

Insurance Director's Report

We are now into our third year with our current insurer, Hiscox and things have continued to go well. The price remains very competitive and there are preliminary indications that they would like to enter into a further deal with us in 2013. So far things are very quiet on the claims front with the Hiscox team and long may it remain so. In addition, they have continued where our previous insurers left off in that they are content to cover and deal with our emerging disciplines. For example our policy now includes a clause that means our Sub 115kg single seat microlight members have cover which is endorsed by the CAA, eliminating yet another piece of paperwork for the pilots concerned. They have also included (for a small price) a note that pilots competing for GB will have all year round cover abroad, which applies to pilots who are UK and Non UK resident enabling them to have the requisite cover for all competitions around the world (apart from USA and Canada). The system is taking a little getting used to at the office so patience please when you apply for your FAI Licence!

As far as our claims history is concerned, this still looks reasonably good having been improving for the last 10 years or so. That said, our previous insurers have just received two claims but it is too early to say whether there is going to be any risk of a financial impact. As always, complacency remains our worst enemy at all levels, whether you're a solo pilot, coach, club official, or competitions organiser - take care out there.

Martin Heywood
Insurance Director

February 2012

TREASURER'S REPORT TO THE AGM – MARCH 2012

Following on from two years of losses I'm pleased to say that the association returned to surplus in 2011. The accounts show a surplus of £42k for the year to March 2011 recovering most of the £45k in losses made in the previous two years. The main reason for the shift from loss to surplus was the £70k reduction in the membership public liability insurance costs. The association's financial position remains good. Overall reserves stand at £467k and having invested £357k in the office building which we share with the BGA we hold £290k cash on deposit.

Subscription income remained steady during the year and shop sales and profit were in line with those of 2010. The Skywings team have made great efforts to contain publication costs and despite a further 2% fall in advertising revenue the overall costs to the association of Skywings fell by 4% to £92k. A side effect of our investment in the office building is that we have less cash on deposit and with painfully low interest rates we received a fraction of the interest income we received in 2010. Last year we lost most of our Sport England grant to pay for the Olympics and it's unlikely that we'll see a return to the funding of grass roots sports until after 2012.

Overall administration costs increased, but only by 1½%, with staff cost savings resulting from the changes we made in 2010 offsetting the costs of the office move. In future years we will also benefit from savings on rent.

We have a long-term objective to maintain the real value of our reserves. With inflation running at 5% the association needs to make a surplus of £23k to retain the value of reserves in purchasing power terms. Reserves provide us, as we have seen, with a buffer in difficult economic times and they also provide us with a fund so that we can, if necessary, fight existential regulatory threats to our sport. This year we expect to make a small surplus, having held subscriptions unchanged in 2011. Unfortunately, with prices going up, we will need to increase subs in 2012 if we are to avoid making a loss next year and Exec have agreed to the minimum necessary increase in members' subscription fees to balance the books.

I am grateful to Michelle and the rest of the team in Leicester for making the Association (and its accounts) run so smoothly.

Angus Langford
BHPA Treasurer

BHPA Flying and Safety Committee.

Report to the 2011 AGM (3rd March 2012)



The current FSC membership is:

Angus Pinkerton (FSC Chairman)
John Lovell (Accident Investigation Panel)
Chris Dawes (Development Panel)
Paul Mahoney (SPHG Panel)
David Thomson (Pilot Training Panel)
Ken Raines (Chief Examiner and Examination & Inspections Panel)
Joe Schofield (Publications Panel)
Russ Hicks (Towing Panel)
Mark Dale (BHPA Technical Manager)
Dave Thompson (BHPA Senior Technical Officer)

There were 93 incidents reported using the BHPA's Incident Report forms in 2011. Of the total of 93, some 63 (68%) involved a degree of injury (in 2010 it was 71% of the total of 126). While this represents a downward trend, it probably reflects the relatively poor weather and a significant degree of under-reporting. Sadly the 63 include five fatal accidents, 3 hang gliding and 2 paragliding (with one of the hang gliding fatalities being a training incident).

The incidents involving injury can be broken down further to show there were 40 'serious' injuries (including the fatalities) and 23 minor injuries. Of the 40 serious injuries 13 involved spinal injury. A more detailed summary and analysis of the Incident Reports received in 2011 will be published in Skywings in the next few months.

I would like to re-emphasise the value to all of our flying community of completing Incident Reports. The "one-off" incident or near-miss that affected you (or one of your flying friends) might not be as rare as you think. Without reports we can't investigate, and without investigations we can't provide timely advice and guidance to pilots or manufacturers. To help make reporting incidents quicker and easier, we will be trialling in an on-line reporting system during 2012.

Work began towards the end of 2010 through the CEN WG6 Committee to iron out the remaining differences between the German LTF and EN standards. This has now been completed, the revisions mainly being to clarify some parts of the text, and to detail further the way that some of the tests must be carried out. The final draft is being reviewed by all the national standards bodies now, and is expected to be formally ratified by early 2013. During 2012 the WG6 committee will be reviewing the Paraglider Load and Shock Test Standard (EN 926-1) and the Emergency Parachute Standard (EN 12491).

Training Wings continues to be available on-line as the Elementary Pilot Training Guide, and is made freely available in print form for distribution to students through all our schools. The Pilot Handbook continues to sell well (over 10,000 copies have been sold) and a new edition is now scheduled for this year, as the revised European Rules of the Air have resulted in some changes to the Airlaw section.

One change in local "rules" has been introduced in the UK (partly because there was a distinct opportunity for conflict when UK pilots were flying abroad). This was our UK ridge soaring overtaking convention ("overtake on the hill side"). Investigations have confirmed that very few pilots ever do this, sensibly choosing to turn back in any situation when it might have applied; this advice forms the core of our new recommended practice. The BGA are likely to make a similar change to their recommendations.

FSC have several items of work lined up for 2012, including continuing our campaign to emphasise and standardise pre-flight checks. Hopefully all our "Geordies" have had their cats aboard since 2011! We have advanced to a development trial of a training programme for speed flying, and on post-school Coaching we are working to expand on and spread more widely the good practice that already exists in some of our clubs.

A new set of written exams will be introduced in 2012, to align with the changes in the BHPA Pilot Rating Scheme (where the concept of "environments" was introduced to replace the mixture of rating types and "endorsements").

As always I would like to say "thank you" to all the people who have volunteered to work on FSC. We are all passionate about our sport and I feel privileged that such a skilled and experienced group of people are willing to give up their valuable time to contribute to its safe development.

Angus Pinkerton, Chairman BHPA Flying and Safety Committee, February 2011.

COMPETITIONS DIRECTOR'S REPORT TO THE AGM - MARCH 2012

UK Hang gliding Competitions Summary 2011

British Team - 18° FAI World Hang Gliding Championship

Monte Cucco, Italy:

It seems that even sport can be a victim of the economy as several entrants withdrew at short notice. This allowed an increased team for some countries including Team GB. Sharing the funding among more pilots served to increase the workload of the Team Manager, Pete Coad, but also strengthened the team spirit. However, no amount of resolve could overcome the weather which was unseasonably poor. This combined with some imperfect decision making by the competition staff spoiled an otherwise well run competition. In the end only 2 tasks were flown, just enough to validate the Championships. The team felt that more tasks would have helped the challenge for a medal position, especially as a missed turnpoint in task 1 cost in excess of 200 points which would have put the team very close to that goal.

Individual results

18 GARY WIRDNAM
19 DAVE MATTHEWS
28 GRANT CROSSINGHAM
30 CARL WALLBANK
35 ANTHONY STEPHENS GBR
49 GORDON RIGG GBR
56 BRUCE KAVANAGH GBR
112 RICHARD LOVELACE GBR

Team results

1 ITA 5722
2 FRA 5232
3 AUT 5035
4 JPN 4696
5 GBR 4669
6 SUI 4662
7 AUS 4640
8 BRA 4633
9 GER 4620
10 SLO 4601

Combined British & French Nationals - Chalvet Open

St Andre, France

The unfortunate demise of the Bleriot Cup was succeeded this year by a new initiative to combine the British and French National Championships. The organisation was almost entirely British with local assistance. A well run competition attracted national team members from Italy, Germany and Belgium as well as the UK and France.

For the first time there were 3 classes in contention; Class 1, Class 5 and Club Class. Due to the strong conditions associated with the area the competition was held a little later in the season hoping for more mellow conditions. Additionally a training camp was run prior to the competition for those pilots with less experience.

Conditions proved to be very good but some days were lost to strong winds. The Safety Committee gained the approval of the vast majority of pilots with some difficult decisions to cancel days. 3 tasks were flown with cloud base reported up to 12,000ft enabling fast racing. The merging of competitions worked extremely well, due in no small part to the hard work of the scoring team. We have been invited to join with the French again next year.

The competition was FAI Cat 2 recognised and entrants received world ranking points.

Overall winner and British National Champion: **Gary Wirdnam**

1	Gary Wirdnam	GBR
2	Luis Rizo-Salom	FRA
3	Gianpietro Zin	FRA
4	Elio Cataldi	ITA
5	Gordon Rigg	GBR
6	Jochen Zeischka	BEL
7	Bruce Kavanagh	GBR
8	Laurent Tevenot	FRA
9	Malcolm Brown	GBR
10	Raymond Caux	FRA

Combining the two nations provided the opportunity for a good quality rigid wing competition. For our upcoming pilots in this class it was a steep learning curve as the French lead the way. British comp regular 'Taka' Kosaka flew extremely well in unfamiliar terrain to take 2nd overall. As he holds a Japanese FAI licence he was unable to claim the British title.

British Class 5 Champion: **Paul Harvey.**

1	Toni Raumau	FRA
2	Takatoshi Kosaka	JPN
3	Partick Chopard	FRA
4	Maillard Claude	FRA
5	Parcellier Thierry	FRA
6	Pascal Lanser	FRA
7	Paul Harvey	GBR

The French dominated on home territory in an incident free Club Class competition.

Top British pilot: Jeremy Kynaston

1	Christian Pollet	FRA
2	Mamia Antoine	FRA
3	Bertrand Chatain	FRA
4	Bonneville Eric	FRA
5	Erick Angles	FRA
6	Helene Toyer	FRA
7	Mathieu Patte	FRA
8	Jeremy Kynaston	GBR
9	Pierric Toulemont	FRA
10	Lison Reboullat	FRA

British Open Series

This series continues to be a popular platform for hard fought competition in the variable conditions that the UK traditionally provides. Round 1 proved particularly challenging until the final day came good for those that stuck it out to the end. Round 2 enjoyed much better conditions including a 100 mile task. Despite the weather the series is running well in its recently adopted (2010) format. No significant changes are envisaged, but efforts will continue to attract new pilots into the fold.

All rounds were FAI registered as Cat 2 competitions and entrants were eligible for world ranking points, however round 1 did not have sufficient valid tasks to score.

British Champion: **Dave Matthews**

- 1 Dave Matthews
- 2 Tony Stephens
- 3 Graham Phipps

Class 5 attracted a couple of new competitors which increased the validity of this class within the British competition scene.

- 1 Tim King
- 2 Paul Harvey
- 3 Neil Atkinson

Club Class

So popular this season saw the 'bumping' of one 'ringer' into the Open Class. Last years' Club Class winner showed well after his resulting promotion to the Open Class, finishing 9th overall. Hopefully this years' winner will continue that trend.

Club Class Champion: Christopher Pyle

As in previous seasons, down days were used to discuss competition techniques and to provide Q&A sessions for newer members.

UKNXCL

This year we have an excellent new website developed by Phil and Rob Chettleburgh and revamped again to include the historical data of previous years and a UK records page.

Whilst non-UK flights without a tracklog are still being accepted in line with other competitions 3D GPS tracklogs are now a requirement for the competition element of the NXCL.

Winner Class 1: Malcolm Beard Longest UK flight: Carl Wallbank, 195.77km

Winner Class 5: Neville Almond Longest UK flight: Neville Almond, 278.93km

Neville Almonds class 5 flight is a new British record.

Neville also set a new British out and return record with a flight of 129.05 Km

The forthcoming year sees an expansion of pilot education and training, gear checking days and parachute checks/repacks on unflyable days in competition.

We will be holding a round of the BOS in Derbyshire for the first time in many years.

There will be a retrieve service for Club class as part of scheme to encourage participation by new pilots and steps to encourage better retrieve service for all pilots

Paragliding Accuracy

UK pilots have attended the following competitions:

- Austria World Cup (March)
Top Brit Andy Webster 7th place overall
- Macedonia Pre-Europeans (July)
Top Brit Don Bodill 4th place overall
- World Championships (July) Czech Republic
Top Brit Andy Shaw 10th place overall. Winner Anton Svoljsak of Slovenia
UK Team 10th place Winning team Slovenia
UK pilots also competed in the Czech Open immediately before the Worlds but this was not completed due to poor weather.

The team was unable to perform as well as we hoped in the World Championships due to the following issues:

- Not all of the best UK pilots were available and we could not field our strongest team
- One pilot withdrew and was replaced with a less experienced reserve pilot following damage to his glider during an incident in the Czech open-

- Only one suitably experienced female pilot was available so we were one pilot short of a full team. This lone female pilot Amy Jennings did not complete the competition as she broke her back in a stall accident

However, although the pool of accuracy pilots is still too small, the future situation looks more promising as we have up and coming young pilots, including women. The winner of the novice competition at the classic nationals was a female (Katie Lawrence) who also flies paragliders and another female pilot (Tas Spence) is undertaking training using a Royal Aero Club youth bursary, the second awarded to a young woman accuracy pilot in the last few years.

The UK also has a strong international reputation for its judging with the UK Chief Judge Nikki Bodill appointed as chief judge for the World Championships, Tas Spence also judging and Andy Cowley officiating as President of the Jury. Nikki and Tas have judged at several overseas competitions this year and Nikki was the steward in Macedonia.

The UK Nationals will be held in early October and the paragliding accuracy league title is still to be awarded

Classic Accuracy

All 3 EPAC competitions in the Grand Prix series have been completed

- French Grand Prix (May)
Top UK pilot Arthur Bentley 3rd place overall
- UK Classic Nationals and Grand Prix (South Cerney Airfield August)
National champion and Grand Prix competition winner Martin Robe (UK)
National team champions - Scout Rebels (UK)
- Dutch Grand Prix (Sept)
Brits take top three places Arthur Bentley, John Lawrence, Simon Sykes (Snr)
Scout Rebels (UK – Simon Sykes Snr, John Lawrence, Simon Sykes Jnr) win team prize
UK provides Chief Judge and judging crew.

Grand Prix

- Individual winner Jaques Lecamus of France
- Winning team - Scout Rebels (UK)

The standard in classic accuracy remains high and 4 nations continue to compete in the Grand Prix series but attendance of all nationalities at competitions is low. However, although many of the pilots are seasoned competitors the novice competition at this year's nationals included 3 young pilots, and there was healthy competition for the U23 trophy in the main competition (won by Simon Sykes Jnr for UK). The classic accuracy league title will be awarded after the Birdwings competition.

PPG

Speed record: Dean Eldridge claims new paramotor speed record. Flying a Parajet Cyclone 294 Rotron under a standard Paramania Fusion 20 from the Salton Sea festival in California early on the morning of the 5 Feb, Dean clocked up an impressive average speed of 73.84 km/h over the course

Recent events

British league 2011

10 Pilots in attendance – Barney Townsend UK champ.

League first leg 2012 – Boston Aerodrome 3rd – 4th September.

18 pilots in attendance

3 tasks completed comps ratified, early closure due to high winds and rain.

Our top 3 pilots:

1 - Michel Carnet

2 - Clive Bunce

3 - Rick Womersley

USSR - 27th –29th August Sywell, Northampton

Andy Philips managed to clock in the week approximately 650km flown over 15 hours. Finishing off at Boston ready for the league event.

British Open 2011

46 pilots in attendance – Comp was ratified with 7 tasks completed. Despite the bad weather we managed to run a record for the most paramotors in the air at the same time – 74 pilots in total. These were pulled in with the freeflyers and the comp pilots together. In addition we managed to secure the Nirvana team to carry out their LED light display for the crowds in the evening, it was amazing to watch. They flew for two nights running. Finally, we were able for the first time in comp ratify and score a new class of WF1 (Hang Glider) the first time that we had enough pilots in that class to score against. France's Pascal Vallee won the 2011 UK Paramotor Open Championships and Barney Townsend has been crowned 2011 British Paramotor Champion after strong winds forced Meet Director Michel Carnet to can the final day. Pascal Vallee won six of the seven tasks flown.

Belgium Open 10-13 August 2011

33 pilots in attendance 8 from the UK. (9 tasks completed) again hampered by bad weather.

1 34 Pascal Valaie FR - Overall Winner

3 39 Michel Carnet UK Nirvana Instinct Dudek Nucleon 31 3379

4 12 Dean Eldridge UK Parajet Thor Paramania Fusion 20 3374

9 6 Philip Jennings UK Miniplane Paramania Fusion 2691

12 33 Laura Turner UK Miniplane Top 80 Per il Vo Dudek Nucleon 29 2139

15 28 Francis Rich uk bulldog spirit thor dudek synthesis 31 1631

16 38 Richard Womersley UK PXP Monster Paramania Fusion 26 1602

20 32 Teresa Telus UK Mini Plane Dudek Synthesis 29 1223

26 27 Kevin Pickering UK Bailey Dudek Synthesis 34 346

Upcoming events. A number of fly ins and a few well established events

September

World Cup event Slalomania 14th - 17th, to be held in Aspres sur Buech,

Saint Hilaire Festival (Coupe Icare) France 22nd - 25th France

www.coupe-icare.org (parabatix will be held here also)

October

01 - 03 Flight Festival Tegelberg, Germany. <http://www.flight-festival-tegelberg.de>

23 Brighton (near Selby) Hibernation Fly-in

Paragliding competitions

The British Championships for 2011 were held over 2 events, The first event was held at Kobarid in Slovenia. This competition was held from 28/05/2011 till 4/6/2011. The weather was less than kind so only 3 tasks were flown. 57 km, 98km and 62km. 137 pilots attended the event which included Open class, serial and sports class. All three classes were well supported with 60 pilots flying in the serial class and 24 flying in the sports class. The event was a combined event including the dutch championships. This format has been successful now for several years.

The event was won by Mark watts. The female champion was Christine mathias from france.

There were 3 incidents, 2 reserve deployments both pilots landed with no injury. The third was a tree landing and the pilot was rescued with no injury.

The Second event was held at St.Jean Montclar in France. This was the first competition where the open class gliders were prohibited. The entry was down to 115 pilots due to pilots being unable to obtain serial class gliders in time for the competition. Again the weather was not favourable and only 2 tasks were flown. However the 2 tasks were good quality and tested the pilots skill and tactical abilities. The first task was 68Km and the second 75 Km. There were 2 incidents, the first resulted in a broken pelvis with the pilot crashing into trees above take off after a collapse and in the second incident, the pilot was hospitalised but after investigation there was only bruising and no other injury. The event was won by Steve Senior and the Female champion was Emma Cassanova-senior (man and wife team!).

The British champion for 2011 was Mark Watts and the Female Champion Emma Cassanova-Senior.

There was controversy expected at this competition with it being limited to serial class, However this did not arise and the competitors behaved in a fair and sporting manner.

All the British Championships rounds this year utilised live tracking devices. This proved to be a major step forward in safety enabling rapid identification of pilots involved in incidents and rapid retrieval after the tasks were completed. This system will be used in all future events. In addition it provides real time coverage of the task on the internet for people unable to attend the event.

2012

The 2012 British Championships will be held again over 2 rounds, The first in Meduno in Italy and the second and final round in Pedro Bernardo in Spain.

The European Championships for 2012 will be held in St.Andre les Alpes in France. The UK have a strong team for this event.

BPCup:

The Cup was again this year hampered by poor weather with a number of rounds where no task were flown. In total there were only 4 scoring tasks flown 1 in the Dales round, 1 in the Borders round and 2 at the Long Mynd. The Overall champion was Richard Butterworth, The Female Champion was Viv Fouracre. The best newcomer was Adam Ladd who also won the sports class. The top Ltf 1/2 was Lew John.

This year the BPCup are trying a new format of competition in an effort to maximise the possibilities of getting more valid tasks by holding 1 of the events over 7 days.

BCC:

The BCC was won by the South east wales club with a total of 10 clubs involved with the competition.

Calvo



Skywings magazine continues to be delivered on time and within budget. The final Skywings management figures for 2008/9, 2009/10 and 2010/11 are shown below for comparison.

My current prediction for the year end result for 2011/12 is shown in italics in the final column. This is of course only a prediction, and it may change as there are still a number of invoices and payments outstanding. Whilst figures for 2011/12 must therefore be treated with caution, they are useful when trying to establish current trends.

	Final Figures			Estimated figures
	2008/9	2009/10	2010/11	2011/12
Expenditure	£148,339	£148,233	£145,785	<i>£148,633</i>
Revenue	£60,698	£55,733	£53,351	<i>£56,267</i>
Net cost	£87,641	£92,501	£92,433	<i>£92,366</i>
Average net cost per magazine	£1.06	£1.13	£1.15	<i>£1.15</i>
Copies ordered	82,420	81,677	80,704	<i>80,510</i>
Pages printed	552	564	604	<i>608</i>

On the whole 2010/11 was a better year for Skywings. Whilst it's true that advertising revenue was down compared to the previous year, the drop was much less than that seen in 2009/10 compared to 2008/9.

Unfortunately, for the third consecutive year, the number of copies ordered from the printers fell, reflecting current membership trends.

But despite falling advertising revenue and shorter print runs, by keeping production costs under control the net cost of Skywings magazine was broadly the same as the previous year, and we were even able to slightly increase the number of pages printed during 2010/11.

The really good news is that in 2011/12 we appear to have turned the corner, and advertising revenue has actually increased for the first time in quite a few years. Whilst this is a welcome development we must remain cautious about the future. The wider economy remains fragile at best, and there are so many factors totally outside of our control that can impact upon Skywings production costs. Such as the recent increase in paper costs, which we have had to absorb this year.

But the past year has allowed us to be cautiously optimistic about the future, and to hope that the worst is behind us, and that we may be able to consolidate, or even grow advertising revenue again during 2012/13. Time will of course tell whether that proves to be the achievable.

Skywings is a team effort, and in closing I would like to thank our talented and hard-working team, designer and advertising agent Colin Fargher, and editor Joe Schofield, and of course all our contributors. It's their articles, news items and photographs that really make Skywings such a great magazine.

Paul Dancey,
Corporate Communications Director
February 2012



Website Report – 2012

Whilst it may appear at first glance that little has happened to the website over the past year, behind the scenes it's actually been quite a hectic year.

Maintaining the BHPA's PCI Compliance has once again created a lot of work. A new self certification procedure put in place by the banks has proved far stricter than the previous regime. However with the help of Kriss Burdett, we managed to complete the required documentation and put the necessary procedures in place to maintain our PCI compliant.

The office move also created a few headaches. The automated routines used by the office to update schools and clubs information failed to operate correctly at the new location, which resulted in that information not being available on the website for around 14 hours. This has now been fixed, and the script modified to continue to use the old data, should a future upload ever fail again.

The majority of forms and documentation on the website also required updating, partly as a result of our change of address, so a new system has been put in place to make it possible for the office to update the forms and documentation themselves, rather than forwarding them to me for uploading. The file size and date are now automatically detected and the remaining information extracted from the file name and upload directory.

The version of PHP used by the server was also upgraded last year by our hosting company. Unfortunately this necessitated a full audit of all PHP software used on our web site, as the new version was not fully backwards compatible, and a large number of the scripts in use had to be rewritten to accommodate the change.

Unfortunately this essential maintenance work has badly derailed my original schedule for putting in place on-line submissions for Incident Reports. But I have now finally managed to write the necessary software and put a system in place which is currently under test, before going to FSC for final approval. So unless there are any major last minute snags, this should be available later this year before the main flying season gets under way.

Finally, I'd just like to thank Kriss Burdett and Andrew Wakelin for their continued work on the technical side of the Association's IT systems, and for helping to ensure the security of our systems.

Paul Dancey
Corporate Communications Director
February 2012

ADMIN DIRECTOR'S REPORT TO THE AGM – MARCH 2012

Unlike last year, when we had staff changes plus a move to new offices, this year has been very routine. The staff have settled into the new premises and everything is working well, including our relationship with the BGA with whom we share the building.

As always, some new things have been introduced that required changes to our membership system but these have been dealt with without too much difficulty. Over the last year there has been the introduction of a Speed Gliding rating, SSDRs and insurance for FAI licence holders.

Also, as already publicised, from 1st April we will be dropping some of the current membership types and membership fees will be increased slightly. During this year we are hoping to enable members who use internet / phone banking to make payments directly into our bank.

During this year too, clubs will be required to submit a list of their members to the office for checking. This will be checked and emailed back to the club so that they will know if any of their members are not current BHPA members. Several clubs have been doing this for the last couple of years and it has worked very well.

My thanks to Jennie, Ruth, Stef and Michelle for keeping the office running efficiently throughout the year.

Marc Asquith
Admin Director