

**ROYAL COLLEGE OF SPEECH & LANGUAGE THERAPISTS
2 White Hart Yard, London SE1 1NX**

BOARD OF TRUSTEES

A meeting of the Board was held on Thursday 9 December 2021 from 9.30am to 4pm via zoom video conference and at The Royal College of Pathologists, 6 Alie Street, London E1 8QT

MINUTES

Present:

Mary Heritage – Chair
Sean Pert – Deputy Chair
Richard Cryer – Honorary Treasurer and Chair of FRC
Andrea Robinson - Country Representative for England North (from Item 3)
Viki Baker – Country Representative for England South
Rosalind Kyle – Country Representative for Northern Ireland
Pauline Downie – Country Representative for Scotland
Lisa Chess – Country Representative for Wales
Rebecca Palmer – Research and Development Trustee
Lesley Cavalli – General Trustee and Chair of PPPC
Angela Shimada – General Trustee
Ann Whitehorn – General Trustee
Janet Chambers – General Trustee
John Humphrey – Lay Trustee (Digital)

In attendance:

Kamini Gadhok – Chief Executive (CEO)
Derek Munn – Director of Policy & Public Affairs (DirPPA)
Rachel Purkett – Director of Engagement & Communications (DirEC)
Karen Willis – Director of Finance and Resources / Company Secretary (DirFR)
Jo Offen – Executive Assistant (Sec)

Observers:

RCSLT member currently on the AHPF Future Leaders Programme:

Irma Donaldson (Items 1-10 & Item 12)

RCSLT staff members:

Michelle Humphrey, Head of Professional Development Programmes
Kaleigh Maietta, Events Manager

62/21 Welcome and apologies (Item 1)

Apologies received from, Frances Johnstone, General Trustee; Leasil Burrow, Lay Trustee (HR/OD); Judith Broll, Director of Professional Development and Vic Briggs, Head of Content & Engagement.

The Chair welcomed all to the Board of Trustees meeting. The Chair welcomed back from maternity leave Rebecca Palmer, Research and Development Trustee and also welcomed observers, Irma Donaldson, Michelle Humphrey and Kaleigh Maietta. The Chair introduced Dr Jackie McRae.

63/21 Member Story (Item 2)

Dr Jackie McRae, Professor/Director of Research, provided a synopsis of her member story 'Navigating an unknown world'. Jackie shared her history, her parents having to escape discrimination from their own countries and noting that she had hidden her beginnings from her professional life. She had not been confident to share her religious background, feeling the need to fit in and protect

herself as it is difficult to recognise ethnic minorities that are white. Jackie said she had had fantastic managers over the years that had encouraged her skills and development. Other managers that were not SLTs, were not so good and she experienced high levels of stress. The RCSLT has always been part of her career and the speech and language therapy profession should attract people from all backgrounds and value diversity. There are concerns from Jewish colleagues with issues in politics in Israel. We should focus on people and not politics, it is valuable to learn from others.

The Chair and Trustees thanked Jackie for sharing her thought-provoking story. The Chair noted the message about bringing our whole selves to work, many hide things and it is important to consider what we can do to encourage colleagues to share. Jackie said that food is important, as a beginning can encourage others to share recipes of what food they eat and how they celebrate – food is something neutral that can be enjoyed. If we encourage the profession to start on a neutral conversation such as food, then we can move onto other topics in the hope that people feel comfortable to open up.

Angela Shimada, General Trustee thanked Jackie for her inspirational story and noted that others will have stories and it would be helpful to consider how these can they be shared across the RCSLT. Jackie said she would be happy to share her story. The DirEC said the RCSLT features member stories in Bulletin and the DirEC will be in touch. The Chair commented on the need to focus on the whole person as well as clinical and academic achievements.

Action: DirEC

Richard Cryer, Hon Treasurer, asked how SLT operates in Israel and any lessons that can be learnt. Jackie said she has connected with a SLT group in Israel to do a project and she is hoping that there will opportunities to share learning.

The Chair again thanked Jackie for joining the Board meeting and sharing her story. *[Jackie McRae left the meeting.]*

64/21 Conflicts of Interest statement (Item 3)

The Chair had highlighted a potential conflict and left the meeting for discussion of this item. Sean Pert, Deputy Chair, chaired the item for the Board and informed Trustees that the Chair has changed jobs and is now employed as programme lead for the University of Lincoln developing a new SLT course, which will require accreditation by the RCSLT. As a result, the Chair has highlighted a potential conflict with her role as Chair of the Board. Proposed mitigations for this conflict were shared with Trustees to review, discuss and approve.

Pauline Downie, Trustee for Scotland, commented that the mitigations look sound and queried if they will impact on her role as Chair, in particular how redacting minutes would work in practice. The Deputy Chair said that he is happy to step in should there be a need.

Lesley Cavalli, General Trustee, also queried redacted minutes and that the Board would not have sight of the full minutes. The DirFR stated that the intention is for the minutes to be redacted from the Chair only, not the Board. The CEO clarified that operationally accreditation of courses does not come to the Board for approval, so there shouldn't be an issue. The Chair has rightly informed the Board and the mitigation has been put in place just in case.

Richard Cryer, HonTreas, commented that the mitigation is set out well and he would expect the Company Secretary to manage the agenda and sensitively handle accordingly. Richard noted that the Board does not have sight of the

register of interests of all Board members. The DirFR said that all Trustees complete an annual declaration of conflicts of interest and a related party declaration for the auditors. Previously no formal register has been maintained but this will be put in place. Richard commented it would be helpful to also include Committee members in the declaration.

Sean Pert, Deputy Chair thanked all for the helpful feedback and commented that transparency is key.

The Board noted and approved the mitigations that had been set out in the paper for handling this potential conflict and agreed the following actions: the DirFR to maintain a conflict of interest register and share with the Board; ask Committee members to complete declarations.

Action: DirFR

There were no other conflicts declared for this meeting.

The Chair re-joined the meeting.

65/21 Minutes of meeting held on 5 October 2021 (Item 4)

Richard Cryer, Hon Treasurer, suggested amendments to the minutes [Ref 51/21] The Board reviewed and approved, with amendments, the minutes of the 5 October 2021 meeting.

66/21 Matters arising (Item 5)

The Chair reviewed the actions table from the previous meeting. All actions had been completed or were on today's agenda for further discussion.

The DirFR updated the Board on discussions with the solicitor with regard to ratification of Trustees/Committee members at the AGM. The solicitor confirmed that if trustees/members are not ratified then the appointment fails and the Articles then allow for the Board to appoint immediately to fill the vacancy. The DirFR hoped that there would be an indication before an AGM as to whether ratification would go through and could prepare prior to the AGM. The Chair clarified that there would be ratification for each individual trustee/member. The Chair thanked the DirFR for the update.

Governance

67/21 Strategic Plan 2018-2022 (Item 6)

a. Review of the current plan

The Chair introduced this item and asked the sponsor Trustees to focus on areas of concern and areas of exception. It was noted that all areas of the strategic plan are green.

Research and Innovation: Janet Chambers, General Trustee, reported that it had been a successful conference and all areas are showing green, with no concerns to raise. Janet wished the Board to note the sad loss of Professor James Law who will be missed. The CEO had attended his funeral on behalf of the RCSLT.

Workforce and Leadership: Lisa Chess, Country Representative for Wales, reported that workforce is showing amber – there is a significant situation across all four nations, in particular Northern Ireland. The establishment of the member profile on the Membership CRM database has been delayed but is nearly there.

Once up and running we will have quality data to inform workforce issues. The RCSLT has received funding from HEE for a project on delivering a more robust work programme on workforce transformation. Hope to move back to green.

Ann Whitehorn, General Trustee, noted the difficulty integrating MTL and asked how much of an issue it is. The DirEC said that a resolution is in sight, there have been delays and issues with the supplier that are being worked through and we expect the work to be complete in two or three months. Ann said it was helpful to have a timeframe and to keep monitoring.

Professional guidance: Sean Pert, Deputy Chair, noted the team have been busy and there are lots of achievements with a number of highlights to note: SLTs respiratory rehab; Competency framework issued; AHP support worker framework - HEE supporting leadership in AHP professions – programme manager embedding leadership in profession. COVID19 continues, a long-term problem and are looking at how to deal with it. Sean also noted the loss of Professor James Law – work on telehealth has paused, he has left a large gap.

Service Users: Rosalind Kyle, Country Representative for Northern Ireland, said that the work of the RCSLT is exemplary and there are no risks or significant issues. Service users are embedded in most areas of the plan. Communications Access work continuing throughout the nations. We will build on the relationships established with service user partners as we develop the plans to implement the five year vision.

Leadership within: Richard Cryer, Honorary Treasurer, said that governance is evident by the business RCSLT is doing. Governance could be improved, following best practice – Leasil taking forward with Board development. Richard thanked the CEO and DirFR for a successful AGM. The finances are to be discussed later. Employer side – FRC reviewed papers. Noted Equality Act that public sector follow, RCSLT doesn't. FRC raised to look at in future, also workforce information/data on RCSLT staff.

In Leasil Burrow's, Lay Trustee HR/OD, absence the DirFR updated Trustees on their meeting. SMT will be focusing on RCSLT as a fair and diverse organisation by developing the response to results from the staff survey. Important to convey back to the Board, FRC and staff on actions. Return to office – working hard to improve the ventilation to allow more use of the office. Anti-racism workshop for all staff took place and there is a further programme of work including training on unconscious bias.

Member led: Andrea Robinson, Country Representative for England North, said that the conference had been well attended and well run. The support everyone received was amazing. Feedback showed that 88% would prefer an online conference in future. Received twice as many Giving Voice nominations this year. Hub Forum England took place, lots of areas struggling with recruitment of SLTs.

Viki Baker, Country Representative for England South, acknowledged that Rachel Purkett, DirEC, is leaving and it will be a tremendous loss. Rachel has provided a calm and considered approach, is fantastic to work with and improved member engagement in her time at the RCSLT.

Creating profile and opportunity: Angela Shimada, General Trustee, echoed the impact that the DirEC has had, increasing the profile of the RCSLT. CAUK anniversary in November; student tiktok – diversity and careers. Influencing issues include NICE Long COVID guidance which mentions SLT. Health inequalities resources have been recognised externally. NI concerns re: workforce. The Northern Ireland workforce challenges may see AHP being seen as expendable, we are doing everything possible. AAC in Welsh language; Right

to Rehab coalition – overall lots going on across the nations and Angela feels reassured.

Developing evidence based policy and resources: the DirPPA noted areas of concern again with workforce and recruitment pressures. Integrated care systems – the Health and Care Bill 2nd Reading in the House of Lords saw three speeches addressing our concerns, giving permission for amendments. The DirPPA mentioned the service user survey and response to the letter signed by 22 Parliamentary group chairs to the Prime Minister.

Digital: John Humphrey, Lay Trustee Digital, noted that interrelated, digital aspects underpin all work. Making good progress on CRM but have run into difficulty re MTL and RAMSAC. Capacity an issue – a lot going on and think about, important to note how the digital work plays into other deliverables. There have been ongoing issues with the current supplier. The CEO offered to attend a meeting, including with the Lay Trustee to discuss future plans.

Action: CEO/DirEC

The Chair thanked Trustees and SMT for the updates.

b. External Impact Report

The DirPPA explained that the Board assesses the KPI on external impact by means of a report from the Policy and Public Affairs team. The report had been sent to the Board of Trustees for them to consider and approve. Board members commented on how impressed they were with the report. The Chair noted the statistic relating to how many people had been trained under the Communication Access UK initiative and the positive impact of this.

The Chair thanked the DirPPA and the team for the report. The Chair asked if the report is shared with members. The DirPPA confirmed that the report is re-purposed to communicate with members.

The **Board approved** the External Impact Report.

68/21 The RCSLT Five Year Vision 2022-2027 (Item 7)

a. Five Year Vision for 2022-27

Following the October Board meeting, members of the Board, PPPC, FRC and RCSLT staff have given further feedback which the SMT has addressed in the final version presented to the Board today for final sign off. The CEO thanked Trustees for all their comments and help with the vision statement. The CEO highlighted the two changes: the vision statement now includes 'swallowing' and 'success will look like' has been changed to 'our aspirations' as suggested by Trustees.

Ann Whitehorn, General Trustee, thanked SMT for the final version which is a lot clearer and agree that 'aspirations' is more helpful.

The **Board approved** the final vision statement.

b. Outline Annual Operating Plan for 2022/23

The SMT presented the RCSLT Operational Plan Overview for 2022/23 to the Board. SMT noted that all themes cut across areas and highlighted the big-ticket items including:

- Equality, diversity and inclusion – Board and Committee diversity; all-profession anti-racism workshops; health inequalities roundtable; ROOT
- Co-production – research; CAUK; service users; developmental language disorder
- Funding and recovery – economic impact research; support around children’s services and rehabilitation; influence and develop resources
- Innovation and excellence in research and practice
- Workforce development – HEE programme; enhancing opportunities including apprenticeships
- Profile and opportunity – support implementation plans across AHP professions; ROOT; CAUK
- Member engagement – roll out member profile; develop strategy, measures and baselines
- Organisational excellence – Board and Committee diversity; develop HR policies and staff handbook; workload prioritization; support staff health and wellbeing.

Trustees commented on the operational plan:

- EDI re Board/committee diversity – entry into the profession, going out to schools
- Apprenticeships open up opportunities, learning from other professions
- Concern regarding health inequalities – look at external drivers
- Improving board visibility – need to include this

The DirPPA informed the Board of a review of regulation of professions and the possibility of de-regulation. This would have a huge impact and need to be aware and develop narrative in partnership with the AHPF. The DirPPA added that some regulators may be merged.

Angela Shimada, General Trustee, commented that there is a lot of work in the proposed operational plan which feels ambitious, she asked if there is enough/the right resource, how we prioritise.

The CEO agreed it is ambitious and proposals for staffing to help with capacity are to be discussed later in the meeting. Prioritisation of proactive vs reactive work means that we need to be flexible. SMT monitor workloads and meet weekly so there is an opportunity to review.

The Board were content and the Chair asked what the next steps are. The DirPPA said that the objectives will be built in and a final, full plan will be presented to the Board in March 2022.

Action: SMT

69/21 AGM (Item 8)

The **Board approved** the draft minutes of the 2021 AGM to be posted on the RCSLT website in advance of the 2022 AGM.

Action: DirFR

The Chair thanked all for a successful AGM and having the support of the membership to move forward with EDI and Nominations Committee.

70/21 Risk Register (Item 9)

The DirFR presented the risk register which SMT have reviewed and updated prior to the meeting. The DirFR highlighted two main changes – the inclusion of a risk

regarding CEO succession and higher inflation rates. Mitigation has been set for each.

Richard Cryer, Hon Treas, noted possible change to regulation as a new risk to be included.

The **Board noted** the risk register.

71/21 Update on establishment of the Nominations Committee (Item 10)

a. Approve minor revision to the Nominations Committee Terms of Reference

The DirFR introduced this item and explained that following the Board's approval of the Terms of Reference for the Nominations Committee, feedback from members about the scope of our work on EDI and concerns about certain groups being excluded, has resulted in a change being suggested to ensure that the list of protected characteristics is not seen as definitive.

Also, to allow more flexibility in the membership of the nomination committee, particularly as the Board becomes more diverse, it is proposed that a further trustee can be appointed to the committee at the discretion of the Board.

[redacted text].

Lisa Chess, Country Representative for Wales, queried if a Welsh speaker would be considered as a protected characteristic. The DirPPA said it would be an issue if an entirely Welsh body was being set up but it does not apply here.

Lesley Cavalli, General Trustee, commented that we have to be careful regarding hidden characteristics. The CEO said that a pragmatic and reasonable approach would be taken.

Ann Whitehorn, General Trustee, re-iterated for the Board that this was a very specific piece of work in a specific timeframe and purpose as agreed by the Board. It is an evolving process and a review in a year's time has been built in.

Following discussion Trustees agreed to amend the wording at para 15 of the ToRs to read: 'Three full RCSLT members *from under represented groups such as members who are ...*'.

[redacted text]

Action: CoSec and NC

The DirFR informed the Board that applicants for the Nominations Committee are being interviewed on 15 December and their appointment will come to the Board for approval. The first meeting of the Nominations Committee will be in January 2022.

Action: DirFR

b. Approve appointment of Trustees to the Nominations Committee

The DirFR asked the Board to approve the appointment to the Nominations Committee:

- Sean Pert, Deputy Chair – Chair of the Nominations Committee
- Ann Whitehorn, General Trustee
- Leasil Burrow, Lay Trustee
- One other trustee, to be confirmed

The Board approved the appointments noted above.

Action: DirFR

[all observers left the meeting for discussion of Item 11]

Finance

72/21 Financial Results, Staffing and COLI Proposals for 2022/23 and Investments (Item 11)

Hon Treasurer introduced this item and thanked the DirFR for producing the papers.

The Board were informed that FRC have reviewed and recommend the following papers for information to the Board:

a. Financial Overview at 30 September 2021 and Forecast to 31 March 2022

Richard Cryer, Hon Treasurer, noted that year to date performance is significantly in advance of the budget due to lower than expected spend on projects – there have been challenges to recruitment. The Forecast predicts a considerable spend in last six months of the year, but there could be delays if COVID restrictions come into force again. CSLT Trading has done exceptionally well with a projected improvement above budget of £60k. All KPIs are showing an improvement against Budget, except free reserves which is unchanged. Richard also noted that membership figures have held up well and in excess of budget which is encouraging. Overall a prudent and conservative forecast, confident in team and how they work on forecasting.

The DirFR confirmed the figures are sensible and prudent.

The **Board noted** the financial overview and forecast.

b. Updated Five Year Financial Planning to inform approval of staff requests and COLI proposals for 2022/23

[redacted text]

Following discussion, the **Board approved** total additional spend of **£488k** made up as follows:

1. the creation of two new established posts in 2022/23 at an estimated cost of **£83k** per annum (in line with the July Board paper)
2. the continuation of the **seven previously identified** project roles into 2022/23 at a cost of **£268k** (cost reduced due to delay in recruitment)
3. one new project role at a cost of **£45k**
4. the continuation of two project roles which had not previously be identified as continuing, at a cost of **£92k**

Action: SMT

The **Board also approved:**

[redacted]

Action: SMT

The **Board noted:**

5. The affordability of the base model outline spending plans set out in the Five-Year Financial Projections including project and capital spend.
6. The risks to income and the potential financial outcome arising from inflationary pressures.

The Chair thanked the Hon Treas, DirFR and the Finance team for the helpful, detailed paper.

73/21 Staff Engagement KPI (Item 12)

The DirFR reminded the Board that at its meeting in October 2021 the use of three new KPIs relating to staff were approved. SMT regularly review and act on the results of the staff survey and is mindful of the fact that in a small organisation one or two responses can have a significant impact on KPIs. The baseline for each of the KPI measurements will be informed by results gathered during the first 12 months and we will take advice from Winningtemp (survey provider) on appropriate benchmarking – the DirFR and Head of Corporate Services (HSC) will be meeting with Winningtemp to discuss further.

At the FRC meeting, FRC reviewed the progress against the action plan and the proposed approach to responding to feedback from staff. FRC queried how SMT actions are reported back to staff and that 'closing the loop' is needed by ensuring feedback. The DirFR informed FRC that SMT review and agree actions which is fed back down through team meetings and line managers.

Angela Shimada, General Trustee, queried the number of staff completing the survey. The DirFR said that overall completion is 80%. The numbers are reported by teams to SMT monthly. SMT review and if an issue, speak to staff at team meetings to encourage completion.

John Humphrey, Lay Trustee Digital, asked about the benchmark and if there is a sense yet of where RCSLT sits. The DirFR said that Winningtemp already provides a benchmark but the client base are Nordic countries. There is a meeting planned to discuss and get a better understanding of the benchmark.

Andrea Robinson, Country Representative England North, queried mental health and First Aid, who is it for. The DirFR said it applies to all staff members. RCSLT also has an Employee Assistance Programme that covers work and personal support.

John Humphrey, Lay Trustee Digital, commented that with changing work patterns, particularly in future, could help in offer of recruitment. The CEO said that SMT are having regular conversations and being as flexible as possible. There are practical and logistical challenges but are supporting staff to do what they can.

The Chair thanked the DirFR and SMT for the update and review of the action plan and noted the importance of reviewing in future.

74/21 Investments Strategy Review (Item 13)

Max King, Investment Adviser Epoch, joined the meeting. Max presented the findings of the review of the existing portfolio and recommendations on how to optimise the RCSLT investment.

Max explained that the medium and long-term portfolios both managed by Waverton act more or less the same in terms of response to market changes.

The aim of the medium portfolio was to be able to draw money from it. Epoch suggest a reallocation of funds and move the medium-term portfolio to another investment manager to reduce risk. Ruffer would be complementary to the existing managers and has demonstrated genuine diversification of strategy.

FRC had received the presentation from Epoch at their 1 December meeting and considered and recommend the proposals to the Board, noting that it would be good to diversify. FRC asked for factsheets on Waverton and Ruffer which includes the Environmental, Social and Governance (ESG) criteria for the Board's information.

The DirFR noted that Waverton restricts investments but doesn't include alcohol. Max said that the expectation is no exposure and likelihood very small part of the fund.

The CEO asked if there is an increase in costs having two different managers. Max said that overall there is no significant increase.

The DirFR noted the impact of inflation running at a higher level and the proposal to move money into the long-term fund, if need cash eg higher wages, can move from long-term again. Max confirmed there is flexibility to move money between the long and medium term portfolios easily with no cost and was confident it can be managed.

The Chair thanked Max for the presentation. The **Board approved** that:

1. funds totally c.£0.55m are moved from the medium-term to long-term portfolio to tie in with our potential need for capital;
2. the medium-term portfolio is moved from Waverton to another investment manager, Ruffer, to reduce the risk (including limited diversification) which arises from having both medium and long term portfolios with Waverton;
3. the long-term portfolio with Waverton is moved from a bespoke portfolio to a unitised version thereby reducing management fees.

Action: DirFR

Miscellaneous

75/21 Ratification of email decision (Item 14)

- a. It was noted that the Board approved the amended Memorandum & Articles reflecting provisions for ratification of trustee appointments at the AGM.

76/21 Risk Management (Item 15)

The Trustees were asked to suggest any risks that had arisen from their discussions during the meeting:

- Add risk regarding possible changes to regulation/de-regulation.

Action: SMT

77/21 Emailed reports, for information (Item 16)

The Board noted the following items had been circulated for information:

- CEO Report
- Chair Report
- Professional Practice and Policy Committee (PPPC) Report

78/21 Board and AGM dates for 2022 (Item 17)

Board meetings will be held virtually until further notice.

2022 24 March 2022 – Board Meeting 6 July 2022 – Board Meeting 5 October 2022 – Board Meeting 6 October 2022 – Study Day/AGM 13 December 2022 – Board Meeting	2023 – meeting dates to be arranged
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79/21 AOB

- a. The DirFR circulated a paper to the Board from the FRC, on minor amendments to the Data Protection Policy and Data Privacy Notice, regarding data to be collected from members for the member profile.

John Humphrey, Lay Trustee Digital, commented that it fits into the wider policy and gives reassurance for other supporting policies. For each new project, all policies are updated as and when necessary.

The **Board approved**.

- b. The Chair noted that Kaleigh Maietta, Events Manager, who attended today's meeting as an observer, is leaving the RCSLT on 16 December. The Chair and Trustees thanked Kaleigh for her support and will miss her calm and competent touch on events.
- c. The Chair informed Trustees that she will share the feedback on Irma Donaldson's experience of attending today's meeting as a member observer.

80/21 Closed meeting (Item 19)

Separate minutes were taken for this part of the meeting.

Summary of agreed actions:

Ref:	Action	By
63/21	Member stories in Bulletin	DirEC
64/21	Conflicts of Interest Register	DirFR
68/21 b.	Outline Annual Operating Plan	SMT
69/21	Draft AGM minutes post on website	DirFR
71/21 a.	Minor revisions to the Nominations Committee ToRs	DirFR
71/21 b.	Nominations Committee – Board approval of appointments	DirFR
72/21 b.	Five Year Financial Plan – additional spend on staffing/project roles	SMT
72/21 b.	COLI proposal	SMT
74/21	Investments	DirFR
76/21	Add risk re possible changes to regulation/deregulation	SMT

Circulation:

- | | |
|-------------------|-----------------------|
| 1. Mary Heritage | 12. Leasil Burrow |
| 2. Sean Pert | 13. Frances Johnstone |
| 3. Richard Cryer | 14. Pauline Downie |
| 4. Rebecca Palmer | 15. Janet Chambers |
| 5. Ann Whitehorn | 16. Lisa Chess |
| 6. Rosalind Kyle | 17. Kamini Gadhok |
| 7. Viki Baker | 18. Derek Munn |

8. Angela Shimada
9. Andrea Robinson
10. Lesley Cavalli
11. John Humphrey

19. Karen Willis
20. Rachel Purkett
21. Judith Broll