ITEM NUMBER: 13.1

ATTACHMENT 2

CONFIDENTIAL DRAFT MINUTES – ALWYNDOR MANAGEMENT COMMITTEE – 16 NOVEMBER 2018 (Report 371/18)

Pursuant to Section 83(5) of the Local Government Act 1999 the Report attached to this agenda and the accompanying documentation is delivered to Council Members upon the basis that the Council consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that the Council will receive, discuss or consider:

b. Information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and would, on balance, be contrary to the public interest. Confidential Minutes of the Alwyndor Management Committee Meeting held in the Boardroom, Alwyndor Aged Care, 52 Dunrobin Road Hove on Tuesday 16 October 2018.

6. ITEMS IN CONFIDENCE

6.1 Monthly Financial Report – September 2018 (Report No: 68/18)

Exclusion of the Public - Section 90(3)(d) Order

- That pursuant to Section 90(2) of the Local Government Act 1999 Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 68/18 Monthly Financial Report – September 2018 in confidence.
- 2. That in accordance with Section 90(3) of the Local Government Act 1999
 Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 68/18
 Monthly Financial Report September 2018 on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved Mr Bamford, Seconded Cr Aust

<u>Carried</u>

Financial reports for September 2018 are provided for review. They comprise of the Dashboard, Financial and Investment Reports.

The Chief Financial Officer advised there was an error in the assets and debt summary as the formula wasn't working and that this has been corrected for future reporting. The Chairperson noted most indicators are trending in the right direction. The Chief Financial Officer confirmed Cash at Call is with the Local Government Association and

can be transferred immediately to cash at bank when required. The Chief Financial Officer confirmed that the increase in outstanding debtors balance is a result of incoming residents and outstanding RAD payments. Depreciation correctly reflects the increase of \$15k per month and this has been integrated into the forecast. The jump in the September depreciation figure relates to a correction for prior years depreciation expense which was identified during the transition to a systemised asset register in Care Systems.

Motion

- 1. That the Dashboard (Attachment 1), Financial Report (Attachment 2), and Investment Report (Attachment 3) be received and noted.
- 2. That the actions of the General Manager in reinvesting Term Deposits and redemption of investments be endorsed.

RETAIN IN CONFIDENCE - Section 91(7) Order

3. That having considered Agenda Item 6.1 Monthly Financial Report – September 2018 (Report No: 68/18) in confidence under section 90(2) and (3)(d) of the Local Government Act 1999, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be retained in confidence for a period of 18 months and that this order be reviewed every 12 months.

Moved Ms Bonnici, Seconded Cr Aust

Carried

6.2 Review of Forecast Budget (Report No: 69/18)

Exclusion of the Public - Section 90(3)(d) Order

- 1. That pursuant to Section 90(2) of the Local Government Act 1999 Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 69/18 Review of Forecast Budget in confidence.
- 2. That in accordance with Section 90(3) of the Local Government Act 1999
 Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 69/18
 Review of Forecast Budget on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition

Alwyndor's financial position is reported as part of Council's regular budget updates.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

3. The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved Mr Whitford, Seconded Mr Cheater

Carried

This report provides a review of the current performance against budget and outlines the changes incorporated within the updated forecast.

The General Manager confirmed that he will continue to advise the Committee of any adjustments to the forecast and advised that Alwyndor is in a good position mediumto long-term. The General Manager advised that Tierra Health conducted an evaluation of their previous review plus an analysis of our administrative processes and that results will be provided to the committee at the next meeting, if the report is available in time. The Committee would like to see an analysis of the revised forecast outlining Alwyndor's biggest risks, how the organisation is working to mitigate them and/or what the best- and worst-case scenarios are. The Committee sought assurance on the likelihood of the forecast loss of \$335k loss at end of financial year, projection for the next year, and sustainability into the future. The General Manager took this query on notice. The Chairperson noted that Home Support Services and other departments may require some investment in marketing which will take this budget over but if we invest in this area we may see positive outcomes in departments. The General Manager confirmed that the forecast is the middle ground and that we should be able to meet this assuming no other significant changes occur and indicated that competency and resistance to change remains a significant risk.

The Committee thanked Nadia for her service.

Motion

- That the Alwyndor Management Committee receive and note the explanation outlined in this report of the revised forecast provided as Attachment 2 to Report 68/18 Monthly Financial Report – September 2018.
- 2. That a report be presented at the November meeting presenting key risks and mitigation strategy (variance analysis).

Moved Cr Aust, Seconded Ms Bonnici

Carried

2. That having considered Agenda Item 6.2 Review of Forecast Budget (Report No: 69/18) in confidence under section 90(2) and (3)(d) of the Local Government Act 1999, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be retained in confidence for a period of 18 months and that this order be reviewed every 12 months.

Moved Mr Whitford, Seconded Cr Aust

Carried

Ms Andjelkovic left the meeting at 7.42pm

6.3 Results of the 2018 Alwyndor Staff Survey (Report No: 72/18)

Exclusion of the Public - Section 90(3)(e) Order

- That pursuant to Section 90(2) of the Local Government Act 1999 Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 72/18 Results of the 2018 Alwyndor Staff Survey in confidence.
- 2. That in accordance with Section 90(3) of the Local Government Act 1999 Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 72/18 Results of the 2018 Alwyndor Staff Survey on the following grounds:
 - e. pursuant to section 90(3)(e) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is related to matters affecting the security of employees of Alwyndor due to the personal nature of some of the comments within this report.
- 3. The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved Ms Bonnici, Seconded Mr Bamford

Carried

The Strategic Plan, Uniquity Review and subsequent action plan identified a need to conduct a survey staff in order to determine areas of improvement required to build a positive culture. In August 2018, Alwyndor conducted an anonymous staff survey via an independent provider. This report provides a summary of the results of this survey.

The General Manager advised that overall, the results were not unexpected. Some of the results were disappointing given how much focus has been given to staff training in the area of fair treatment. The Committee queried the next steps for connecting with disengaged staff and the need to identify more successful strategies in order to engage staff. The GM indicated that some forums/working parties may be pertinent to delve further into some contradictory information. The Chief People and Culture Officer indicated that the report illustrates that different people are disengaged for different (individual) reasons. Our objective is to have engaged staff. The survey results show the things staff most value are: 1. Teamwork, 2. No gossiping, 3. Communication with others, and 4. The environment they work in with peers. The Chief People and Culture Officer advised of a staff event scheduled for next week which will is our opportunity to re-set values. The General Manager acknowledged that 67% staff participation is an excellent result.

The Committee noted only 54% of staff believe we're currently providing outcomes that meet clients' needs, and there needs to be an area of focus on this.

The Committee queried if the Leadership Team regularly reflect on what strategies are and aren't working in this environment in this context? What are the mechanisms that the Leadership Team use to reflect and revise on what strategies are and aren't working. Are we learning as we go? The General Manager needs to considers our reflection process for implementing this change and to consider this when preparing report.

Motion

1. That the Alwyndor Management Committee receive and note the information provided in this report.

Moved Mr Cheater, Seconded Ms Bonnici

Carried

RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Agenda Item 6.3 Results of the 2018 Alwyndor Staff Survey (Report No: 72/18) in confidence under section 90(2) and (3)(e) of the Local Government Act 1999, the Alwyndor, pursuant to section 91(7) of that Act orders that the Report and Minutes be retained in confidence for a period of 12 months and that this order be reviewed every 12 months.

Moved Mr Bamford, Seconded Cr Aust

<u>Carried</u>

CONFIRMED

20 November 2018

CHAIRPERSON

ITEM NUMBER: 13.1

ATTACHMENT 3

CONFIDENTIAL DRAFT MINUTES – ALWYNDOR MANAGEMENT COMMITTEE – 20 NOVEMBER 2018 (Report 371/18)

Pursuant to Section 83(5) of the Local Government Act 1999 the Report attached to this agenda and the accompanying documentation is delivered to Council Members upon the basis that the Council consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that the Council will receive, discuss or consider:

b. Information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and would, on balance, be contrary to the public interest. Confidential Minutes of the Alwyndor Management Committee Meeting held in the Boardroom, Alwyndor Aged Care, 52 Dunrobin Road Hove on Tuesday 20 November 2018.

8. ITEMS IN CONFIDENCE

Short Term Suspension of Meeting Procedures

The Chairperson, Ms T Aukett with the approval of all members present suspended the meeting procedures pursuant to Regulation 20(1) of the *Local Government (Procedures at Meetings) Regulations 2013* for a period of 30 minutes (or a period sufficient to facilitate informal discussion in relation to the matters raised by the General Manager Alwyndor and will resume at the discretion of the Presiding Member.

The meeting procedures were suspended at 8.19pm

Mr Whitford left the meeting at 8.26pm. Mr Whitford re-joined the meeting at 8.27pm

At the conclusion of the 30 minutes for the Short Term Suspension of Meeting Procedures at 8.49pm the Chairperson sought leave of the meeting to extend the short term suspension for a further 30 minutes.

Leave of the meeting was granted.

The Chairperson brought the suspension of the meeting to a close at 9.06pm

8.1 Monthly Financial Report – October 2018 (Report No: 81/18)

Exclusion of the Public - Section 90(3)(d) Order

- 1. That pursuant to Section 90(2) of the Local Government Act 1999 Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 81/18 Monthly Financial Report October 2018 in confidence.
- 2. That in accordance with Section 90(3) of the Local Government Act 1999
 Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 71/18
 Monthly Financial Report October 2018 on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

3. The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved Mr Peters, Seconded Ms Bonnici

Carried

Financial reports for October 2018 are provided for review. They comprise of the Dashboard, Financial and Investment Reports.

The Committee noted the flags in the dashboard which the General Manager advised there is progress and improvement happening however it is slow. The Committee noted that agency usage is high. The General Manager confirmed that Alwyndor is currently approximately 3% or approx. 10 hours per day above staffing benchmark in residential.

The Committee noted they are concerned about the inability for improvements in financial performance and will consider further in reports that follow.

The General Manager informed the Committee that the work cover premium reconciliation is from last financial year but we've had to cover it in this financial year as it was unforeseen and had not been occurred, we would have been ahead of forecast for the month without this reconciliation payment.

Motion

- 1. That the Dashboard (Attachment 1), Financial Report (Attachment 2), Investment Report (Attachment 3), and Forecast Analysis (Attachment 4) be received and noted.
- 2. That the Forecast Analysis (Attachment 4) be received and noted.
- That the General Manager assess the current financial position of Alwyndor and present specific recommendations including costs and risks for addressing current financial forecast and future sustainability at the next meeting.

RETAIN IN CONFIDENCE - Section 91(7) Order

4. That having considered Agenda Item 8.1 Monthly Financial Report – October 2018 (Report No: 81/18) in confidence under section 90(2) and (3)(d) of the Local Government Act 1999, the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be

retained in confidence for a period of 18 months and that this order be reviewed every 12 months.

Moved Mr Cheater, Seconded Cudsi

Carried

8.2 Caresystems Project Update (Report No: 82/18)

Exclusion of the Public - Section 90(3)(d) Order

- That pursuant to Section 90(2) of the Local Government Act 1999 Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 82/18 Caresystems Project Update in confidence.
- 2. That in accordance with Section 90(3) of the Local Government Act 1999 Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 82/18 Caresystems Project Update on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

3. The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved Mr Cheater, Seconded Ms Cudsi

Carried

This report provides an update on the implementation of Caresystems, Alwyndor's new financial management and reporting system.

The General Manager informed the Committee that Caresystems are coming in next week to work through some training and issues with relevant staff. The General Manager indicated that he believes there will be further savings following this and acknowledged there is still work to do to generate the full efficiency benefits out of the new system.

The Committee asked about the risk relating to the loss of the Chief Financial Officer and Finance Manager and the General Manager advised that he is managing some areas and the Senior Accounting Officer is performing higher duties in the short-term.

The Committee indicated concerns that Bentleys did the post implementation audit when they recommended the system in the first instance. It was noted that Bentleys are also Council's internal auditors. Concern was also raised regarding the reference to external and default users system access as it poses very poor security practices.

Ms Cudsi left the meeting at 9.29pm

Motion

1. That the Alwyndor Management Committee note the information provided in this report on the implementation of Caresystems Finance Software solution.

RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Agenda Item 8.2 Caresystems Project Update (Report No: 82/18) in confidence under section 90(2) and (3)(a) of the Local Government Act 1999, the Alwyndor, pursuant to section 91(7) of that Act orders that the Report, Attachments and Minutes be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.

Moved Mr Peters, Seconded Mr Whitford

Carried

8.3 Sustainability Analysis (Report No: 83/18)

Exclusion of the Public - Section 90(3)(d) Order

- That pursuant to Section 90(2) of the Local Government Act 1999 Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 83/18 Sustainability Analysis in confidence.
- That in accordance with Section 90(3) of the Local Government Act 1999 Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 83/18 Sustainability Analysis on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

 The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved Mr Peters, Seconded Mr Whitford

Carried

The purpose of this document is to summarise the current and projected financial performance of Alwyndor, assess its ongoing sustainability and to suggest rectification actions that are needed urgently to return Alwyndor to a sustainable trajectory.

The Committee indicated the need to address the decision making framework for addressing sustainability including what the short/medium/long-term impact of action could be (best and worst case scenarios).

Ms Cudsi re-joined the meeting at 9.31pm

The Committee requested the General Manager address issues outlined in this report in a further report as per motion 3 for agenda item 8.1.

Ms Cusdi left the meeting at 9.38pm

Ms Cudsi re-joined the meeting at 9.39pm

Motion

- 1. That the Alwyndor Management Committee note the information provided in this report.
- That the General Manager report to the Committee as identified in motion 3 for agenda item 8.1 and which will include a response to the issues identified in this report.
- 3. That the Committee notes that medium- and long-term planning and impacts are considered in all future reports.

RETAIN IN CONFIDENCE - Section 91(7) Order

 That having considered Agenda Item 8.3 Report No: 83/18 Sustainability Analysis in confidence under section 90(2) and (3)(d) of the Local Government Act 1999, the Alwyndor, pursuant to section 91(7) of that Act orders that the Report and Minutes be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.

Moved Ms Bonnici, Seconded Mr Whitford

Carried

8.4 Home Support Structure (Report No: 84/18)

Exclusion of the Public - Section 90(3)(a) Order

- 1 That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 84/18 Home Support Structure in confidence.
- 2. That in accordance with Section 90(3) of the Local Government Act 1999 Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 84/18 Home Support Structure on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor.
 - In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.
- 3. The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved Mr Peters, Seconded Mr Cheater

Carried

The purpose of this paper is to advise the Committee of recently discovered issues associated with the current management structure of Home Support services and seek approval to develop an implementation plan for previously indicated changes in the area.

The Committee requested the General Manager address issues outlined in this report in a further report as per motion 3 for agenda item 8.1.

Ms Cudsi left the meeting at 9.44pm

Motion

- 1. The Alwyndor Management Committee noted the information provided in this report.
- 2. That the General Manager report to the Committee as identified in motion 3 for agenda item 8.1 and which will include a response to the issues identified in this report.

RETAIN IN CONFIDENCE - Section 91(7) Order

3. That having considered Agenda Item 8.3 Report No: 84/18 Sustainability Analysis in confidence under section 90(2) and (3)(a & d) of the *Local Government Act 1999*, the Alwyndor, pursuant to section 91(7) of that Act orders that the Report and Minutes be retained in confidence for a period of 24 months and that this order be reviewed every 12 months.

Moved Mr Peters, Seconded Mr Cheater

Carried

8.5 Independent Business Review (Report No: 85/18)

Exclusion of the Public - Section 90(3)(d) Order

- That pursuant to Section 90(2) of the Local Government Act 1999 Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 85/18 Independent Business Review in confidence.
- 2. That in accordance with Section 90(3) of the Local Government Act 1999
 Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 85/18
 Independent Business Review on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

 The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.

Moved Mr Peters, Seconded Mr Cheater

<u>Carried</u>

This report provides a summary of the key findings from an independent review of Alwyndor.

The Committee requested the General Manager address issues outlined in this report in a further report as per motion 3 for agenda item 8.1.

The Committee requested that the scheduled reports for the December meeting be delayed in order to consider the items outlined above.

Motion

- The Alwyndor Management Committee noted the information provided in this report.
- 2. That the General Manager report to the Committee as identified in motion 3 for agenda item 8.1 and which will include a response to the issues identified in this report.

RETAIN IN CONFIDENCE - Section 91(7) Order

3. That having considered Agenda Item 8.5 Independent Business Review (Report No: 85/18) in confidence under section 90(2) and (3)(d) of the Local Government Act 1999, the Alwyndor, pursuant to section 91(7) of that Act orders that the Report, Attachment and Minutes be retained in confidence for a period of 12 months.

Moved Mr Peters, Seconded Mr Cheater

<u>Carried</u>

CONFIRMED

18 December 2018

CHAIRPERSON