

Inspire Annual Review 2020

Welcome

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For more than 30 years Inspire has been providing support to adults with learning disabilities and additional support needs, including autism, across the North-east of Scotland.

A registered charity, formed in 1988, we now operate more than 40 different services in locations within Aberdeen City, Aberdeenshire, Moray and Angus, providing person-centred support to more than 350 people.

Our vision is to **empower people's life choices**. This is achieved through a wide range of services including residential and supported accommodation projects, support to people living in their communities, education and training for employment initiatives, respite and emergency respite care and innovative day services and added value social activities that promote physical and mental wellbeing.

As it was for most of us, 2020 was a year like no other for Inspire and the people we support as a result of the Coronavirus pandemic. You can read about how we all faced up to this, and indeed everything the organisation has achieved despite the significant challenges posed by Covid-19 over the past twelve months, in this review.

We hope you enjoy reading this Annual Review and looking back over 2020 to see how we as an organisation, and most importantly, the people we support, have continued to thrive in this most difficult of years.

Chairman's Statement



Recruitment and retention continue to be a big challenge in our sector and Inspire have worked hard and innovatively to ensure we recruit, induct, train and develop quality staff to maintain continued quality of support. In the past three years staff turnover is down a remarkable 23% but there is still more to do.

Throughout the remainder of our 30th Birthday year each service had a celebration of their choice, which engaged all the people supported and staff. We ended our 30th year with a picnic at Pittodrie House Hotel marking the end of a wonderful year of celebrations involving everyone at least once!



None of the above, nor indeed the vital job done every day of supporting the people we support, could be achieved without people; the myriad of staff, volunteers, our CEO and Leadership Team and other stakeholders who make up the workforce of the Group. Before Covid-19 struck my fellow Board members and I had been privileged to visit a number of services and see the commitment of our staff to the people supported, and since then their Covid-19 response has been simply amazing!

This will be my last report, since at the 2020 AGM I'm delighted to say I handed over the Chair to Gillian Thomson, the previous vice-Chair. I look forward to supporting Gillian and her new Board for a few more years yet.

Finally, for all the above, my fellow directors and I wholeheartedly appreciate the level of commitment and contribution made by the workforce and others to the continued success of Inspire - **to empower the people we support to make life choices**. This has been the most difficult of years and I sincerely hope that in 2021 Inspire will return to a new norm and go from strength to strength!



Allan Dick, Chairman of the Board (2015 -2020)

2020 was the last of my five years as Chair of Inspire. It was not the year it was supposed to be, building on the achievements of the previous year, but rather will be remembered for Covid-19 and the impact that this Coronavirus had on Inspire and everyone in the care sector, and of course on us all.

The year started well enough with Inspire continuing to be proactive in looking for innovative solutions to the ongoing challenges of funding in the sector. Working closely with our Health and Social Care Partnership colleagues, Linda Gray and the Leadership Team have helped navigate through solutions in areas of housing opportunities, creative support through the use of technology and drawing together organisations to continue to work collaboratively, which has been particularly key with the various changes that commenced in January 2020 around our work in Aberdeen City.

Inspire embarked upon its journey of technology service application in December 2019 in partnership with CareZapp – we see this as an important key to success of working in a solution focussed way to meet the challenges of transforming care in alignment with our partners to continue the progress to deliver outcome focussed support.

Inspire is a very different organisation today from where it was when I became Chair. It is often very easy in these unprecedented times to forget the success stories achieved by the team. So by way of celebration, I'd like to highlight in chronological order what I think have been the major milestones:

- Appointment of Linda Gray as CEO with a new Leadership Team and re-aligned Board
- Development of a coherent rolling strategic plan and concomitant balanced scorecard for delivery
- A full engagement and communication programme for all stakeholders, and a tweaking of the brand
- Implementation of new systems and technology with information dashboards for management
- Innovative services like “Inspire By...”, growth in Aberdeen City and Shire and moving into Angus
- Paying staff 1% above the Scottish Living Wage and introducing Mental Health First Aiders
- Commencing family engagement and forming the Positive People Improvement Council
- All things Covid - PPE, newsletters, online meetings and entertainment for the people supported

CEO's Statement

I reported in the Annual Review last year how incredible 2019 was for Inspire in many positive ways. 2020, I must say, for nine twelfths of the year was incredible in a way that none of us would have been able to imagine.

23rd March 2020 is a date that will be etched in memories in the UK as it is when we entered our first lockdown as a country. Covid-19, or Coronavirus, only became known towards the end of 2019. So whilst we were planning from early January for a potential impact on our organisation we never anticipated that at the time of writing this we would be in the midst of wave two and in a similar situation again.

In the first two months of the year, we had started our strategic planning for what looked to be a favourable year building on the success of the previous year. March onwards took us into the planning and critical response to the virus.

As an organisation we have proceeded with significant caution throughout this with the intention of protecting lives of staff and the people we support as well as the wider Inspire community. Earlier than the UK-wide lockdown, we entered into our own organisational lockdown and some of the areas that have been part of our Covid-19 response are listed below:

- **Events for the people we support on a face-to-face basis were cancelled and were later replaced with online events**
- **Team meetings were transferred to the online platform Zoom**
- **Day services and Respite services were closed for a period of time, re-opened, then unfortunately closed again**
- **Office-based working was dramatically reduced and working from home largely took place with the exception of business-critical operations**
- **Visits were stopped to all our services with the exception of essential visits**
- **Recruitment and training also migrated to online platforms**
- **Communication channels were simplified to all staff through the introduction of a Coronavirus Critical Update newsletter which was produced daily**
- **Further into the year we implemented family engagement sessions and now publish frequent family newsletters and family events as well as a dedicated family web-page**
- **Usage of full PPE was introduced**
- **Covid-19 testing of staff**



George McCulloch gave a tremendous 27 years of service to Inspire



Everyone at Inspire had to transition to more online-based communication methods

September 2020 saw the retirement of Inspire's Director of Operations, George McCulloch, after more than 27 years of dedicated service to the organisation. As a result, we took the opportunity to review our operational structure, to further align the organisation with an ever-changing sector, and provide capacity for transition out of lockdown and into our post-Covid 19 strategy. You can read more about our Leadership Team later in this review.

During November 2020 we recruited new Board members to enhance our skillset and also within our Board cycle, Allan Dick, who had been Chair for the past five years, handed over the Chair to Gillian Thomson. I would like to personally thank Allan for all his support in the three years since becoming CEO and look forward to working with Gillian moving forward.

During the year we have been particularly fortunate to be offered new opportunities for Inspire to develop. So 2021 onwards looks to continue in the same thread as 2019. We will be working with our funders in an innovative way to ensure that the support we deliver is of quality and in line with our Vision.

I am immensely proud of the response from the organisation to the pandemic. The way that the people we support have adapted has been phenomenal. Our staff have been flexible, committed and adaptable to the constant change both in the services and also in the offices.

I would like to thank our funders, both statutory and corporate, the Board for their support to the organisation, the Leadership Team, all of our staff, families of the people we support and the wider Inspire community for all their hard work during this particularly challenging year.

I really look forward to the roll-out of the vaccine programme in Scotland, the return to a new normal in 2021 and most importantly being able to visit services and share stories of 2020 with the people supported and staff.

Linda Gray, CEO

Inspire Pantomime 2020 - Robin Hood: Cursed



The people we support once again thrived beyond belief at our panto!

For many of the people we support, their families, and staff, the social highlight of 2019 was attending Inspire's first ever pantomime - Happily Never After - organised to mark our 30th anniversary and performed by a number of people supported by Inspire and staff members.

Such was the success and popularity of the event that there was never any question that the Inspire Pantomime would return in 2020 and it duly did - with **Robin Hood: Cursed** playing to a sell-out audience of more than 250 people across three performances at the Basement Theatre at North-east Scotland College (NESCOL) back in January.

Again, every element of the performance was created by people we support and Inspire staff members - from writing the script, choreographing the dance moves and making the costumes to carrying out important backstage and front of house roles and, of course, dazzling on the stage!

Will the Inspire Pantomime return to the stage again once things return to 'normality' post Covid-19?
Oh yes it will!

Added Value Events



Our annual Sparkles Ball was different this year but didn't lack enthusiasm in the slightest!

The Coronavirus pandemic hit many of the people Inspire support particularly hard - they had to spend more time at home than usual, were unable to attend their normal Day Services and because of Government guidance relating to visiting shared living settings, in many cases, were limited in the interaction they were able to have with loved ones.

Inspire addressed the impact these issues were having on individuals' physical and mental health by sourcing funding for and creating a calendar of regular added value virtual activities that people could take part in online.

These regular activities evolved over the months to include keep-fit classes, discos, bingo, cook-along sessions, Scavenger hunts, line-dancing, meditation, Zumba, and even some interactive storytelling!

We also hosted both our annual Summer BBQ and annual Sparkles Ball on Zoom - and whilst they weren't the same as had we been able to host them as face to face events it was still fantastic to see so many of the people we support interacting with each other again.

Meet the Leadership Team



Linda Gray, CEO

Linda has almost two decades of experience in the Third Sector, having worked within the Senior Management Team at Inspire for the past nine years and as Head of Corporate Services since 2012. She was appointed CEO of the organisation in 2017 and is also a Board Member and Treasurer of the Coalition of Care & Support Providers (CCPS) Scotland.



Sharon Catchpole,
Director of People

Sharon joined Inspire in 2014 as Director of People following a spell of HR Consultancy with Hunter Adams. Previously she worked for the Mayflower Theatre Trust, in Southampton, for eight years as Head of HR, and for Barclays Bank PLC in various HR roles. She is also a Board member of Castlegate Arts Ltd as well being on the Board at the Grampian Transport Museum.



Matthew Reid, Head
of Development

Matthew qualified as a nurse, specialising in learning disability, in 1986 and worked on helping people move into the community from long-stay hospitals. He has worked in development roles for over 20 years now, and previously worked with Langstone Housing for 14 years. Since 2018, Matthew has been employed as Head of Development for Inspire. Matthew is also currently a Board member of Castlehill Housing Association and Granite Care Consortium.



Lynne Robertson,
Director of Corporate
Services

Lynne is a chartered accountant who has extensive business experience, including time spent living and working in London and Glasgow. She trained with Ernst & Young and worked with a range of clients including entrepreneurial companies, charities and public sector bodies. Lynne worked in learning and development and managed the organisation's 'Entrepreneur of the Year' programme. She also has more than 12 years experience within the social care sector.



Lindsay Fraser,
Head of Quality and
Compliance

Lindsay joined Inspire on graduating from the University of Glasgow. With extensive social care experience in the organisation she has developed her career path becoming a Regional Manager in 2012 and assuming her current role in 2020. She remains passionate and true to her desire to make a difference to the lives of people we support by striving to ensure equality, social inclusion and an ambitious future.



Miles Davies, Head
of Operations

Miles has worked for Inspire since 1993 starting as a Support Worker then holding a number of Management positions covering residential, visiting support and children's services. In September 2020 he took up the post of Head of Operations. Miles is also a Board Member for TSI Moray.



Suz Bracken, Head of
Operations

Suz has worked in social care for nearly 30 years in varying positions across Aberdeenshire. She joined Inspire as a Regional Manager in 2015 and took up her current position in 2020. Her passion is to ensure that everyone we support is at the heart of everything we do and treated with respect, dignity and as an individual in their own right.

Care Inspectorate Grades



During the first quarter of 2020, before the Coronavirus pandemic had an impact on the ability for inspections to safely take place, a small number of our services were visited by the Care Inspectorate and we were pleased with the Grades and Reports received.

Those services which did receive visits experienced inspections based on the Scottish Government's new Health and Social Care Standards, under which there is a stronger emphasis on people's experience and outcomes, with Inspectors aiming to spend as much time as possible speaking with people experiencing care and support, and observing practice. In addition, a new quality framework was published and Care Inspectorate reports now have a different look.

At the end of December 2020, 92% of our services had all grades at 4 (Good) or above.

Selection of quotes from Care Inspectorate reports on Inspire services in 2020

"People's plans showed us that they had active lives, taking part in many different activities and hobbies, as well as looking after their chores and household tasks. People talked to us about all the things that they did and spoke about their friendships and places they went socially together."

"We found the management and leadership of the service to be very good. This was because there was a culture of continuous improvement with minimal areas for improvement."

"We observed warm, positive relationships between staff and people living in the service, heard lots of laughter and good humoured exchanges. Residents were being supported in a person centred way by a friendly and caring staff team."

The Sycamore Way Story

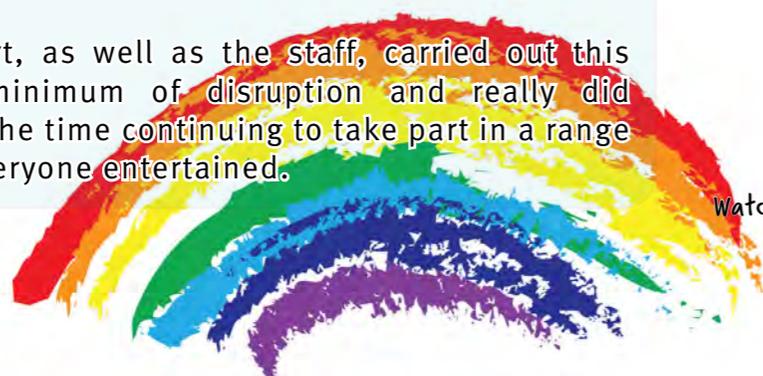
People we support don't often move between services. So, when an entire service was required to move during a global pandemic, they could have been forgiven for being a little bit nervous.

Despite the challenges posed by the Coronavirus restrictions, bags and boxes were packed and everyone said goodbye to the Glen Allach service in Aboyne, with a new home full of opportunities waiting for them in the form of Sycamore Way, in Banchory.

The people we support, as well as the staff, carried out this transition with the minimum of disruption and really did themselves proud, all the time continuing to take part in a range of activities to keep everyone entertained.



Watch Linda's "26 challenge" [here!](#)



THANK YOU NHS & KEY WORKERS



Positive People Improvement Council



The council's meeting with the National Involvement Network was productive and fun.

At Inspire, we believe that **the people we support should be at the heart of all that we do**. This influences the way that we approach our work, both with individuals and how we operate as an organisation.

We also recognise the need for the people that we support to positively contribute to the organisational decisions that we take. To this end, our self-advocacy 'Speaking Up' group, The Positive People Improvement Council (PPIC), continued to meet on a monthly basis throughout 2020, despite the difficulties posed by the Coronavirus restrictions.

Consisting of six people supported by Inspire, the group quickly got to grips with the world of Zoom meetings and has collectively managed to maintain its influence and ensure the organisation continues to embed the principles of the National Involvement Network's Charter for Involvement into our culture.

Perhaps the highlight of the year was the group's November meeting when they were delighted to be joined on Zoom by a small number of visitors from the National Involvement Network (NIN) who delivered a taster training session for them looking at the subject of involvement. It was a very worthwhile and thought-provoking hour and gave the members lots of ideas for their areas of focus in 2021.

Across the board, all group members have undoubtedly continued to be empowered by their involvement with the PPIC and their dedication and input during the particularly challenging past twelve months has proven to be of real benefit to the organisation.

Meet The Board

Inspire is governed by a Board of volunteer Trustees who all give their time, knowledge and experience to help lead the organisation, with day-to-day operational responsibility held by our Leadership Team.

We were delighted to announce a new Chair of Inspire's Board, as well as the appointment of three new trustees, following our 2020 AGM at the end of November and wanted to take this opportunity to introduce all of our Board Members and Leadership Team to you.

Our new Chair is Gillian Thomson, a local businesswoman who has been on the Inspire Board for more than six years, latterly serving as Vice Chair to Allan Dick, whose five-year term as Chairman has now ended, but who we are delighted remains a trustee.



Gillian Thomson, Chair of the Board

Gillian is an entrepreneur and leadership coach, focussed on supporting leaders to find a sense of purpose and be the best they can be through transformational coaching. Having trained originally as an engineer, she previously held senior HR roles in Centrica, RBS & Mars. Gillian joined the Inspire Board in 2014 and, as of November 2020, chairs the Board. She lives in Banchory with her son and dog, Coco.



Francis Neill, Vice Chair

Francis is presently the Executive Chairman and CEO of oilfield technology services company Ziebel - a company that uses fiber optic technology to optimise oil and gas wells. He is also a non-executive director and advisor to Silicon Microgravity, a BP backed spin out of Cambridge University, which is developing ultra small gravity sensors.



Derek Baxter

Derek retired from the Police after 30 years service and is currently working in an Emergency and Crisis Management role in the Oil industry. He joined the Inspire board in August 2014 and chairs the Service Provision Committee.



Peter Blackledge

Peter Blackledge is a qualified social worker who joined Partnership Housing (Inspire's original name) in 1989. As General Manager from 1992 to 2001, Peter oversaw the establishment of Partnership services in Aberdeen, Aberdeenshire and Moray. He subsequently undertook a variety of tutoring, research and development work in social care and higher education until he retired in 2015. He joined the Inspire Board in November 2018.



Stuart Brown

Stuart Brown is Head of SME Banking for Barclays in Scotland. His role in managing a division within a global Business which includes managing people, governance, new business development and managing Financials. He is also involved in supporting Social Business and Entrepreneurs in growing their businesses across the UK. He holds key relationships with Entrepreneurial Scotland, IoD and the Chambers of Commerce.



John Chessor

John is a Chartered Accountant, formerly financial director of the John Clark Motor Group. He served on the Inspire Board some years ago until work commitments prevented him from continuing, but was delighted to be re-appointed in 2014 after he retired from full-time employment. John chairs the Property and Finance committee and serves on the People Committee.



Rob Hamilton

Rob is CEO of technology service provider Dynamic Edge, a business he started in 2009. Dynamic Edge have supported Inspire since 2011. He joined the Inspire board in March 2013.



Dave Lynch

Dave is the owner of Belvidere Consulting Ltd, an executive consulting company supporting strategy development and commercial transactions across the global energy sector. He is currently an honorary professor at Robert Gordon's University and has been a Director of Inspire since 2011. Dave likes all sport but particularly likes going downhill on his mountain bike.



Allan Dick

Allan is semi-retired doing business mentoring for the Scottish Chamber of Commerce and a Trustee in third sector organisations. Previously he was owner/partner in a management consultancy following a corporate life with a global packaging company. He is married with three grown-up daughters.



Colin Hawkins

Colin retired from his position of Chief Executive of Osprey Housing Association in 2017 following a varied career within the affordable housing sector in Lewisham, Clackmannan and Aberdeenshire. Colin has served on the Board for over a decade and currently is chair of the Governance Committee and a member of the Service Provision Committee.



Douglas Murray

Douglas is contentedly retired after a career in the legal profession initially in Edinburgh but principally in Aberdeen. He has been a Board member for a number of years and he is also involved in other charity work. Outside interests include travel, walking, reading, bridge and other similar pursuits.



Nick Gray

Nick has enjoyed 30 years of working in finance, both in the North East of Scotland and internationally through extensive travel, covering numerous industries. He started off in a local firm of accountants learning his trade and progressed to being a Finance Director. Nick is a qualified ACCA accountant.



Caroline Laurenson

Caroline is the Managing Director of TL Tech Smart Home Solutions. She is a Chemical Engineer by background with extensive experience in operating process plants, monitoring the process conditions to ensure that product quality is maintained and that parameters are within safe limits of design.



Sally Shaw

Sally was previously interim Chief Officer at Aberdeen City Health and Social Care Partnership and is the current Chief Officer for Orkney Health and Care - the Integration Joint Board that commissions and oversees community health and social care services in the Islands. Sally began her career more than 30 years ago as a nurse before moving into social work and has extensive experience at a senior level in health, social care and the Third sector. She joined the Inspire Board in November 2018.

John's Story

The long periods of lockdown that we all faced during 2020 were undoubtedly tough for everyone to deal with. However, it was so uplifting to see the people we support keeping their spirits up by taking part in a wide variety of different activities.

John, who lives in Huntly at our Milton Wynd service and attends Inspire...By Huntly, kept himself busy during lockdown by undertaking a number of activities with great support provided by his staff. As a result he regularly featured in our internal staff newsletter and created lots of great content for his personal scrapbook of memories.



John visiting Huntly Castle

2020 Year in Numbers



Fundraising and Volunteering



Throughout 2020 we were fortunate to receive fundraising support from many different organisations and individuals.

Our focus with regards to funding was on the provision of Added Value activities for the people we support in an effort to address isolation and mental health issues caused by the Covid-19 pandemic. Funding secured from the Wellbeing Fund, Robertson Trust, ACVO Anchor Fund, Aberdeenshire Voluntary Action Supporting Communities Fund, Morningfield Association, Ledingham Chalmers Charitable Trust, AR26, Meikle Foundation and Aberdeen University Student Association enabled us to provide all of our services with extra financial support during difficult times.

Individual services had the autonomy to decide how best to spend this funding to ensure it was most beneficial for the people we support given their particular circumstances. This included everything from the purchase of garden furniture to promote people getting out in the fresh air to buying more games and arts and crafts material and from enjoying takeaway meals to the purchase of hens to care for and ensure fresh eggs were available each day!

Sadly our volunteering and befriending programme had to largely cease as a result of the Covid-19 restrictions but we were particularly grateful to receive fantastic support from Gordonian Rugby Club members, who collected shopping and prescriptions and cut grass for the people we support and Banchory Rotary Club, whose members painted the significant garden fencing at our new Sycamore Way service.

As ever, we appreciate that there are so many deserving causes out there, and that these continue to be challenging times financially for many people and are grateful to all for their support.

Business Development Update



While 2020 was a challenging year for all, it was another important and busy year for business development activities.

We responded to several tenders with very positive outcomes. We achieved high rankings on both Aberdeen City's Supported Living Framework and also a joint Aberdeen/Aberdeenshire Complex Care Framework. This enables us to operate existing services under these Frameworks with the potential to develop new services in partnership with H&SCP colleagues.



We became a member of a new consortium company called Granite Care Consortium (GCC), which was created to bid for Aberdeen City's Care at Home contract. This bid was successful with the contract going live from November. Our involvement sustains the existing work of our Community Living Project with potential for growth.

We continued work on responding to changing accommodation requirements and supported a successful move for the people we support from Glen Allach, Aboyne to a more suitable property in Banchory. This kind of development involves significant efforts by a lot of people and we are particularly grateful for the support of Osprey Housing Association and Aberdeenshire Health and Social Care Partnership (H&SCP).

Learning and Development

Like everyone else in 2020, Inspire's Learning and Development Team faced many challenges:

- In March we had to immediately cease all face-to-face training and move everything online, which we managed to do without a break in the training programme.
- From November our safety critical First Aid training resumed face to face delivery, with more limited numbers and increased safety measures.
- Early in 2020 we were awarded 14 Modern Apprenticeship places. All these places were filled.
- 45 staff members commenced studying towards the SVQ qualification, necessary for their role, fully funded and supported by Inspire.

- Inspire were successfully awarded funding once again from the Voluntary Sector Development Fund, SAAS and the Flexible Workforce Development Fund, which enabled us to support staff through the SVQ qualification and provide developmental training. As some of the College provided training had to be postponed, the funding will now go towards building on our Mental Health provision in providing Mental Health Awareness Training for Managers. It will also fund some IT training and Food and nutrition training.
- We launched two new development programmes, aimed at supporting organisational changes at a Senior Level. One programme was designed to support our new Heads of positions and the other was for our new Regional Managers.

People Team Update



Staff Survey – Covid-19 Pandemic 2020

2020 has been such a challenge in a lot of ways. The critical process of recruiting people at Inspire had to be swiftly altered to be done via online platforms and with the People Team all working from home we faced some serious challenges. However, we have worked through them and come out the other side with some more efficient ways of doing things, which is great. There was a notable interest in our sector from the early part of lockdown, and we saw an increase in applicants in the first half of the year. Since then we have seen peaks and troughs due to the influence of Covid-19. We continue to recruit steadily and our staff turnover is sitting at its lowest for the last few years at 12.2% as at December 2020.

The People Team have had to respond quickly to the ever-changing guidance related to the Coronavirus Job Retention Scheme, proactive management of individuals affected by the virus, the furlough scheme, staff wellbeing, stress management and ongoing staff communication during the year. There has been an ever increasing requirement for daily reporting on various Covid-19 related matters. Anxiety levels have been understandably high for frontline staff teams and there have been significant Covid -19 related queries and cases needing Human Resources support. A staff wellbeing survey was issued in September 2020 and was deliberately designed to gauge how people were feeling at work given the pandemic situation. The overall results were positive and especially pleasing was that the majority of staff felt well supported at work during the period.

We have worked hard on continuing to train and develop people. We use e-learning for delivery of some of our core training already, however several of our courses are now delivered via online channels, where they would normally be classroom based. Staff development has remained high on the agenda and we have implemented a robust, multi-faceted development plan for some of our managers transitioning to senior roles.

Financial and Important Statistics

Financials



- Income from charitable activities: 12.809m
- Other: 0.355m

A full copy of the latest audited accounts for the year are available on request

Health and Safety

Reports :The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (as amended) and the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013	2020	2019	2018
Number of major injuries	1	1	0
Major injuries incident rate $\frac{\text{No of major injuries}}{\text{No of persons employed}} \times 1000$	1.75	1.72	0
Number of major injuries per 1,000 persons employed			
Number of over 7 day injuries (this became reportable under RIDDOR from 6 April 2012)	1	0	1
Over 7 day injuries incident rate $\frac{\text{No of over 7 day injuries}}{\text{No of persons employed}} \times 1000$	1.75	0	2
Number of over 7 day injuries per 1,000 persons employed			
Number of over 3 day injuries (this ceased being reportable under RIDDOR from 6 April 2012, but local recording is still required)	0	1	2
Over 3 day injuries incident rate $\frac{\text{No of over 3 day injuries}}{\text{No of persons employed}}$	0	1.72	4
Number of over 3 day injuries per 1,000 persons employed			



Thank you for reading!



If you would like further information about the work of Inspire, please get in touch using the details below.

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