

## HPMA press release

### HPMA EXCELLENCE IN HRM AWARDS WINNERS 2011

The HPMA Excellence in HRM awards took place at The Brewery, City of London on Thursday 23 June, hosted by Alex O'Grady. Over 360 guests gathered to celebrate the talented HR healthcare teams from across the UK.

Full compendium of entries and event photographs are available to view on the HPMA website ([www.hpma.org.uk](http://www.hpma.org.uk)).

### CATEGORY WINNERS

- **HR team of the year**

Awarded to a UK healthcare HR team which has made the most outstanding contribution to HRM over the past year. Supported by The Scottish Executive, Northern Ireland Department of Health, Social Services and Public Safety and Welsh Assembly Government.

Presented by: Peter Gregg, deputy director, education and training from DHSSPSNI, Dr Ingrid Clayden, director for Health Workforce from Scottish Government and Jo Davies,

#### **Belfast Health and Social Care Trust, HR team led by Marie Mallon**

Good working relationships between practitioners, experts and business partners has enabled the HR team at Belfast Health and Social Care Trust to reduce their budget by £549,000, manage a 13.6% workforce reduction in the 2010/11 period, cut the sickness absence rate from 4.25% to 3.64% and achieve a turnover rate of 3.5%.

The HR team, which has already won 3 HPMA Awards since 2009 and now won the HR team of the year 2011, has managed this by developing and implementing a range of strategies to provide leadership and direction to the trust on key workforce issues.

The team is organised so that codirectors of HR operate as business partners at a strategic level, acting as change agents and internal consultants, while senior HR managers work as functional 'experts' in different areas such as employment law, organisational development and workforce planning.

They have played a lead role in the trust's Maximising Outcomes Resources and Efficiencies programme (MORE) which realised savings of £122m in the period 2008-2011 and ensured £44.9m saving through the workforce efficiency programme during the period 2008-11 (original target £17.6m). This includes savings through HR facilitating vacancy controls. The team has also established a trust-wide bank of 5,000 staff, providing ad-hoc cover and reducing agency expenditure. Diane Taylor, director of HR, Department of Health, Social Services and Public Safety Northern Ireland, said: 'I have had the pleasure of working with this exceptional team of HR professionals since 2005. In that time, we have worked together on a wide range of local Trust issues, but I am always most impressed by the team's contribution and approach to complex regional HR issues. In my view, the hard work, commitment and professionalism demonstrated by each and every member of this team, truly deserves to be recognised at national level.'

- **HR Director of the year award**, sponsored by the HPMA

This is awarded to a UK healthcare HR Director who has made an outstanding contribution to the HR profession over the past 12 months.

Presented by Kelvin Cheatle, HPMA President 2008 - 2010

#### **Jane Raven, director of human resources & organisation development, Knowsley Health and Wellbeing**

As director of HR and OD, Jane has led the development of an integrated model of human resources and organisational development across Knowsley Health and Wellbeing and her success in the role has been recognised by Jane being named HR director of the year.

Jane has developed a single workforce strategy for health and wellbeing which sets out an approach to operate flexibly and deal with the ambiguities of working across two separate statutory organisations. The seamless delivery of services by the workforce is highly regarded by service users. It has reduced duplication (having a single executive team has saved £280,000 per annum alone), generated innovation in developing new job roles and is fiercely supported by staff and trade unions. A keen advocate of the Towards World Class HR and OD initiative, Jane used the findings of the survey to modernise the directorate and introduce a supportive framework for the team's professional development. This has seen the development of new job roles which has significantly impacted on organisational performance, including a reduction in overall rate of sickness absence by 1% in the first year.

Under Jane's leadership Knowsley became the first NHS organisation to achieve the Government Office North West Skills Award. This was a significant achievement, championed by Jane and was rewarded with a 'Distinction' level of award.

In recognition of her accumulated outstanding achievements, she was awarded NHS Northwest's 'Outstanding Achievement in Patient Centred HR' in 2010.

Chris Jefferies, acting director of workforce and education, NHS North West said: 'Jane has been one of our senior contributing HR directors both within her own patch and the North West and is one of the few HR directors to be selected for the NHS Top Leaders Programme. I consider her contribution to be considerable and believe she deserves this award.'

- **Overall winner**, which is sponsored by the NHS Professionals

The category winner which in the opinion of the judges deserves this special accolade.

Presented by Keith Nash, HR Director

Developing outpatient services

Susan Whiterod, head of leadership development and Louise Gaffney, associate director of strategy & infrastructure (health planning),  
West Hertfordshire Hospitals NHS Trust

West Hertfordshire Hospitals NHS Trust's outpatient department had poor national outpatient experience survey results (lowest quartile), staff refusing to participate in development events because they felt the problems lay elsewhere and a perceived 'tell and tell off' management style. Improving the experience within a highly pressured, resource-constrained frontline service was hugely challenging. The trust set up an engagement workshop and invited staff to 'tell it as experienced'. This was not comfortable listening.

The trust committed to action within three interlocking work streams; environment, system and processes and 'how we do things around here'. A series of low cost/high impact events brought frontline staff together to think, learn and discover using the idea that 'the answer is in our room'. Action inquiry and experiential learning workshops helped staff reconnect with core values, recognise that what they do transforms experience and realise that their contribution mattered.

Over a 12-month period, incremental, systemic changes have achieved qualitative and quantitative improvements. Outpatient services are now highly valued as the 'front-window' of the trust.

Fragmented management arrangements are replaced by new, integrated ways of working, based upon confidence, and not 'change it to fix it'.

The changes achieved have been so significant that the trust was the overall winner of the HPMa awards and also won the award for excellence in organisational development.

The judges were full of praise for this exciting project. They said the team tackled a disaffected staff group delivering poor customer service and helped them turn themselves around with a minimum investment but clear evidence of change (saving over £400K). With a great programme management approach, they transformed staff and patient experience.

Contact Susan Whiterod on 07979 456220 or [susan.whiterod@whht.nhs.uk](mailto:susan.whiterod@whht.nhs.uk) for further information.

- **Mills & Reeve award for excellence in organisational development**

An OD initiative or project that has significantly benefited the organisation through improved effectiveness or viability

Presented by: Jog Hundle, Partner

Developing outpatient services

Susan Whiterod, head of leadership development and Louise Gaffney, associate director of strategy & infrastructure (health planning),  
West Hertfordshire Hospitals NHS Trust

(See text above)

- **GateHouse award for equality and diversity**

A project or initiative that demonstrates progress in addressing the equality or diversity challenges within an organisation.

Presented by Joy Shepherd, course co-ordinator

**CATEGORY WINNER & JUDGES' SPECIAL AWARD WINNER**

See Me, Talk to Me

Rachel Taylor, diversity manager, Cameron Patton, young carer and Ben Newton, young carer,  
United Lincolnshire Hospitals NHS Trust

The Young Carers Partnership (young carers and young carers organisations in Lincolnshire) had realised that there was a need for increased dialogue and awareness of young carers among health services staff, as the young carers were reporting a number of negative experiences when accessing healthcare services with the person that they care for.

Working with the young carers lead from the local authority, the then patient and public involvement manager set up a joint evening meeting with young carers, and Action for Young Carers. From that meeting an action plan was put together, and the group was named 'See Me, Talk to Me'. Winner of the award for equality and diversity and Judges special award winner, the See Me, Talk to Me group has transformed the lives of young carers. This includes a young carers card, that has been launched throughout the Lincolnshire health services. The card is carried by the young carer, who then presents the card when engaging with health and other services in relation to the person they care for.

Young carers have reported that the increased dialogue brought about by See Me, Talk to Me and the development of the card has reduced the stress of the person they care for being in hospital, and increased awareness of young carers among staff. It has also meant that young carers have a better understanding of health services and how to access them.

The judges were bowled over by the carers' positive can-do attitude and by the vast potential for rolling out the scheme across the UK and internationally. They felt it was a brilliant, original and inspirational project, which has challenged the professionals to confront age discrimination. One judge commented: 'The young carers was one of the most fantastic projects I have seen in a long time.' Contact Rachel Taylor on 01522 573030 or [rachel.taylor2@ulh.nhs.uk](mailto:rachel.taylor2@ulh.nhs.uk) for further information.

- **President's award for outstanding achievement, sponsored by Beachcroft LLP**

Awarded to two Individuals who have made contributions of outstanding significance to the field of healthcare human resource management.

Presented by Rachael Heenan, partner

Tim Gilpin, director of workforce and education, NHS Yorkshire & the Humber

Tim is director of workforce and education and has over 25 years of experience of human resource management within the NHS. He has been director of human resources in a variety of NHS organisations including mental health, community and acute services. His last post was a director of human resources at Cumbria and Lancashire Strategic Health Authority and prior to this he was Director of Human Resources at Central Manchester and Manchester Children's University Hospitals NHS Trust for five years.

He is hugely respected by his colleagues and staff. Executive director of workforce at the NHS Information Centre Rachel Allsop said: 'Tim has been hugely committed to the development and delivery of NHS HR in Yorkshire throughout his professional career (apart from when he had an aberration and worked west of the Pennines - but we have forgiven him now!).'

HPMA past president Deborah O'Dea said: 'Tim was nominated by colleagues who know him formally as a respected member of the Association on UK University Hospitals and currently in his SHA role.'

Tim has an extensive and sound knowledge of the service needs from a range of perspectives, a great deal of common sense and calm manner. He is highly approachable and a good source of opinion. We have thoroughly enjoyed working with him.'

As well as valuing his HR expertise, many of those who have worked with him appreciate his outstanding personal qualities. Bill McCarthy chief executive of NHS Yorkshire and the Humber remarked: 'Tim has a wealth of experience and expertise in the HR field which is recognised by colleagues nationally. But more than that he is an excellent colleague whose judgement and humour make a huge contribution to corporate leadership.' 'Tim has also worked hard to foster multi-professional relationships through his very genuine easy style and general bonhomie,' Rachel explains. 'Despite the rigorous demands of his various appointments, Tim has retained his passionate concern for others. On an individual and often quite private basis, his "pastoral care" of the HR community through changing times has been valued by many.

'More publicly, his commitment to charity sporting events enables Tim to combine the three things that most matter to him - helping others, sporting achievements and maintaining his temple-like physique!' And Dean Royles, director of NHS Employers added: 'I am delighted Tim has been nominated he has that rare ability to be both well liked and well respected by the HR community and has made a significant contribution over the years.'

Stephen Welfare, director of workforce and deputy chief executive, NHS East of England

Stephen is Director of Workforce and Deputy Chief Executive of NHS East of England and has over 25 years of proven NHS leadership experience. He took on the role despite facing major challenges, including a huge financial deficit, inequity and lack of engagement.

Stephen created and led a team whose function was to support high quality healthcare delivery and provide value for money through a dedicated, well trained, motivated and committed workforce.

Stephen's approach to leadership and his ability and determination have delivered some key successes including:

- Creating a truly inter-professional leadership team
- Creating a strategic regional workforce fund using a minimal top-slice that has funded several workforce transformation projects
- Creating a leadership and talent management programme that is widely recognised and was a precursor of many of the current leadership and talent management reforms
- Developing a local healthcare apprenticeship programme in the east of England, which saw the number of NHS apprenticeships rise from 9 in 2008/09 to over 1200 apprentices in training two years later
- Establishing a collaborative project between the NHS and The Prince's Trust to encourage young people to consider health careers, the first such scheme nationally
- Achieving the best performance in the country in recruiting newly qualified healthcare professionals
- Leading the development of the regional 'Employment Framework' to support staff redeployment and avoid redundancies which became the template for other SHA regions.

Stephen leads by example and his personal commitment to organisational development has seen the organisation listed in the HSJ/Nursing Times 2010 'Healthcare 100' top healthcare employers, and an exclusive place as the only NHS organisation in the country to feature in the Sunday Times Top 100 public sector employers.

Stephen is a truly exceptional leader who has made a huge contribution to the healthcare workforce and to his team's own professional development.

Chief executive of NHS East of England, Sir Neil McKay said: 'I am delighted Stephen has been recognised in this way. Stephen is an excellent HR and workforce professional who is constantly striving to improve the way he and his team works and the results they deliver for staff. He is a widely respected leader regionally and nationally. I can think of no one more deserving of this award.'

- **BMJ Careers award for outstanding achievement in the field of medical staffing**

An initiative that demonstrates excellent medical personnel management which has made a sustainable difference

Presented by: Steve McAuley, field sales manager

Consultant recruitment - getting it right

Kathy Gillman, assistant director HR and Dr Graz Luzzi, medical director & consultant in GU medicine, Buckinghamshire Healthcare NHS Trust

This project was developed in response to management concerns about poor attitudinal and behaviour responses from some consultants, giving rise to complaints from patients and staff. It was identified that the recruitment and selection of the consultant medical workforce should be improved and that this would require a significant change from the traditional approach to recruitment and selection through just a committee selection interview. A competency framework was developed which formed the basis for future consultant selection interviews. Once the competency framework had been developed, time was spent redesigning the interview paperwork and processes. During 2008/2009 interview training days were delivered. Everyone involved in consultant selection panels was trained in the new methods.

The trust has made some excellent appointments under the new system. It has greater confidence that candidates are chosen who have personal qualities that go beyond clinical capability. There have been a number of examples where candidates have not been appointed to consultant posts and potentially derailing behaviour has been spotted and the appointment avoided. The trust has also had very positive feedback from successful candidates and the panel members.

Its success has earned the team at Buckinghamshire Healthcare NHS Trust an award for outstanding achievement in the field of medical staffing. The innovative approach to consultant recruitment attracted the judge's attention for cracking a long-standing issue using tenacity and determination. They also felt that it was robust and focused and could also be used for performance management, influencing behavioural change in an existing workforce, redundancy selection as well as having the ability to be rolled out beyond.

Contact Maria Earley on 01494 425490 or maria.earley@buckshealthcare.nhs.uk for further information.

- **NHS Discounts award for staff engagement**

An HR project or strategy that has led to employees being more intellectually and emotionally committed to the goals of their organisation.

Presented by: Chris Heather, chief executive officer

Engaging the difference that makes the difference

Nicky Ingham, director of workforce & organisational development, John Murphy, chair of staff side, Sue Whittam, head of organisational effectiveness & staff engagement and Karen Sivill, staff engagement officer,

Royal Bolton Hospital NHS Foundation Trust

Staff surveys at Royal Bolton Hospital NHS Foundation Trust had revealed that the trust had a 'Tell not Listen' culture, and significant challenges with staff not feeling supported or satisfied with the quality of care they were giving. The trust was also facing challenges from having higher than average mortality rates that were potentially attributed to staff dissatisfaction.

In 2009 a comprehensive review of the workforce strategy implementation plan was undertaken and as a result the Board of Directors agreed to embark upon a challenging organisation-wide project to accelerate a shift in culture.

The aim of the project was to design a framework for staff engagement that could be used to identify and improve staff and patient experiences.

The project, which won the award for the staff engagement and leadership category, was entitled: 'Taking listening into action: creating a great place to work', the first phase of which was a series of Small and Big Conversations to:

- Listen to and understand staff experiences of working at the trust
- Identify a core set of values for the new integrated care organisation
- Identify a number of priority actions that would involve the staff in shaping the future organisation.

Since the project started there have been a number of significant improvements including a reduction in HSMR from 118 to 95 and the staff engagement score increasing in the annual staff survey from 3.60 in 2009 to 3.66 in 2010. Also the percentage of staff feeling they are valued by work colleagues has increased from average in 2009 to the highest 20% in 2010.

The judges' verdict was that this was an excellent example of how passionate leadership can influence staff engagement and make a positive, tangible difference.

Contact Nicky Ingham on 01204 390912 or [nicky.ingham@rbh.nhs.uk](mailto:nicky.ingham@rbh.nhs.uk) for further information.

- **NHS Plus award for excellence in improving employee health and wellbeing**

A project with an emphasis on health, work and wellbeing strategies to boost staff and business performance

Presented by Keith Johnston, MD, NHS Plus

Return to health: innovative service development

Jean Piernicki, occupational health nurse manager and Dr Julia Smedley, lead consultant & head of service, Southampton University Hospitals NHS Trust

In 2008, Southampton University Hospitals NHS Trust (SUHT) funded the introduction of Return2Health (R2H), an innovative programme that has optimised joint working with occupational health (OH) and minimised the adverse effects on health and wellbeing and the costs of long-term absence. The success of the project has been recognised with the award for excellence in improving employee health and wellbeing.

The fundamental change was a highly active integrated case management approach that aimed to enable employees to access specific treatment for their condition, to identify their own return to work barriers, and high intensity follow-up to encourage and support them in personal goal setting. Thus employees were empowered to overcome hurdles to achieve earlier rehabilitation.

The overall absence rate in SUHT has reduced to 3.53%, close to the strategic target of 3.5%. A second outcome of interest was an improvement in staff experience and well-being. During the period of the R2H intervention there has been a year-on-year improvement in the indices of staff satisfaction in the SUHT staff survey results. A survey of SUHT employees carried out in 2011 showed that employees rated the OH service as good.

The judges were particularly impressed by their scientific, evidence-based way of introducing and evaluating a case manager, goal-setting approach to managing staff sickness and speeding up return to work. This has achieved a £3.5million reduction in agency costs and enhanced employee health and wellbeing throughout the Trust. The judges felt this was a clear demonstration of the added value of the OH role, integrated with HR and aligned with business need.

Contact Jean Piernicki on 023 80796723 or [jean.piernicki@suht.swest.nhs.uk](mailto:jean.piernicki@suht.swest.nhs.uk) for further information.

- **Capsticks award for innovation in HR**

A cutting edge, creative initiative within any sphere of HR management that has led to improved practice.

Presented by Andrew Rowland, partner

HCA retention initiative

Lydia Jukes, recruitment manager and Lucy Connolly, assistant chief nurse, workforce, York Teaching Hospital NHS Foundation Trust

A low retention rate for healthcare assistants (HCAs) at York Teaching Hospital NHS Foundation Trust has led to an innovative project being introduced to improve recruitment – and an award for innovation in human resources.

Workforce information showed that the turnover rate of 15.59% within this staff group was higher than the trust average of 12.10% and it was felt that a major reason for this was a lack of understanding about the role from new recruits.

A completely new way of recruiting HCAs was therefore developed, focusing on providing information for applicants prior to them making an application, using values-based recruitment as part of the selection process and then comprehensively inducting new starters.

Compulsory open days were also introduced. Only candidates who had attended one of the open days would be eligible to apply. The open days not only outlined the day-to-day tasks of HCAs, but also ensured only candidates who were genuinely interested in the role were able to apply.

Before the project an average of only 13% of applicants were appointable. Since the new measures were introduced this has risen to 36%. Of the 86 HCAs who have started employment with the trust via the new process, only five (5.8%) have left the trust to date. Of the HCA leavers in the year ending December 2010, 34% had less than one year's service, compared to 52% in the previous year.

The judges liked the way the project was highly focused on patient care and the quality of staff. They thought the compulsory elements were a great innovation, educating applicants and focusing on values and attitudes of people as key qualities for patient care and experience.  
Contact Lydia Jukes on 01904 726043 or [lydia.jukes@york.nhs.uk](mailto:lydia.jukes@york.nhs.uk) for further information

- **Social Partnership Forum award for partnership working**

An initiative that demonstrates inclusion of all stakeholders in the processes of formulating, consulting, implementing and evaluating issues related to the provision of health or social care.  
Presented by: June Chandler, Unison and Gill Bellord, NHS Employers.

Social Partnership

Michelle Pelling, HR team leader, NHS Norfolk and Noel Glover, regional organiser (Norfolk & Cambridge), UNISON

The separation of NHS Norfolk into two entities: Norfolk Community Health and Care and NHS Norfolk meant that a staff engagement/partnership model was needed that was relevant for a commissioning organisation where trade union membership was low and staff side was limited to only one active representative from one trade union.

One of the key challenges was encouraging staff to see the relevance of trade unions at NHS Norfolk and in addition be willing to come forward as representatives.

To overcome this the regional fulltime officers were asked to deliver a number of workshops and surgeries to staff to highlight the benefits of belonging to a trade union and the importance of their role in supporting staff. At these trade union awareness days the HR team promoted the approved staff engagement model to be used at NHS Norfolk and gave information to staff about how this impacted on them and their work.

Following the implementation of the project, which won the award for partnership working, there are now 12 active representatives at NHS Norfolk and a successful committee with seven regular staff side attendees and three management side including the chief executive officer and the director of finance.

The final outcome has been the development of an active and collaborative staff side representation and a formal consultation process. All parties involved are committed to keeping this in place so that it forms a key aspect of the delivery of the organisation's objectives. This back to basics approach is a very solid example of partnership working, said the judges.

Contact Michelle Pelling on 01603 257000 or [hrcommissioning@norfolk.nhs.uk](mailto:hrcommissioning@norfolk.nhs.uk) for further information.

- **Award for best practice and innovation using ESR, sponsored by McKesson and NHS ESR Programme**

Initiatives that can demonstrate innovation and best practice use of the NHS Electronic Staff Record (ESR) system within an organisation.

Presented by: Dave Allen, McKesson

Improving junior doctor changeover project

Mary Currie, associate director: workforce planning and Dr Graham Hay-Smith, surgical trainee, NHS London

Trusts spend significant time duplicating induction processes performed in other trusts six or 12 months earlier and junior doctors lose a day or two each induction period doing the same. Medical HR staff spend three to five days entering this information on to ESR.

NHS London decided to launch an investigation into junior doctors' experience of handover and identified key areas for improvement including making enhancements in the electronic staff record (ESR) to support a streamlined rotation process for junior doctors.

The project was designed by identifying the end point i.e. what a good rotation looks like for a trainee, then by identifying what needed to change to reach that position. Changes needed included establishing an electronic link allowing medical trainees' details to transfer from the London Deanery into NHS organisations so that employers have trainee data earlier, and introducing competency labels and associated renewal dates into ESR and including them as part of the pre-employment Inter Authority Transfer process.

The project, which won an award for best practice and innovation using ESR, has ensured that all staff moving between NHS organisations only receive the training they need to meet statutory

requirements without unnecessary repetition. Also it has removed the need for paper-based checks as much of the information required by the employing organisation is available to them before new staff arrive. Significant financial savings have been achieved particularly through the removal of training duplication.

The judges were impressed with the size of the project, tackling a need that all trusts recognise but most ignore. They said it was a project that required huge commitment, tenacity and drive to deliver and that had potential to replicate across the whole NHS and all staff groups.

Contact Victoria Finch, workforce programme support manager on 020 7932 3976 or [victoria.finch@london.nhs.uk](mailto:victoria.finch@london.nhs.uk) for further information.

- **NLIAH Award for best learning and development strategy**

A strategy that invests effectively in the development of their people across an entire organisation to the benefit of patient care

Presented by Christine Bamford, director of leadership and OD, NLIAH

London Deanery coaching and mentoring

Tim Swanwick, dean of professional development and Rebecca Viney, coaching & mentoring lead, London Deanery

In March 2008 London Deanery developed and implemented a strategy to provide access to coaches/mentors for doctors and dentists working in the NHS in London.

They set up a service offering up to four sessions of face-to-face coaching/mentoring to any junior doctor applying. A total of 300 senior doctors and dentists with an educational role completed the three or four-day training programme to become a mentor. They were provided with guidelines for good practice, an ethical framework, on-going supervision commissioned from consultants in two mental health trusts, feedback, opportunities for development and administrative assistance.

Since the service was launched, 400 trainees have been mentored, 198 new GPs or consultants and 96 SAS grades.

Evaluation of the service at one year confirmed that mentors were highly satisfied with the quality of training and supervision they had received and reported benefits to their own behaviour, including patient care, as a result of the experience.

This project, which won the award for best learning and development strategy, has shown that senior doctors are willing to learn and use coaching and mentoring skills and doctors at all stages in their career will apply to such a service, especially those (women and ethnic minorities) who are often left out of informal arrangements. The biggest surprise for the deanery was the way in which the coaching/mentoring experience benefitted the mentors themselves.

Under the leadership of Rebecca Viney, the team seized the opportunity to embed a culture of coaching and mentorship among doctors and managers throughout the deanery area. It became 'viral' – creating the largest and most sustained mentoring scheme ever. The judges praised the excellent project management and sound evaluation.

Contact Tim Swanwick on 020 7866 3250 or [tim.swanwick@londondeanery.ac.uk](mailto:tim.swanwick@londondeanery.ac.uk) for further information.

HPMA would like that their generous sponsors BMJ Careers, NHS Discounts, NHS Plus, GateHouse, Capsticks, Beachcroft LLP, Social Partnership Forum, McKesson, NHS ESR Programme, Mills & Reeve, NLIAH, NHs Professionals, Equiniti ICS, The Scottish Executive, Northern Ireland Department of Health, Social Services and Public Safety and Welsh Assembly Government.

**Please contact Renae Maroney on 020 8334 4500 or [renae@chamberdunn.co.uk](mailto:renae@chamberdunn.co.uk) for further details or photographs from the event.**