

## CAPITAL CITY COLLEGE GROUP BOARD: 7<sup>th</sup> JULY 2021

<b>PARTICIPANTS</b>	Alastair Da Costa (Chair), Roy O'Shaughnessy (CEO), Anthony Smith, Sarah Ebanja, Amanda Dickens, Chris Hyams, Sharon Saxton, Lisa Weaver-Lambert, Sanna Jordansson, Toyin Odutayo, Precious Agyei-Boateng (Student member), Colin Booth (Adviser)
<b>IN ATTENDANCE</b>	Kurt Hintz (Executive Principal), Rachael White (Chief Financial Officer), Graham Drummond (Director of Governance), Amanda Cowley (Director of Human Resources and Organisational Development), Stewart Cross (Director of Integration and Information), Nick Carey (Chief Commercial Officer) [Item 4], Neill Scott (Director of Estates and Facilities) [Items 4-5], Graham Cooper (Clerk)
<b>APOLOGIES</b>	Amelia Sussman, Lord David Triesman, Anthony Impey, Maarten Zuurmond, Asfa Sohail, Desmond Corlis (Staff member)
<b>DECLARATIONS OF INTEREST</b>	None

The Chair welcomed everyone to the meeting and reminded members to advise the Director of Governance of any new appointment or accolades that they have been associated with.

### 1. MINUTES OF PREVIOUS MEETINGS

The minutes of the meeting of 28<sup>th</sup> May 2021 and the confidential meeting of 2<sup>nd</sup> June 2021 were approved and will be signed as an accurate record.

### 2. MATTERS ARISING

The Board noted the following:

- With respect to the minutes of 28<sup>th</sup> May 2021, item 2 and matters arising, an update paper on pensions was provided within item 5.
- With respect to the minutes of 2<sup>nd</sup> June 2021 – 01 Founders Ed, an update was provided within the CEO report.

All other matters arising have been actioned – or were included within the agenda.

### 3. QUALITY UPDATE

A summary report was received on progress. The Board noted:

- A meeting of the Quality Oversight Committee had taken place the previous week, to which a more detailed report had been provided and reviewed. This had been the first meeting chaired by Anthony Smith who has now taken on the role of committee chair. It was further noted that the committee has been in operation for a full year and has been effective in providing challenge and support to the management team.
- Progress overall, as reflected in the predicted grades, is good. Retention is strong at 95.1%, c. 1.6% higher than the same time last year, and is also good at 16-18 year old and 19+, being more than 1% higher than previous year for both age groups. Both also compare favourably against national benchmark data for in-year retention that has just been published, being around a percentage point higher, in contrast with previous years when the Group's retention has been at or slightly below national benchmarks. This is testament to the success of the focus on this area and the interventions that have been made during the year.
- Overall attendance is good and broadly on target at 88% (c. 2.6% above 2019/20), although there has been a slight reduction (c. 0.6%) over the past few weeks due to some students studying from home in preparation for the teacher assessed grade (TAG) assessments.

- The majority of teaching and learning is now Good or Better. An analysis of the grade profiles of observations was provided. At WKC, where observations are not graded, an increased number of teaching staff have recently been placed into formal performance management, and interventions are being made to provide support - so the number is expected to reduce as these staff move through the performance management or capability process, albeit there are likely to be fluctuations in different areas over time. Progress during the year has been inhibited by the limited amount of face-to-face tuition due to the pandemic. Approximately 14.5% of overall Group teaching staff currently are under some kind of performance management, but in order to support a grade of Good in an inspection this number will need to be managed down to below 10%, so that around 9 out of 10 lessons are graded as good or better. Actions for improvement will continue in the new academic year with this objective in mind.
- With regard to harmonisation of the Teaching, Learning and Assessment Development Policy, the process has been completed through an extended period of consultation with staff and unions and will be implemented from 1<sup>st</sup> August. The policy covers both quality improvement, using the 'One Thing' improvement cycle model, developed by Guernsey College, and quality assurance underpinned by the principle of 'open classroom' access – 'any time, any classroom, any manager'. Whilst every effort has been made with the unions to negotiate agreement to the new policy, they continue to object to the 'open classroom' principle, as well as disputing other matters, including the pay award.
- In relation to enrolment for the new academic year, progress is strong, supported by effective marketing, with a significant increase in applications for 16-18 year olds and 19+ from the same point last year. Internal progression has been brought forward and was completed during June. There is a significant risk to the Group, however, in relation to walk-in enrolments, which account for around a third of enrolments, and around half of adult learners. Enrolment is likely to be affected by how the pandemic continues to evolve and its influence on the views of potential learners as to how safe the college environment will be in the autumn. Failure to secure sufficient walk-in enrolments will have financial implications for the Group.

The Chair of the Quality Oversight Committee provided further feedback from the recent meeting of the committee, endorsing the committee's support for the actions taken by management. Acknowledging the overall progress achieved and the strong current position, the Board thanked the Executive Principal, his team and all teachers and other staff across the Group.

The Board asked that when the results for the year are reported, attention is given to Functional Skills outcomes and Value Added in relation to A-levels, and also in relation to other areas of focus raised in the latest FE Commissioner's visit.

The Board also asked whether an analysis of results for A-levels by subject area and Centre will provide the ability to make a correlation between groups of students with poor results and individual teachers, and whether the policies are written in a manner that enables management to move swiftly to take capability action in relation to those teachers. The Executive Principal confirmed that this is the case. He also advised that as a result of the TAG process and results being known earlier this year, the Group is well placed to take action early, including recruiting new teachers to ensure that students are not disadvantaged.

The Board also discussed the risk in relation to walk-in enrolments and asked whether sufficient resources have been made available to minimise the risk. The Executive Principal advised that this has been tackled pre-emptively and proactively and that following discussion with the Group's Director of Marketing and Communications, an additional £150k was added to the marketing budget to ensure a well-resourced marketing campaign. A strong campaign is being delivered and every reasonable effort is being made to maximise enrolments.

The Chair highlighted that a brand assessment - looking at the success of the Group in attracting students, and an analysis of the extent to which students are choosing alternative providers and why, would be useful. Additionally, the Board expressed a wish to be provided with a greater insight into the factors that lead some enquiries not to progress to the stage of applications. The Chair asked that this is considered for inclusion on the agenda for the Board workshop in September, and it was agreed that the Director of Marketing and Communications should be invited to give a presentation on these issues and learnings from this year.

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#### 4. CHIEF EXECUTIVE AND GROUP LEADERSHIP TEAM UPDATE

The CEO highlighted the good progress that has been achieved over the past three years across many areas of the Group's activities, finances and governance. Whilst there is still more to be done, it is a significant achievement to have moved from an operating deficit of around £10m per annum to the current position.

The CEO highlighted the following key areas, which the Board noted:

- In relation to the AEB budget, the potential impact of the risk of walk-in enrolments not reaching targets, as already explained by the Executive Principal, is significant. This could lead to the need for interventions to further reduce costs, over and above current plans. Whilst enrolment to date are going well, it is as yet too early to be confident of the outcome, given the external factors.
- The portfolio of the commercial enterprises needs to contribute more towards the Group's financial sustainability. The GLT will therefore be coming forward to the Board with a number of additional opportunities for discussion. Learning from the experience of 01 Founders, a process will be developed for bringing these forward. The Board endorsed the benefits of having such a process in place, to include providing clarity on the alignment of any commercial enterprises with the Group's strategy and values, and the principles for assessing the opportunities that allow the Group to be agile and able to move quickly. It was agreed that this process should be brought to the Board workshop in September. The Board also suggested taking advice from outside the sector with regard to the approach to evaluation of these opportunities and to management of risk. The importance of embedding equality impact assessments in the process of evaluation was noted. Also, whilst acknowledging the added value that these enterprises can bring to the Group in support of excellence, the Board stressed, for clarity, the importance of the Group's core education provision being able to stand alone and not becoming dependent upon the success of commercial ventures.

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#### 4.1 COMMERCIAL UPDATE

##### 4.1.1 FACILITIES MANAGEMENT UPDATE: KIER EXIT AND FACILITIES MANAGEMENT UPDATE

The Board received a report relating to exiting the current arrangement with Kier, and noted:

- Following on from previous notice by Keir of their intention not to renew their current contract when this comes to an end, agreement had been reached with Kier to end the current contract on 31<sup>st</sup> July 2021.
- Facilities management will be brought 'in-house' through the setting up of the new subsidiary company, Capital City College Enterprises and a number of smaller contracts for services.
- The Group will TUPE a small number of staff into the new subsidiary.

The Board **APPROVED** the exit arrangements, including delegation to the Chair the signing of three specific contracts that exceed the CEO/CFO delegated authorities: Cleaning £1.117k, Security £800k and Fire Safety £250k.

##### 4.1.2 CAPITAL CITY COLLEGE ENTERPRISES LTD

The Board considered approval of the documentation relating to setting up the Group's new wholly owned subsidiary for the provision of facilities management and letting services to the Group – including a loan of £300k from the Group to the new subsidiary.

The Board noted that the terms had been approved at the previous Board meeting, in line with which documentation had been drawn up by the Group's lawyers. The Chair, the Chief Commercial Officer and the Director of Governance confirmed that nothing had arisen from the process which raised any concerns in relation to the documents.

The Board **APPROVED** the documentation as presented and delegated the authority to sign the documentation to the CEO. The Board additionally noted that the Search & Governance Committee will consider the matter of Group Board member appointments to the subsidiary company Board.

A workshop is to be arranged to discuss the Group's lettings strategy and Board members are welcome to attend.

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## 4.2. 01 FOUNDERS

The Chief Commercial Office provided an update and the Board noted:

- The investment and governance contracts are at the end of negotiations and work by the lawyers on the remainder of the ancillary documents is nearing completion, with the aim of finalisation by 12th July. The Chair stressed the importance of all documentation being completed and signed as soon as possible.
- Team recruitment is progressing, with the Head of School appointed and the Chief Commercial Officer, Head of Operations and two associates already hired. Significant progress is being made in connecting with corporates to drive memberships and scholarships, particularly following a large Founders Forum event.
- Work on the Regents Park campus is progressing well and on time for the first selection event in August.
- To date, 467 applications have been received.

## 5. FINANCIAL OVERSIGHT

### 5.1 MANAGEMENT ACCOUNTS TO 31ST MAY 2021 AND FORECAST FOR YEAR ENDING 31<sup>ST</sup> JULY 2021

The Board received the update report on the 2020-2021 financial position and noted:

- The 2020-21 operating deficit forecast has reduced from £1.2m to £439k following successful mitigation work undertaken during the last month. With the aim of getting as near to a breakeven position as possible, further cost savings have been identified in the last quarter across all colleges and corporate services. This deficit does not, however, include any provision for GLA clawback of the AEB grant. The Group has been provided with a template for completion with the business case for minimising any clawback. The deadline for submission is 31<sup>st</sup> July, but the outcome of this will not be known until December. A decision will therefore be required as to how to treat this in the current year's Financial Statements - what level, if any, of provision to include.
- The forecast year-end cash balance is £20.7m, which equates to 92 days cash in hand.
- The forecast Financial Health grade for 2020-21 remains Good. [The Group had been awaiting and has recently received confirmation from the ESFA that its current Financial Health grade is Good based on the Financial Statements for the year ended 31<sup>st</sup> July 2020].
- The actual financial out-turn for 2020-21 (with the exception of the AEB grant position) should be known by early September, in readiness for presentation to, and discussion, with the auditors.

The Board commended the management team on the overall improvement that has been achieved in the Group's financial position over the past couple of years, and also particularly on the latest improvement in the full year 2020-21 forecast outturn, which is much better than had been anticipated. The Board asked about the level of confidence in the out-turn, and the CFO confirmed that she considered this to be robust, explaining that the recent improvement is the result of a combination of additional forecast income, (especially tuition fee income) and further costs savings, including close control over recruitment. She also explained that improvements in systems of financial reporting and accuracy and availability of data enabled swifter interventions, and greater confidence in the year-end forecast.

The Chair of the Audit Committee asked about the breakdown of Other Liabilities amounting to c.£18m in the forecast year-end balance sheet and the CFO undertook to provide him with further detail.

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The Board discussed the extent of the provision to be made in the 2020/21 Financial statements in relation to the AEB grant. The CFO advised that further consideration of this is needed and will be discussed with the auditors. The GLA appears to be taking a more favourable stance than the ESFA, but the Group does not wish to be caught out by assuming that the grant will be received in full and then being in a position of having to make a retrospective adjustment to its financial statements.

### 5.2 BUDGET 2021/22

The CFO presented the budget for 2021/2022 and the Board noted:

- The budget is to deliver a break-even operating profit.
- There are a number of complexities and challenges to delivering against the budget. Significantly, there is c. £4m of additional cost base/loss of income to be made up – including a c. £2.5m reduction

in the 16-18 grant based on lagged learner numbers, an increase in LGPS employer pension contributions of c. £500k and automatic teacher pay spine point increases costing c. £800k.

- A reworking of the operating model will be required to deliver the financial efficiencies, including a move towards using a higher proportion of hourly paid lecturers in order to provide greater flexibility. A number of staff restructures are also to take place, for which £1-£1.2m redundancy costs have been provided, but it is unclear to what extent this will be sufficient, until the consultations currently taking place have been completed.
- In relation to pay, the budget includes the cost of spine point increases, but no provision for any other pay awards. A number of ways of achieving additional efficiencies totalling c £800m, including measures such as increasing average class sizes by one student, have been considered and have been discussed with the trade unions - to say that if these efficiencies are achieved, the savings will be reinvested into a pay strategy for staff. This type of approach is being taken by a number of other colleges.
- AEB grant income is included at a level comparable with the current year forecast with the assumption that the 90% threshold will be achieved in order to secure the full grant value (for both the GLA and the smaller ESFA grant). However, this is at significant risk from lower enrolment due to the possibility of lower enrolment numbers in the event of further Covid restrictions, as already discussed. The CFO and Executive Principal are therefore drawing up mitigation plans for various scenarios and action plans will be discussed at the next meeting of the Financial Oversight Group in September.
- Grant funding is further complicated by the Lifetime Skills Guarantee relating to Level 3 qualifications for adults, although the Group may be fortunate, as much of its adult funding is devolved to the GLA which is more flexible in its approach than the ESFA.
- The proposed Capital budget of £10m includes £7m capital investment in curriculum materials and equipment, prioritised refurbishment projects and IT kit across the Group, together with spending of the remaining c. £3m of the £4.5m FECDG grant on refurbishment projects which must be spent by 30<sup>th</sup> September 2021.

The Chair advised that the budget had been scrutinised by the Financial Oversight Group. He highlighted the increase in Group income to c. £118m from c. £112m in the current year forecast, and also the significance of the pay to turnover ratio of 64% as the Group is benchmarked against a ratio of 65%.

The CFO advised that:

- the ESFA is proposing to change its criteria for financial health status evaluation from the 2021-22 financial year. Once the criteria are known, an assessment of the budget against these will be undertaken and discussed with the Financial Oversight Group
- the College Financial Forecasting Return (CFFR) is due to be submitted to the ESFA by 31/7/21. This will reflect the 20-21 forecast outturn, as included within the management accounts, which includes £400k operating deficit plus a provision for a mid-case clawback for under delivery of AEB (of £2m). This is based on advice received by the ESFA;
- The CFFR will also reflect the financial break-even budget for 2021/22

The CFO expressed confidence that good financial health (as defined by the ESFA) will be maintained for 2020/21 and 2021/22.

The Board **APPROVED** the budget as submitted

### 5.3. PROPOSED SALE OF ANCILLARY PROPERTY

The Board considered a proposal to dispose of 266-268 High Road, Tottenham, which has been used by CONEL for various purposes over the years, but which is currently leased and is surplus to the requirements of the Group, which has more than sufficient space for its needs at CONEL's Tottenham Centre.

The Board **APPROVED** the recommendation of the Financial Oversight Group to sell 266-268 High Road, Tottenham.

### 5.4 PENSIONS UPDATE

A report was received and considered. The Board noted:

- As part of the setup of the commercial subsidiary, Capital City College Enterprises Ltd, it was

determined to offer a more sustainable pension option for employees of the company, rather than to offer membership of the LGPS. Legal advice confirmed a defined contribution scheme could be offered, which would provide the Group with the ability to better manage the financial liability.

- The Group had engaged Hymans Robertson, independent pensions consultants, to advise on the key requirements and the selection of a scheme. They had recommended a defined contribution scheme as part of a Master Trust. Following an invitation to tender, the Financial Oversight Group now recommended the appointment of SMART Pension as the provider of the scheme. The Remuneration Committee will consider contribution levels and other terms and conditions applicable to membership of the scheme.
- Although the new scheme is to be set up primarily for employees of Capital City College Enterprises, the Group is able to offer membership more widely to other employees across the Group.
- The wider issue of the pensions and the impact of the LGPS liability on the Group's annual financial outturn continues to be a matter being considered by the Financial Oversight Group and through discussions with the Association of Colleges. Given the significance of this across the sector (with 89 colleges identified as having negative equity in their LGPS schemes), collective efforts to lobby the Government are ongoing, although there is currently little evidence of a willingness by the Government to prioritise this issue, given other public pensions regulation matters.

The Board **APPROVED** the recommendation of the Financial Oversight Group to approve the appointment of Smart Pension as provider of the new Defined Contribution scheme.

## 6. UPDATE FROM SEARCH COMMITTEE

A report was received and the Board noted:

With regard to Board membership:

- The terms of office of two independent members are due to expire at the end of this month, Sarah Ebanja and Maarten Zuurmond. Sarah has indicated that she intends to stand down and therefore this meeting is her last meeting. Maarten has indicated that he is willing to continue for one additional year and therefore it is recommended that he is reappointed for a further term of office which will cease on 31<sup>st</sup> July 2022. The Board **APPROVED** this reappointment.
- With regard to student members, a call for applications for the two vacancies has been made and interviews will be taking place in the next few weeks. The Board thanked Precious Agyei- Boateng for her contribution as student member during the current year.

In relation to the role of Vice Chair of the Board, the Chair thanked Amelia Sussman and Maarten Zuurmond for their service and support as joint Vice Chairs. As they had both advised of their intention to step down from this joint role, a call for expressions of interest from other Board members has been made. An expression of interest has been received from Sharon Saxton. It is the unanimous view of the Search and Governance Committee that Sharon has the correct skills, experience and approach for the role. The recommendation from the committee is that she is appointed as the Board's vice chair with immediate effect. The Board unanimously **APPROVED** Sharon's appointment as Vice Chair and congratulated her on the appointment

A number of changes to membership of committees, as recommended by the Search Committee, were **APPROVED** by the Board:

- Quality Committee: Anthony Smith to join and chair, Asfa Sohail to join, Anthony Impey to stand down
- Audit Committee: Toyin Odutayo to join. Anthony Smith to stand down. Also, Sharon Saxton has indicated that she wishes to stand down from the committee, in view of her new responsibilities as Vice Chair of the Board, membership of the committee will be further reviewed.
- Search and Governance Committee: Sharon Saxton to join. Toyin Odutayo to join.
- Finance Oversight Group: Anthony Impey to join.

**With regard to Subsidiary Company Directorships,**

- 01 Founders – Alastair Da Costa to join and chair (as already approved)

- Discussions are ongoing in relation to Group Board member appointments to the boards of Visionnaires and Capital City College Enterprises Ltd.
- Following a request from the Head of Careers, the decision has been taken to create the role of Link Governor for Careers. Sanna Jordanson has volunteered. The Board **APPROVED** Sanna's appointment to this role.

## 7. HR POLICIES

The Board received and considered the Group Disciplinary Policy and Procedure and Group Grievance Policy and Procedure. The Board noted:

- Of the ten policies that the Board has asked the GLT to harmonise across the Group, these two require Board approval.
- The methodology adopted in the review has been ACAS led, ACAS being the UK standard for policies and cited as best practice.
- Consultation has taken place with the Trade Unions. Unfortunately, UCU declared a dispute with the Group in early June and they decided to withdraw from participation. NEU and Unison declared they would not attend without their UCU colleagues. Despite the Trade Unions having stepped away from the consultation, having shared the draft with them, their input has been taken into consideration. They have been offered the opportunity for further discussion on the policies during the autumn. The GLT has reviewed the policies and now recommend their approval.

The Board **APPROVED** the Group Disciplinary Policy and Procedure and Group Grievance Policy and Procedure.

## 8. FEES

The Board received for annual review, the updated Fees Policy and Sub-contracting Fees and Charges Policy for the 2021-22 academic year. The Board noted the main changes to the Fees Policy, particularly those arising in relation to additional restrictions on EU citizens studying in the UK following Brexit. Also, some new funding flexibilities, which the Director of Integration and Information explained. Changes to the Sub-contracting Fees and Charges arising from changes to rules were not significant.

The Board **APPROVED** the updated Fees Policy and the Sub-contracting Fees and Charges Policy for 2021-22

## 9. RE-APPOINTMENT OF THE AUDITORS

The Chair reminded the Board that RSM had been first appointed as internal auditors and MHA MacIntyre Hudson as external auditors in early 2020. The Audit Committee had discussed their performance to date. The committee and members of the GLT had been impressed with both firms and with the individual managers, and had noted that there has been a significant improvement in the quality of internal audit reports, with a robust approach that is constructive but appropriately challenging and with good recommendations made. A constructive and helpful dialogue is being maintained with both firms. The committee therefore recommended the reappointment of both firms for the next year.

The Board **APPROVED** the annual re-appointment of MHA MacIntyre Hudson as external auditors and RSM as internal auditors.

## 10. CHAIR'S ACTION

The Board noted that a bid had been made to the DfE Post-16 Capacity Fund 2021-22 in respect of funding for the construction of 6 additional classrooms on the roof of the Sixth Form Centre at the Angel so as to accommodate growth in student numbers. This was in line with the Group's Estates Strategy. If successful, the total cost of c.£1.8m will be subject to match funding by the Group. In order to meet the required timescale for submission of the bid by 21<sup>st</sup> June, approval has been given by way of Chair's action. Applicants to the fund are expected to be advised of the outcome of their bids during the summer.

## 11. KEY PERFORMANCE INDICATORS

The Board received for information and noted the following reports:

- Group Dashboard June 2021. The Executive Principal highlighted the significant over performance of apprenticeships, both 16-18 year olds and 19+. This is particularly relevant given that the Group

accounts for 25% of apprenticeship starts in London (up from 7-8%). The Board congratulated the management team on this performance.

- 2020/21 Attendance and Retention Summary as at 7 June 2021
- Curriculum and Learner Experience Scorecard as at 23 June 2021
- 2020/21 R10 Estimated Funding Report as at 7 June 2021

## 12. BOARD AND COMMITTEE MEETING DATES 2021/22

The Board received for information the schedule of Board and Committee meeting dates for 2021/22. The Board noted the intention to continue to hold some meetings online or on a hybrid basis, although the plan includes a number of additional workshops to be held face to face, the first of which will be held at the Victoria Centre on 16<sup>th</sup> September to coincide with an opening event of the new Corporate Centre in the evening.

## 13. AUDIT REPORTS

The Board received for information copies of the Internal Audit Progress Report 2020-21 from RSM, the Group's internal auditors, as reviewed at the most recent Audit Committee meeting.

The Board also received and noted the Financial Statements Audit Strategy for the year ending 31<sup>st</sup> July 2021 from MHA MacIntyre Hudson, the external auditors – as considered and approved by the Audit Committee.

The Chair advised that this would be Sarah Ebanja's last meeting as a member of the Board. Sarah has been a longstanding and valued member of the Board and previously a member of the Board of CONEL, of which she has been a strong supporter and advocate for many years, especially amongst the local community that it serves. Her contributions to discussions at Board meetings have been considerable, coming from a strong sense of values, including on matters of equality and diversity as they affect students. Other members of the Board and the GLT also paid testament to Sarah's contribution and outstanding service, for which they expressed the Group's appreciation.

The Chair also advised that it is the intention to move forward with the development of an alumni programme to enable past Board members to continue to be involved with the Group.

Noting that this was the final Board meeting of the academic year, the Chair thanked all members of the Board and the GLT for their contributions throughout the year.

## DATES OF FUTURE MEETINGS

*There will be a workshop on Thursday 16<sup>th</sup> September at 2pm – at the Victoria Centre*

*Other dates are as follows:*

*Friday 22<sup>nd</sup> October 2021 - 2.00pm*

*Friday 19<sup>th</sup> November 2021 – 4.00pm*

*Wednesday 15<sup>th</sup> December 2021 – 4.00pm*

*Thursday 20<sup>th</sup> January 2021 – 4.00pm*

*Friday 11<sup>th</sup> February 2022 – 9.30am*

*Thursday 31<sup>st</sup> March 2022 – 4.00pm*

*Friday 26<sup>th</sup> May 2022 – 4.00pm*

*Wednesday 6<sup>th</sup> July 2022 – 9.30am*

Signed as a correct record: \_\_\_\_\_

Alastair Da Costa, Chair of the Board