

Reports from last year, including the Minutes from the Annual meeting (pp 8-9) & events for this year, including an in-person Annual Meeting at PA's offices on Wednesday 8 July 2026

*If you no longer have a landline and just use your mobile, please let us know, so that we can update your member details email Chris Buckley [teletraveller@btinternet.com](mailto:teletraveller@btinternet.com)*

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# PASSword

*The newsletter of the PA Association (PASS)*

ISSUE 16

March

2026

## Chairman's report

First of all a very belated Happy New Year to all members.

The major development for the Association since the last PASSword has been the decision to divest ourselves of £20,000 of our cash. As members will recall, as the costs of running the organisation have reduced through the use of technology in recent years, we have found ourselves with an increasing 'cash pile' which is much greater than we will need to operate for many years, even after suspending the annual subscription.

Informed by the results of the survey of members carried out last autumn, the Annual Meeting (the minutes of which are to be found later in this issue) agreed that the most appropriate use of the excess funds was a donation to charity. Since then the Committee has decided that we should direct the money to the PA Foundation for its work with the Helena Kennedy Foundation. A brief overview of the PA Foundation, including its relationship with HKF, can be found on p.11 of this issue, with more detail here: <https://bit.ly/4bY8bZw>.

We continue our attempts to engage with PA with regard to its alumni relations programme - albeit fitfully. Maybe there will be an opportunity to attract senior management's attention now that the firm has been through its latest change of ownership. It will now be owned 100% by the Jacobs Solutions Inc, whose CEO is quoted on their website as saying that, "We are excited to advance our strategy to redefine the asset lifecycle through the recently announced transaction to fully own the business". Translations are available on request.

Elsewhere in the newsletter are reports on social events past and future, updates on membership and the work that Margaret Wade continues to do to maintain contact with members who find it difficult to join face-face events. And, late breaking news, our Annual Meeting will be held in person this year on Wednesday 8 July at PA's offices in Victoria.

*Jeremy Stanyard, Chairman*

# Editorial

## Web Site

Our web site is at [www.pa-association.org](http://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](http://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](mailto: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*. First, an apology for the lengthy gap between issues - the intent had been to publish an issue last summer with the 2025 Annual Meeting details etc, but that kept getting pushed back by various events.

Anyway - here it finally is, with all new event details for 2026, reports from 2025, and the final (?) resolution of the 'excess funds' question. We also have brief memories of David Curtis, Alec MacAndrew and Bill Loose, and a few snippets about PA, the PA Foundation, and the Pension Insurance Corporation (PIC)

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](mailto: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

Since the last password in February 2025, we have experienced a decline in members due to time, resignation, and loss of contact, but we have also welcomed some new members, and we are still encouraging more younger members through our efforts on LinkedIn. We have also observed an increase in contact with PA, and we hope this will generate more interest from current PA members; no doubt Jeremy will mention this in his report.

We have gained three new members since last February: Peter Carpenter, Julia Norris, and Neil Douglas. However, we are not immune to the passage of time, and sadly, I must report the deaths of Brian Houston, Alec MacAndrew, Don Brown, Bill Loose, Eileen Dougan, John Thorburn, Mike Vickers, Bob Whelan and John Hood. As a result, *PASS* membership now stands at 347, down from 356 as 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](mailto:owen.carlstrand@icloud.com))

The latest members' contact details, including your own, are available on the website at [www.pa-association.org](http://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](mailto:info@pa-association.org).

*Owen Carlstrand, Membership Secretary*

# Events for 2026



Friday 10 April 2026: PARROT lunch at Glasgow Art Club, Bath Street  
Contact: Alistair Gray, 07785 333618, [alistairgray@mac.com](mailto:alistairgray@mac.com)

April 2026 tba: South East lunch at Denbies Wine Estate  
Contact: Margaret Wade, 020 7731 4432, [mjwade4@btinternet.com](mailto:mjwade4@btinternet.com)



Monday 11 May 2026: Anglia lunch at The Green Man, Thriplow.  
Contact: Kevin Clarke, 07785 373887, [kwcbblade@gmail.com](mailto:kwcbblade@gmail.com)

Wednesday 20 May 2026: Northern lunch: visit to RHS Bridgewater, guided tour of either Paradise Garden or Chinese Streamside Garden, followed by lunch. This is for members and their partners. Entry is free for RHS members (and one guest) and £15 for non-members. It's very near the M60 with plenty of car parking. Contact: Janice Orchard, [janice@janiceorchard.co.uk](mailto:janice@janiceorchard.co.uk)



Wednesday 8 July 2026, time tba: PASS Annual Meeting at PA Consulting office, 10 Bressenden Place, London SW1E 5DN



October 2026 tba: Northern lunch: venue tba  
Contact: Janice Orchard, [janice@janiceorchard.co.uk](mailto:janice@janiceorchard.co.uk)

October 2026 tba: Anglia lunch at The Green Man, Thriplow.  
Contact: Kevin Clarke, 07785 373887, [kwcbblade@gmail.com](mailto:kwcbblade@gmail.com)



Thursday 19 November 2026: Annual lunch (London: Café du Marche).  
Contact: Clare Birks, 07775 758818, [clare@clarebirks.com](mailto: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 and 2025, 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, Janice Orchard and teams. Thanks also to Alistair Gray at PARROT for continuing to invite our members to join the PARROT lunches in Scotland - and pleased to welcome Alistair as the new PARROT organiser. Happily, organisers expect to continue the programme in much the same form into 2026.

*Clare Birks, Social Events Secretary*

## Keeping in touch

Covid seems a long time ago when I contacted all our members world wide. PASSword of course keeps us all informed of social events and news of PA, and sadly the deaths of members. I continue to contact members from time to time, those that we see or hear little of these days, and particularly those that I know may have recently lost a partner. "We are all getting older." We rely on Rob Logie-Smith to keep us updated on our members in Australia.

If any of you know of anyone you think would like a call from time to time please let me know. I prefer my land line, while we still have them: **020 7731 4432**. Let us hope that at the Annual Meeting we can meet face to face again with some of our former colleagues and new members. This happens so rarely these days.

*Margaret Wade*

# Finance report



The full Profit & Loss statement and Balance Sheet for 2024 and 2025 are shown below. This shows our finances continuing in much the same satisfactory vein as recent years.

The figure you may find surprising, however, is the continued high income from subscriptions. This comes from those members who continue to pay their £10 sub even though we widely publicised the discontinuation of annual subscriptions some while ago – and contacted those concerned. Clearly their fondness for PASS exceeds mere monetary concerns.

However, there was one clear case where something was amiss - a colleague paid their (unnecessary) 2025 subscription 3 times over during late 2025 /January. While the sight of that excess cash excites any Treasurer, I thought better of it and called our colleague so he could rectify things. He kindly insisted that the excess funds be given to Charity. Thank you, Mike!

The issue of how to best utilise our excess funds has been widely debated and the outcome is detailed in the Chairman's report above.

*Roger Moore, Treasurer*

## PA ASSOCIATION

ACCOUNTS - For the year ending 31 December  
(Zero lines omitted)

|                                      | 2025                                 | 2024                                 |
|--------------------------------------|--------------------------------------|--------------------------------------|
| <b>1 PROFIT AND LOSS STATEMENT</b>   | <b>Cumulative to end of December</b> | <b>Cumulative to end of December</b> |
| <b>INCOME</b>                        |                                      |                                      |
| SUBSCRIPTIONS PREPAID                | £20.00                               | £20.00                               |
| CURRENT SUBSCRIPTIONS                | £240.00                              | £280.00                              |
| JOINING SUBSCRIPTIONS                | £0.00                                | £20.00                               |
| BANK INTEREST- 95 DAY A/C            | £718.58                              | £861.63                              |
| BANK INTEREST- RESERVE A/C           | £0.00                                | £0.00                                |
| <b>TOTAL INCOME</b>                  | <b>£978.58</b>                       | <b>£1,181.63</b>                     |
| <b>EXPENDITURE</b>                   |                                      |                                      |
| POSTAGE                              | £46.99                               | £40.00                               |
| PRINTING                             | £45.00                               | £53.40                               |
| AUDITOR                              | £106.60                              | £110.00                              |
| ZOOM/TELEPHONE                       | £155.88                              | £155.88                              |
| WEB HOSTING/SURVEY                   | £173.33                              | £161.99                              |
| <b>TOTAL EXPENDITURE</b>             | <b>£527.80</b>                       | <b>£521.27</b>                       |
| <b>OPERATING SURPLUS/(LOSS)</b>      | <b>£ 450.78</b>                      | <b>£ 660.36</b>                      |
| <b>2. BALANCE SHEET</b>              | <b>Cumulative to end of December</b> | <b>Cumulative to end of December</b> |
| <b>ASSETS</b>                        |                                      |                                      |
| CASH IN CURRENT ACCOUNT              | £1,943.17                            | £2,362.96                            |
| CASH ON DEPOSIT - 95 day a/c         | £30,158.22                           | £29,439.64                           |
| ADVANCE PAYMENTS or DEBTORS          | £0.00                                | £0.00                                |
|                                      | £32,101.39                           | £31,802.60                           |
| <b>LIABILITIES</b>                   |                                      |                                      |
| CREDITORS/UNPRESENTED CHEQUES        | £0.00                                | £161.99                              |
| ADVANCE RECEIPTS -eg subs for future | £80.00                               | £70.00                               |
|                                      | £80.00                               | £231.99                              |
| <b>NET ASSETS</b>                    | <b>£32,021.39</b>                    | <b>£31,570.61</b>                    |
| <b>MEMBERS FUNDS AS AT YEAR END</b>  |                                      |                                      |
| OPENING MEMBERS FUNDS                | £31,570.61                           | £30,910.25                           |
| CURRENT SURPLUS                      | £450.78                              | 660.36                               |
| <b>MEMBERS FUNDS</b>                 | <b>£32,021.39</b>                    | <b>£31,570.61</b>                    |

# PIC Pensioners Events

## – Hylands Hall, Chelmsford, 12 June 2025



My wife Deena and I accepted PIC's invitation to one of the Pensioners Lunches taking place all over the country. This one was at the above early 18th century country house set in 450 acres of parkland just off the A12 near Chelmsford. In the event I went alone as my wife had a bad cold.

The Hall itself was worth a visit with a history of 12 different family owners before finally falling into the open arms of Essex County Council – who I have to say have done a great job of refurbishment.

The first shock was the number of people attending – some 240+. The second was the very generous hospitality provided and the third was the efficient organisation of the event.

**Numbers:** The large numbers meant I was initially quite hopeful of meeting another PA pensioner- even though PIC has some 250 companies in its portfolio. I did find one in the tray of name tags yet to issued – a Paul Kelly, but I am not sure if he turned up – his tag was still there as the event started – and afterwards, the info wasn't available. I can find no trace of Paul in PASS records.

There was no table plan – and hence a very random selection of guests on my table. I shared with couples from Kleinwort Benson, the Fire Brigade, the NHS, and a company I can't recall plus a PIC host.

**Hospitality:** As well as a free bar there was a copious supply of wine supplied by a local Essex winery. And before you jump to conclusions it was good stuff! Extra bottles could be ordered on a whim, a fact much appreciated by the couple from Kleinworts who – having been before – travelled by bus and proceeded to polish 2+ bottles between them. I could only enviously look on restricted as I was by driving to the event and arriving solo.

**Organisation:** Everything worked like clockwork – the food was excellent and the brief talks from a PIC Executive and an FT journalist were bearable. The PIC rep on our table couldn't or wouldn't answer my question on the amount of profit PIC make – which I deduce is probably substantial - but better than a provider losing money!

In summary – worth attending. I will probably go next year with a suitable driver in tow!

*Roger Moore*

## - Alexandra Palace, 30 September 2025

I also attended a similar event, a nice short walk from home, so I didn't have Roger's problem with the hospitality!

Again, well organised and well attended (several hundred). Lots of PA names, but no-one I knew (or found in the throngs).

The big news was the agreement that PIC is to be taken over by a much bigger pan-European equivalent company, Athora Holdings Ltd - for more detail see:

<https://www.pensioncorporation.com/investors/athora-to-acquire-pension-insurance-corporation-group>

There was much time put into explaining that this wouldn't change anything (not even the penguin!), except to have more funds behind it. It all sounded plausible, but I guess only time will tell!

*David Roffey*

# Social event reports

## PASS Anglia Spring Lunch - 28 April 2025



You may have heard of 'parkrun' – a arrangement whereby runners collect on a Saturday morning at 9:00 and run 5km around a local park. It started in 2004 with 13 runners in Bushey Park, West London and has spread to the extent there are currently over 2,500 parkrun locations worldwide in 23 countries across five continents. Around 350,000 people participate in parkruns each week. Part of the routine preamble to the run is a welcome to visitors to the area (round of applause) and especially to first-timers (bigger round of applause).



So hands together, please, for our first-timers to PASS Anglia Region lunch at The Green Man, Thriplow on Monday 28th April – Claire Miller (less than 24 hours after a flight from China), Pete Carpenter and Greg Berman . Pleasingly, most of these first-timers were of such an age as to markedly reduce the average of the gathering. They joined 12 more regulars on a glorious spring day in South Cambridgeshire to engage in the usual organ recital (ie which organs are still working and which are failing), catching up on past events and plans for the future. Many of those present were still saddened and shocked by the recent, sudden passing of Alec McAndrew who was such a prominent figure at PA's nearby Technology Centre for many years in the nineties and naughties.

The menu at "Kevin's pub" (ie of which Kevin is part-owner) was, as we have come to expect, delightful with the ham hock emerging as star of the show - in portion size if by no other measure.

For the record, the full list of attendees: Rob Fisher, Kevin Clarke, Mary Toll, Ray Wright, Claire Miller, Mike Bean, Adrian Howson, Karen Smith, Ron Forster, Mike Newman, John Coppendale, Hilary Goy, Greg Berman, Vince Gowler and Pete Carpenter

*Mike Newman*

## PASS Anglia Autumn Lunch - 27 October 2025

Monday 27th October saw the biannual lunchtime get-together of PASS East Anglia group at The Green Man in Thriplow. On this occasion we welcomed a record 18 attendees including, and in particular, several new faces, viz: Adrian Howson, Alex Duncan, Andrew Ede, Ann Tyrie, Bernard Eccles, Bob Peltigrew, David Sumray, Hilary Goy, Karen Smith, Kevin Clarke, Mike Bean, Mike Newman, Pam Sole, Peter Carpenter, Ray Wright, Rob Fisher, Roger Moore, Steve Lindsay.

Apologies from the author for failing to capture any photos of the event, but perhaps it was just as well since the dress code is clearly slipping - among the gentlemen, at least. Even Mike Bean's suit and tie had gone (sorry, that's not true – he was hiding a tie under his crew-neck jumper) and as for motorcycle leathers, well...

Of course, the ladies upheld a standard of appearance – not only in dress but in their ability to avoid ageing. The first person I ever spoke to on PA premises was Alex Duncan on the Reception Desk in the Cambridge Technology Centre in 1987. And I swear she doesn't look any different 38 years later - or am I transgressing some law by straying into such territory?

Thanks to Kevin Clarke for arranging the event and to Roger Moore for providing an update on wider PASS matters.

*Mike Newman*

# Social event reports - continued

## PASS Northern Region Lunch - 14 May 2025

### Manchester - Venice of the North!

On May 14, a group of fifteen ex-PA colleagues and partners from the North of England spent an interesting day looking at Manchester and Salford from two different viewpoints. One, a trip on the Manchester Ship Canal and the River Irwell around Salford Quays and into Manchester City Centre, and the other a visit to “Lowry 360”, an immersive exhibition of “Going to the Match” (Burnden Park, the then home of Bolton Wanderers), one of Lowry’s most famous paintings, now owned by Lowry Arts Centre and Theatre on Salford Quays.

Following a restorative coffee and chat, the group (well marshalled by Barbara McQuarrie and Janice Orchard – both experts in herding cats) boarded the boat at the Millenium Bridge on Salford Quays. After a trip round the Quays seeing the Imperial War Museum of the North, the BBC buildings, the Coronation Street set and the massive lock which ships had to manoeuvre through to journey to and from Liverpool, the boat headed inland right into the middle of Manchester. Manchester itself has been transformed over the last twenty years or so with skyscrapers seeming to pop up every week. Planning permission has just been given for a 70+ storey building which will dwarf the Beetham Tower, Manchester’s first skyscraper at 22 storeys.

The trip on the river goes as far as the Mark Addy, a well-known pub flooded about 10 years ago and never re-opened. It was named after Mark Addy, a publican and champion oarsman who saved the lives of over 50 people from the then highly polluted Irwell River and was awarded the Albert Medal (superseded by the George Cross) in the 1880s. The Mark Addy Bridge marks the boundary between Manchester and Salford. In recent years what were dingy and derelict warehouses have been replaced with apartment blocks along the river with pleasant walkways, trees and gardens along the waterside. Aviva Studios (Factory International) is a new multi-purpose venue on the river side which is also flanked by the People’s History Museum. Travelling on the river is a eye-opener to how Manchester city centre was served by wharfs (Potato Wharf, Slate Wharf, Timber Wharf) and bisected by the Bridgewater Canal, which was constructed by the 3rd Duke of Bridgewater to transport coal from Worsley to Manchester. His former land holdings in Worsley are now the home to RHS Bridgewater, one of the area’s newest and most beautiful attractions.

After lunch, everyone went to experience “Lowry 360” and felt part of the football supporters crowd, as walls and the floor seemed to move and were covered by supporters, dogs and children “Going to the Match”. It was brilliant and an excellent way for the Lowry to celebrate its 25th birthday. Those with not far to travel also viewed the permanent Lowry exhibition.

So not quite Venice – but an interesting historical day nevertheless looking at the history of a great Northern city. (But then I am biased!)

*Janice Orchard*

## PASS Annual London Lunch - 20 November 2025

Once again, in November 2025 we teetered up the stairs at Café du Marche to enjoy our annual lunch in their Grenier. We were about 25, a most relaxed and happy crew, and so were the staff. They have got to know us over the last three years, and so know what to expect, no surprises. It was a heart-warming experience all round. There was lots of chat about PA days, of course and also about current challenges, sporting (steady on, chaps!) and charitable. I was struck by how many ex-PA colleagues have taken on major fund-raising and other roles in charities, well done us. I always said that working with PA colleagues was a great experience because everyone was a compulsive contributor, couldn’t stop themselves. How great to see that continues with such verve in retirement.

Thanks to all who joined us, and commiserations to those who had to give it a miss!

*Clare Birks*



# Minutes of 2025 Annual Meeting

## PA Association

### Minutes of the Annual Meeting held on Wednesday 10 December 2025 over Zoom

|                                         |                   |
|-----------------------------------------|-------------------|
| <b>Committee Members in attendance:</b> | Jeremy Stanyard   |
| Roger Moore                             | Clare Birks       |
| Owen Carlstrand                         | David Roffey      |
| Chris Buckley                           | Margaret Wade     |
| Keith Smurthwaite                       | Mike Newman       |
| Paul Woodgates                          | Tony Wood         |
| <b>Members in attendance</b>            |                   |
| Michael Bean                            | Russell Whitworth |
| Paul Wendt                              | Mark Thomas       |
| Adrian Willams                          | Don Eungblut      |
| Linda Walker                            | David Shannon     |
| Lindsay Robertson                       | Kevin Clarke      |
| David Brook                             | Toby Nichols      |
| Mike Tate                               | David Sumray      |
| Chris Morgan                            | Stephen Cook      |
| Alistair Russell                        |                   |
| <b>Apologies</b>                        |                   |
| Brian Cherrie                           | Rob Logie-Smith   |
| John Coppendale                         | Jan Valenta       |

#### 1. Minutes of Annual Meeting 2024

The minutes of the 2024 Annual Meeting (which had been published in PASSword) were approved by the meeting. The action points identified in those minutes were to be covered in the meeting.

#### 2. Finance Report

Roger Moore presented the audited accounts for 2024, which had also been distributed in PASSword. As last year the Association's expenditure is 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 David Roffey, were approved unanimously by the meeting, along with the reappointment of the auditor (James Wilkinson).

We now have a 'cash pile' of some £32,000 – an issue addressed later in the meeting.

Jeremy Stanyard now has access to the Association's on-line NatWest account along with Roger Moore. Whilst we have added Clare Birks as a signatory, NatWest has yet to provide her with access. **Action: RRM/JRS**

## PA Association

### 3. Social Events

There have continued to be regular social events in Anglian, Northern regions and in London. The regular Parrot lunches continue in Scotland. Clare Birks thanked the organisers of these events and those who attended the Annual Lunch held in November at the Café du Marche.

### 4. Membership

Owen Carlstrand reported that membership now stands at 348 – a decrease of 8 in the year. The challenge of recruitment of new members remains as PA shows little enthusiasm for connecting with alumni, despite undertakings to the contrary. We have in the last 24 hours, however, had our first joiner from Czechia! – welcome to Jan Valenta!

While these numbers suggest that the Association is in a slow, managed decline, there is also evidence (an example being the WhatsApp group led by Simon Miller) that former PAers are keen to remain in touch with one another, albeit not in a formal entity.

### 5. Election of Committee Members

Chris Buckley, Roger Moore, David Roffey, Jeremy Stanyard and Margaret Wade 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, though new blood would be most welcome.

### 6. Update on PA

Neil Clayton, a Partner in the public sector part of PA gave an energetic presentation on various of PA's most interesting and high-profile assignments and the commercial position of the firm.

### 7. PASS Membership Funds

Jeremy Stanyard referred the meeting to the results of the recent survey of members on the use of what the Committee considers are surplus funds of £20K in the Association's account. A clear majority was in favour of giving the money to charity. Many, but not an overwhelming number, agreed with the proposal to donate it to the PA Foundation.

The Committee will meet to decide on its recommendation in the New Year.

Jeremy Stanyard thanked the members of the Committee for their continued support and, since there was no other business, closed the meeting.



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[paconsulting.com/newsroom](https://paconsulting.com/newsroom)

## Jacobs to acquire remaining stake in PA

“Since our strategic investment in March 2021, our collaboration with PA Consulting has accelerated profitable growth and reinforced Jacobs’ leadership as we redefine the asset lifecycle – embedding us earlier in client journeys and expanding our impact across strategy, transformation and advisory. Jacobs’ deep understanding of infrastructure delivery, capital asset cycles and highly technical program management complement PA Consulting’s strategic advisory, innovation and transformation capabilities – together enabling us to transform bold ideas into practical, optimized outcomes for our clients.”

**Bob Pragada, Jacobs Chair and CEO**

“By fully bringing together the expertise of PA and Jacobs, we can better empower clients to overcome today’s complexities and embrace tomorrow’s opportunities with confidence. We know that, together, we’re making a positive difference to businesses, economies and societies. Investing and extending PA’s valuable brand and positioning in innovation and transformation consulting will enable us to tackle the broadest range of client challenges. Looking ahead, I’m excited to build on what we’ve achieved for clients so far and deliver even greater impact as one global company.”

**Christian Norris, PA Consulting CEO**

For more information, [read the full press release](#).

## PA Consulting and Jacobs-led consortium supports Department for Transport to strengthen UK transport security and resilience

PA Consulting, in strategic partnership with Jacobs, has secured a £16 million, four-year contract extension from the UK Department for Transport (DfT) to continue leading the National Security Science and Research (NSSR) programme which accelerates innovation across air, road, and rail security. ...

Over the next four years, the team will deliver cutting-edge science and technology solutions that work to strengthen the security and resilience of the UK’s transport sector. PA brings deep innovation and science expertise as well as its programme management, quantum and aviation security skills, while Jacobs contributes proven capabilities in transport infrastructure and resilience planning, seeking to ensure a comprehensive approach to safeguarding critical infrastructure. Other consortium members bring expertise in human factors, canine training and academic rigour to provide a world-class end-to-end capability for DfT.

Over the past four years, PA has helped DfT’s NSSR programme bring structure and momentum to a dynamic portfolio and deliver more than 80 projects that work to strengthen national security. These included digitising competency testing for approximately 15,000 airport

security screeners, supporting the safe travel of more than 238 million passengers; advancing science-based methods for complex cargo screening; and training detection dogs to identify emerging threats.

The NSSR programme exemplifies how government and industry can work together to accelerate innovation and amplify impact. By leveraging science, technology, and agile programme management, PA and Jacobs will help DfT maintain a secure, resilient transport network over the long term.

Together, PA and Jacobs help transport clients plan, develop, finance, design, construct, maintain and operate smart infrastructure that connects people and communities around the world. Work includes advising The Copenhagen Metro on operations and safety for its high-capacity urban system, and partnering with Dallas Fort Worth International Airport to design an AI-powered intelligent airport foundation that improves efficiency and passenger experience.

For more information, [read the full press release](#).

# AI in 2026: How organisations will change as they continue to embed and scale

Abridged version of article by **Derreck Van Gelderen**, head of AI strategy at PA Consulting in *The AI Journal*. For more information, [read the full article](#).

Any attempt to predict the future of AI is only useful if it looks beyond models and into how organisations are actually adopting it. The six shifts below are drawn from discussions with clients from a wide range of organisations. They're not a master theorem of AI, but recurring patterns. Treat them less as predictions and more as prompts: what are you changing in how you talk about AI, how you measure it, how you treat data, how you orchestrate work, how you invest, and who or what you trust to make decisions?

## ***1. New buzzwords will keep appearing in our AI lexicon, but the story will keep moving forward***

AI is no longer just a technology responsibility; it's a business and people responsibility too. Successful investments will be those jointly owned by leaders in the business who are willing to change how work gets done. If 2024 was the year of Generative AI and 2025 the year of agents, 2026 will start to become the year of Stacked AI: multiple specialised agents wrapped around data products and orchestrated into workflows, that operations genuinely depend on, and would miss if switched off.

## ***2. AI success will be measured by real adoption, not by how many POCs have been run***

AI inside organisations has generated plenty of pilots and agents, but in many cases, it still isn't embedded in the core workflows that really run the business. Products have been rolled out to thousands of employees, helping people draft emails and documents faster, but this is nowhere near the kind of universal, habitual usage we've seen on the consumer side with ChatGPT. Inside companies, behaviour and core processes haven't fundamentally shifted. We'll see a clearer split between cosmetic adoption, ("Our people have access to a chatbot if they feel like it") and structural adoption, ("If the AI is down, operations genuinely slow or stop").

## ***3. AI will be the catalyst for targeted data transformations, and "good enough" data will unlock orchestration***

There's a familiar tension in most organisations. Everyone is excited about AI agents running whole workflows, but the moment you talk about orchestration, someone says "our data isn't ready yet", and everything is pushed into the future. In 2026, that stalemate starts to break. Organisations will stop waiting for a fully standardised, perfectly modelled enterprise dataset before doing anything useful with AI.

## ***4. AI use case hunting will give way to AI blueprints and factories***

Today, most AI roadmaps can look like laundry lists: each use case treated as a bespoke project, each with its own tech stack and governance. That makes it hard to realise the promise that learning in one area lowers the cost or risk in the next. The pivot to AI factories means codifying the entire path from idea to impact ...

## ***5. Organisations will be forced to pick an AI lane or risk getting stuck in neutral***

By 2026, the real differentiator won't be who has the best model, but which leadership teams are honest about their ambition. It's easy to talk like a pioneer and behave like a fast follower. AI isn't something you can do purely top-down. You need clear signals from leaders. When leadership won't pick a lane, the implicit message is: experiment if you like, but nothing important is really going to change. The real leadership questions for 2026 are: where are we truly all-in, where are we deliberately cautious, and are we honest enough to say both out loud?

## ***6. 2026 is when companies start rewriting who actually makes decisions***

The real breakpoint is when leaders stop asking "Where can we add AI?" and start asking "If AI is a permanent capability, how would we redesign our decision-making, our org chart and our change process from scratch?" That's the shift from AI projects to AI-shaped organisations. In practical terms, the organisations that pull ahead in 2026 will do something uncomfortable. They will redraw the map of who actually makes decisions.

### ***Why I'm optimistic***

AI might be the first wave of technology that forces business and IT into the same conversation about value, not just cost. So perhaps use these six shifts as a practical checklist: pick one critical decision or one high-friction workflow and design the AI-enabled version now. If, by the end of 2026, you can point to real progress on this, you're no longer experimenting with AI, you're actively reshaping your business into an intelligent enterprise.



# The PA Foundation: update

- read the whole report at <https://bit.ly/4bY8bZw>

“ The PA Foundation aims to develop and inspire people, particularly those facing disadvantage, to be the innovators and leaders of tomorrow, applying their ingenuity to solve the world’s biggest challenges.

## Investing in people

Through our work, we are directly reaching over 33,000 people: inspiring and supporting the young and the marginalised, promoting inclusion and social mobility, and transforming futures. ...

By prioritising STEM education, we can help reshape the landscape of innovation to be more inclusive, diverse and representative. This is not just good for individuals – it is good for innovation, for society and for the solutions we seek.

## Our impact to date

The PA Foundation is now in its fourth year. As we reach this milestone, we are taking stock of the significant, demonstrable impacts – both qualitative and quantitative – that our work has had on individuals and groups over this time. The [report] highlights some of our headline outputs and tells the stories of people whose lives have been changed as a result of our support for 57 charities across the UK, US, Nordics and Netherlands.”

Read the report at <https://bit.ly/4bY8bZw>



## The Helena Kennedy Foundation

The Helena Kennedy Foundation enables disadvantaged students to realise their potential by supporting them with financial bursaries and mentoring through Higher Education into fulfilling careers.

We work with the Helena Kennedy Foundation to provide bursaries that support students undertaking undergraduate study in STEM or STEM-related subjects. We are also supporting wraparound mentoring, wellbeing and career guidance for the students who aim to make a positive difference in the world.

# *In memoriam* David Curtis - PA 1969-1990

53 years or so ago, I met David when working on the PACS project at Rolls Royce Bristol. He, Jim Bensman (ex-IBM) and Graham Wynd were part of PACTEL brought together to install IBM's Production and Inventory Control system, PICS. David's role, as I saw it, was to translate the gobbledegook that came with such an innovation into an implementation plan handed out to me and others less savvy about the future role of computerisation.

I remember David for his dry wit and can-do approach to the many hurdles we faced. In my case, convincing a much-reduced team of "progress chasers" (after the RR crash of 1971) that a bunch of punch cards bearing input data for the nightly run on an IBM mainframe would change their role for the better!

Based in Bristol as was I, gave David ample opportunity to dispense his pragmatism not only after working hours but during the many lunches in the Director's dining room frequented by quite a sizeable number of PA colleagues!

I lost touch with David and many other colleagues when I took a posting to Kuwait in 1981, but I attribute to him and others at PACTEL, the fact that I, and all of PA were by then well versed in the potential for computerisation and telecommunications. Thank you David and rest in peace!

*Adrian Court*

David was one of the first consultants that I met when I joined the PA Management Consultants in 1969, and my earliest two memories were that he was enormous fun to be with and very calm under pressure. We were on parallel assignments at Rolls Royce in Bristol - he on production control and I on a major wages/bonus re-construction project, and we each worked with that client for a long time. David was already one of the older consultants with that client and he frequently regaled us with stories about his life in "National Service" in the RAF, which he frequently likened to working in Rolls Royce!

He was very bright, in an apparently effortless way, and had a wonderfully dry and rapid wit. He couldn't stand pomposity (amongst either client or PA staff) and had the rare talent of being able to be rude about (and to) folk without them always realising that he wasn't praising them.

A lovely colleague, who invariably got quickly to the nub of any problem - these were early days for computers in industry (especially in production control) and he had the great gift of being able to sound very authoritative, even when slithering on very thin ice!

*Graham Syrett*

## *In memoriam* Alec MacAndrew - PA 1989-2008

Alec was brought up in Guyana, moved to the UK and completed a Physics PhD at Imperial College in London.

He joined PA in 1988, at a time of immense confusion and change, when the vast majority of senior managers in Cambridge had just left to start up a competitor technology consultancy. He managed a group of physicists to develop products and technologies for clients with whom he quickly established his credentials.

He and I combined on a market area that would become a significant element of PA's business - pharmaceuticals and medical devices. Alec spearheaded PA's product development offering in that market and developed world leading competence in drug delivery technology, especially for inhaler development. It was always a pleasure to be sharing a meeting with a client with Alec - they were serious but also always conducted with good humour. I don't think he told too many colleagues about the midnight boat trip on Finland's longest day where he was asked to dance ballroom by one of his (male) clients!

He became Practice Leader of the main Technology practice in Cambridge, with a sub-critical mass offshoot in Princeton of four consultants. To everyone's surprise, he took the Princeton challenge on and by the time he retired, they were 25 people strong and self-supporting.

Alec fostered the internal development of Intellectual Property in drug delivery technology, and achieved worldwide recognition for PA in the sector. This also led to the development of technology, product designs and patents that were spun-off into the PA owned company called Meridica. PA sold Meridica to Pfizer for a reported \$125m.

Alec was appointed to be the Chairman of the Partner Election Committee. He used this position to improve the selection processes of would-be partners giving PA a better cadre of leaders that has benefitted the company immensely over the years.

Alec retired from PA in 2008 but this didn't mean slowing down, he focused on his motorbikes and cycling, horse-riding, photography, his local Parish Council and the regeneration of some alms houses.

He was, undoubtedly, a man of action who couldn't sit still while there was work to be done.

*Kevin Clarke*

Those who worked with Alec at Melbourne will be able to share many more memories and anecdotes of Alec than I. Mine were limited to our decade or so together on the Management Committee and sessions together seeking ways to better connect the 'traditional' consulting side of the firm with Technology - always constructive; sometimes successful.

Alec was a great person to work with, seeking new opportunities and unafraid to challenge the more outlandish or impractical proposals put forward by others. He is a great loss to the alumni community.

*Jeremy Stanyard*

## *In memoriam* Bill Loose - PA 1978-2003

I am so sorry to read of the passing of Bill Loose. Bill accepted me into PA Consulting Group in 1990 as part of ISI based out of Stevenage. I have few memories of those days except for the strong Scottish influence. My first mind-blowing year recorded the individual highest revenue at Stevenage for the year (£200k+ not to mention the client mileage that paid for my car for its 3 year lease) and I was ONLY offered a £400 increase in salary !!! Declined! But I still loved the man.

Later Bill offered incredible support & advice during my marriage breakup, some of which I followed and some I chose to (wisely) ignore.

BUT, most importantly, he introduced me to Lagavulin and Laphroaig. I will never forget him & even if I can't attend his commemoration, I WILL drink a whisky in his memory.

*Mark Gilbey*

## Worcester Flight & Barr Porcelain

This book by PASS member Charles Dawson tells the story of the Worcester Flight & Barr porcelain factory, which was owned and managed by the families of the Flights and the Barrs from 1783 to 1840.

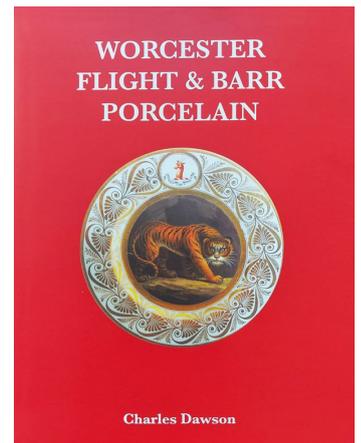
The factory was pre-eminent in producing the finest English porcelain ever made. It was bought by the British aristocracy and graced royal tables in England, Ireland, Scotland, Russia, Muscat, and India.

It is avidly collected today around the world for its fine moulding, superb painting, and rich deep colours.

The book relates the history of the factory, the Flight and Barr families, the shapes and styles, customers, painters, and manufacturing processes.

It is also a wonderful picture book with over 300 colour photographs spread over 245 pages and would make an excellent Xmas present.

Details are at [www.flightandbarr.com](http://www.flightandbarr.com) where copies can be purchased.



## 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](http://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](mailto: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](mailto: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](mailto:owen.carlstrand@icloud.com) or [info@pa-association.org](mailto:info@pa-association.org). Otherwise, we will lose contact with you!

## Committee contact details

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