced budget result can be achieved. We have worked closely with our finance colleagues at the Aberdeen City Health and Social Care Partnership to ensure financial efficiencies have been achieved in the interests of the wider system. Our Information Systems team has commenced the rollout of our KPI Performance Dashboard together with a strategic review of our core operating systems. Work is ongoing to develop our Information Systems Strategy to complement our Corporate Strategy.

People & Performance

After the launch of our organisational Vision and Values last year, we created a plan to embed these within our everyday work, with every member of staff at Bon Accord Care. A key part of this plan was to develop a performance framework for employees that helps staff visualise and live our values. We are now close to completing this project and look to roll it out in the new financial year. Another area of the organisation we have focussed on is recruitment. The recruitment process for the organisation has been reviewed and streamlined to support how we consistently bring in quality people into Bon Accord Care.

Building on the post-launch efforts from the previous year, we have continued to embed our new vision and values across the organisation. Promotional materials for internal and external use were produced, including posters for display in our services and pop-up banners for external events. These will help ensure the message is clear around the way we want to work and act as well as a key tool when introducing our values to potential new staff and partners.

Clinical and Governance

The Clinical and Governance Team have embedded workstreams in five key priority areas to share learning across the services from best practice. Working collaboratively with our Delivery & Development colleagues, we have a shared vision and excitement for new innovations. Ensuring service users are at the heart of everything we do remains our key priority while delivering safe high-quality care.

The Clinical and Governance team have continued to support development of our governance and assurance structures within BAC; through working groups, there has been shared learning and promotion of best practice, positive conversations and consideration to the factors that influence or affect the delivery of care. We have seen further enhancement of the data on performance, through refinement of our governance dashboards.

Awards & accreditations

Bon Accord Care continue to strive to deliver the best of care through working towards and achieving key accreditations. We continue to support those who have served in the armed forces through our Armed Forces Covenant Award (Silver Level) as well as maintaining our Mindful Employer Award and Healthy Working Lives (Gold Level) award.

We have also achieved:

- Quality Standards Framework accreditation for our telecare service for the second year running whilst our Joint Equipment Stores achieved it for the first time.
- The Young Persons Guarantee award
- Disability Confident employer
- A2DT Telecare Bronze Award but could update, on course to achieve Gold Award

Performance indicators:

This is the quantitative progress you have made in meeting targets over the year. These were agreed in your business plan / development plan and should be confirmed in your first quarterly meeting with your Lead Officer PLEASE DO NOT CHANGE THE BASELINE OR TARGET FIGURES.

	Please co	omplete all b	oxes
INDICATOR		TARGET	ACHIEVED
INDICATOR		23/24	23/24
Financial Savings		£1.2m	£1.2m
Compliments versus Complaints			111 Compliments 19 complaints
Mandatory training for all staff		85%	85%
Delayed discharge – tenants will be home within 24 hours of being classed as fit for discharge	-	-	-
Telecare and community alarm – response to high priority referrals within two working days		85%	88%
Telecare and community alarm – response to medium term referrals within five working days		85%	99%
Joint Community Equipment Store Deliveries have been made within 1 day of order, ensuring people are receiving their equipment more quickly		90%	93.5%

If you have not met the targets set please give any reasons or explanation for this:

Delayed discharges: Bon Accord Care have always had capacity to welcome tenants home and have therefore not been responsible for any delayed discharges.

Please provide a summary of particular successes or case studies:

Case Study: Reablement Strengthening community connections

There has been a focus on establishing connections within the community through the following initiatives;

- Regular residents' attendance at Boogie in the Bar at the local pub Greentrees.
- Boogie in the Hoose, bringing dancing, fun and laughter, along with enablement and reablement, to sheltered housing (see Supporting Material 2).
- Visits from Puddleducks Nursery arranging days out with them, picnics, tea parties and walks.
- Residents really enjoyed a visit from Joyful Ponies which was organised after residents requested an
 activity with animals.

Contribution to ACC LOIP Stretch Outcomes (SO): Child Development (SO3); Community Empowerment (SO16).

Case Study: Children's community occupational therapy support

The Occupational Therapist received a referral for a child with severe cerebral palsy who now required safer M&H techniques and a review of all transfers involving seating, bed and bathing. Intervention: The OT liaised with NHS and education colleagues as well as specialist equipment representatives as part of the assessment process. The Service User received a hoist, specialist sling, a Moving and Handling plan and Risk Assessment, a specialist profiling bed and a larger bath seat. Outcome: This enabled the Service User to have safer moving and handling between home and school, a safe sleeping space and a safe changing place for parents to assist with personal care. Bathing is now a safer and much more enjoyable activity for the Service User.

Contribution to ACC LOIP Stretch Outcome(s): Child Development (SO3); Supporting children with disabilities (SO8); Health & Wellbeing (SO10).

Case Study: Occupational Therapy Assistant (OTA) support

The OTA in the Van received a referral for a Service User who had been housebound for several months as can no longer managed steps at the front door due to experiencing a stroke, resulting in a right side weakness. Intervention: The OTA carried out a full assessment, recognising the Service User was experiencing difficulties with many activities within the home. Outcome: Service User received a toilet frame, shower stool, lever to assist her in and out of bed and external rails which would support her to leave the house safely, meaning that she could return to some activities she previously enjoyed in the community.

Contribution to ACC LOIP Stretch Outcome(s): Supporting children with disabilities (SO8); Health & Wellbeing (SO10); Community Empowerment (SO16).

Case Study: Clashieknowe

Clashieknowe received a referral for someone who needed support to reduce their risk of harm, morbidity and mortality following a stroke. After a long period of time in hospital, they were transferred to Clashieknowe for ongoing reablement and rehabilitation and to await re-housing (alternative accommodation). In partnership with our housing colleagues, NHS Allied Health Professional colleagues, Community Psychiatric Nurse from the Drug and Alcohol Service, Care Manager, staff within Clashieknowe supported reablement and independence. In collaboration with voluntary sector colleagues at Turning Point access to community events was increased, also offering support with medication collections. Multi-disciplinary Team meetings were highly valuable, where the supported person and those who supported them were able to discuss progress. The individual embraced a reablement ethos and was able to move to an amenity cottage to live independently. Turning point and family continued to support and an Occupational Therapy Assistant from Clashieknowe ensured that any small pieces of equipment were ordered and in place for a safe move.

Contribution to ACC LOIP Stretch Outcome(s): Healthy life expectancy (SO10); Alcohol and Drugs (SO11); Community Empowerment (SO16).

Case Study: Developing the Young Workforce

The Bon Accord Care Young Workforce Team hosted a recruitment day at the Learning Hub as we opened the doors for young people interested in social care. Taster sessions took place with M&H, First Aid and SVQ. Feedback from the day was really positive with applications being completed and interviews planned. Later in the month we welcomed six new apprentices in Care.

Our Young People Empowerment and Participation went live in August 2023. Young people met at the Learning Hub and began by looking at 'what makes a good mentor' where there was a lively and informative discussion

about the qualities that young people find supportive and inspiring. We took a deep dive into building a mentoring/mentee relationship and how this works most effectively in practice. The findings from this first group session were used to form our 'Mentoring Matters' Workshops that took place at the end of August.

Contribution to ACC LOIP Stretch Outcome(s): Employment (SO2); Children and young people feel listened to (SO4); Positive Destinations (SO6); Empowering communities (SO16).

Case Study:

In response to feedback from service users, their families, staff and key partners, Bon accord care have recently re-introduced their news letter and rebranded under the title: Bon Accord Cares. This newsletter shares news about communities within Bon Accord Care, activities, workforce updates, good news, and celebrates the success of our services and the valued contribution that Bon Accord Care makes to our local communities within Aberdeen City. This has been well received by all, with some fabulous feedback from service users, staff and partners to-date. We continue to explore alternative ways of engaging across our communities and the new MD v-Log has been warmly welcomed and feedback has been positive (see examples Supporting Material 3 & 4)

Contribution to ACC LOIP Stretch Outcome(s): Employment (SO2); Positive Destinations (SO6); Community Empowerment (SO16)

Case Study: *Enablement*

Mary returned home from a period of time in an acute Hospital and rehabilitation service and experienced a high level of anxiety, along with a period of low mood related to her increased level of dependence compared to prehospital admission. She was discharged with a stand aid to support her transfers when unable to use her zimmer frame. Mary was referred to the Enablement team, and following assessment by a Reablement Facilitator, identified her goals as below: regain confidence in her mobility within her flat; manage her continence needs independently; and, to regain confidence to complete small kitchen tasks independently. A six week plan was put in place, with weekly visits from the Reablement Facilitator and the support staff to implement and achieve her goals. This required collaborative working both internally with Bon Accord Care staff, as well as with external partners such as the NHS Community Therapy Team. Mary demonstrated a reduced level of dependence by the end of her reablement support and continues to be supported by the team with a dedicated enablement approach to maintain her regained independence in her activities of daily living.

Contribution to ACC LOIP Stretch Outcome(s): Health and Wellbeing (SO10); Empowering communities (SO16).

Please provide a summary of any problems or issues that have required attention or action:

This year has presented multiple challenges, posing significant leadership, operational, capacity and wellbeing issues for the organisation.

Our most significant and ongoing challenge to BAC, and the wider Health and Social Care sector, is the recruitment and retention of qualified and competent staff. This has been further compounded by the impact of changes to the model of delivery at Rosewell House (which was jointly delivered between BAC and NHSG). Challenges in securing medical cover have led to rehabilitation and reablement provisions being redirected to community settings. However, BAC are developing a comprehensive recruitment strategy. We continue to work closely with ACHSCP, educational institutions and other provider organisations to recruit staff. We continue to place an importance on developing our own workforce through our young people's workforce and our learning and development function.

Our Wellbeing Team have been instrumental in supporting wellbeing and resilience for our staff. Overall levels of sickness have been high throughout the period in review and our Wellbeing Team have assisted both our staff and services in supporting staff to return to work. Our staff continue to work under extreme pressures in response to the above, but we are seeing strong resilience amongst our dedicated staff. We are happy to report that the Wellbeing Team has also set up a Menopause Café for staff as well as a policy and risk assessment for staff with menopausal symptoms which is currently under progress.

Challenges around workforce and Information, Technology and Connectivity within the buildings from which BAC operate have presented issues for staff, whereby, lack of connectivity impacts upon their ability to maintain accurate record keeping and move towards digital and technology enabled care. However, BAC are connected with ACC and both organisations are committed to seeing co-designed solutions to resolve these issues explored.

Financial year 2023/24 has presented multiple challenges which have posed significant operational, capacity and wellbeing issues for the organisation. The organisation has had to operate whilst contending with extremely challenging budget pressures, significant inflationary pressures and a rise in demand for our services. These challenges have not only affected our organisation but have also had a considerable impact upon both our staff and the people we support. In addition to these pressures, we have experienced significant financial impacts arising from the cost-of-living crises. The biggest impact in FY23/24 arose from the COSLA agreed pay award which was significantly higher than our budget assumption of 3% for FY23/24. The impact of £1.2m resulted in significant savings having to be made across the organisation and also working in collaboration with ACHSCP.

The impact of the cost-of-living crisis has seen our significant budgetary pressures on our utility, food, and fuel costs. The impact of these costs pressures for Financial Year 2023/24 was as follows:

Category	Impact	% Impact
Utilities	£48,548	24%
Food	£40,414	9%
Diesel/Petrol	£11,696	35%

These increases were funded by delivering financial efficiencies elsewhere across the organisation.

At its meeting of 6th July 2023, the Finance and Resources Committee for ACC instructed the Chief Executive to undertake an Options Appraisal on all potential working arrangements with our ALEOs (Arms-Length External Organisations) and develop an Outline Business Case with the output from that Options Appraisal, and for that Outline Business Case, accompanied by a draft Project Plan underpinning the preferred option(s) to be submitted to full Council at its meeting of 11th October 2023. The preferred option at the time, was that BAC would transfer back into ACC. BAC contributed to this review, which presented significant challenges and delays for BAC, with relation to progression with 2024-28 contract with ACHSCP. Levels of uncertainty around future models of delivery and development led to a temporary pause in strategic planning, while key reports were co-produced as part of this process. However, on completion of a high-level business case, the proposal was dismissed on the grounds of financial impact and on the understanding that operating an ALEO offered opportunities for greater flexibility in response to a rapidly changing health and social care landscape (including The National Care Service). ACC retained the right to review this again in future, in response to legislative changes pertaining to the National Care Service.

BAC have faced challenges around Analogue to Digital Technology (A2DT). This has predominantly related to testing of new digital lines and ensuring that there is a continued level of adequate service maintained during this testing to minimise the impact for people who use digital telecare services. Despite this, we have been successful in obtaining a Bronze award and are on track to achieve the Silver and Gold awards. As at 31st August 2024, the BAC Telecare Team had successfully changed over 99.8% of our alarms to new digital units. BAC attendance at the

Digital Programming Board has been revised, with our Information Systems Manager and one of our Operational Leads supporting this work, whilst escalation continues to be fed into Our Finance and Commercial Director.

As part of our ongoing commitment to working with NHS Grampian partners at our Joint Equipment store, discussion are ongoing to review the joint working agreement and to explore alternative premises for the service. There has been a significant increase in the number of people being cared for at home, this has led to an increase in demand and pressure on JES. Service users from 2019 using the service was 19,938 and now in 2024, that has increased by 23% to 24,445 service users. The workload/amount of requests actioned in 2019 was on average 761 per month, that has increased by 47% to 1430 requests per month. There has been no increase in resource from either an NHS or BAC perspective. The current Joint-Working Agreement and premises are not longer fit-for-purpose, with further clarity required around provision and funding of key services. BAC remain committed to engaging our NHS partners to progress this key piece of work. BAC continue to work in close partnership with ACHSCP to co-produce the Service Specification for the Joint Equipment Store, progress the Joint -Working Agreement, and gain the necessary clarity around funding.

ACC Strategies and Action Plan Priorities:

Please provide a summary of how your activities have delivered against ACC strategies and action plan priorities.

At the end of year one delivery for BAC's strategic plan outlines the aims and target areas for Bon Accord Care over the next three years. At the heart of this strategy is engagement with the people we support and wider communities. They have helped us to develop this strategy along with engagement from staff across our organisation, and our external health and social care partner organisations. We focus on a central theme of 'making a difference' in the lives of people we support and work with, encompassing our values and behaviours in order to achieve our four strategic aims:

- Caring
- Enabling independence
- Workforce
- Healthy lives

These strategic aims and the target areas are aligned to the ACHSCP Strategic Plan and build on the positive work and learning from the last five years. They ensure that we remain focus on the task in hand, to 'make a difference' for the people we support, their families and unpaid carers, and for the people we work with when delivering person-centred health and social care services. This report and above case studies highlights BAC's contribution to the delivery of the Stretch Outcomes (SO) of the Local Outcome Improvement Plan 2016-26 (LOIP) across the below areas:

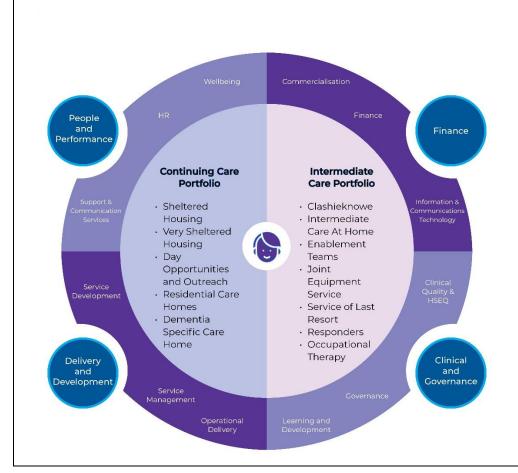
- Employment (SO2)
- Child Development (SO3)
- Children and young people feel listened to (SO4).
- Care experienced (SO5)
- Positive Destinations (SO6)

- Supporting Children with Disabilities (SO8)
- Healthy life expectancy (SO10)
- Alcohol & Drugs (SO11)
- Nature & Wellbeing (SO15)
- Community Empowerment (SO16)

Local Priorities:

Please highlight where your outcomes, outputs or activities align against the priorities of the Local Outcome Improvement Plan. https://communityplanningaberdeen.org.uk/aberdeen-city-local-outcome-improvement-plan-2016-26/

The range of services from BAC offers not only continuing care support in citizens' own homes (be those sheltered housing, very sheltered housing or care home), we also have a range of intermediate services that directly contribute to the national and local early intervention and prevention agenda. We strive to promote early intervention and prevention across all of our services, in line with local strategic priorities. In addition to our contributions to the LOIP, BAC remain committed to supporting Aberdeen City Health and Social Care Partnership to progress and achieve the aims of their Strategic Plan 2022-25: Caring together; keeping people safe at home; preventing ill health, and supporting people to achieve fulfilling and healthy lives.





Education:

Please provide further information in respect to any education programmes delivered.

Learning and Development

[Contribution to ACC LOIP Stretch Outcome(s): Employment (SO2); Children and young people feel listened to (SO4); Care Experienced (SO5); Positive destinations (SO6)].

Bon Accord Care Learning Hub

During 2023/24, the Learning and Development Team have delivered courses covering 85 subjects, with 9736 staff taking part. The new Corporate Induction program launched in January 2023, aims to embed culture and values with a strong focus on customer service, communication skills, staff behaviours, development and putting the people we support at the heart of everything we do. The restructure meant that staff are expected to undertake role-specific induction alongside accessing specific training identified in services and that the need to attend training was reduced, which is reflected in the numbers of people attending courses. During this period, Learning and Development staff have responded to needs in services by delivering support sessions onsite. This has been received positively by staff teams and managers alike.

L&D - Scottish Vocational Qualifications

The team have supported staff working on SVQs at various levels in 2023/24, 186 were completed and a further 113 are in progress. The SVQs are delivered by the team to a variety of staff from Bon Accord Care and Aberdeen City Council

Building our future workforce

Work continues to develop staff through theory and practice learning. Development packs for job profiles have been introduced across roles to further embed development of staff, with opportunities to obtain the skills required to progress through their career.

Supporting a change of career

Bon Accord Care have been supporting Five Occupational Therapists (OT) back into the profession through a Return to Practice scheme. They are employed as OTA's whilst they gain experience, confidence and required skills to register as an OT with the HCPC. The service has successfully supported 4 staff members to gain OT appointments with the company via this route in the past two years

Developing the Young Workforce

Foundation Apprenticeships

Young people have completed the NPA element of the award and will now continue to complete SVQ2 (SCQF Level 6) units on communication, health and safety, safeguarding and developing practice. These will be completed by work based learning and production of reflective statements.

100% of Young people enjoy the classroom experience.

100% of young people surveyed feel supported by their mentor.

100% of young people surveyed feel supported by the young workforce team.

100% of young people surveyed were comfortable to ask questions at their workplace.

100% of young people surveyed feel the SVQ matches the tasks they are being asked to complete on placement.

Modern Apprenticeships

Young people are progressing well with their qualifications in Social Services and Healthcare SVQ2 & SVQ3 in Business Administration and are being supported by their work place mentors SVQ assessors.

100% of young people surveyed feel supported by their mentor.

100% of young people surveyed feel supported by the Young Workforce Team.

100% of young people surveyed feel meta skills workshops supported their wider learning and build confidence.

100% of young people surveyed feel the SVQ matches the tasks they are being asked to complete on placement.

98% of young people surveyed feel valued in their role.

100% of young people surveyed were comfortable to ask questions at their work place.

Graduate Apprentices

Five Business Management Graduate Apprentices continue to work hard with one now entering fourth and final year of academic studies.

School Engagement

Schools Across Aberdeen access the FA hubs and support students to complete their Foundation apprenticeship. Of these, 19 come from an Aberdeen Priority Area School. During 2022/2024 four schools operated as HUBS, which continues. The Hub Schools are; Aberdeen Grammar School (16 pupils), Bucksburn Academy (12 pupils), Old Machar Academy (8 pupils). St Machar Academy (16 Pupils). Home School; Aberdeen Grammar School (9), Bridge of Don Academy (2), Bucksburn Academy (7), Dyce Academy (3), Hazlehead Academy (1), Old Machar Academy (19).

Career Ready

Bon Accord Care has taken part in Career Ready for 7 years, with 4 placements 23/24.

Student placements

There have been two placements offered to the Princes Trust, with young people working in Balnagask and Kingswood Day Centre to complete the work based hours required for employability awards.

Employment

Please provide information about your volunteers, if you have any:

- What roles do your volunteers undertake within the organisation?
- Training and Policy in action?
- Example of volunteer success stories such as transition to employment?

Currently we have several partnerships with Companies in the Aberdeen Area who support us. One example of this is at Fergus House where employees from Stork help the residents with the garden. We are currently looking to review our volunteering policy as post-Covid we are now beginning to see a small increase in the number of requests to volunteer in our services.

We continue to work with the Employability team within Aberdeen City Council and have undertaken a few paid placements through the ABZ Works team to give an overview and experience of care services. Through this scheme we have been able to offer a route back into employment.

SECTION 2 – Users, Audiences, Participants and Investment

Please complete this section to report on the number of participants from each of the identified areas who have participated during the year.

Participants	Target	Total 2023- 24
Total number of participatory opportunities created throughout programme		
Number of participatory opportunities targeted for priority groups		
Young People under 16		
Young People 16-25		
Older People (65+)		
Disability (mental health physical, sensory (e.g., BSL users) and carers of disabled people)		
Ethnic minority communities including Gypsy/ Travellers		
Sexual orientation (LGBTQ)		
Residents of regeneration areas within Aberdeen City		
Other (please specify)		

Please complete this section to report on audience/visitor numbers in relation to your programming.

Users/Audiences	Target	Total 2023- 24
Total user/Audience/visitor Number		
User/Audience number from Aberdeen City		
User/Audience number from the wider region or further		
% of user/audience survey rating experience as 'excellent' or 'good'		

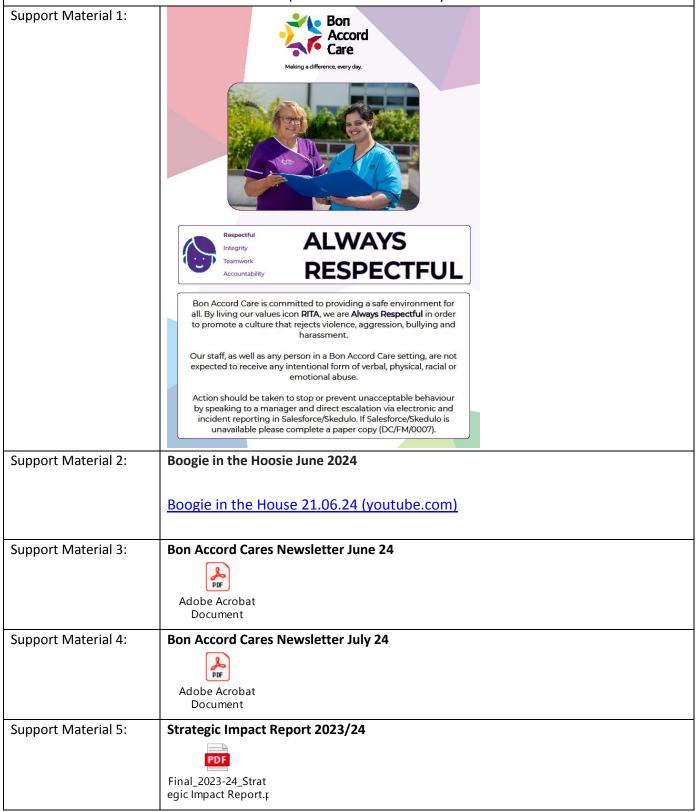
We are keen to evidence the added economic value and social return of investment, as such we request that you, please complete the table below.

Income 2023-24	Total £
Value of Grant(s) from Aberdeen City Council	GBP
External Grant funding	
Sponsorship	
Trading income	
Other (please specify)	
Total add income	

Section 3 - Support Material

We recommend you provide up to five items of support material to help demonstrate the quality and impact of your activity. This may include case studies, photographs, videos, web links, publications, marketing material, reports, participant testimonials and feedback. If emailing, please keep all support material to under 5mb. Please supply details on your support material below

By submitting this you are providing permission for each item to be used for publication. You should ensure you have the creators consent and accreditation is provided where necessary.



Aberdeen City Council collects and maintains the data on this form about your organisation for the purpose of contacting you in relation to the funding, monitoring purposes and to collate information for statistical and audit purposes. We will retain Personal Data for six years in accordance with the organisation's Corporate Records Retention and Disposal Schedule and for the purpose of administering, processing and assessing your report.

For the purposes of processing this information Aberdeen City Council is the Data Controller. The Information Commissioner Office is the UK's regulator of data protection law (www.ico.org.uk). More information about all of the rights you have is available on our website at: https://www.aberdeencity.gov.uk/your-data.

Whenever the Council processes personal data we need to make sure we have a basis for doing so. We understand our basis in GDPR to be Article 6(1)(e) as we consider that it is in our public task to collect this information under our powers set down in the Local Government and Planning (Scotland) Act, 1982 section 14, as amended by section 128 of the Local Government etc. (Scotland) Act, 1994. The act provides for us doing or contributing towards the expenses of providing or doing, anything necessary or expedient for the purpose of ensuring that there are facilities available for recreational, sporting, cultural or social activities as we consider appropriate.

To confirm that all information included in this report is accurate and that you have read and followed the terms and conditions, please sign and date below. If submitting by email an electronic signature or the typed name of the appropriate contact should be inserted.	
Name: Dr Louise Henderson Date: 02/09/2024	