



Annual report extracts (pp10-11)

02	Editorial, Membership
03	Upcoming social events Social report
04	Finance report & accounts
05	<i>In memoriam</i> Barry Brooks
06	Social event reports <i>Eastern, Northern, London Lunch</i>
08	Minutes of 2024 AM
10	PA Foundation
12	Contact details

PASSword

ISSUE 15

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2025

The newsletter of the PA Association (PASS)

Chairman's report

Happy New Year to all.

As we enter 2025 we shall continue to pursue the two objectives of PASS - to enable past colleagues to communicate with one another and to maintain - and ideally strengthen - links with PA.

On the former, we are arranging the usual programme of lunches and events, shall continue production of PASSword and also seek to grow our membership, as Owen has described in his report, despite the challenges posed by privacy laws.

Relations with PA remain friendly but frustratingly slow to develop. The senior team of PA (hardly any of whom had joined PA before I retired in 2013!) assures us that past members matter to the firm and that they intend to put more investment into alumni relations. However, it appears that their attention is focused on another transaction as word has it that Jacobs, which owns 65% of the equity, is considering increasing their stake.

That said, we are making progress in building connections with the PA Foundation. The response to the recent questionnaire inviting PASS members to indicate their interest in charitable causes was encouraging; Jack McMahon, who runs the Foundation, will be following up in the next few weeks. See pp 10-11 in this issue.

With best wishes for 2025

Jeremy Stanyard, Chairman

Editorial

Web Site

Our web site is at www.pa-association.org. You can Log In on the association web site to get full access to all sections of the site, including Members Contact Details, news items, details of social events, issues of concern to members, etc., as well as all recent past issues of *PARAnews* and *PASSword*. If you have not logged on to our web site recently, you may need to reset your password. Just go to www.pa-association.org and click on 'Log In'. Click on 'Lost password' and enter your email address, which is also your username. You will be emailed a link to click on to reset your password.

If we do not have your current email address, you will not be able to log in on the web site, so please make sure we have it. If you run into any problems with the web site, please email us at info@pa-association.org. If you do not have internet access, and need someone's contact details, please ask any online member of the association for them, and if you are not sure who to ask, ask any of the Committee members listed on the back page of this newsletter.

Welcome all to the latest edition of *PASSword*.

We have the Minutes from the 2024 Annual Meeting (pp8-9), 2024 concluding reports from the officers (NB these will be the reports to the 2025 Annual Meeting), and reports from social events organised by the Association and others (pp6-7).

We also have memories of Barry Brooks (p5), and extracts from the annual report of the PA Foundation (pp10-11).

No room for a "PA in the News" section this time, but you can always keep up with this on PA's News page: paconsulting.com/newsroom

Thanks to all of the contributors to this issue - please keep them coming so we have content for the next issue! Send any contributions to me: david@davidroffey.com. NB: please send any photos or artwork separately, not embedded in a Word etc document, as the latter tends to reduce the quality of the image.

David Roffey, Editor

Everyone with internet access can now read *PASSword* online WITHOUT logging in on the web site. If you have an email address registered with us, each time *PASSword* is published you will receive an email from us with a link that you can click on (Left Mouse or Touchpad click) which will open the full version of *PASSword* in colour on your own tablet, iPad, desktop computer or laptop.

Membership report

Since the last *Password* in May 2024, we have seen a loss of members as a result of time, resignation and loss of contact but we have also seen some new members and we are still encouraging a number of younger members as a result of our efforts on LinkedIn. We have also seen an uptick in contact with PA and we hope this will lead to more interest from current PA people, as Jeremy mentions in his report.

We have had two new members since May but we are not immune to the passage of time and sadly I have to report the deaths of Sonja Hunt, Tony Dean, John Stephens and Barry Brooks. We have also had three resignations and lost contact with a further member and as a result *PASS* membership stands at 356 against 362 reported in the last *Password*.

When we hear that a colleague from PA has died, we tell members by email, and provide the funeral details if we receive them, but if you would rather not receive these please let the membership secretary know.

If you know of anyone who may be interested, retired or still working, please put them in touch with the membership secretary (me - owen.carlstrand@icloud.com)

The latest members' contact details, including your own, are available on the website at www.pa-association.org. Please take a moment to check your details are correct, and if not let us know. Equally if you move, or change your phone number or email address, please tell us! Email: info@pa-association.org.

Events for 2025 - most dates TBA

April 2025: PARROT Club at The Glasgow Art Club
Contact Keith Nimmo, 0141 639 4199, keithnimmo@btinternet.com



April 2025: South East lunch at Denbies Wine Estate
Contact Margaret Wade, 020 7731 4432, mjwade4@btinternet.com

Monday 28 April 2025: Anglia lunch at The Green Man, Thriplow.
Contact: Kevin Clarke, 07785 373887, kwcblade@gmail.com

Wednesday 14 May 2025: Northern lunch/event
Contact: Janice Orchard, janice@janiceorchard.co.uk



October 2025: South East lunch at Denbies Wine Estate
Contact Margaret Wade, 020 7731 4432, mjwade4@btinternet.com

October 2025: Northern lunch/event

Monday 13 October 2025: Anglia lunch at The Green Man, Thriplow.
Contact: Kevin Clarke, 07785 373887, kwcblade@gmail.com



November 2025: Annual lunch (London: Café du Marche).
Contact Clare Birks, 07775 758818, clare@clarebirks.com

Please contact the organisers if you would like to attend any of the events - all PASS & PARROT members are welcome to attend any or all of these

Social report



In 2024, the Association's event programme included 5 lunches in total, in Northern and Anglia regions and in London - the annual lunch in November. All were much appreciated by those attending, remembering happy times in PA and sharing post-PA experiences, of which there are many. Even when they are retired, PA consultants involve themselves in running a huge variety of charities, businesses, churches, clubs and more. The conversational net spreads delightfully widely!

Many thanks to our organisers, Roger Moore, Ian Thomson and teams. Thanks also to Keith Nimmo at PARROT for continuing to invite our members to join the PARROT lunches in Scotland.

We're planning to continue with the same kind of programme in 2025, and hope very much that Margaret Wade will be able to organise a lunch or two in the south east. We look forward to seeing you at one of our events next year.

Clare Birks, Social Events Secretary

Finance report

Not much change really.

I keep hoarding your money – and the Chairman keeps threatening to spend it. So, we continue to grow slowly and steadily as the interest keeps pouring in and some wonderful members continue paying their subs – even though subs were cancelled for the foreseeable future some while ago!

We currently have nearly £31.6k sitting in our two accounts: Current and Deposit. Surprisingly it's harder to spend your money than you might think - largely because the Committee are very conscious that any significant spend should preferably be perceived by members as representative of all our membership, not just those that live in any one area, e.g. the Southeast.

Members suggestions would be welcome!

Roger Moore, Treasurer



Accounts for year ending December 2024

PA ASSOCIATION

ACCOUNTS - For the year ending 31 December

2024

1 PROFIT AND LOSS STATEMENT

Cumulative to end of
December

12 months to end
December 2023

INCOME

SUBSCRIPTIONS PREPAID	£20.00	£40.00
CURRENT SUBSCRIPTIONS	£280.00	£1,790.00
JOINING SUBSCRIPTIONS	£20.00	£0.00
BANK INTEREST- 95 DAY A/C	£861.63	£501.06
DONATIONS	£0.00	£20.00
TOTAL INCOME	£1,181.63	£2,351.06

EXPENDITURE

POSTAGE	£40.00	£91.77
PRINTING	£53.40	£172.50
MEETINGS	£0.00	£900.00
AUDITOR	£110.00	£100.00
TELEPHONE	£155.88	£0.00
WEB SITE / Zoom	£161.99	£176.19
TOTAL EXPENDITURE	£521.27	£1,440.46

OPERATING SURPLUS/(LOSS)

£ 660.36

£ 910.60

2. BALANCE SHEET

Cumulative to end of
December

Cumulative to end of
December

ASSETS

CASH IN CURRENT ACCOUNT	£2,362.96	£5,098.43
CASH ON DEPOSIT - 95 day a/c	£29,439.64	£26,078.01
	£31,802.60	£31,176.44

LIABILITIES

CREDITORS/UNPRESENTED CHEQUES	£161.99	-£176.19
ADVANCE RECEIPTS -eg subs for future yrs	£70.00	-£90.00
	£231.99	-£266.19

NET ASSETS £31,570.61

£30,910.25

MEMBERS FUNDS AS AT YEAR END

OPENING MEMBERS FUNDS	£ 30,910.25	£ 29,999.65
CURRENT SURPLUS	660.36	£ 910.60
MEMBERS FUNDS	£ 31,570.61	£ 30,910.25

In memoriam

Barry Brooks - PA 1984-2012

I was very saddened to hear of Barry's death after his battle with cancer.

Barry joined PA in 1984 and was one of the founder members of the Computer Aided Engineering group based in the Melbourn Technology Lab, within what was then PA Management Consultants. He led the consulting part of the team under Norman Schofield.

The core of the CAE team survived the many PA business transformations through Manufacturing and Logistics, Manufacturing Practice, Projects Practice and more recently Defence and Security Practice. The team evolved into one specialising in large project and design process consulting often with an IT element based on CAD and information management.

Barry was a consummate assignment manager and team leader, popular with clients and consultants alike. I worked on many assignments with Barry from the 1990's onwards. The roll call of clients exemplified the range of work that we undertook, as examples – Computer Aided Design strategy at ComputerVision, submarine design at VSEL and BAE Systems, signalling design at Westinghouse Signals, helicopter prime contracting at Westland, safety case management at Shell and systems engineering on very large projects in the West Country.

Barry always remained calm and had the patience and tenacity to work through a complex challenge. Well known for his knack of producing the insightful diagram to walk the client through a difficult issue.

I will remember Barry as a friend, valued colleague and mentor.

Rob Fisher

Barry was a superb Consultant, with an extraordinary ability to render complex problems in a simple, visual form. He was kind, thoughtful and very much a people person.

I will never forget how helpful Barry was to me when I joined the team in Cheltenham, especially his tolerance of my often amateurish attempts to get into the mindset of System Engineers. He was patient, he always offered wise and constructive feedback, and never ducked saying what needed to be said.

Whenever we were preparing to discuss the extension of our work with the Client, it was made very clear that having Barry there was absolutely non-negotiable, whether or not he had officially retired!

After retiring, I would often meet up with Barry and Dinah at the Cheltenham Festivals. It was always a pleasure to see them.

Barry will be very much missed. In the words of one of his clients, he was a 'Top chap'.

Keith Norton

I loved Barry!

He was simply the best. Kind, capable, supportive, and a great source of happiness. I first worked with Barry about 25 years ago on a job in Belfast. Yes: Harland's. He brought a calm, clear view of what was needed to be done on the building project we'd been asked to help. Never lost the faith that we can always do better.

Thereafter we worked together on many things and he was always an inspiration.

Nothing fazed Barry. He took it all in his stride, and this encouraged others to have a similarly can-do attitude; so very important in our business.

A great exemplar! A great coach! A great mentor! And at the heart of it all, a truly great person!

We miss you Barry! I miss you! You are very special. I am so sorry you've gone. Rest in peace. And, love to all of your dearly beloved family.

Chris Morgan

Social event reports

PASS Anglia Autumn Lunch - 21 October 2024



It was a grey Autumn day in South Cambridgeshire for the biannual PASS East Anglian lunch organised by Roger Moore and Kevin Clarke. The warmth of the gathering, plus the blazing fireplace at The Green Man in Thriplow soon dispelled any thoughts of gloominess when we arrived.

As well as perhaps a record 20 attendees we were able to welcome a number of 'new' members, they reminded those earlier PA leavers that the business had hardly spiralled out of control after our departure! In fact Julian Brandon-Jones gave an upbeat summary of PA Technology as it is today, with a number of acquisitions having been made under Jacobs ownership. Julian summarised PA as "being a great place to work and still an exciting environment, but with a core DNA that has not changed".

Conversation around the table in-between mouthfuls of the excellent lunch were, as usual, very wide-ranging but all-too-frequently seemed to return to politics (the Conservative leadership selection, the possible ramifications of Rachel Reeve's 'Halloween' budget as well as the likely outcome of the US presidential election).

On a sad note, Rob Fisher informed us of the very recent passing of our dear former colleague Barry Brooks, who was a regular attendee at East Anglian lunches. Barry was a founder member of PA's CAE Group,

based in Melbourn, and will be missed by many who remember him fondly: A reminder that we all of us need to make the most of those days that we have left.

Attendees were, Mike Bean, Julian & Sarah Brandon-Jones, Greg Berman, Kevin Clarke, John Coppendale, Bernard Eccles, Rob Fisher, Vince Gowler, Hilary Goy, Adrian Howson, Doug Jennings, Roger Moore, Mike Newman, Joe Robinson, Keith Smurthwaite, David Sumray, Ray Wright, Sarah Wren and Martin Wooler.

Martin Wooler

PASS Northern Region Lunch - 23 October 2024

Our friends from the North continue to live the life of adventure. Travelling was the most often quoted reason for non-attendance with Tahiti and Bali among the places being visited.

So it was the select group of six that met at a new venue for lunch. The Boathouse at Sale Water Park provided great fare and a splendid view across the lake. Janice Orchard, Barbara McQuarrie, Ian Thomson, Barry Dines, Jill Dooney and David Cook covered all the usual topics including the 'organ recital'. But it was the elections in the US and of the new conservative leader that took centre stage. GDPR prevents me disclosing the views expresses.

All declared the lunch a great success.

David Cook

Social event reports - continued

PARROT Christmas Lunch - 6 December 2024

We had a very good Christmas lunch in Edinburgh with 19 in attendance.

Keith Nimmo



PASS Annual Lunch - 14 November 2024

A group of some 25 of us had a very enjoyable lunch at the Cafe du Marche. Unfortunately two of our number missed the event due to ill health and one due to a pressing engagement in the House of Lords. We hope they will be able to join us next year. It was the third time we have hosted the annual lunch at the same restaurant and again, I suspect, mainly due to Clare's excellent organisation, it went extremely well. There were some new faces to the event, along with some not so new, but it was great to catch up with each one and share fond memories and embellished stories of assignments long ago. The pictures above show the assembled company and our last arrival, Chris, who made it just in time for the main course.

It was particularly interesting to hear how ex colleagues are continuing to use their grey matter to the benefit of others in various forms of charitable activity, and a number sought more information and expressed an interest in the PA Foundation. I would encourage anyone wishing to know more to respond to the survey in the email issued on 13th November.

There was also some discussion around the future of the Association in terms of what the members want out of it. It may be that by this point the red wine was slipping down particularly well, but the overwhelming message seemed to be that the Association should be about events such as this. To provide a vehicle for old friends and ex-colleagues to connect and socialise. Don't overthink it!

I'm looking forward to catching up with more old friends soon!

Tony Wood

Minutes of 2024 Annual Meeting

Minutes of the Annual Meeting held on Monday 9th December 2024 on Zoom

Present: Jeremy Stanyard, Margaret Wade, Clare Birks, Owen Carlstrand, Adrian Williams, Brian Cherrie, Adrian Court, Tony Wood, Keith Smurthwaite, David Roffey, Michael Bean, Ian Thomson, Roger Moore, Mike Newman, Chris Buckley, David Shannon.

Apologies: Paul Woodgates

1. Introduction

Jeremy Stanyard explained that the 2024 Annual Meeting had originally been scheduled for a Monday in June at PA's offices. However, it became clear that very few could attend on that date, leading to it being rescheduled to today.

2. Minutes of Annual Meeting 2023

The minutes of the 2023 Annual Meeting (which had been published in PASSword) were approved by the meeting. The action points identified in those minutes had all been completed.

3. Finance Report

Roger Moore presented the audited accounts for 2023, which had also been distributed in PASSword. He said that the Association's expenditure was now largely limited to website maintenance, the distribution of hard copy PASSwords to those who have difficulty with the on-line version and the auditor's fee. The accounts, proposed by Clare Birks and seconded by Owen Carlstrand, were approved unanimously by the meeting, along with the reappointment of the auditor (James Wilkinson).

We now have a 'cash pile' of £36,166 as at the end of September 2024, including £260 paid subs. Bank interest stands at £640.

Jeremy Stanyard now has access to the Association's on-line NatWest account along with Roger Moore. Whilst we have attempted to add Clare Birks as a signatory, NatWest has yet to set the mandate up. Jeremy Stanyard will investigate with a view to enabling Clare Birks to access the account online. Action: JRS

4. Social Events

There have continued to be regular social events in Anglian, Northern regions and in London. The regular Parrot lunches continue in Scotland. There have not been any South East events this year. Margaret hopes that she may be able to organise them for 2025.

The Annual Lunch in London was held in November at the Café du Marche.

5. Membership

Owen Carlstrand reported that as at November 2023 membership was 363 - an increase of 20. And today, membership stands at 356, fairly stable despite 7 deaths/resignations. Given that we have no access to PA retirees, this is understandable. A number of known ex PA people have been sent joining forms but have not replied despite 'chivvying'.

This confirms that, unless we can find a new strategy that has eluded us to date, the Association continues to be in slow, managed decline.

Margaret Wade is planning to restart her contact trawl of older members.

6. Election of Committee Members

Brian Cherrie and Keith Smurthwaite, who retire by rotation, had offered themselves for re-election and this was endorsed by the meeting.

No other offers to join the committee have been received.

7. Update on PA

An event, to which some alumni were invited, took place about two months ago at PA. Sam Bunting (George Bunting's son) who runs about half of the firm made a speech, followed by a presentation from the PA Foundation and a presentation on AI (not understood by many).

Sam Bunting had responded to a follow-up email from Jeremy saying that he would come back to PASS to discuss PA / Alumni opportunities once the firm's 2025 business plans were agreed. Action: JRS to follow up

Jeremy Stanyard believes that the PA Foundation is the most likely route to PASS involvement. Many of us will have received a survey request to gauge enthusiasm in supporting PA Foundation charities.

Adrian Court mentioned his work with Groundworks, a skills training charity (largely focused on green skills training in outside work and farming). Adrian has not yet reached out to the PA Foundation – he should contact the head of the Foundation, Jack McMahon. Action: AC

Jeremy believes that PASS is likely to evolve into a network of smaller groups in future. Tony Wood expressed the view that people connect in different ways nowadays than the traditional PA Association social events and quarterly PASSWORD.

Adrian Court mentioned an article in that day's FT where PA was criticised (maybe unfairly) over work for OFWAT and water companies.

8. PASS Membership Funds

Jeremy noted that a small amount of our £36,000+ could be used to subsidise PASS social events on a case-by-case basis. The very successful social event held in 2023 was supported in the sum of £900.

There was a discussion on PASS membership joining subs (£10). There was strong opposition to an earlier Committee recommendation to removing a joining fee; as a result, it was agreed to retain the £10 joining fee.

9. AOB

Jeremy reminded the meeting that Chris Buckley still needs someone with IT technical skills to support his work on the PASS membership database and web site.

10. Date of 2025 Meeting

To be agreed by the committee at its next meeting.



The PA Foundation: End of year update

December 2024

As we approach the end of 2024 and reflecting on the year that's been, I'm hugely proud of the impact The PA Foundation has made on the lives of so many individuals and communities around the world.

WINNER 2024
UK SOCIAL MOBILITY AWARDS
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In association with
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This year we focused on building upon our strengths, and I'm delighted to share that, to date, we have approved and distributed over £5m in funding to our core charity partners and newer Ingenious Investment Fund recipients across the UK, US, Nordics and the Netherlands.

I continue to be inspired by the range of organisations we work with across our geographies; from helping refugees access the labour market in Norway and Sweden to providing bursaries that enable people facing disadvantage to pursue higher education in the UK.

In 2024 we strengthened our communications approach and launched our impact reporting series over the summer, focusing on refugees and migrants and those with experience of the prison system.

Our partnership with PA goes from strength to strength with 33% of PA people volunteering over 21,000 hours this year. Most of these hours were spent directly supporting disadvantaged young people and marginalised adults through the charities funded by The PA Foundation. Combining funding with the time and skills of PA volunteers creates the greatest impact we can offer, and we're thrilled to have received external recognition for this work—winning three awards in the social mobility space in 2024.

I would like to take this opportunity to thank our Trustees who tirelessly and voluntarily share their time and enormous knowledge to make sure the Foundation is making the biggest impact where it matters most. And to our charity partners, donors and supporters thank you for inspiring us with your generosity and commitment, enabling us to expand our reach and deepen our impact.

As we look to 2025, our focus will be on further showcasing the impact of our work, delivering against our refreshed strategy, and ensuring the Foundation's sustainability.

Best wishes, Jack McMahon, Head of Communities

Overview of our charity partners 2024

These are The PA Foundation's current charity partners receiving restricted funding.

An additional 17 organisations have been funded through the Ingenious Investment Fund this year (see next page).

US	UK	Nordics
NL	 	

Support The PA Foundation

The PA Foundation, like any other charity, is always looking at how it can increase its reach and impact through further funding. We welcome unrestricted donations and restricted donations (donations with clear instructions as to what to put the money towards) that align to our mission.

To make a donation you can do this directly online via The PA Foundation's [Just Giving page](#), contact [Jack McMahon](#) or [Anita Chandraker](#) to discuss making a donation directly, or if you are a PA employee then you can do this through payroll giving (everyone) or as part of the end of year bonus cycle (partners only).

Thank you to all of you who have given so generously to support us. We value every penny and work hard to ensure your money goes as far as possible for the people who need it most.

If you have any comments or suggestions for us, particularly on how we can have greater impact on the lives of those facing disadvantage, please do not hesitate to get in touch.

The PA Foundation is registered with Companies House in England and Wales (company number 13435338) and the Charity Commission for England and Wales (charity registration number 1196581).



Supporting smaller charities to bring their ingenious ideas to life

We offered two rounds of Ingenious Investment Fund grants in 2024. The fund is open to small charities/non-profits to apply for an unrestricted grant of up to £20,000 and aims to support the development of ingenious solutions that help people from disadvantaged backgrounds to achieve better education, skills, and employment opportunities. Below is a snapshot of just some of the projects funded this year:

We supported [Red Balloon Educational Trust](#) in Cambridge to set up a new science lab to increase access to STEM learning for the young people from challenging backgrounds they support (see pic above).

- [Zero Gravity Fund](#) in the UK target low-income STEAM undergraduate students with financial and career support to improve academic outcomes and ensure they secure graduate roles after university.
- [Lightyear Foundation](#) in the UK will support disabled children and young people to practically engage in STEM opportunities through labs, role models and work inspiration trips.
- [ReDi School of Digital Integration](#) in Denmark offers free tech upskilling courses for women with refugee and migrant backgrounds who, despite their advanced educational backgrounds, cannot find work in Denmark. They are expanding their activities with the Data and AI fields by increasing places on their data science course as well as offering workshops and guidance in both developing and using GenAI for all of their students.
- [Leadership Brainery](#) in the US are supporting students of colour, first-generation college students, and those from low-income backgrounds through their Ambassador Fellowship which provides each undergraduate student with personalised academic coaching, mentorship, financial aid navigation, test preparation, and admissions support.

Data protection

PASS holds information on you as a member, and makes your contact details available to other members via our website. You have the right to see that information, check it, and correct it if necessary. To view or download the available information, log in on the PASS website at www.pa-association.org, then click on "Members Contacts" on the top menu.

To request any necessary changes, please email us at info@pa-association.org.

If you have any other data protection concerns, please contact our Data Protection Officer, David Roffey, on 07757 608169, or at david@davidroffey.com

Objectives of the Association

The main objectives of the Association are to:

- Facilitate social contact and communication among people who have spent a significant part of their career in PA. Whilst the Association is based in UK, it will seek to maintain contacts throughout the world
- Foster a positive relationship between the community of former members of PA, the firm and the PA Foundation.

Membership of the Association

Membership of the Association is open to anyone who has retired from PA Consulting Group and/or spent a significant part of their career (normally at least three years) in the firm.

Your contact details

If your address details change, or we have them wrong, please ensure that you let Owen Carlstrand know - owen.carlstrand@icloud.com or info@pa-association.org. Otherwise, we will lose contact with you!

Committee contact details

Clare Birks	(Social Events Secretary)	+44 (0) 7775 758818	clare@clarebirks.com
Chris Buckley	(Website)	+44 (0) 7876 030622	teletraveller@btinternet.com
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