



Dr Alan Blacker

Legal and Medical Expert

KGCSSt.J. KCM QDJM QGJM DLitt DPhil. LLB(D.Hons) MSc(Psych) PGDLP PGDEd MAIncEd FRSPH FSPPEpidR FNYAS FPHC-RCSE FZSL FRSSG FIRM FIMHAP FUSIHS RCIScience FCLM FMLST FAAPL FMLS FIALM FIALMH FASE FEALM FEAF SFGCFS ICITAP FACE FRGS FIBG FRArch.I. FRAnth.I FRAntq.I. FAPA FACE FRCSEB FCAS FUHF(Ulster) FIPBL FSEpidR MBPS MITE MCCT MSAP MBGS MREconS MIDE MIPE MRTS MIPS MARAPM MEPNS MRCPCH ISACA CRISC
VR

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🗨 WhatsApp for Business 🧑‍💻 Slack 💰 Paypal for Business 📠 Telegram

📍 Petrichor Chambers. Cocobolo 4 Margaret Clitherow Court, Milk Street, Rochdale. OL11 1HF

🚗 Car, Lorries, Buses, Emergency Vehicles. 🌐 www.lordharley.uk 🐦 Twitter 🌐 Various Medico-legal societies

🎮 Steam 🆔 Orchid 🗨 Discord 📄 R^g ResearchGate 🎓 Coursera

📍 United Kingdom & Europe, United States, Canada, Pakistan. 📄 <https://pensight.com/x/lordharley> for legal leaflets

🎯 EXECUTIVE SUMMARY

“Mozart of the Courtroom”

Civil Law - Criminal Law - Appeals - Tribunals - Corporate Law - Commercial Litigation
Arbitrator, mediator, conciliation and adjudication practitioner

A lawyer qualified in medicine, medical law, corporate law, civil and criminal litigation, forensic psychiatry, clinical forensic psychology, forensic science, road, rail and diagnostic engineering, special and mainstream education law.

I am experienced in Human rights, Medical Law, Criminal and Civil law, Family, Welfare benefits, Education law, Children and Child Protection, Special Educational Needs, Mental health, Charity, and Commercial law. Forensic psychoanalysis, pathophysiology, and psychiatry. Road Rail and Waterway Engineering. Health and Safety, Risk Assessment and Diagnostic Engineering. Personal and Commercial Insolvency and Business Reorganization, Mergers and Acquisitions.

The Chambers of Dr Alan Blacker and Co CIC is a recognised organisation for the employment and attendance of barristers by the Bar Standards Board. We are authorised Money and Pension advisors and are licensed to use the SFS system. The firm is authorised to register charges on HM Land Registry and Companies House. Authorised under the Regulated Activities Order PERG 2.8.14D (G) FCA Regulations to perform Regulated Claims Management Activity.

🔗 PROFESSIONAL ENDORSEMENTS

"Mozart of the Courtroom" Stephen King, Royal Corps of Logistics

“Dr Alan Blacker is a phenomenon the like of which one could scarcely imitate. His extraordinarily diverse range of academic and technical knowledge and first-hand personal and practical experience and abilities demonstrate that he is a supremely gifted individual capable of engaging well with people and challenges of all kinds. His track record demonstrates his commitment to causes in which he believes and invests his energies and I am convinced that he would be an asset to any organisation or cause.”

Gary Allan QC Queen's Counsel, Advocate, Serious Crime and White Collar Crime Specialist

“Alan argues from a sound factual and evidential basis and his ability to look objectively at very complex situations is of great benefit to us all. Alan is a person of outstanding good character and exceptionally good humour, he is reliable and without vice.”

His Worship Ghulam Shah Shahzad O.B.E. J.P, Chair, Rochdale Law Centre.

“A truly outstanding character who contributes a great deal to the legal community.”

Kevin Martin, President of the Law Society of England and Wales.

"Alan combines his considerable experience and immense intelligence with a sympathetic, caring approach and the highest levels of integrity."

Sheila Large, Graduate Teacher Training Service.

The 2019 Albert Nelson Marquis Lifetime Achievement Award.

PROFESSIONAL EXPERIENCE

Director General

Dr Alan Blacker & Co CIC

04/1997 – present

Manchester,

United Kingdom

- Children and education law including child protection, children’s legal rights and children with learning disabilities.
- Psychological Injury and Severe Physical Injury Medical Law
- Welfare Rights and benefits law
- Research Epidemiology – forensic - paediatric - perinatal – geriatric – pedagogical
- Educational and Traumatological Transactional and Existential Analysis Psychoanalytical Psychology
- Forensic and general ontology with paediatric and perinatal epidemiology.
- General and Experimental Pathophysiology and Clinical Pathoinformatics.
- Clinical Bioinformatical Epidemiology and Research Pathobiology.
- Military law and armed forces discipline and grievance procedures
- Employment Law. Consumer Law, civil and criminal. Criminal Law
- Charity, Company, Commercial, Administrative Law and Public Law
- Third Tier appeal judge - graduate, undergraduate professional education law
- Regent / Adjunct Professor in Law and legal professional studies
- Independent examiner and expert in charity finances and forensic financial reports
- Joint Approvals Unit for Periodic Training – Professional PCV Driver Trainer
- Certified in Risk and Information Systems Control - Information Systems Audit and Control as well as general health and safety
- Chartered Inst. Risk Mgmt. Technical specialist in risk management: -
 - The Built Environment
 - Road, Rail and Water Transportation
 - Emergency Planning,
 - Food Safety,
 - Product Safety,
 - Consumer Safety,
 - HACCP,
 - Health, Medical settings
 - Health and Safety, Hygiene

- Disability adaptations and enhancements.
- Civil and mechanical projects
- Fire safety
- Dust and vibration
- Chemical and radiation risks

Important cases

- Charles Roach v The Procurator Fiscal Paisley and The Chief Constable of Argyll and Clyde
 - o Established a new law on the removal of historic and malicious complaints of sexual assault from the police records of those accused but never prosecuted, with the effect of removing bars to employment.
- Goodwin
 - o Established that the statute bar to appeal is not fixed in time but even after three years, when able to secure proper counsel, previous convictions can be overturned and roles in the security industry can be restored.
- Osunkwo
 - o Established new protocols for dealing with summary offences when reissuing security industry certificates, enabling those with regrettable out-of-character summary convictions to renew their licences.
- Khandoker Numbers 1 & 2
 - o Established that an insurer who cancels the policy but retains the premium is still an insurer for the purposes of the road traffic laws.
- Filipek
 - o Established that the police national register is not always correct and even when a driver is reported for no licence if DVLA produces one, the live check and roadside checks are not definitive in court. (won on appeal)
- Revil
 - o Established new procedures for prosecuting minor drug offences, and confirmed that schedule one does not apply to drug offences and football banning orders.
- Porter-Cross v Secretary of State for Work and Pensions (Child Maintenance)
 - o Established a new protocol that a judge may make a finding that a child resided with one parent despite the other parent receiving a child allowance. Won on appeal against a Member of Parliament.
- Bromfield v Munson
 - o A Football Association defamation case establishes part 18 of the civil procedural rules as a valid tool for overcoming complex defamation cases against public officials, without the expense and risk of full-blown proceedings.
- Jenkinson Fox and Duckworth v Crown ex parte Duke of Devonshire
 - o Established that criminal damage against wildlife should be properly prosecuted under the law and by a finding of abuse of process, dismissed the crown's case against a group of off-roader club members on an area of special scientific importance.
- Brown v Secretary of State for Work and Pensions
 - o Established that claimants of DLA who cannot speak should be afforded protection under the law from unfair decisions and claimants suffering from speech and affective disorders or communication disabilities should be given automatic routes to provide evidence through supported means when making applications.
- Arber ex Parte York magistrates court – sitting in Leeds

- o Established that where an allegation of fraud is raised, the locus is the place the moving vehicle, in this case, a train, departed from and not the locus of the offence, where the jurisdiction of the court is being argued.
 - o Further established that a passenger who offers a railcard for payment during a journey at the first opportunity, having been unable to purchase a ticket earlier is not de facto in breach of the rules and laws concerning purchasing a ticket before travelling. – won on appeal.
- Oladipupo Chester magistrates court
- o Established that the late filing of disclosure of the driver of a vehicle is not a bar to reopening a conviction where the offending driver refuses to admit the offence.

Selection Screening and Profile Matching

Dr Alan Blacker & Co CIC Petrichor Chambers

Selection criteria adherences.

Experience - Essential criteria

Significant experience at the Board level in a large, complex and changing organisation
 Formulating strategies and plans of action to achieve objectives
 Proven track record of delivering high performance in a rapidly changing and uncertain environment
 Broad understanding of the NHS and corporate body frameworks and how the health, education and public services operate

Desirable criteria

Clinically/medically qualified and multiple fellowships of lead bodies
 Experience in developing or contributing to the development and implementation of a corporate strategy.
 Experience working in a digital and paperless environment
 Experience as a Non-Executive Director, Governor, Trustee and equivalent in the commercial, voluntary and public sector

Skills - Essential criteria

Exceptional leadership skills, engendering respect from others
 A good listener, able to weigh up arguments and summarise for others
 Highly developed interpersonal, influencing and communication skills
 Capable public speaker with the ability to engage and network effectively with organisations inside and outside the business community
 Ability to engage positively with staff and Governors
 Analytical and creative, with the ability to be independent in judgement
 Astute negotiator, able to grasp relevant issues and understand the relationships between interested parties.
 Outstanding legal and advocacy experience across a broad spectrum of legal issues and matters.
 Chairing skills.

Knowledge - Essential criteria

Sound knowledge and understanding of corporate governance

present
 Manchester - M62 -M6
 corridor North West and
 London, United Kingdom

Clear understanding and acceptance of the legal duties, liabilities and responsibilities of Non-Executive Directors

Sound knowledge of understanding clinical governance in the NHS.

Knowledge and understanding of the developing health economy of the region and individual bodies' position within it

Desirable criteria

Understanding of Foundation Trust status and Governor responsibilities.

Indefatigable personal energy and commitment to the highest of professional and ethical conduct.

Additional Criteria - Essential criteria

Commitment to the seven principles of public life, the values and principles and a clear understanding of the political and operational environment

Broad experience of high-level government and leadership in local and national government and corporate governance in civil bodies

Ability to effectively represent the interests of stakeholders to its constituents, patients, partner organisations and regulators

Ability to travel

Holds general computing skills, is familiar with Microsoft Office and video conference systems, and is willing to undergo training in these areas.

A polymathical experience and range of qualifications in perhaps the broadest of ranges.

Qualifications

Essential criteria - Finance Qualification

The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 introduced new rules relating to the recruitment of executive and non-executive directors, known as the Fit and Proper Person Requirements (FPPR), placing obligations on some organisations to seek the necessary assurances that all directors are suitable and fit to undertake the role.

You will be able to complete several checks including reference checking to ensure that I am;

- **Of good character;**
- **Have the necessary qualifications, skills and experience;**
- **Can perform the work that they are employed for after reasonable adjustments are made**

FELLOWSHIP ADMISSIONS

Professional Admissions and Fellowships

- Fellow Royal Society of Public Health – Specialist in Perinatal and Paediatric Epidemiology
- Fellow of the College of Legal Medicine - Fellow Faculty of Psychiatry and the Law
- Member Society for Education and Training Full Member Harvard HSPH ECPE
- Fellow Professional Leadership Institute
- Professional Member Primary Care Cardiovascular Society
- Member Chartered College of Teaching
- Faculty of Pre-Hospital Care (Advanced provider of emergency medicine with drugs entitlement)
- Royal College of Physicians of England Faculty of Public Health
- Fellow Royal Anthropology Institute

- Fellow Royal Archaeological Society
- Fellow Royal Antiquaries Institute
- Fellow Academy of Forensic Science
- Fellow New York Academy of Sciences
- Fellow New York Academy of Sciences
- Technical Specialist in Risk Management - Operational Research - Transport Engineering
- Post Graduate in Geography, Anthropology, Healthcare Management, and Pathophysiology.
- Member Chartered College of Teaching
- TTG - Advanced Safer Caring and Risk Management
- Forensic Psychiatry, Gerontology, Forensic Ontology, Conservation Zoology
- Transactional Analysis Psychoanalytical Psychologist
- Special Educational Needs - Inclusive education and children's law and human rights
- Forensic and Social Epidemiology including health law and charity law.
- Admitted to the fellowship class of twelve Royal Colleges and Institutions and professional faculties.
- FRArch.I FRAntq.I FRAnth.I
- Director-General of the Joint Armed Forces Legal Advocacy Service.
- Admitted to Joint Faculty of Public Health of the Royal Colleges of Physicians UK
- Admitted to the professional grade of thirteen research faculties worldwide.
- Admitted to the American Society of Regional Anaesthesia and Pain Medicine
- Admitted to the European Society of Cardiologists
- Council on Valvular Heart Disease
- Council for Cardiology Practice

PUBLICATIONS

Professional Publications and Guidance

- 2008 The Warnock Lacuna.
- 2009 Critical Race Theory in the 21st Century.
- 2010 Working in partnership - A pragmatic approach to developing a real B.E.S.D. strategy
- 2011 Research for more inclusive education.
- 2012 Helping children with Behavioural Emotional and Social Developmental issues.
- 2013 Should we exclude in modern society?
- 2016 The Highway Code Part 2.
- 2017 Jackson and Gove: Heroes or Villains? - A review of the effects of the law reforms.
- 2018 Biochemical Principles of Energy Metabolism
- 2019 How the Brain Makes Decisions. National Research University Higher School of Economics
- 2021 Adjourning bankruptcy proceedings – shedding new light on proceedings
- 2021 Avoiding care fees using a trust – the pitfalls and remedies explored
- 2022 The new consumer protection law: a guide for practitioners
- 2022 Consumer rights in a commercial world
- 2022 Electronic documents: disclosure law and practice
- 2022 Guide to unfair prejudice against shareholders
- 2022 Exclusion and limitation clauses: a guide to the law and good practice
- 2022 How to remove a troublesome shareholder without falling foul of the law
- 2023 The Mysterious World of Part 36 (of the CPR)
- 2023 The new driving and mobile phone rules explained
- 2023 Your legal rights when something goes wrong with your new or newish car
- 2023 A Guide to Derivative Claims
- 2023 Malicious Falsehood: A Guide for Practitioners

Degrees, Fellowships, Associateships and Oversight

- Qualifying Law Degree BA Hons LL.B. Double Honours PG.D.L. PG.D.L.P. MMU Law School
- Masters in Inclusive Education with Special Educational Needs MMU Education
- Diploma in Forensic Science - Challenging Forensic Science in Court - Lausanne
- Masters in Clinical Forensic Psychiatry Walsingham
- Doctorate of Letters Law and Economics (Business and Finance) Walsingham / Oxon
- Postgraduate degrees in Law, Legal Practice, Medicine and Education MMU / Stanford / Utrecht / et al
- Postgraduate Diploma in Epidemiology North Carolina
- Postgraduate Diplomas in Neurobiology and Medical Neuroscience Duke
- Postgraduate Diploma in Pathophysiology Saint Petersburg
- Postgraduate Diploma in Bioinformatics Algorithms California
- Associate's Degree, Project Risk and Quality Management Rice –Jones
- Advanced Neuroscience, Advanced Neurobiology 1 and 2 Peking
- Post-Doctoral Graduate Course, Higher Neuro-economics California
- Post-Doctoral Graduate Course, Molecular Genetics Geneva
- Fellowship in Dementia Con. Argentina
- Postgraduate Diploma in Anatomy and Pathophysiology Yale
- First Responder Administration of Lifesaving Medicines Qualsafe RQF
- First Responder Emergency Care FREC4 Qualsafe RCSEd
- Advanced Safer Caring and Risk Management TTG Qualsafe RQF

Professional Oversight and Academic Association.

- Fellow Society for Epidemiological Research
- Fellow Royal Society for Public Health
- Fellow College of Legal Medicine
- Fellow Zoological Society of London
- Fellow Royal Archaeological Institute
- Fellow Royal Anthropology Institute
- Fellow Society for Paediatric & Perinatal
- Member Association for Project Management
- Driver and Vehicle Standards Agency - JAUPT
- Registered Instructor Assessor PCV (all buses)
- Member Project Management Institute
- Fellow Institute of Road Traffic Engineers
- Fellow Institute of Diagnostic Engineers
- Member International Project Management Association
- Fellow Epidemiologic Research Institute
- Economic and Social Research Council
- Medical Research Council
- Manchester Metropolitan University
- Manchester University Society of Psychiatrists
- Industrial Law Society
- American Psychiatric Association
- American Society of Regional Anaesthesia and Pain Medicine

 **ACKNOWLEDGED RESEARCH COMPETENCIES**

Ontology – children and pedagogy Gerontology and andragogy Forensic Psychiatry

- Mental health & well-being Young people's health State welfare system Gambling Vaccination and Immunology Food safety Tobacco Illegal drugs Dementia Medical experiments and testing Workforce health Pest control
- Public health funding NHS systems Arts & wellbeing

- Body image Financial health Health Service Economics
- Workplace wellbeing Social capital Gaming Hygiene Alcohol International Public Health Exclusion from education Obesity & obesogenic environments Pathophysiology Clinical Research Bioinformatics Sleep studies Systems Science and Obesity Diabetes and cardiovascular disease

Main Paediatric and Perinatal Epidemiological areas.

- Obstetric Health Fertility and Fecundity Fetal Loss
- Stillbirth Infant Mortality Birth Defects
- Hypertension Pre-Eclampsia Methodology
- Paediatric Public Health Paediatrics Paediatric Diseases
- Child Abuse and Protection Bullying Education
- Sexual Abuse Statutory Reporting Recovery

Main infectious diseases research and epidemiological work

- Causes and Symptoms of Infectious Diseases
- Problems in infectious disease practice
- Epidemiological Diseases
- Viral Infectious Diseases
- Fungal Infectious Diseases
- Blood Infectious Diseases
- Global Markets on Infectious Diseases
- Infection, Immunity and Inflammation
- Antimicrobials/Antibiotics/Antibacterial
- Sepsis/ Septicaemia
- Ebola and Zika Viral Infections
- Neuro Infectious Diseases
- Pharmacology and Infectious Diseases
- Nosocomial Infections & Control
- Environmental Protection
- **Covid 19 - Medal Winner Royal College of Physicians Faculty of Public Health**

RESENT RESEARCH PROJECTS EVALUATION

- Depression, its sub-factors, and augmentation index: modifying effects according to inflammatory markers
- Associations of Insomnia, Short Sleep and Sleep Fragmentation with Hypertension among African-Americans: the Jackson Heart Sleep Study
- Randomized Trial to Reduce Cardiovascular Risk in Women with Recent Preeclampsia
- Phenotypes of Cardiovascular Damage and the Association with Cognitive Decline Among Older Adults: A Latent Class Analysis Approach
- Implications of Record Linkage and Deduplication on Surveillance of Congenital Heart Defects among Adolescents and Adults in Colorado
- The relationship of early-life adversity with adulthood weight and cardio-metabolic health status in the 1946 National Survey of Health and Development
- Household food insecurity in the United States and its association with risk of mortality among U.S. adults: an analysis of national data
- Association between Cardiovascular Health and Cognition: effect modification by serum Vitamin D level: the Cardiovascular and Metabolic Diseases Aetiology Research Centre (CMERC) Cohort
- Impact of paternal adulthood weight gain on offspring's birth weight: a prospective birth cohort study
- Associations between serum 25-hydroxyvitamin D levels and allergic sensitization in early childhood
- Interventional Delivery for Hypertensive Disorders from 34-38 Weeks' Gestation and Maternal and Infant Health Outcomes
- Association between Child's Obesity and of Maternal Perception of Child's General Health: A Multi-Racial Cohort of Children

- Modelling Time Loss from Sports-Related Injuries using Univariate Random Effects Models
 - Prevalence of suicide risk factors and behaviours among firearm owners in the United States, 2018
 - Estimating the Incidence of Intergenerational Child Maltreatment in Minnesota, 2000 – 2014
 - Experiences of Re-Reporting Risk of Child Maltreatment By Race and Ethnicity
 - Association of severe mental illness with legal intervention injury: A case-control study
 - Hurricane Florence-Related Emergency Department Visits — North Carolina, 2018
 - Migraine Headache and Risk of Dementia and Mild Cognitive Impairment in the Atherosclerosis Risk in Communities Neurocognitive Study (ARIC-NCS)
 - Parkinson’s disease incidence and pesticide use in the Agricultural Health Study
 - A systematic review on the birth prevalence of metachromatic leukodystrophy --Orphanet Journal of Rare Diseases
 - Manuscript Number: PUHIP-D-23-00361R1
- Patterns in COVID-19 vaccination among children aged 5-11 years in Alberta, Canada: Lessons for future vaccination campaigns

Higher Rights of Audience (Civil and Criminal All Courts Qualification)

Public Access Certificate (Permits lay clients and professional clients to instruct me directly without a solicitor. (Including Legal Aid))

Money, Pensions and Debt Advisor (Licensed by HM Government's Money and Pensions Service to provide debt litigation advocacy and to use the SIS system to represent clients. Welfare benefits expert esp. Disability benefits.)

Recognised expert witness (Public health and Epidemiological sciences, forensic psychiatry, psychology, forensic pathology, toxicology, forensic science, transactional psychotherapy and Mental Health. A fully certificated member of five expert witness bodies.)

Licensed Epidemiologist (Including all Public health areas but especially gerontology, bioinformatics, advanced neurology and special educational needs)

Arbitration, mediation, and conciliation expert (Qualified and experienced in all areas of commercial and civil law matters including but not limited to contract, commercial, consumer, international and high value cases.)

Claims Management (Entitled to provide advice, and representation and undertake legal work for clients as direct clients in all forms of claims management cases including but not limited to personal injury, criminal injuries, pension and other financial compensation and all forms of compensatory civil actions.)

Emergency medicine (FREC4 with Safe Administration of Life Saving Medicine. Immediate Life Saving Licence. Pre-hospital Trauma Life-saving Medicine. Emergency pediatric care. Major Incident Management and Clinical Responses.)

Driver and Vehicle Standards Agency PCV Trainer (JAUPT has become part of the Driver and Vehicle Standards Agency (DVSA) and is now called the DVSA Training Accreditation team. We're responsible for: Approving and quality assuring Driver CPC centres and courses Administering the national vocational training (NVT) training scheme for lorry, bus and coach drivers Approving and quality-assuring drink-drive rehabilitation scheme courses Taxi driver period training in Northern Ireland, on behalf of the Driver and Vehicle Agency (DVA) Includes the following module delivery Customer Service First Aid Health, Safety & Emergencies Industry Enviro. Carriage of Dangerous Goods Industry Environment Industry Environment Carriage of Passengers Legislation (Hours/WTD/Regs) Legislation for Carriage of Goods Legislation for Carriage of Passengers Loading / Unloading Loading/Unloading Personal Health & Wellbeing Physical/Mental Health & Wellbeing Professional Driver & Company Issues Vehicle Systems (Safety) Vehicle Systems (Transmission) Vulnerable Road Users)

 REFERENCES

Paul Bohill, *Chairman*, Dr Alan Blacker & Co CIC
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Steven Levine of counsel, *Barrister*
steven.levine@btinternet.com, +44 7557 100625

AWARDS

Pro Bono Legal Services Provider of the Year

01/2024

Corporate LiveWire Global Awards 2023/24

Most trusted pro bono firm in the UK

Innovation

2023 and 2024

Covid 19 Lifesaving Award

Royal College of Physicians of England and Wales. Faculty of Public Health

For providing exceptional and outstanding contributions to saving lives during the pandemic by performing research vital to the success of viralological and public health solutions

Certificate of Appreciation

NWAS Ambulance Trust

For work during the Manchester Arena bombing and for supporting the lifesaving work of colleagues across the North West.

HM The King's Coronation Medal, The Queen's Golden Diamond and Platinum Jubilee Medals

National Health Service/NWAS/FREDA/RAA

For unpaid public service during the qualifying periods in uniform in emergency situations.

Disability Confident Employer

Department for Work and Pensions

Best Pro Bono Legal Services Practice 2024 UK Legal Client Service Excellence Award 2024

UK Legal Awards 2024

INTERESTS

All things engineering especially rail transport and steam locomotion. Qualified Driver and Signaller. (Zoology esp giraffes, Anthropology, Heraldry, Engineering history, Archaeology esp. Industrial Archaeology.),

Petrichor Chambers (What does Petrichor mean? Petrichor is the smell of rain. Petrichor (/ ' pɛtrɪ , kɔːr/) is the earthy scent produced when rain falls on dry soil. The word is constructed from Ancient Greek πέτρα (pétra) 'rock', or πέτρος (pétros) 'stone', and ἰχώρ (ikhór), the ethereal fluid that is the golden blood of the gods in Greek mythology. We adopted the name as it represents the golden blood of wisdom falling on the dry rocks of hardship and the sweet smell of relief after a long battle.)

QUALITY OF SERVICES

Dr Alan Blacker & Co CIC



Advocacy



PQASSO Client satisfaction results 19-23

Client care



Litigation

