

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

A meeting of the Board was held on Wednesday 6 July 2022 from 9.30am to 4.30pm as a hybrid meeting via zoom video conference from the RCSLT, White Hart Yard, London

MINUTES**Present:**

Mary Heritage – Chair

Sean Pert – Deputy Chair

Richard Cryer – Honorary Treasurer and Chair of FRC

Andrea Robinson - Country Representative for England North Viki Baker – Country Representative for England South

Pauline Downie - Country Representative for Scotland

Lesley Cavalli – General Trustee and Chair of PPPC

Frances Johnstone - General Trustee

Angela Shimada – General Trustee

Ann Whitehorn – General Trustee

Janet Chambers – General Trustee

Leasil Burrow, Lay Trustee (HR/OD)

In attendance:

Kamini Gadhok – Chief Executive (CEO)

Derek Munn – Director of Policy & Public Affairs (DirPPA)

Judith Broll – Director of Professional Development (DirPD)

Cara McDonagh – Director of Engagement & Communications (DirEC)

Karen Willis – Director of Finance and Resources / Company Secretary (DirFR/CoSec)

Jo Offen – Executive Assistant (Sec)

Observers:

RCSLT member currently on the AHPF Future Leaders Programme: Mary Lavender

RCSLT staff members:

Vicky Harris, Head of Learning (HL)

Michelle Humphrey, Head of Professional Development Programmes (HPDP)

Amina Malik, Head of Digital Products (HDP)

Astra Ward, Receptionist (Rec)

23/22 Welcome and apologies (Item 1)

Apologies received from Rebecca Palmer, Research and Development Trustee, Rosalind Kyle, Country Representative for Northern Ireland and John Humphrey, Lay Trustee (Digital).

The Chair welcomed all to the Board of Trustees meeting. The Chair welcomed observers, Mary Lavender, Michelle Humphrey, Amina Malik and Astra Ward.

24/22 Member Story (Item 2)

The Chair introduced Kristina Sullivan, who gave a synopsis of her member story and highlighted some key points in her career. Kristina shared her background and career story, along with the challenges she has faced and the factors and people that helped her succeed. Kristina is involved with the RCSLT disability forum to promote more awareness within the profession of support for those with disabilities both in student placements and throughout SLT's careers.

The Chair thanked Kristina for her sharing her story. The Chair said that the Board's key focus has been on equality and diversity, listening to Kristina's story was an important reminder that disability is also a part of that.

25/22 Conflicts of Interest statement (Item 3)

The Chair highlighted to the Board the Conflicts of Interest statement. No conflicts were declared.

26/22 Values and Behaviours (item 4)

The Chair highlighted the values and behaviours as a reminder of what Trustees have signed up to.

27/22 Minutes of meeting held on 22 March 2022 (Item 5)

- a. The Board reviewed and **approved** the minutes of 22 March 2022 meeting.
- b. The Board reviewed the actions table from the 22 March meeting. The DirFR/CoSec noted that all actions had been completed or were on today's agenda for further discussion.
- c. The Board reviewed and **approved** the redacted minutes of 22 March 2022. It was noted that an item that had been redacted was referred to in the actions table and therefore needs to be redacted from the actions table also. A Trustee suggested a style change and in future Trustees are not referred to by name. With the above amendments, the **redacted minutes were approved** for publication on the RCSLT website.

Action: DirFR/CoSec

The Board asked if they could be informed of the number of views on the redacted minutes once they are posted on the website.

Action: DirEC

28/22 Matters arising (Item 6)

- a. Conflicts of Interest Register – the DirFR/CoSec noted this was in progress.
- b. Update on revisions to Terms of Reference for the Board and Committees – the DirFR/CoSec informed the Board that the Finance and Resources Committee (FRC) and the Professional Practice and Policy Committee (PPPC) are reviewing their terms of reference and proposed changes will come to the October Board meeting. The Nominations Committee are also reviewing their Terms of Reference, reflecting on the learning from the process so far.

Action: DirFR/CoSec

- c. ESLA – the DirPPA updated the Board. The DirPPA had conveyed the message to the members who had been actively involved in the work led by ESLA and to discuss next steps with them. A meeting is to be arranged in the autumn to look at future international spend and plans in line with the RCSLT five-year vision.

Action: DirPPA

- d. Update on Investments – the new investment portfolio with Ruffer has been set up and the transfer of funds has been completed.

29/22 CEO Report (Item 7)

The detailed report from the CEO had been circulated. The CEO highlighted some key headlines:

- Impact of COVID on NQPs – a webinar has been run to support both NQPs and supervisors/service leaders. Post event work includes developing top tips which is being led by the RCSLT's Head of Learning.
- Children's services – on risk register – there is ongoing work to engage and listen to members to identify issues and solutions and to influence government and decision makers across the UK. Concerns as services were already stretched pre-COVID.
- HCPC – concerns about inappropriate use of social media led to reaching out to the HCPC CEO. HCPC asked to review guidance on professionalism, particularly when using social media and to communicate this. Also contacted the HCPC regarding a concern about an organisation offering SLT services but not by registered SLTs.

The Hon Treasurer asked if there was scope for engagement with children's charities to support the work on children's SLT services. The DirPPA said it would be helpful to have a conversation and cross-reference lists, as the RCSLT is already engaged with a number of charities.

Action: DirPPA

The Chair thanked the CEO for her helpful and informative update on the key issues.

Governance

30/22 Final review of KPIs – 2018-2022 (Item 8)

The Strategic Plan 2018-2022 had been circulated to the Board to note the KPIs related to the financial year ending 31 March 2022 had been updated.

The Board **noted** the financial KPIs.

31/22 The RCSLT Five Year Vision 2022-2027 (Item 9)

- a. KPIs for 2022-2027 – the DirFR/CoSec informed the Board that following discussions at the March meeting a working group, consisting of the DirFR, CEO and three Trustees was set up to review the KPIs and propose an approach for Board assurance. The working group reviewed the current KPIs, some of which have been kept, some deleted and new ones added. They have also been re-ordered. There are still two KPIs to be developed on equality, diversity and inclusion and carbon reporting.

Frances Johnstone queried if there is a risk to using the CRM for collecting data for KPIs as a reliable measure. The DirEC said that the CRM is close to being ready. Frances Johnstone asked if another measure should be used in the short-term. The DirEC said it would be difficult to introduce anything else at this point. The digital update later will cover this in more detail.

Frances Johnstone also queried the annual surplus KPI and why this had been removed. The DirFR said the KPI has been amended to read 'in line with budget'.

The Board **approved** the new KPIs.

Action: DirFR/CoSec

- b. Approach to reporting against the Annual Operating Plan – a template for reporting to the Board was presented for consideration. Use of the template has been piloted for this meeting and the Board may wish to reflect and comment following discussion at Item 10.

Trustees commented on the template: it looked great with a potential to refine it as it is used; easier and simplified; pulls out the key information in a clear and visual way; want to make sure the narrative and RAG rating from the previous report is available for reference; want to be able to see the sequence as work progresses. There was a query over whether to continue using a RAG rating or move to a 'dial' based system. The Lay Trustee (HR/OD) suggested that a RAG rating would be more appropriate and in line with best practice but would be interested to see the example of a 'dial based' system that was mentioned by the Honorary Treasurer.

The Board **approved** the use of template with amendments for the next meeting.

Action: SMT

32/22 Annual Operating Plan 2022-2023 (Item 10)

The DirPPA informed the Board that the template sheets had been used and amended following the trustee sponsor calls. Template sheets for each focus area were circulated to the Board. Two areas are showing amber: workforce and member engagement, both due to the ongoing delay to collecting member data in the CRM.

The Chair asked for comments. The Lay Trustee (HR/OD) suggested having an overall narrative summary in the coversheet for all focus areas to enable Trustees to have a 'helicopter view' of progress being made as well as highlighting the areas showing amber.

Action: SMT

The Honorary Treasurer raised a general point about equality, diversity and inclusion and the CEO noted that there would be further discussion about this in the closed board session. The CEO noted the positive impact of the Nominations Committee on engagement with members. The Deputy Chair reported that applications for trustee and committee roles had come from a wide range of members with protected characteristics who would not normally have applied. The new process was welcomed by applicants. Questions provided in advance of interviews did not change performance but enabled a more relaxed, rich and enjoyable experience. Involving students and newly qualified members in the interview panels had made them feel included in the profession. The Deputy Chair supported the view that members had positively connected and engaged. The new process has been hard work, but overall it was a joy

to lead and a great success. The Deputy Chair wished to thank the Chair and Trustees for their support in the new nominations process.

The Chair noted it is an historic moment, there had been difficult debates and messages, but we are now at the point of appointing a diverse board which we are all proud of. The Chair thanked the Deputy Chair, the Nominations Committee members and interview panel members.

Frances Johnstone noted that even though workforce is amber due to the delays in the CRM data collection, it is not so clear cut and wanted to acknowledge that there is a huge amount of work is going on in the background.

The Chair summed up that the Board were assured by the reports.

33/22 Update on digital development plans (Item 11)

The Lay Trustee (Digital) had not been able to attend the meeting and had sent his apologies. He had, however, helped to inform and provided feedback on the presentation for this item. Amina Malik, Head of Digital Products, gave the presentation to the Board, providing a high-level overview on digital, with a roadmap for implementing the IT and digital infrastructure work. The presentation also reflected on the decisions that have been made over the years, the key successes and challenges that have arisen over the years and how these have informed the ambitious digital vision for the future.

Angela Shimada asked if the implementation of the new salesforce system would have an impact on the membership team. The DirFR/CoSec informed the Board that the membership team had required temporary support during this transitional period and capacity and skills required will be reviewed once the system is in place and working.

The Hon Treasurer suggested it would be helpful to have key milestones to measure progress against the plan, with more alerts when work is slipping and/or additional support needs to be engaged. Digital transformation is extremely important – pace, resource and monitoring are key. The Lay Trustee (HR/OD) reminded the Board that they have oversight and should not stray into operational decision making role – their role is assurance.

Trustees commented on the search and navigation of the website and how members would know this has improved. It is the main source of concern for members. The Head of Digital Products said work is already underway in the background on how to improve this. It is possible to measure success by feedback from members. The engagement and communications team will continue to monitor and communicate to members on progress.

The Lay Trustee (HR/OD) noted that organisations generally only get feedback when something goes wrong so not to get disappointed if there is no feedback. Another Trustee suggested a quick and easy star rating for members when they exit the website.

The CEO informed the Board that part of our digital journey included internal changes and that RCSLT staff will change over to MS365 from 18 July.

The Chair thanked the Head of Digital Products, DirEC and CEO for the update and welcomed the opportunity to have a proper discussion at the Board, noted that the digital infrastructure work underpins everything in the operating plan and echoed trustees' comments on keeping members updated on progress.

Action: DirEC

34/22 [Risk Register](#) (Item 12)

The Board had completed its annual review of the full risk register at its March 2022 meeting. SMT continue to review and update the risk register before each Board meeting. The DirFR/CoSec highlighted the changes to narrative and/or scoring. The DirFR/CoSec noted that Items 9, 10 and 20 which relate to reputational risk have been consolidated into one risk – now item 20. The DirFR/CoSec also noted that items 7 & 8 which relate to investments and reserves have been updated following discussions at FRC.

The **Board noted** the updated risk register.

35/22 [Proposed revisions to Codes of Conduct for Trustee and Committee Members](#) (Item 13)

The DirFR/CoSec informed the Board that, following the Board adopting a statement of RCSLT Values and Behaviours in March 2021, these were now being incorporated into the Trustee and Committee Codes of Conduct. Proposed changes were sent to the Board for comment in May and comments have been incorporated.

It was noted that the Codes of Conduct needed to be reviewed to ensure they were written in accessible language.

The DirFR/CoSec asked the Board to note the reference to use of a mediation process in the event of a breakdown in communication between Trustees/Committee members or between themselves and RCSLT staff. Further work needs to be undertaken to establish a framework for this.

The **Board approved** the revised codes of conduct subject to the further work identified.

Action: DirFR/CoSec

36/22 Re-drafting of Memorandum & Articles of Association (Item 14)

The DirFR/CoSec informed the Board that further to discussions at the March Board meeting a working group was set up to discuss and agree an approach and timeline to redraft the RCSLT Memorandum & Articles of Association. The Working Group included the Hon Treasurer, a General Trustee, CEO and DirFR/CoSec. The working group met and identified that this is a huge undertaking and there would not be sufficient time to circulate a redraft for approval at the AGM in 2022. The Board were asked to consider and agree the proposed revised approach and timeline.

The **Board approved** the approach and timeline.

37/22 Persons with Significant Control Register (Item 15)

The DirFR/CoSec explained that there is a Companies House requirement to make the Board aware of the content of the Persons with Significant Control Register annually. This is routine and for the Board's information. In the case of the RCSLT and the trading company, CSLT Trading

Ltd, this does not apply as no single person owns or controls the RCSLT. A statement to this effect will be submitted to Companies House.

The **Board noted** the paper.

38/22 Proposed amendments to tender limits (Item 16)

The DirFR/CoSec explained that the RCSLT current tender threshold is £24,000. This figure is adjusted each year to account for inflation but has not been substantially reviewed and adjusted for several years. A full tender process is still recognised as best practice to ensure the RCSLT receives best value for money and procures higher value goods and services in a transparent manner. The current limit can be restrictive and the Finance and Resources Committee (FRC) have had to waive the requirement to tender in the past.

FRC considered at their June meeting and recommend to the Board an increased limit of £59,000 in line with the financial delegation authorities.

Lesley Cavalli queried how many tenders are run each year. The DirFR/CoSec said that typically there is one formal tender exercise per year. The Hon Treasurer commented that the tender limit for most charities is £50k but FRC are comfortable with £59k as it is in line with financial delegation limits.

The Lay Trustee (HR/OD) asked what provision exists for going direct to a provider, considering the culture the Board is creating on equality, diversity and inclusion. The DirFR/CoSec confirmed internal processes are in place with oversight by SMT and a process requiring three quotes. The DirPPA also confirmed internal sign-off and documentation to demonstrate that SMT are comfortable with mutual challenge.

The **Board approved** the tender limit increase to £59,000.

Action: DirFR/CoSec

Finance & Resources

39/22 Financial Overview at 31 March 2022 (Item 17)

The Hon Treasurer presented the financial overview summarising the actual results for the year ended 31 March 2022.

At 31 March 2022 there was an **overall net surplus** before investment gains/(losses) of **£365k** compared to a budgeted loss of £392k and a forecast gain of £171k.

The increase of £194k against January 2022 forecast is attributable to underspends on core costs and projects; better than expected trading and investment income. The increase of £757k against budget is attributable to the same.

The Hon Treasurer commented that the outturn for 2021/22 was good and overall performance well controlled and documented. FRC had noted the underspend on projects. Budget project spend is often more than actual spend, and the impact of an underspend on performance against the Annual Operating Plan is not always specifically addressed. Need to reflect on the impact of underspends on the organisation.

The CEO said that the SMT have joint responsibility and rather than put aside budgets for all contingencies have created an innovation fund to drawdown on when ready with projects. The DirPPA noted an historic tendency for teams to be too ambitious. The innovation fund is a culture change for teams and will lead to more realistic budget projection in future.

Ann Whitehorn asked if savings targets had been set against each budget. The Hon Treasurer said that budgets are not being cut, but the aim is to ensure proper planning, business cases and value for money.

The Hon Treasurer noted a good return on investments, even though have it has been a volatile time and losses cannot be avoided over the short-term. Investment performance is monitored by Epoch.

The DirFR/CoSec to look at the format of reporting against budget and how this relates to progress against the Annual Operating Plan.

The Chair thanked the Hon Treasurer, FRC, DirFR/CoSec and the finance team. The **Board noted** the financial overview at 31 March 2022.

Action: DirFR/CoSec

40/22 Audit Findings Report (Item 18.a)

The Hon Treasurer informed the Board that the Finance and Resources Committee had a confidential (no staff present) discussion with the auditors. The auditors issued a clean audit with no detailed control points over management and financial management. The auditors found the oversight by the Finance and Resources Committee to be appropriate. There were no misstatements and therefore the Hon Treasurer was delighted to report no concerns for the Board.

Angela Shimada noted that the RCSLT is a small organisation and asked what contingency plans are in place for when key staff leave or are off long-term.

The CEO informed the Board that SMT are in the process of looking at the operating model using the RACI framework, to make sure there is always someone to safely delegate to. In the Finance team processes are documented and staff can cover as appropriate. SMT support each other. SMT will look at the risk register to see that this issue is appropriately covered.

The Chair and Board noted the clean Audit Findings Report, with particular credit to the Finance Team and SMT.

Action: SMT

41/22 Letters of Representation (Item 18.b)

The DirFR/CoSec noted the Letters of Representation are standard letters that must be sent by the Trustees to the auditors when the accounts are approved. The SMT have already signed these. The Hon Treasurer and DirFR/CoSec have signed the Letter of Representation for CSLT

Trading. The Board were asked to approve the RCSLT Letter of Representation to be signed by the Chair.

The Board approved the signing of the Letter of Representation.

Action: DirFR/CoSec

42/22 Going Concern considerations for RCSLT and CSLT Trading Limited (Item 18.c)

The DirFR/CoSec explained that it is an audit requirement to assess the appropriateness of the use of the going concern basis for the preparation of the financial statements. The Finance and Resources Committee considered this paper at their June 2022 meeting and recommended that the Board approve.

The **Board approved:**

- the conclusion about material uncertainties
- the appropriateness of the cash forecast and sensitivity analyses
- the continued use of the going concern basis when preparing the financial statements for 2021/22.

43/22 Trustees Annual Report & RCSLT and CSLT trading statutory accounts (Item 18.d)

RCSLT Trustees Annual Report and statutory accounts were circulated to the Board on 16 June 2022 for comment. No specific comments were received. The DirFR/CoSec highlighted two points in the final version on property valuation and the establishment of two new designated reserves.

The Finance and Resources Committee reviewed at their June 2022 meeting the statutory accounts and financial review section of the Trustees Annual Report including the proposed changes in respect of reserves and recommend to the Board.

CSLT Trading Ltd statutory accounts – the Hon Treasurer and DirFR/CoSec, as the Directors of CSLT Trading Ltd, held a Board meeting of CSLT Trading Ltd on 6 July 2022 and approved the accounts which have been signed by the Honorary Treasurer.

The **Board considered and noted** the carrying value of the property at White Hart Yard of £4,495,000 is appropriate.

The **Board noted** the establishment of two new designated reserves **and approved** the signing of the Trustees Annual Report and Statutory Accounts by the Chair and Hon Treasurer.

The Chair thanked the DirFR/CoSec and Hon Treasurer.

Action: DirFR/CoSec

44/22 RCSLT Financial Strategy (Item 19)

The CEO informed that Board that following the financial workshop looking at income and expenditure at the March Board meeting it was agreed to set up a working group consisting of the Hon Treasurer, Chair, Deputy Chair, CEO and DirFR/CoSec, to look at the outputs from the workshop and give an update to the Board today. A follow-up session at the October board meeting will then feed into the membership subscription proposals for 2023/24.

The working group met and reviewed the outputs identifying areas for further discussion and next steps. The Board was asked to consider the outputs and proposed action plan.

Trustees made some suggestions, donations via pay contactless, corporate sponsorship, links with Facebook / Amazon. A concern was raised that the ethical standards of companies may vary and there would be a need to check that they align with RCSLT core values.

Andrea Robinson queried whether there was the opportunity to use Communication Access UK for sponsorship. The DirPPA said that CAUK is just a brand with an informal partnership arrangement.

The **Board agreed** the Action Plan to take forward.

Action: SMT

The DirFR/CoSec reported that the formal bank account mandates needed to be updated to reflect changes in both authorised trustees and SMT members. The DirFR/CoSec will circulate by email for approval.

Action: DirFR/CoSec

45/22 Engagement and Communications Strategy (Item 20)

The DirEC gave a presentation to the Board on the Engagement and Communications Strategy, giving an outline approach focussing on member engagement, the key audiences and how to engage/reach those members. Also showcasing the work of the RCSLT and its members via various communication channels.

The DirEC shared work already underway and asked for the Board to split into two groups to consider:

- Where and how do we need to increase or improve member engagement?
- Key question: I would be more engaged with the RCSLT if ...

Feedback included:

- Service user alumni – those that benefited from SLT and succeeded in life
- SLTs in senior leadership positions as ambassadors
- Patron/President – where do they fit
- Push and pull – think about how to craft messages
- Charity partners
- Benefits of being involved

- CRM up and running will be beneficial and know where to target
- Which groups to engage more
- Survey on twitter
- Marketing RCSLT when students leave University
- NQPs coming back to talk about how RCSLT helped/CPD
- Engage leaders and managers who in turn engage others
- Understanding context – members’ work pressures
- Help develop/support
- What makes RCSLT different
- Clear on USP of RCSLT
- Build sense of belonging and part of RCSLT
- Every member has the opportunity to take part/be involved.

The Chair thanked all for their feedback and suggested a smaller group of trustees could help move work forward. It was agreed that notes summarising the workshops will be circulated to all trustees.

Action: DirEC

Miscellaneous

46/22 Ratification of email decisions (Item 20)

See closed session minutes.

47/22 Risk Management (Item 21)

Following today’s discussions, the Board suggested that the risk register be updated to include staff succession as a part of continuity planning.

Action: SMT

48/22 Any Other Business

- a. The Hon Treasurer noted from the minutes of the last meeting the issue of SLT recruitment. The CEO informed the Board that the RCSLT is working with the government and partners to increase the number of SLTs. There is no quick fix and it is not just the SLT profession that is affected. SLT is in scope for the next government priority for allied health professions. The DirPPA said that there are recruitment challenges because not enough SLTs are available. The issue is not NHS specific; the private sector is also experiencing recruitment issues.

- b. Finance and Resources Committee Terms of Reference – the DirFR/CoSec informed the Board that the terms of reference currently states membership as not less than 5 and no more than 7. The Committee recognise that with the Lay Trustee for Digital possibly being unavailable due to new work commitments, they would like to increase membership by one to include another Trustee.

The Board approved in principle and will be asked to formally approve by email when the amended terms of reference are circulated.

Action: DirFR/CoSec

The Chair noted that any Trustee may attend Committee meetings and it is important as part of induction for new Trustees.

49/22 Emailed reports, for information (Item 22)

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

- Chair report
- CEO report
- PPPC minutes
- Hub minutes
- FRC minutes

- Nominations Committee minutes
- AHPF minutes

50/22 Board and AGM dates for 2022 and confirmed dates for 2023 (Item 23)

2022 5 October 2022 – Board Meeting 6 October 2022 – Study Day/AGM (virtual) 13 December 2022 – Board Meeting	2023 23 March 2023 – Board Meeting 5 July 2023 – Board Meeting 18 September 2023 – Board Meeting/AGM 13 December 2023 – Board Meeting
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51/22 Closed meeting (Item 24)

Separate minutes were taken for this part of the meeting.

Summary of agreed actions

Ref:	Action	By
27/22 c.	Amend redacted minutes and publish on the website.	DirFR/CoSec
	Inform Board of number of views on redacted minutes.	DirEC
28/22 b.	Finalize proposed changes to committee terms of reference	DirFR/CoSec
28/22 c.	Arrange meeting to look at future international spend and plans in line with five year vision	DirPPA
29/22	HonTreasurer and DirPPA to cross-reference children's charities	DirPPA
31/22 a.	Ensure that reporting of KPIs for 2022-2027 is in line with approved changes	DirFR/CoSec
31/22 b. and 32/22	Amend reporting template to take account of trustee suggestions	SMT
33/22	Ensure that members are kept informed on a regular basis of progress on digital development	DirEC
35/22	Codes of Conduct – review to endure that they are written in accessible English	DirFR/CoSec/DirEC

	Codes of conduct - develop a framework for mediation	DirFR/CoSec
38/22	Tender Limits - implement increased tender limit	DirFR/CoSec
	Tender limits - review internal signoff process	DirFR/CoSec
39/22	Financial Overview – update format of reporting to reflect establishment of innovation fund	DirFR/CoSec
40/22	Review operating model using RACI framework (see item 47/22)	SMT
41/22	Arrange for letter of representation to be signed by Chair	DirFR/CoSec
43/22	Arrange for TAR & Accounts to be signed by Chair and Hon Treasurer	DirFR/CoSec
44/22	Take forward Financial Strategy action plan	SMT
44/22	Circulate paper on proposed changes to bank account mandates	DirFR/CoSec
45/22	Take work forward on Engagement and Communication – involve trustees	DirEC
47/22	Risk Register – senior succession, update to include continuity	SMT
48/22 b.	FRC Terms of Reference to be circulated for approval.	DirFR/CoSec

Circulation:

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|-------------------|-----------------------|
| 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. Kamini Gadhok |
| 6. Rosalind Kyle | 17. Derek Munn |

7. Viki Baker
8. Angela Shimada
9. Andrea Robinson
10. Lesley Cavalli
11. John Humphrey
18. Karen Willis
19. Cara McDonagh
20. Judith Broll