

The WellBeing, Resilience and Performance Agenda



Resilience the whole picture

Derek Mowbray



Derek Mowbray

PhD (in the psychology of leaders and leadership)

CPsychol (Chartered Psychologist)

CSci (Chartered Scientist)

FBPsS (Fellow of The British Psychological Society)

FIHSCM (Fellow of The Institute of Health and Social Care Management)

derek.mowbray@mas.org.uk

Currently

Consultant, Organisation Health Psychologist.

Chairman, The WellBeing and Performance Group.

Director, MAS, OrganisationHealth, The Resilience Training Company.

Independent Technical Expert in Psychological Wellbeing, European Commission.

Previously

Visiting Professor of Psychology at 2 UK Universities.

Chief Executive of 3 National Health Service organisations.

Programme for today



Introduction

- About resilience**
- Core underlying challenges**
- Challenges for which resilience may be a solution**
- The case for psychological safety and wellbeing**

Step 1 – Frameworks for building organisation/team and personal resilience

Step 2 – Transforming managers into leaders

Step 3 – Embedding some cultural influences that enhance resilience

Step 4 – Embedding principles that provoke teams and individuals to be resilient

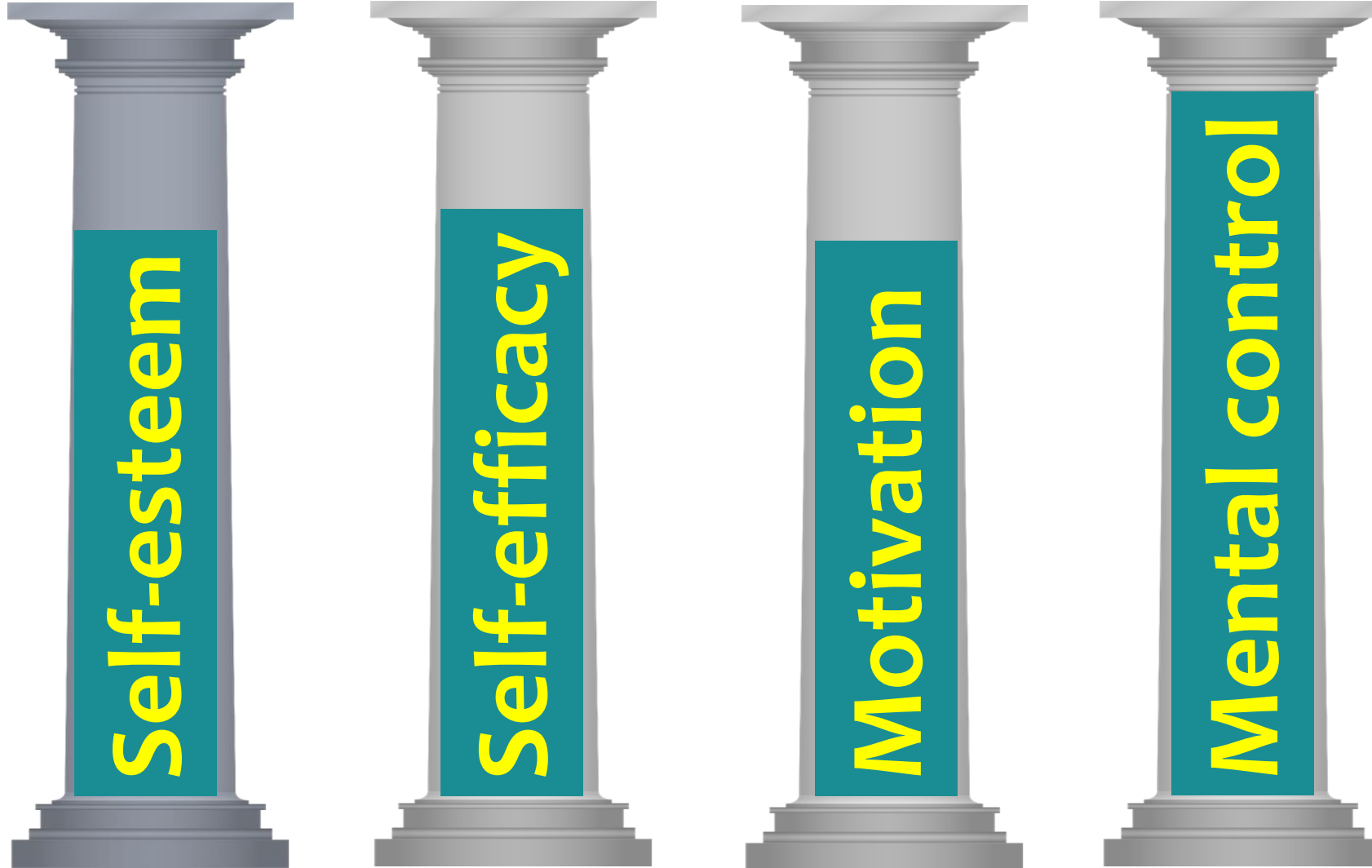
Step 5 – Adopt intelligent management

Step 6 – Enhance individual foundations for personal resilience (session 2)

Survival



Four pillars of resilience



Organisation and Team

Individual

Four pillars of resilience



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Leader and leadership

Outcomes led and values driven culture

Sharing responsibility

Psychological responsibility

Intelligent management



Self-awareness

Determination

Vision

Self-confidence

Organisation

Problem solving

Interaction

Relationship

If you can start the day without coffee

If you can always be cheerful, ignoring aches and pains

If you can take criticism and blame without resentment

If you can conquer tension without drugs

If you can relax without alcohol

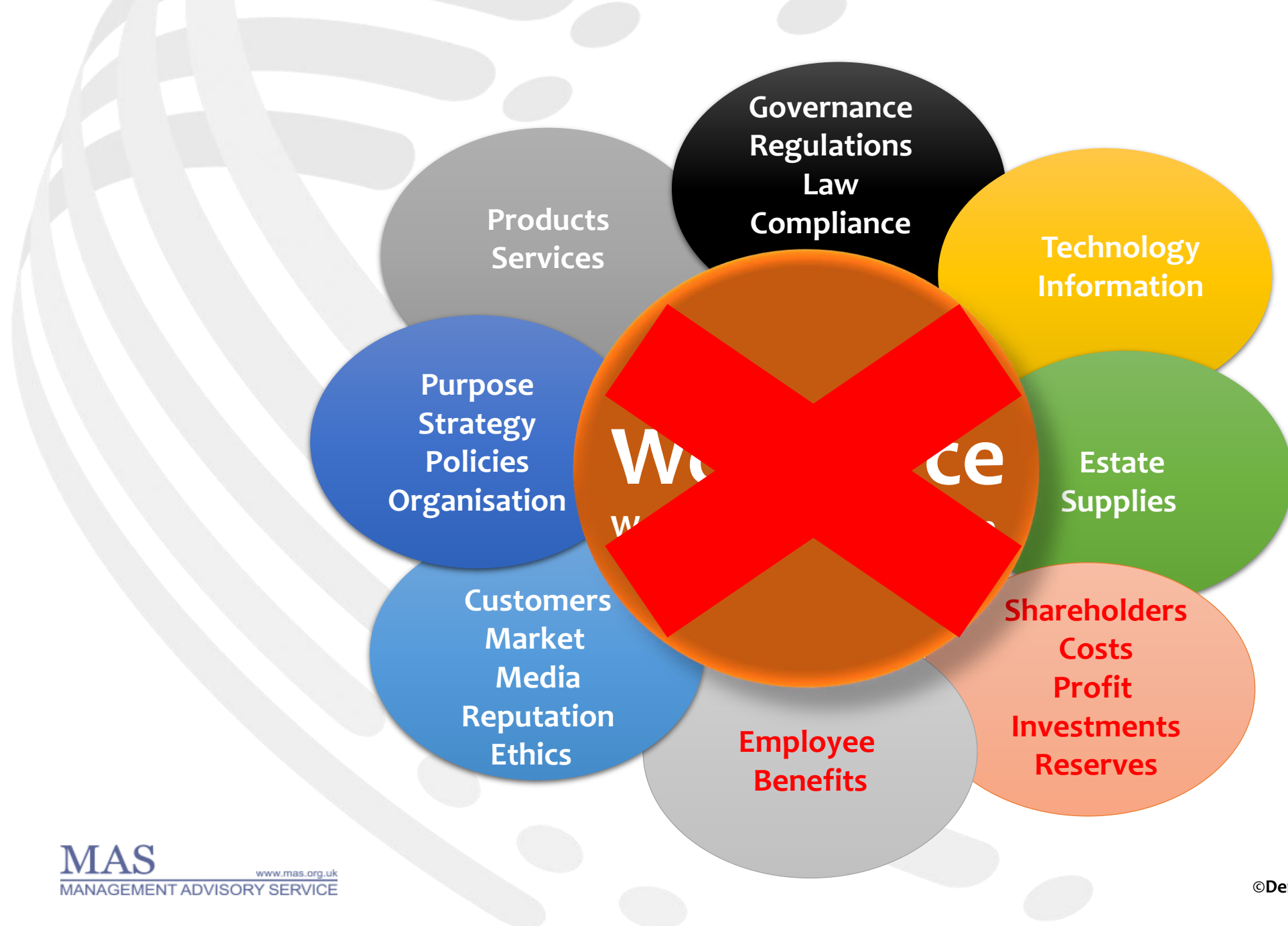
If you can sleep without sleeping pills....

Well, then, you're probably the family dog.

**What are the
problems for
which
resilience is a
possible solution?**

Message

**Problems cause continuous
under-performance
unless they are solved**



**High personal wellbeing
Good business performance**

Characteristics:

Clear purpose
Commitment, Trust, Engagement, Motivation
A culture of Psychological Responsibility
Good work terms and conditions
Sharing Responsibility for Future Success
Adaptive leadership and people management
Staff and customer focus
Low sickness absence
Low staff turnover
Low costs/high profits/surpluses

**Average personal wellbeing
Poor business performance**



Characteristics:

Ambiguous purpose
Invisible leadership
Transactional management culture
Average work terms and conditions
Average staff engagement/motivation
Good company wellbeing support
Good company benefits
Average sickness absence
High staff turnover
High costs/ low profits/deficit

**Poor personal wellbeing
Average business performance**

Characteristics:

Ambiguous purpose
Average work terms and conditions
Blame culture with constant inspections
Transactional and technical management
Bureaucratic and tick box driven
Incentive and bonus schemes
High levels of presenteeism/sickness absence
High number of tribunals
Average staff turnover
High costs/Minimal profits/surpluses

**Poor personal wellbeing
Poor business performance**

Characteristics:

Ambiguous purpose
Poor terms and conditions
Lack of Commitment, Trust, Engagement
Coercive, competitive and bullying culture
Autocratic management
Powerless workforce
High level of presenteeism/sickness absence
High numbers of tribunals
High staff turnover
High costs/Losses/deficit

Some good; some bad characteristics of leaders

Compassionate

~~Sociopathic~~

~~Autocratic~~

~~Narcissist~~



Persuasive

~~Bully~~

~~Harasser~~

Emotionally intelligent

~~Passive aggression~~

~~Selective hearing~~

Share responsibility

'Bad' Behaviour Iceberg



Ingredients of under performance and misery



**Blame; bullying; dis-engagement;
pass the buck; lack of motivation;
lethargy; lack of responsibility;
loss of identity; lack of ownership;
loss of purpose**

Psychosocial Risks

ORGANISATION RISKS

External risks:
Political change
Economy
Demographic shift
Demand

Internal risks:
Culture
Responsiveness
Reputational damage
Organisational performance
Workforce management
Technology/IT
Capacity
Fragmentation

WORKFORCE RISKS

Culture
Change
Downsizing/Collapse
Mergers/Acquisitions
Growth
Mismatched skills
Fragmentation
Uncertainty
Dis-engagement
Under-performance
PsychoPresenteeism

PERSONAL RISKS

Life events:
Change
Ill health
Accidents

Work events:
Intimidation
Threats
Conflicts
Insecurity
Fear
Boredom
Discrimination

Psychosocial threats

Corporate events

Poor leadership
Purpose ambiguity
Toxic Culture
Complicated structure
Unnecessary change
Financial collapse
Mergers and acquisitions
Downsizing
Growth and expansion
Draconian regulations
Cosmetic values

Personal events

Poor management
Ethical dilemmas
Work life imbalance
Inadequate IT
Inadequate car parking
Lack of own space
Hot desks
Open plan offices
Irrelevant meetings
Uncontrollable time
Clashing expectations
Excess demands
Inadequate induction
Lack of exercise
Poor nutrition

Peoples' behaviour

Poor manager behaviour
Conflict relationships
Bullying/ harassment
Discrimination
Intimidation
Job insecurity
Poor performance tolerance
Fear
Impersonal interaction
Isolation
Boredom
Loss/bereavement
Accidents/illness

Message

Strain and distress cause huge resource losses in organisations, including money, innovation, energy, engagement, and added costs from mistakes, errors, litigation, repeats, slowness, agency staff.

What is stress?

What is STRESS?
How do we recognise it?
Is it an ILLNESS?
Is it a symptom of
a greater unease?
Is it?



Stress

Mental stress is an extreme adverse psychological response to personal perception of uncontrollable pressure, tension and strain

Stress

its interference with concentration
and its
impact on
performance and productivity

Degrees of stress

A stimulant until personal control is lost

Pressure

Engagement

Challenges

Tension

A stimulus to get rid of the tension

Threats

An impairment to performance

Strain

Dis-engagement

Distress

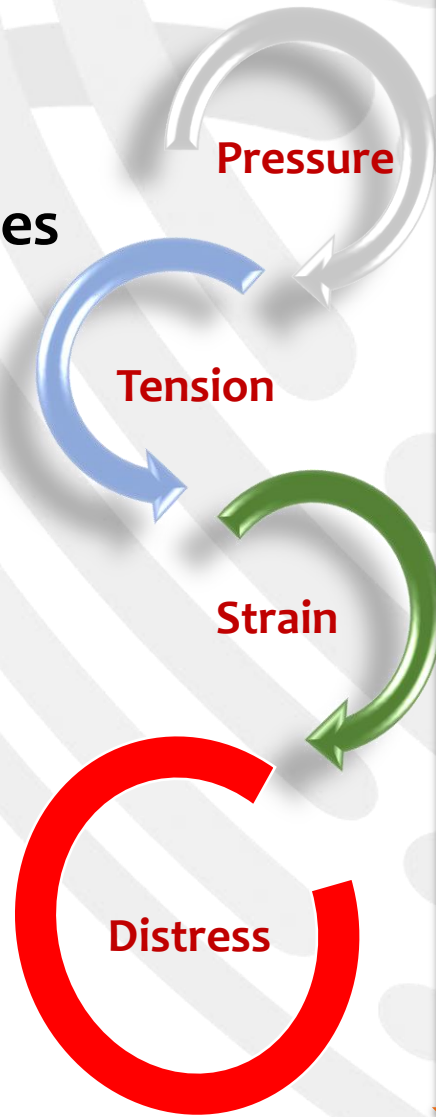
A catastrophe – can lead to serious ill health

Degrees of stress



Challenges

Threats

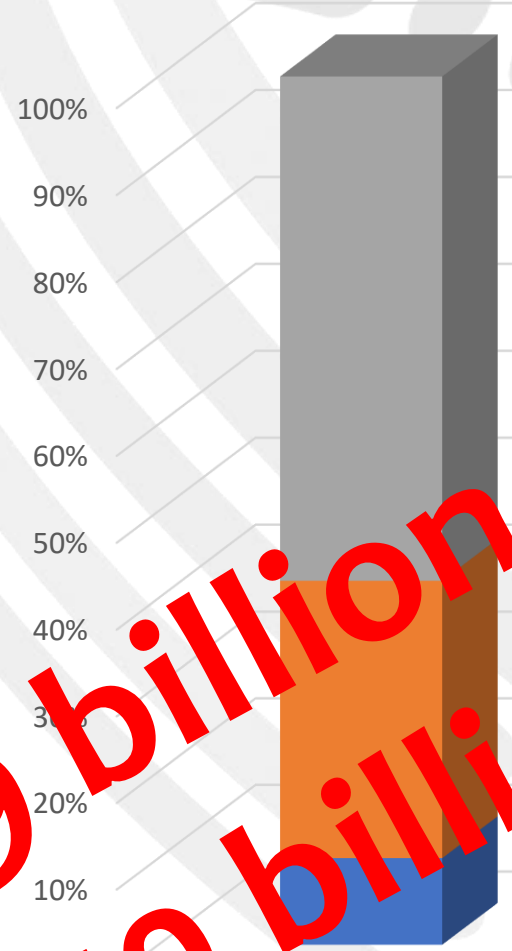


Challenges

Threats

escape

The price of strain



Psychopresenteeism

Sickness absence

Attrition

- Disengagement
- Under-performance
- Money
- Stressful people
- Mistakes and errors
- Repeat tasks
- Creativity deficit
- Innovation deficit
- Motivation deficit
- Process driven
- Inability to realise potential

£99 billion across UK

€650 billion across Europe (2019)

What is resilience?

Resilience is about achieving

Survival in a turbulent world

Highest possible performance

Greatest possible productivity

Least possible avoidable losses

Greatest possible flexibility, agility and adaptability

Greatest possible satisfaction

Highest possible success and happiness

Resilience

**Making an effort to
overcome extremely stressfull
situations
*without experiencing any stress***

Message

**Resilience is a choice;
a choice made to serve self-interest**



Deciding to be resilient is a choice

Context



What's in it for me?

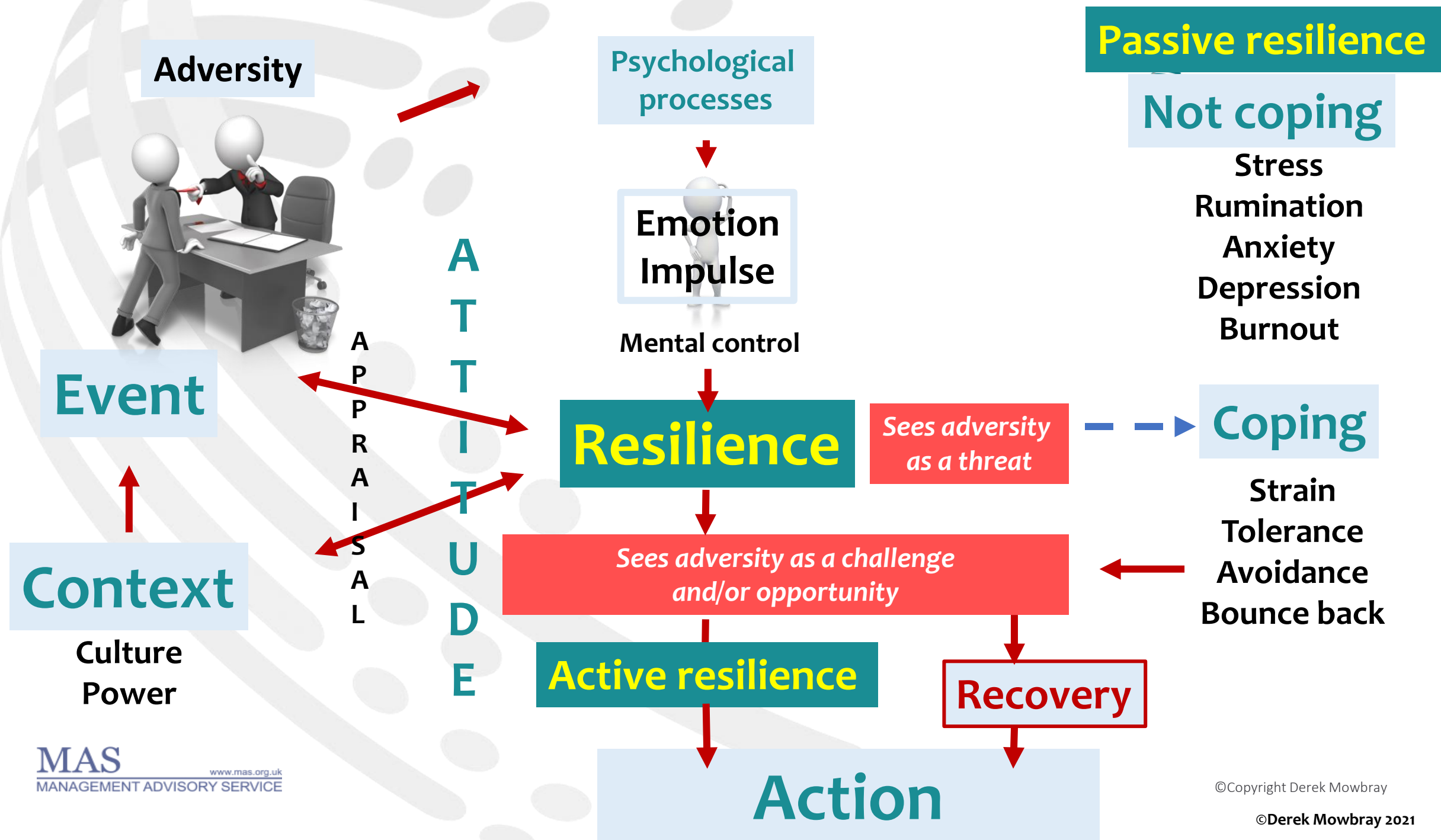
Can I be bothered?

Have I got the energy?

Am I capable?

Individual





Passive resilience

Head down, coping,
hoping the event will pass, and you
'bounce back' unscathed



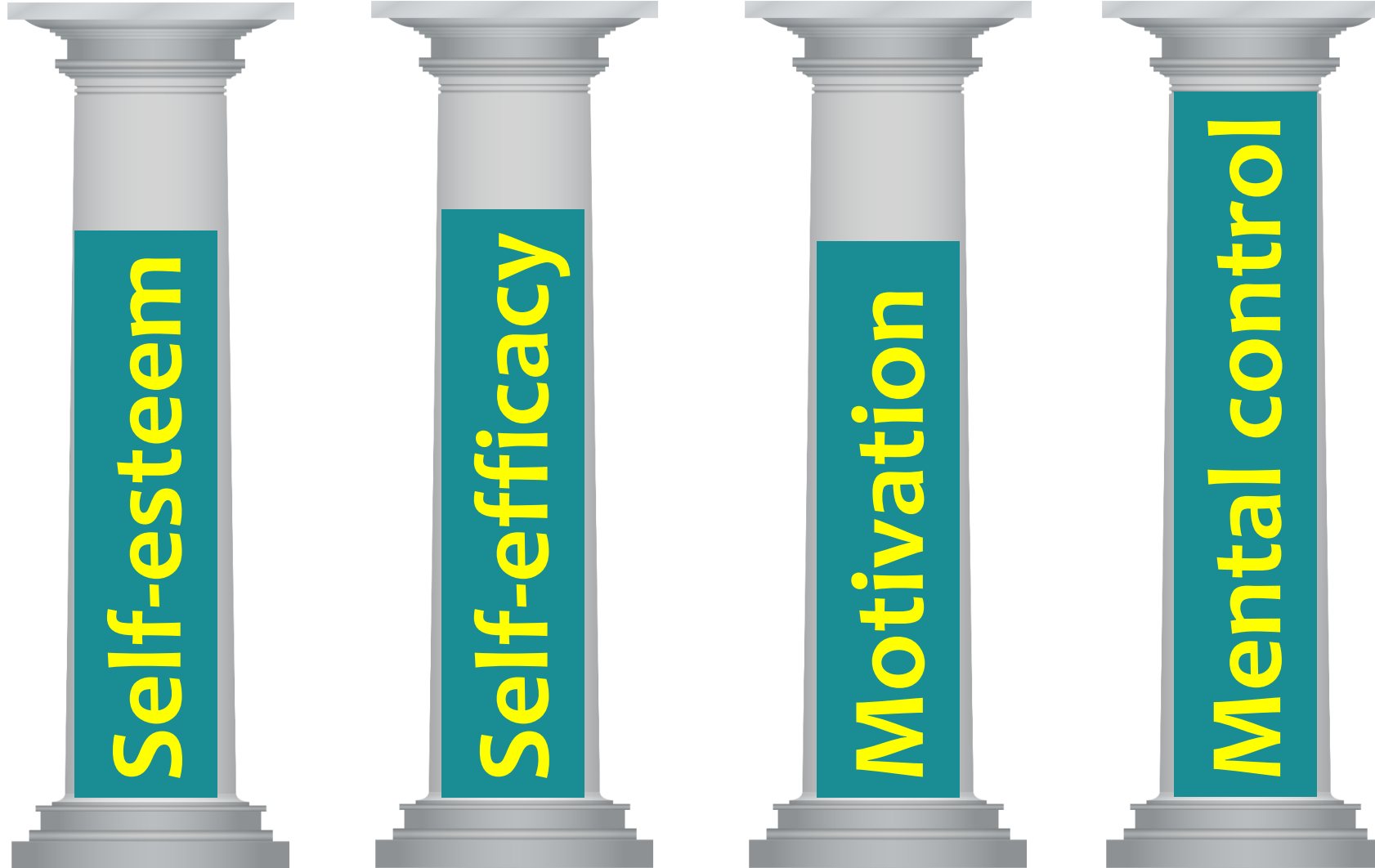
Active resilience

Someone who looks a challenge
in the eye and gives it a wink



Turn threats into challenges

Four pillars of resilience



Step 1:

**Decide on the strategic
frameworks to follow**

Programme for today



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Step 5 – Adopt intelligent management

Self interest

Organisation

provides

wants

Psychological Wellbeing

(health and Safety)

Performance

wants

provides

Individual

Strategy 2

Prevent deterioration

- Absence management
- Employee assistance
- Occupational health
- Stress risk surveys
- General practice

Strategy 3

Restoration

- Absence management
- Employee assistance
- Occupational health
- Stress risk surveys
- General practice

Strategy 1 Prevention

- Adaptive culture
- Adaptive leadership
- Adaptive working environment
- Adaptive and resilient person

Strategy 5

Next generation

- Sustainability
- Adaptive culture
- Adaptive leadership
- Adaptive & resilient person
- Adaptive working environment

Strategy 4

Palliation

- Voluntary work
- Specialist rehabilitation
- Return to work initiatives

WellBeing and Performance Agenda



SHARING
RESPONSIBILITY
FOR SUCCESS

OUTCOMES LED
AND VALUES
DRIVEN CULTURE

BOLD
leaders
ADAPTIVE
Leadership

PSYCHOLOGICAL
RESPONSIBILITY

ADAPTIVE
WORKING
ENVIRONMENT

Responsible
management

RESILIENT,
PRODUCTIVE and
HIGH PERFORMING
WORKFORCE

**Outcomes led
and values driven
culture**

**Sharing
Responsibility**

**Leaders
and
Leadership**

**Intelligent
Management**

**Psychological
Responsibility**

Team

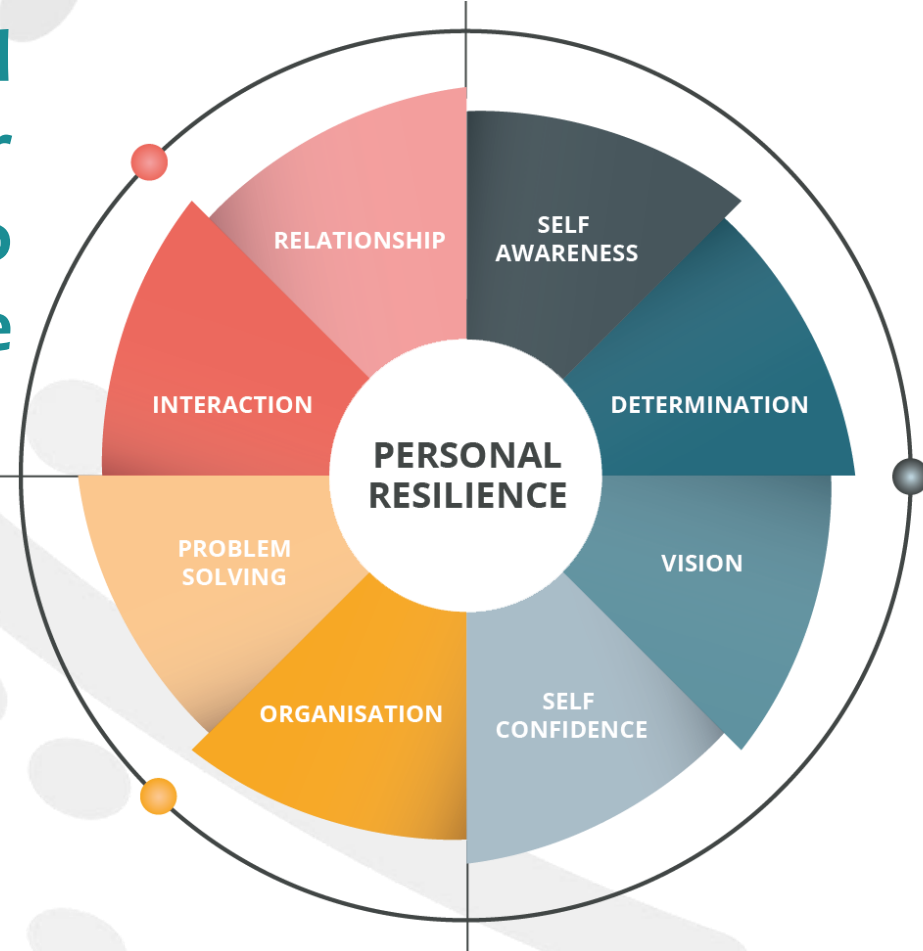
Resilience Framework

The Personal Resilience Strategic Framework

Personal control over responses to people

Personal control over responses to events

Personal control over oneself



Possible approaches

to solving the problems and provoking organisations, teams
and individuals to be resilient

Leaders create a working environment

that reduces the need for resilience and which
enhances self-efficacy and self-esteem

Leaders, managers and supervisors

strengthen self-efficacy and self-esteem

Individuals enhance

their own self-efficacy and self-esteem

Step 2:

Transforming managers into leaders

Programme for today



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Outcomes led
and values driven
culture

Sharing
Responsibility

Leaders
and
Leadership

Intelligent
Management

Psychological
Responsibility

Team

Resilience Framework

What is the leader's role in the resilience of their team?

Message

Managers, acting as leaders, must help to align team interest with self-interest

The manager, acting as leader, role



To facilitate the creation of a psychologically healthy and safe working environment (that prevents team adverse events)

To provoke team members to feel psychologically safe, healthy and mentally fit

To help team members strengthen the foundations for their resilience

Message

**Leaders need to be outstanding
for teams and organisations
to be resilient**

**Processes need managers;
people need leaders**



Leadership Tasks



Leader Characteristics and Skills

**It's the job of a leader to ensure
the workforce is in
perfect working order,
knows where it is going
and knows how to get there**

**The leader's main skill is
holding conversations and
creating rapport with followers**

What are the main features of BOLD leaders?

B behaviours
O ownership
L leadership
D delivery

Status power; emotional intelligence;
Intelligent Behaviours; seduction.

Sharing responsibility for the future success;
Psychological Responsibility

Adaptive leadership

A psychologically healthy and
safe working environment;
guarantee a successful organisation

Emotional intelligence Questionnaire

Intelligent Behaviour

Attentiveness

Encouragement

Trust

Forgiveness

Intellectual flexibility

Intelligent kindness

Humour

Integrity

Attitude of curiosity

Optimism

Compassion



Intelligent Behaviours Questionnaire

The art of persuasion



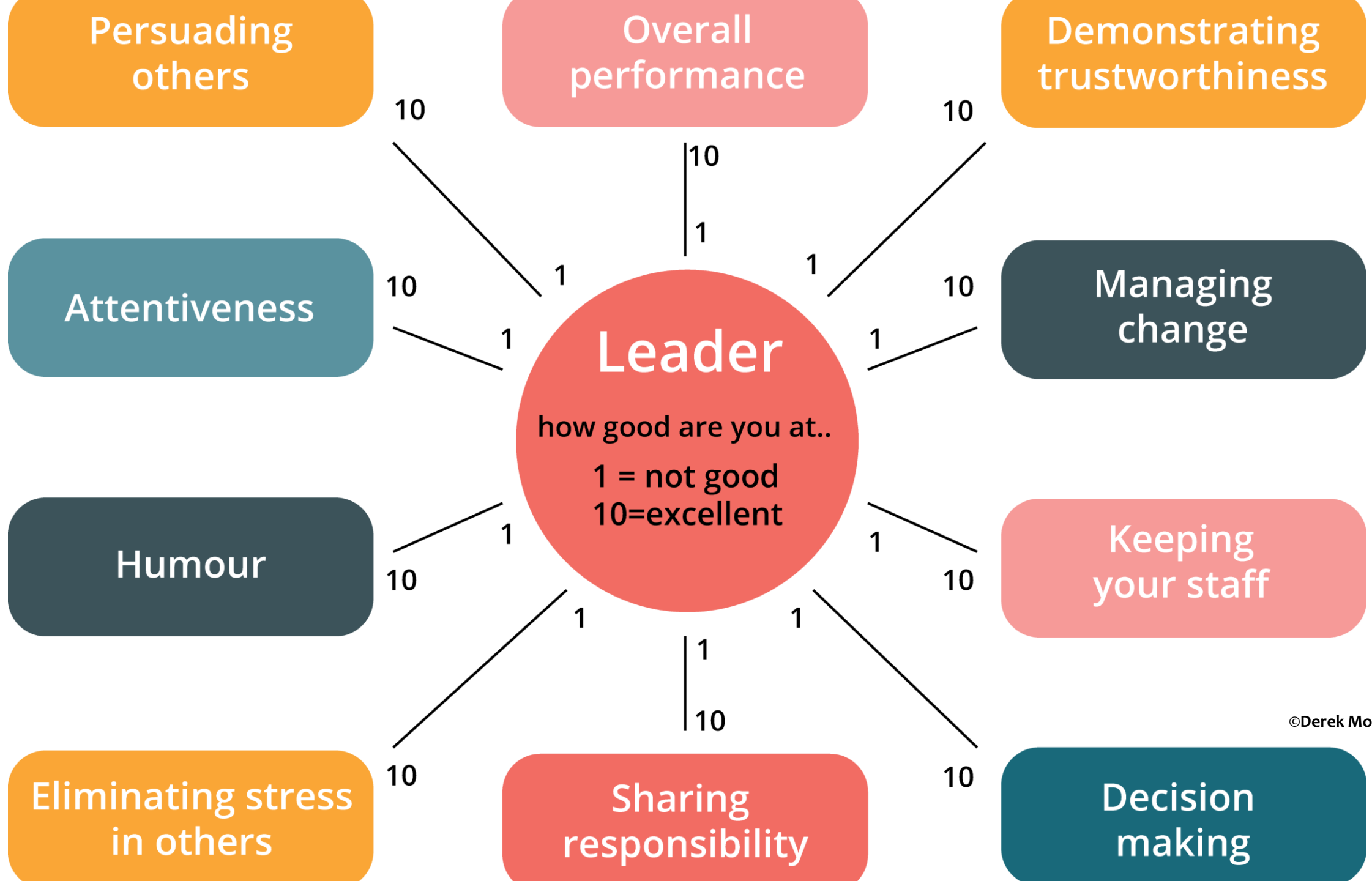
Behaviours used to persuade



Attentiveness
Trustworthiness
Wisdom
Assertiveness
Intelligence with humour
Passion
Direction with committed ambition
Addressing individual needs
Nurturing others

Adaptive Leadership

A process of sharing responsibility
for future success amongst
everyone in the organisation





Just how fabulous a leader are you? questionnaire



Programme for today



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Step 3:

Embedding cultural influences

**Outcomes led
and values driven
culture**

**Sharing
Responsibility**

**Leaders
and
Leadership**

**Intelligent
Management**

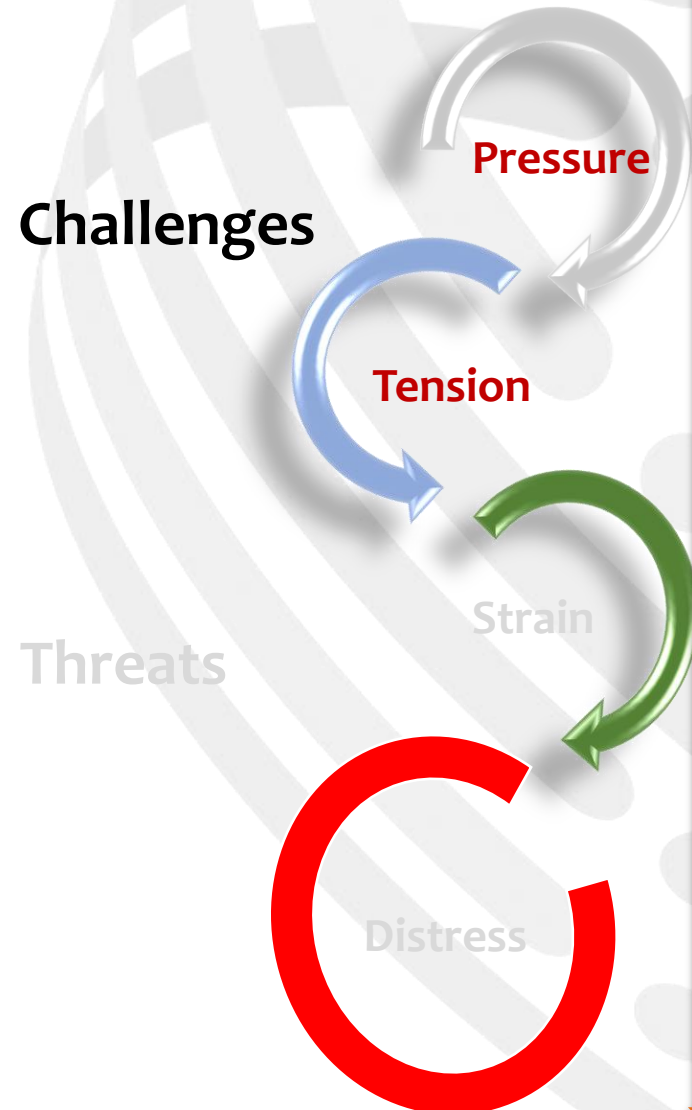
**Psychological
Responsibility**

Team

Resilience Framework

How do you create resilient teams?

Degrees of stress



Challenges

Threats

Challenges

Threats

escape



Wellbeing, Resilience and Performance Culture

Purpose that is clear and unambiguous, expressed as a simple **'big idea'**, an idea which all staff relate to closely, and are proud to discuss with friends and colleagues

Atmosphere that uses the combined intelligence of the workforce by sharing **responsibility** for the future success of the organisation, where all staff are encouraged to think **independently**, are **attentive** to each other, are kindly and supportive of each other, and act with **compassion**.

Behaviour that is **respectful** towards each other, value each other's views and opinions, work in teams which are places of mutual support, where anything is debated without a hint of humiliation, where the critique of individual and team work is welcomed, discussed and where lessons are learnt and implemented

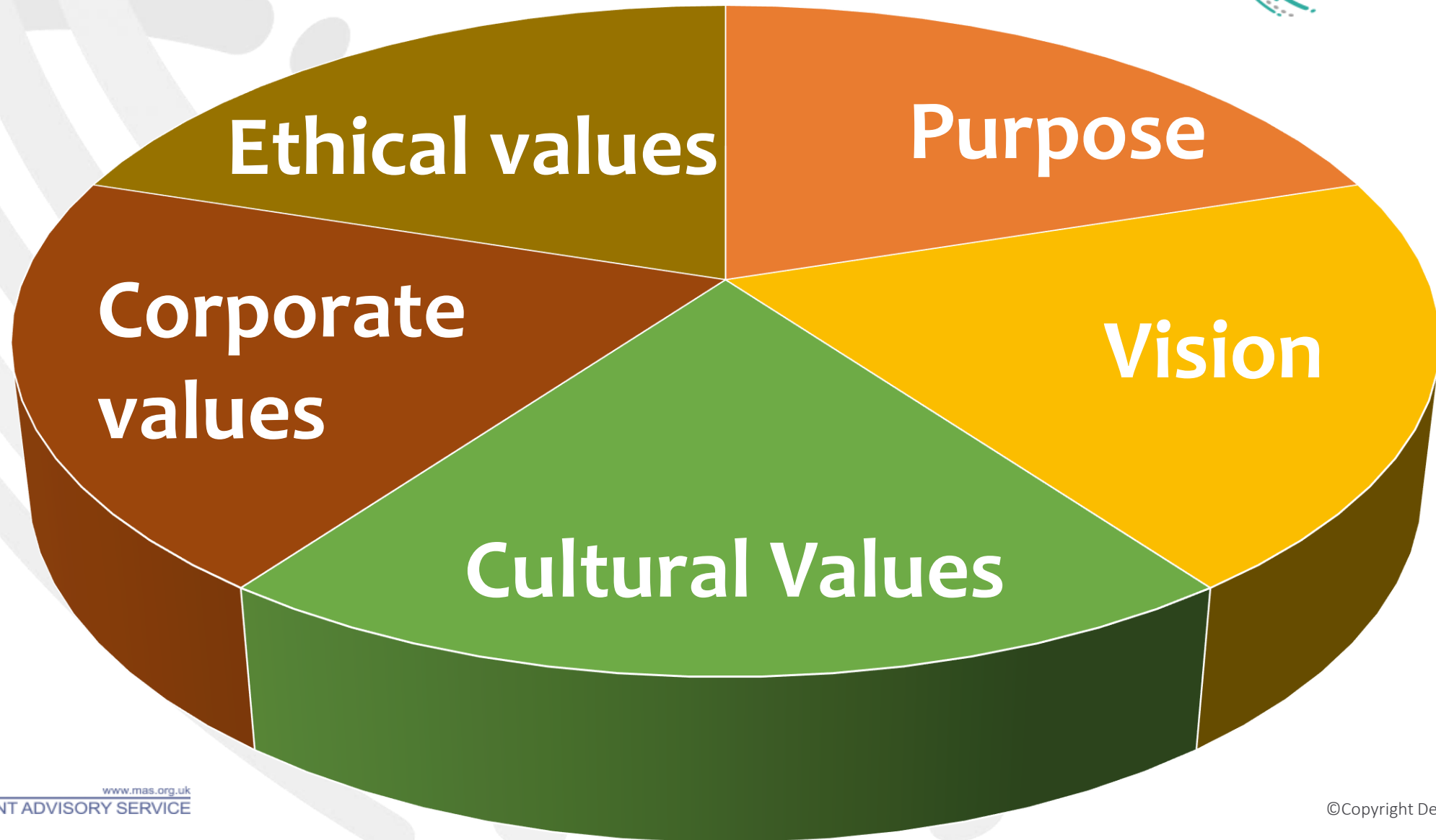
Staff who project a **confidence** towards clients and customers, who **'go the extra mile'** by providing unsolicited ideas, thoughts, stimulate each other, and where their interest in their customers offers something more than is expected, beyond **courtesy**, and beyond service, offering attentiveness and personal interest.

Leaders and managers who extract the best from their workforce by **challenging** their staff, providing opportunities for personal development through new experiences, and who treat everyone with **fairness** and **understanding**.

An organisation that is driven by its **values** towards organisational and personal **success**, Intellectually, financially, socially and emotionally.

Adaptive Culture Questionnaire

Outcomes led and values driven culture



Message

**Resilient teams need to stand for something,
or they will fall for anything**

Purpose

What is the purpose of your team?

**Expressed in outcome terms,
and as a 'big idea'**

Four pillars of resilience



Vision

What is the vision for your team?

Four pillars of resilience



Cultural values

Four pillars of resilience



Cultural Values

Financial needs come first
Social Responsibility
Integrity
Performance management
Customer needs come first
Psychological Responsibility
Workforce needs come first
Ethics
Sharing Responsibility for future success
Health
Challenges
Involvement
Pay
Encouragement
Critical appraisal

Job
Go the extra mile
Trust
Kinship
Clear purpose
Relationships
Security
Visible presence of the top brass
Elephants in the room
Corporate Citizenship
Diversity and inclusion
Creativity
Think independently
Act with humanity
Equality

Quality
Career development
Money
Attention to detail
Talent management
Social engagement
Success
Mutual expectations
Mental and Physical safety



Team values

Four pillars of resilience



Corporate/Team Values



- Our shareholders
- Our workforce
- Our customers/clients
- Our partnerships
- Our psychological responsibility to ourselves and others
- Our suppliers
- The communities we serve
- Our bankers
- Our products and services
- The quality of what we do
- Our reputation
- Our Board
- Our local politicians
- Our financial situation
- Customer satisfaction
- Our stakeholders
- Our regulators
- Our social responsibility



Ethical values

Four pillars of resilience



Ethical Values



1.	Power	To control others so they do what they're told.
2.	Submission	To do what others tell me to do.
3.	Ethical standards	To believe in and maintain ethical standards.
4.	Responsibility	To be accountable (to somebody and myself) for all my actions.
5.	Justice and Parity	To behave fairly and equally towards everyone.
6.	Integrity	To be consistently open, honest and genuine.
7.	Lying	To never tell a lie or be economical with the truth at work.
8.	Revelation	To reveal everything there is to know about an issue with which I have an interest.
9.	Helpfulness	To provide assistance to anyone with a need.
10.	Competent	To be as skilled as possible at whatever I do.
11.	Probity	To act with integrity, uprightness and honesty.
12.	Selfless	To act without self-interest and only in the interests of others.
13.	Trustworthy	To be consistent in everything I do.
14.	Honourable	To adopt high principles.
15.	Conscientious	To be thorough, careful and vigilant.
16.	Virtuous	To conform to moral and ethical principles.
17.	Confidential	To maintain confidences of others; to keep personal information confidential.
18.	Veracity	To adhere to the truth.
19.	Fidelity	To be forever faithful to a cause.
20.	Principles	To act according to my own immovable principles.
21.	Fairness	To be fair equally to everyone in every situation.
22.	Apologise	To apologise before being asked to do so when a situation arises.
23.	Openness	To be open and transparent in my dealings with others.
24.	Courteousness	To be courteous to everyone I meet.



Message

**Resilient teams members are
'all in it together'**

**Outcomes led
and values driven
culture**

**Sharing
Responsibility**

**Leaders
and
Leadership**

**Intelligent
Management**

**Psychological
Responsibility**

Team

Resilience Framework

Step 4:

**Embedding principles that provoke
teams and individuals to be resilient**

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Sharing responsibility for team success

Four pillars of resilience



An Ownership Culture

Sharing Responsibility for the Future Success of the Team





The Adaptive Organisation Questionnaire

<http://www.mas.org.uk/masprivqs/modules/ass113.html>

Four pillars of resilience



Share responsibility for the future success of the organisation/team

Do you feel responsible for the whole organisation, not simply your own part of it?

Do you share resources?

Do you share rewards for corporate success?

Do you share ideas across the organisation?

Do you encourage job shadowing across the organisation?

Do you encourage understanding of all parts of the organisation and how they work?

Is critical appraisal of and across the organisation encouraged as a routine, normal, activity?

Elephants in the room are named and dealt with

Being and
Dance Group

**Are you
encouraged to raise and discuss controversial
and difficult issues?**

**Why not start at the top?
Why not start with you?**

**Do you allow critical appraisal
to be normal behaviour?**

**Are you OK if we openly discuss
difficult issues about **you**?**

**Do you invite observations, questions and
respond positively to them?**

**Do you always keep in mind the success of
the organisation and team, not the
reputation of individuals?**

Elephant in the Room



Please write down why YOU are
‘the elephant in the room!’

Independent judgement is expected and the Group

Do you delegate adaptive challenges to others?

Have you made yourself dispensable?
Do you constantly give away
your work to others?

Do you encourage others to do more
than their job descriptions?
Do you help others tolerate
ambiguity and uncertainty?

Do you always keep in mind the right things
to do to advance the purpose of the
organisation?

**Write down two ideas to make your team
more successful tomorrow
compared with today**

Reflection and continuous learning is institutionalised

ng and
Ice Group

Do you spend time on reflection and learning?

What have you learnt today?
What failures have turned
into successes?
What failures have been
grasped from the jaws of
success?

How is your external environment
changing?
What internal pressures are a
reflection of environmental
changes?

What challenges might there be just beyond
the horizon?

Executive leadership capacity is expanded

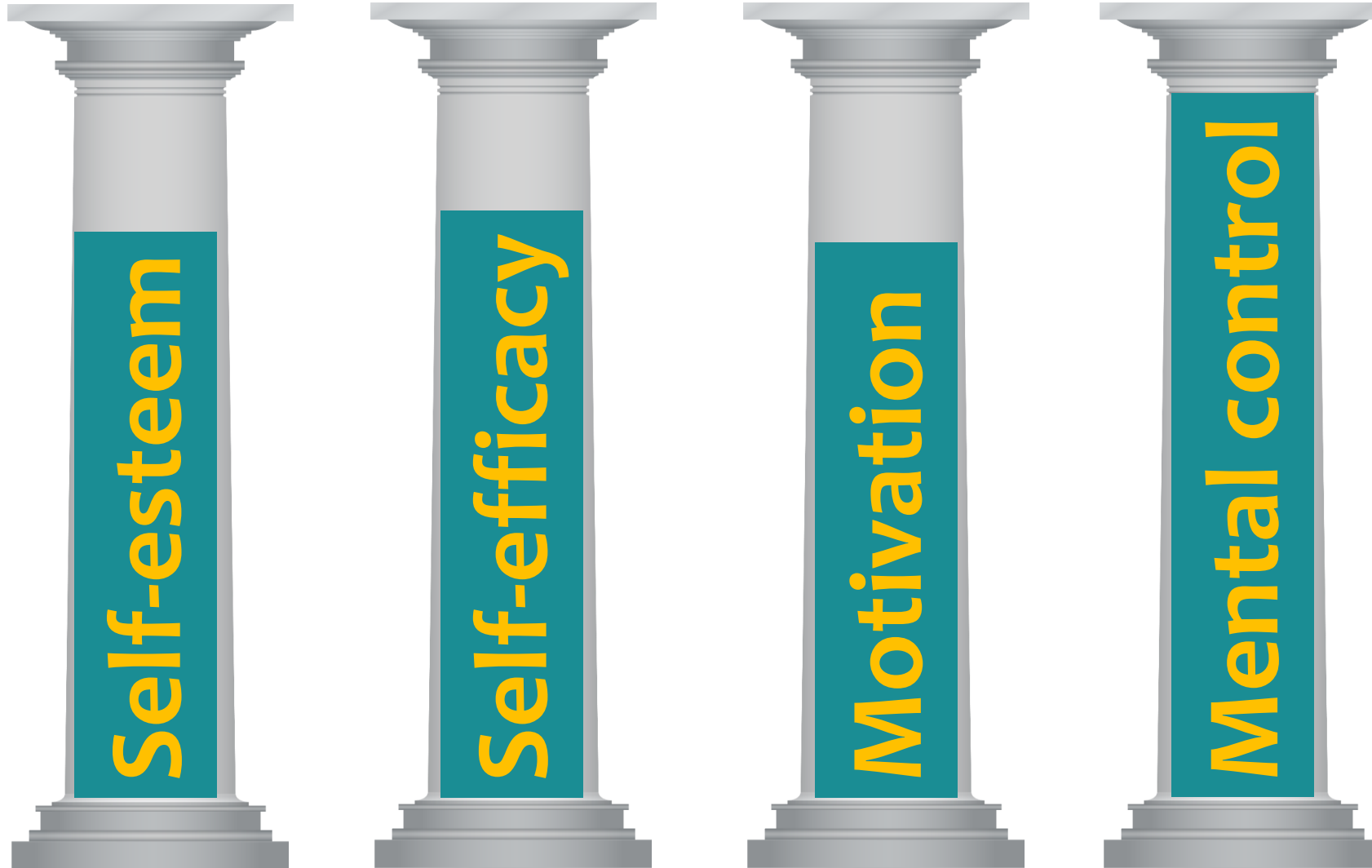
To what extent is succession planning the norm within the team/organisation?

**Is executive leader talent nurtured?
Are executive leadership tasks delegated?**

**Is the encouragement to discuss and resolve adaptive challenges?
Are other peoples' ideas valued and applied?**

Are people prepared for elevation to executive positions?

Four pillars of resilience



Psychological Responsibility



Message

**Feeling psychologically well
is the only way to be in mental control**

Four pillars of resilience



**Outcomes led
and values driven
culture**

**Sharing
Responsibility**

**Leaders
and
Leadership**

**Intelligent
Management**

**Psychological
Responsibility**

Team

Resilience Framework

Psychological Responsibility



Responsibility to:
Look after your own
Psychological Wellbeing



Responsibility to:
Look after the
Psychological Wellbeing
of everyone else

Psychological Wellbeing@Work questionnaire

Where do you lie on this line?



Safety
(concealing)

Security
(revealing)

Success
(achievement)

Happiness
(joy)

Defensive
behaviour



Assertive
behaviour



Form score

10

Lifetime
Peak form

9

Excellent form

8

Very good
form

7

Good form

6

Average form

5

Low form

4

Very low form

3

Extremely
low form

2

I am struggling
and need help

1

Crisis, seek
help now

Looking after yourself

Purpose

Success

Self-efficacy

Hope

Self-esteem

Resilience

Flow

Meaning

Optimism

Pleasure

Attachment

Empowerment

Gratitude

Curiosity

Control

Motivation

Happiness



My Psychological WellBeing

WellBeing factor	Your current status	WellBeing factor	Your current status
Purpose		Motivation	
Self-esteem		Curiosity	
Self-efficacy		Empowerment	
Flow		Pleasure	
Optimism		Meaning	
Attachment		Resilience	
Gratitude		Hope	
Control		Success	

Score: answer the question – ‘to what extent does [wellbeing factor] make me feel psychologically well?’

current status –

1 = nowhere near fulfilling my psychological wellbeing;

5 = totally fulfilling my psychological wellbeing

Intelligent Behaviour – helping others and doing no harm



Attentiveness

Encouragement

Trust

Forgiveness

Intellectual flexibility

Intelligent kindness

Humour

Integrity

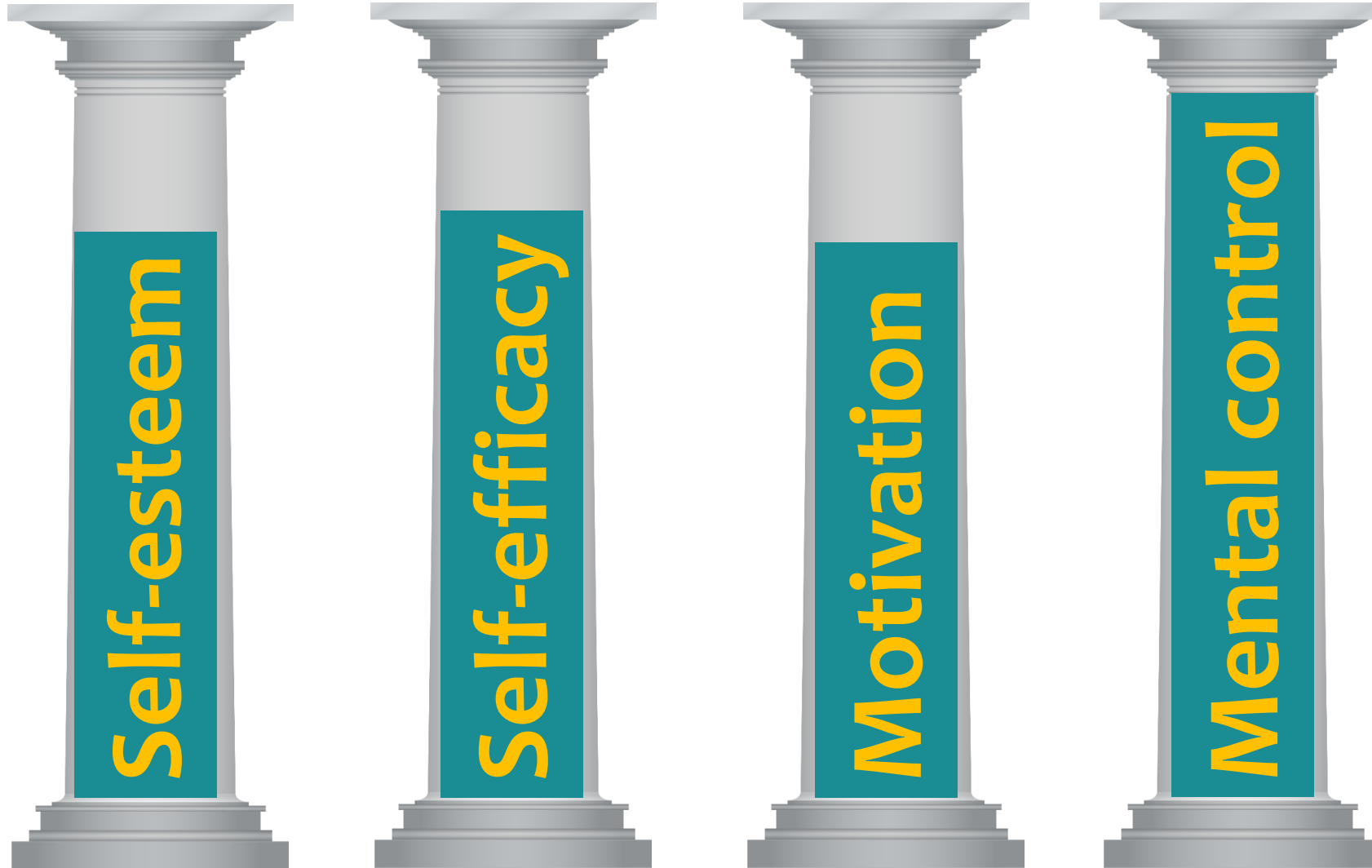
Attitude of curiosity

Optimism

Compassion



Four pillars of resilience



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Step 5:

Adopt intelligent management

**Outcomes led
and values driven
culture**

**Sharing
Responsibility**

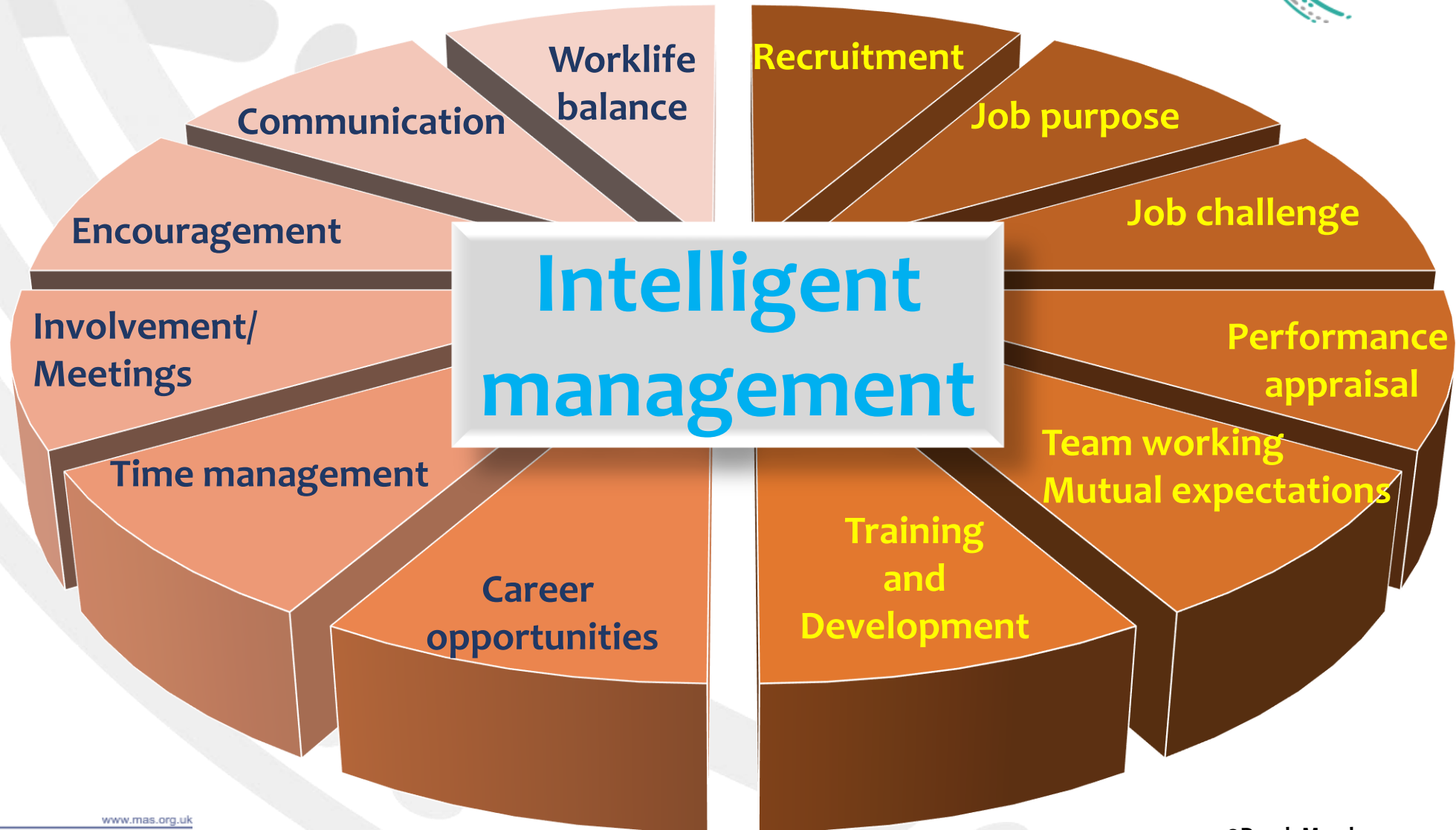
**Leaders
and
Leadership**

**Intelligent
Management**

**Psychological
Responsibility**

Team

Resilience Framework



Message

**Leaders see team management
from the team members point of view**

Establishing mutual expectations

Relationships

A: My expectations of you are



B: What are your expectations of me.....

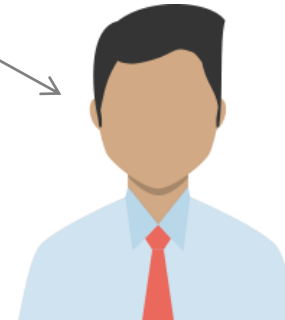


You

C: What are your expectations of me.....



D: My expectations of you are.....
And your expectations of me are.....



Meetings

Agenda – should always be questions to answer

Content – should be able to sell tickets
to your meetings because they are sooooo good!

Step 6 – Enhance the foundations for personal resilience – session 2

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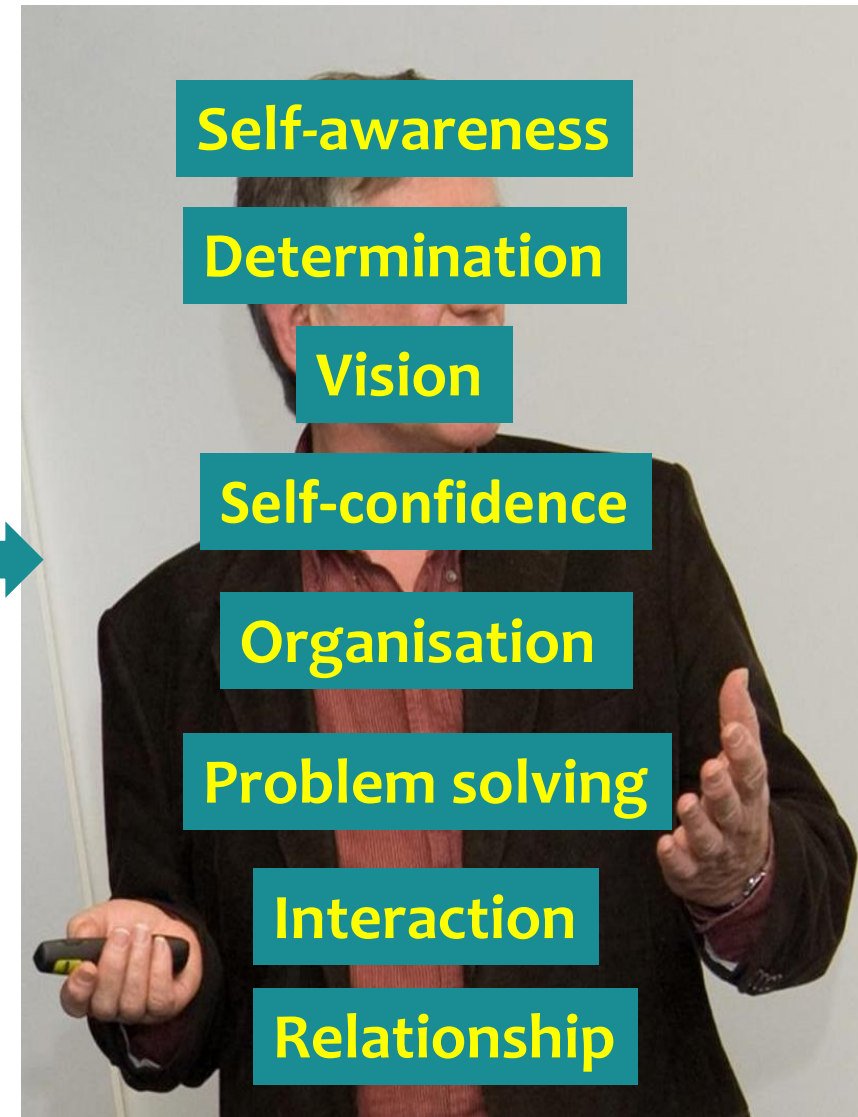
Organisation and Team

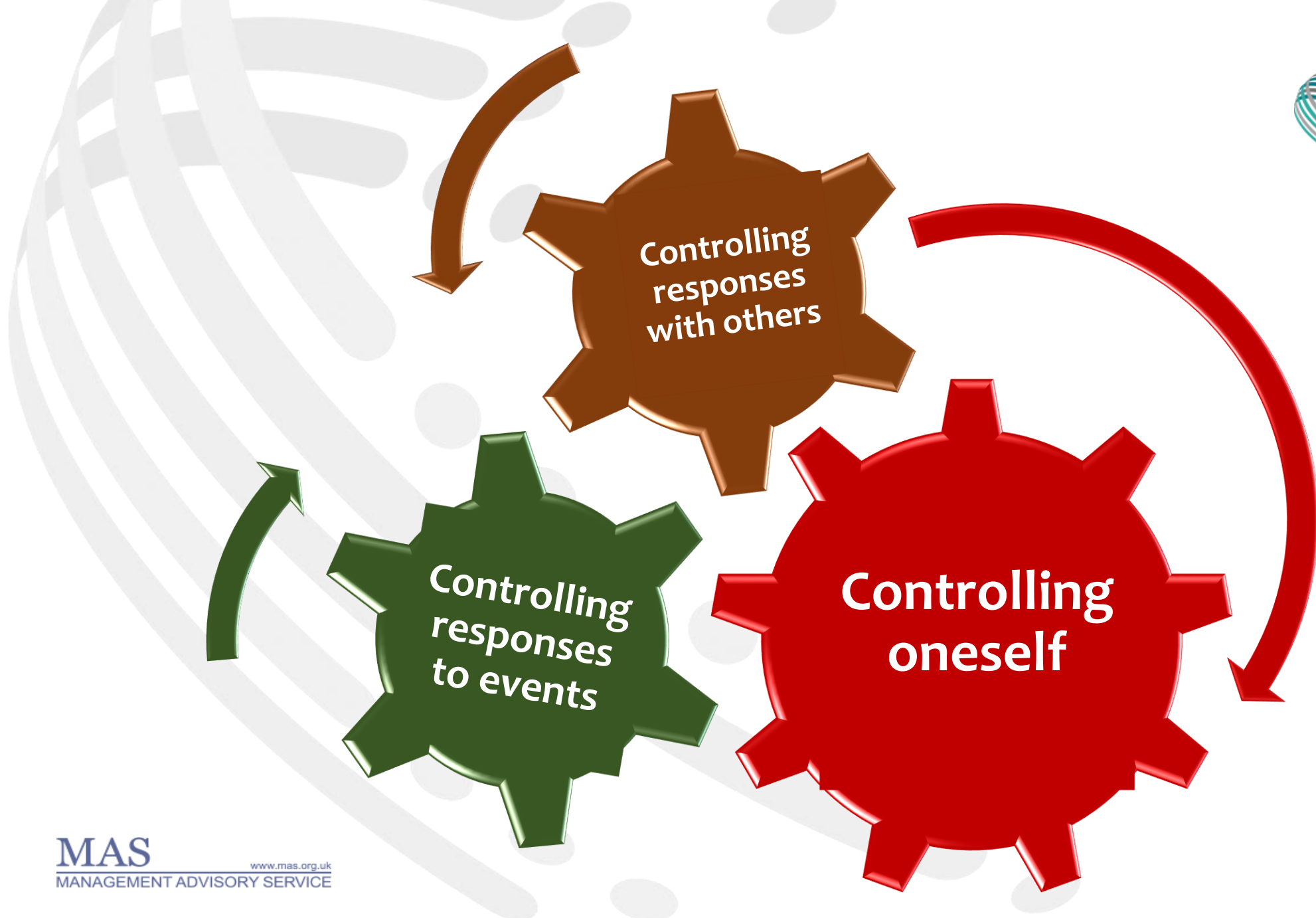
Individual

Four pillars of resilience



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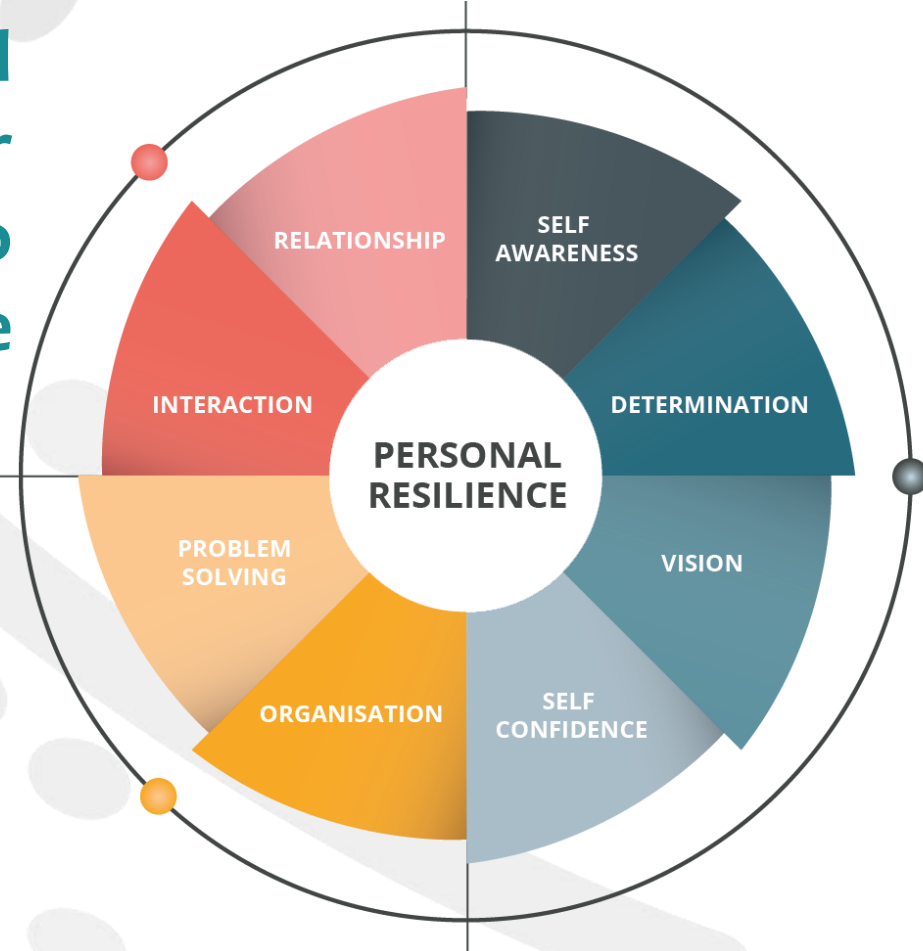


The Personal Resilience Development Framework

Personal control over responses to people

Personal control over responses to events

Personal control over oneself



Programme for today



Introduction

- About resilience**
- Core underlying challenges**
- Challenges for which resilience may be a solution**
- The case for psychological safety and wellbeing**

Step 1 – Frameworks for building organisation/team and personal resilience

Step 2 – Transforming managers into leaders

Step 3 – Embedding some cultural influences that enhance resilience

Step 4 – Embedding principles that provoke teams and individuals to be resilient

Step 5 – Adopt intelligent management

Step 6 – Enhance individual foundations for personal resilience (session 2)

MAS products



for the prevention of stress at work

✓ Leader and adaptive leadership development

✓ Transforming managers into leaders

✓ Organisation development adopting:

✓ The WellBeing, Resilience and Performance Agenda

Development of a psychologically healthy and mentally fit place to work



Development of a psychological safe and healthy working environment



✓ A positive work culture development:

✓ Outcomes led and values driven

✓ Psychological Responsibility

✓ Senior team and Team development

✓ High engagement remote meetings

✓ Organisation and team resilience

✓ Personal resilience development

MAS services



for the prevention of stress at work

- ✓ Consultancy and advice on topics linked to products
- ✓ Mentor on topics linked to products
- ✓ Facilitation of workshops, action learning sets, development groups:
Programmes linked to products
- ✓ Conference or large group presentations:
Topics linked to products
- ✓ Training in 'taking your training remote'
- ✓ Train the Trainer programmes
- ✓ eLearning programmes linked to products
- ✓ Mediation; conflict resolution

The WellBeing, Resilience and Performance Agenda



Thank you

derek.mowbray@mas.org.uk