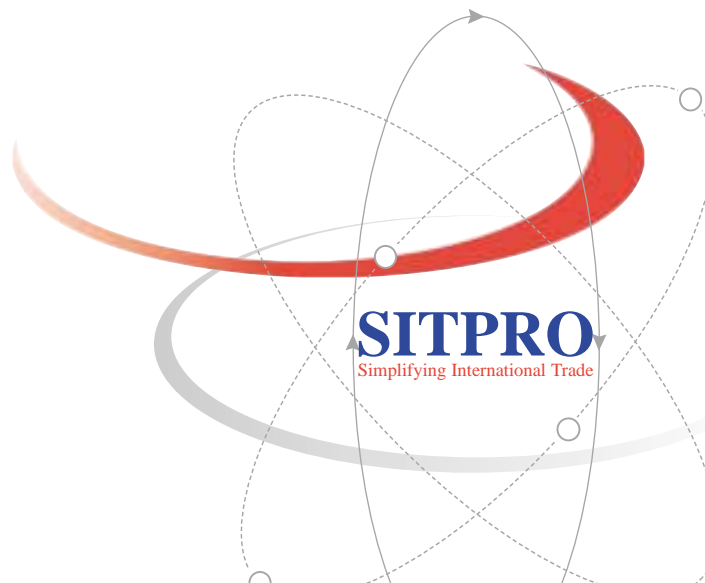


SITPRO

Simplifying International Trade

ANNUAL REVIEW 2001 - 2002



SITPRO LTD ANNUAL REVIEW 2001-2002

SITPRO Limited, formerly The Simpler Trade Procedures Board, was set up in 1970 as the UK's trade facilitation agency. Reconstituted as a company limited by guarantee in April 2001, SITPRO is one of the Non-Departmental Public Bodies for which the Department of Trade and Industry has responsibility. It receives grant-in-aid from the Department. SITPRO is dedicated to encouraging and helping business trade more effectively and to simplify the international trading process. Its focus is the procedures and documentation associated with international trade.

SITPRO's mission is to use its unique status to improve the competitive position of UK traders by facilitating change through:

- identification and removal of barriers in the international trading process;
 - identification and promotion of best trading practices;
 - delivery of practical, value for money electronic commerce and associated trading solutions; and
 - influencing future trade policies.
-

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CHAIRMAN'S STATEMENT



The past financial year has been one of continuing change in SITPRO; but it has also been one in which a great deal has been achieved.

In last year's Annual Report I said that this year would be a very challenging one for SITPRO. Besides putting considerable effort into reducing the complexity of international trade transactions, SITPRO has also had to deal with the many implications arising out of its fundamental change in its status; namely its reconstitution at the beginning of the year as a company limited by guarantee.

Not only has SITPRO coped well with this change of status; it has also undergone significant organisational changes – which have strengthened its capacity to facilitate trade - and has delivered all the projects, and met all the objectives, asked of it. And, all this on top of having to move offices!

During the year, Board membership increased from 11 to 14. We now have 10 Directors supported by 4 Advisors. Our five new Board Directors - Françoise Joyce, Maria McCaffery, Peter Raynor, Keith White and Peter Wilmott - bring a wealth of diverse international trade experience to SITPRO. They all now actively involved in championing specific areas of SITPRO's activity. And, the benefits are already starting to come through. SITPRO is now an even more effective force in reducing barriers to international trade.

The year has also seen the resignation of several Board Members who have made excellent contributions to the activities of SITPRO. Mike Krayenbrink, General Manager, Dover Harbour Board completed his full term of appointment. His experience at the UK's gateway to the 'Single Market' was exceptionally valuable and his contribution will be missed. Martin Brown, Board Advisor and representative of HMC&E, also left to take up an appointment with EuroCustoms. The new HMC&E representative is Douglas Tweddle, Director, Customs and International Trade. Douglas was formerly a Director of the World Customs Organisation and brings immense experience and contacts to the SITPRO Board. Finally, the Department of Trade and Industry's representative on the Board, Alec Berry, moved to another area of work within the Department's newly created Europe and World Trade Directorate. In his short period on the Board, Alec provided valuable guidance and support, for which we are indebted. He will be replaced as an Advisor to the Board by David Andrews, formerly a Director in the Small Business Services.

During the year, Tom McGuffog, SITPRO Vice Chairman, accepted a visiting professorship at Glasgow University and was also awarded a well deserved MBE in the New Year's Honour List. Tom continues to give us vital guidance on the opportunities that e-business creates for trade facilitation.

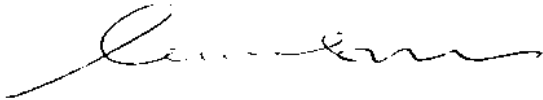
Not only have we strengthened the Board; over the past year we have taken significant steps to strengthen SITPRO's links with UK business and a range of organisations key to the furtherance of trade facilitation. This has been a great success and I know from my own personal experience - when the Board visited the United Nations Economic Commission for Europe, the World Trade Organisation and the United Nations Commission for Trade and Development in Geneva - just how important a role SITPRO is playing in co-operation with these organisations. SITPRO's unique ability to come up with both ideas and practical solutions that help advance the cause of trade facilitation is valued by business, governments and international organisations alike. It will, therefore, be well placed to play a full and influential role, post-Doha, in promoting the development of a rules-based WTO trade facilitation agreement.

During the year we held a very successful 30th Anniversary Conference at Lancaster House. This event clearly demonstrated the wealth of support for the work of SITPRO; a large number of senior representatives of business, government, and international trade organisations were present. So, too, were former SITPRO Chairmen, Board Members and staff. It was good to see so many old friends.

Despite the range of changes that have taken place in SITPRO, most of which have had financial implications, I am extremely satisfied with the past year's financial performance. SITPRO's trading performance has been good and the balance sheet remains healthy. The summary accounts can be found on pages 12 and 13 of this review.

For what has been a very busy and successful year, I would like to thank the Board Members for all their invaluable contributions and, on their behalf, everyone else who has actively supported SITPRO: the staff, Policy Group members and those in numerous other groups. All have contributed to improving the competitiveness of UK business in international trade. I am confident that in 2002/03, capitalising on all the achievements of this year, SITPRO will, again, rise to the many challenge that it will face.

Finally, I would also like to thank our major stakeholders, the DTI and HMC&E for their continuing vital support.



Lord Bhatia OBE

CHIEF EXECUTIVE'S REPORT



Meeting the Challenges

The financial year 2001/2002 was an extremely active and challenging one for SITPRO. Having been reconstituted as a company limited by guarantee at the beginning of 2001/02, thus making it legally separate from the Department of Trade and Industry, during the year we had to meet all the challenges arising out of this change in status. This including the move from Buckingham Palace Road to Oxford Street - which went without a hitch. Despite considerable changes and upheavals, dedication of the staff has been exemplary. They have achieved all that was expected of them and, in most cases, more.

This year has seen the further strengthening of our links with companies and trade organisations. Whilst continuing to work closely with our current key contacts, we have also extended our influence by establishing strong relations with other companies and relevant organisations. Where possible, we have established joint projects that deliver benefits for both partners. The International Trade Facilitation Forum has been a great success in this respect and has been a catalyst for a number of joint initiatives.

The increase in the number of Board Members has given SITPRO a broader spread of expertise and experience; with this strengthened base, SITPRO is now even better placed to meet the major challenges that lie ahead in furthering the cause of trade facilitation.

The policy groups continue to be a source of strength with respect to both the identification of issues and the implementation of policies to address them. The International Commercial Practices Group and the Procedures Simplification Group have been combined to form the new International Trade Practices Group. This group will address strategic issues related to the development of international trade facilitation as well as commercial and official procedures affecting international trade transactions.

Performance

By enhancing its ability to deliver the changes required to facilitate trade, SITPRO achieved all its objectives during the year. More generally, it has adopted a creative approach to achieve radical improvements in trade facilitation. This should stand SITPRO in good stead in the future.

During the year, significant progress was made in a number of key areas of policy development. SITPRO's business policy strategy was central to the UK, European and International business position on trade facilitation at the WTO Doha Ministerial meeting. WebElecTra has proved itself technically and we now have a growing number of licensees. Working closely with the United Nations Economic Commission for Europe, SITPRO has established WebElecTra as the foundation for their International Electronic Documentation Standard UNEDocs.

A pilot benchmarking project covering several companies operating in four markets has been completed. This has led to the development of a methodology for measuring variations in international trading performance arising out of different regulatory environments and company transaction management practices. The findings of this study will also be useful in assessing the overall competitiveness of UK plc in international trade and in identifying those areas where there is room for improving the way particular regulations are being applied.

Besides those achievements identified in the policy group reports, others worth noting include the improvement of the SITPRO Helpline, the Letter of Credit review and the review of key international trade conventions. More generally, SITPRO's role in influencing developments in trade facilitation through its attendance of a wide range of conferences and meetings has been significant.

We must not become complacent. We must remain aware of changes within the international trade community. By listening to, and taking on board, the views of businesses trading internationally, improving links with external

organisations, influencing change and capitalising on the strengths and international trade experience of the newly enlarged board, we will enhance SITPRO's future performance.

Strengths

Having now spent almost two years in SITPRO, my initial assessment of its strengths has not changed. Its key strength lies in its specific focus on trade facilitation issues; and this is underpinned by the expertise and dedication of its staff and the close links it has with government, international trade organisations and the business community. All have been crucial to its success - as has been its ability to come up with practical and viable proposals acceptable to governments and international organisations to meet the concerns of the trading community. There are a number of trade facilitation organisations in other countries. However, none have the resource to match SITPRO. As a result, they are not in a position to influence trade facilitation policy; they merely react to change. They look to SITPRO to take the lead. It is, therefore, absolutely crucial that SITPRO has the critical mass to influence developments across the whole trade facilitation front; this requires it having, among other things, sufficient resources to do the job properly and, thereby, maintain its leading role in influencing developments in trade facilitation.

As the Chairman has noted, SITPRO's 30th Conference in December clearly demonstrated its strength and the depth of support for the organisation. The attendance of over 300 guests, including many senior representatives from the private and public sectors, reflected the importance attached to the work SITPRO. It was the highlight of the year.

Opportunities

Looking to the future, there will be numerous opportunities for SITPRO to make a difference in the trade facilitation arena. These include: assisting in the development of a rules-based approach covering trade facilitation in the WTO in advance of the 5th Ministerial Meeting; developing the benchmarking process to assist countries and companies improve their competitive performance in managing international trade; through the United Nations, establishing a standard approach to electronic documentation using UneDocs based on WebElecTra (having an international standard will be vital not only for small companies and developing countries trading internationally but also, more generally, for the wider trading community); and, working with UK Customs to develop and implement a modern approach to the efficient management of international trade - for example, the Customs "Blueprint" model.

Conclusion

The past year has witnessed developments that are beginning to have a fundamental impact on the future management of international transactions; notably, the implications for the management of food and animal imports arising out of the BSE and foot and mouths crises and, more generally, security issues stemming from the events of 11th September.

Inevitably, this has led to increases in controls on international trade – a move that is seen by many in the trading community as a return to the "Dark Ages". However, well-managed facilitation of international trade leads inevitably to improved control. It is essential that we get this message over to the authorities loud and clear.

Finally, I would like to thank all SITPRO staff, committee members, and others who have supported SITPRO over the years, for helping to make it such a successful year.



David Wakeford MBE

POLICY GROUPS' REPORTS

COMMUNICATIONS STRATEGY GROUP

Norman Rose

The Communications Strategy Group (CSG) is the 'new kid on the block' since it was only set up in December 2000. Its primary aim is to create a strategic framework for SITPRO's external interfaces. To achieve this, the Group has looked carefully at the various SITPRO publications, the website and the database.

Annual Report

The first project for the CSG was the preparation of the 2000/01 Annual Report which marked SITPRO's 30th anniversary. In the future, the Annual Review should be available in both electronic and paper versions.

SITPRO News

The group has also turned its attention to SITPRO's major publication, SITPRO News, a glossy publication which in recent years has been published twice a year. Members considered that, in order to keep the readership abreast of the latest developments in international trade facilitation, it was essential to publish SITPRO News on a more frequent basis and in a reader-friendly format. The Board has recently agreed that, in future, SITPRO News will be a bi-monthly 4-8 page publication available primarily in electronic form with paper copies available for those who prefer them. Its aim is to live up to the new strap line 'Trade Facilitation Now!' by including news items breaking up to 48 hours before publication. Between publication, "News Flash!" updates will also be available electronically throughout the year to publicise major developments.

SITPRO Briefings

All existing Briefings and News Sheets have been revised and reissued in a new standard format. A number of new briefings have been produced during the year, and more are in the course of preparation. These are, again, available in electronic and paper format. All Briefings will continue to be reviewed and revised regularly and reissued as appropriate. Production of these involves close co-operation and co-ordination with other Groups and individuals within SITPRO and I am grateful to all who play an active part in assisting in their preparation and production.

Website and database

The Website was revised and improved during the year, making it now more user-friendly and up-to-date. This is an ongoing task for SITPRO's staff and is the subject of regular discussion at CSG meetings.

While the database has been completely restructured, it is still kept under regular review. This should ensure that it includes only relevant contacts. As a result, mailshots will be better targeted. This will also lead to savings on postage costs.

30th Anniversary Celebration and Conference

CSG was asked to mastermind both these highly successful events on which a full report appeared in the Spring issue of SITPRO News. More has been written about them elsewhere in this Report. The programme for the day involved much organisation and coordination by SITPRO staff, especially Shiela Winter and David Wakeford. As a result of the success of the event, it has been agreed to hold a further conference and reception in late autumn 2002.

Events and Conferences

SITPRO continues to take part in selected events. Because of resource constraints, the involvement in conferences and exhibitions has been limited to those which are of strategic importance; for example the International Trade Forum.

EUROPEAN POLICY GROUP

Sandy Russell CB

The work of the European Policy Group this year has been focused on the WTO Ministerial Conference in Doha. Whilst trade facilitation was not included for negotiation in the Ministerial Declaration, there was a clear indication that negotiations would start following the next Conference in the second half of 2003. In response to this, SITPRO aims to establish a position and communicate it to a wide cross-section of European organisations, through its mutually supporting and overlapping networks and alliances as described below.

EUROPRO

Representatives of EUROPRO met with the European Commission, DG Trade, in February to find out how work on the follow-up to the Doha Ministerial is progressing. They welcomed EUROPRO's offer to work closely with them to provide a business perspective.

EUROPRO's ability to provide meaningful input to the European Commission has been helped by its successful reconstitution. The organisation now operates under a flexible regime that supports a wider membership and significantly reduces bureaucracy. There has already been considerable success in persuading organisations whose participation has lapsed to play an active part. I finished my two year tenure as Chairman and the role was taken-over by Ms Christina Wallén-Rahlén of SWEPRO.

EUROPRO is playing an active role in the Transit Action Group (TAG) with a particular interest in the New Computerised Transit System (NCTS). It is also following world-wide initiatives such as the, the World Customs Organisation's Unique Consignment Reference and the Customs Data Model.

The European Business Trade Facilitation Network

The Network consists of seven European organisations (including EUROPRO) that represent a comprehensive range of trade sectors. The Network was set-up by SITPRO last year and we continue to provide a strong steer. At the last meeting two representatives from the European Commission, DG Trade, were present and they accepted the Network's offer to provide a European business community view on the WTO and trade facilitation.

EFA/ODASCE/SITPRO

EFA is a German organisation consisting of many different trade sectors with a particular interest in European and international law and the WTO, while ODASCE is a French organisation that specialises in customs issues. The relationship between these organisations was strengthened further during a very successful meeting in January hosted by EFA in Munster. SITPRO presented its benchmarking project which was positively received, and two EFA members expressed their interest in future involvement.

ODASCE reported on the outcome of the WTO Ministerial at Doha, and outlined what the most effective and useful contributions for the European Commission might be. The group agreed that a paper outlining what an agreement on trade facilitation might look like would be very useful. ODASCE agreed to take this work forward with the intention of it being rolled-out in Europe and beyond.

Transit

SITPRO included transit in its work programme towards the end of 2001 and began to participate actively in the Brussels based Transit Action Group (TAG). SITPRO is particularly interested in the implementation of the Europe-wide New Computerised Transit System that is being rolled-out in Member States at different times, with full implementation scheduled for June 2003. We are keen to understand the issues and experiences of Member States where the system is already being operated, in order to facilitate its introduction in the UK during the next year.

E-BUSINESS & STANDARDS POLICY GROUP

Prof Tom McGuffog MBE

This year WebElecTra has again dominated the work of the group; in particular promoting its widespread adoption among companies.

WebElecTra Version 1.0 was launched at the beginning of September 2001 and seven organisations have signed licence agreements, more than had been forecast for the year. A comprehensive visit and demonstration programme has generated interest from several parties who are currently reviewing the application prior to signing licence agreements. We have targeted key organisations to become licensees.

SITPRO decided to maintain access to the test site to enable companies to try WebElecTra firsthand. Logging on to www.tnl.co.uk/sitpro will enable access to this test site. A list of current licensees can be found on the SITPRO website by logging on to www.sitpro.org.uk/webelectra. This year permission was given to SITPRO to market WebElecTra as "developed in partnership with HM Customs & Excise."

Initial discussions have begun between SITPRO and the British Chambers of Commerce regarding their E-Cert (Electronic Certificate of Origin) and A-Cert (Electronic Arab British Certificate of Origin). A partnership between BCC and SITPRO would enable Chambers of Commerce to offer WebElecTra along with E and A-Certs to SMEs to provide a complete e-business service for their international trade documentation requirements. The banking sector is also keen to incorporate WebElecTra into their e-business solutions, and negotiations continue with HSBC, Lloyds TSB and Royal Bank of Scotland.

The inaugural meeting of WebElecTra licensees took place on 21 February 2002. The group met to share views and provide a forum to discuss future developments. The outcomes of this meeting and those of the E-Business & Standards Policy Group formed the basis of future developments with WebElecTra. The key actions agreed, and confirmed by the Board, are:

- Support existing licensees, address issues arising from end users via licensee feedback. Get licensees to use ElecTra well.
- Obtain new licensees - among service providers, substantial businesses with their own Intranets and export/import software, current document licensees (move to single license), trainers, etc.
- Most importantly, obtain many SME users via licensees. Develop ElecTra to meet their needs. Support marketing to SME's.
- Understand the alternatives to ElecTra. i.e. know the "competition"
- Enhance WebElecTra, including:
 - Additional documents - certificates of origin, bills of exchange, waybills, insurance documents, letters of credit etc.
 - Database table definitions, database access optimisation and messaging optimisation - this will help "time-out" problems for SMEs without broadband access to Internet
 - Production of documentation aimed at developers and integrators; available on-line
 - PDF functionality
- Accurate print engine (necessary for banks and BCC)
- Work with BCC on e-cert
- Work with financial sector (HSBC and Lloyds TSB) to develop WebElecTra as interface with on-line documentary credit developments
- Incorporate ebXML and other relevant developments in technology. WebElecTra needs to link standard trading documentation to the mainstream internet standard, which is currently being developed at the UN
- Translate WebElecTra messages into Simpl.eb to ensure that all sizes of companies, including SMEs can take advantage of the simplest and most efficient business processes and can gain the full benefits from simplification and standardisation

-
- Progress UNeDOCS with UN/ECE to ensure equivalent development across the trading world including developing countries - encapsulating best practice in a way that is cost effective for implementation in a beneficial way by countries with limited resources
 - Develop links with other public sector initiatives - Customs, Single Window, Export Licenses, Government Gateway, etc.

SITPRO and UNECE have signed a Memorandum of Understanding under this agreement, SITPRO contributes the WebElecTra software system to the United Nations electronic Trade Documents (UNeDocs) project. In the framework of this project the United Nations will develop and licence solutions for trade documentation in both paper and electronic format. UNeDocs helps traders in developing countries and transition economies to compete in advanced markets. The coming year will see the first pilot programme in a developing country.

This year has seen the successful delivery of WebElecTra into the market place. Next year promises to be an equally challenging one with tough deliverables. The key challenges are to get ElecTra used well by UK traders, to achieve widespread, profitable use via effective licensees, to enhance ElecTra to meet user needs, and to define more simple, standard, speedy, certain and low cost business processes by the use of common data standards such as Simpl.eb and ebXML.

PORTS PROCEDURES POLICY GROUP (PPPG)

Brian Atkinson

The PPPG aims to rationalise and harmonise official controls and commercial practices that affect the operational management, and the movement, of goods through ports/sea ports, airports, rail facilities and inland clearance depots.

The Group meets in full three times a year with Working Group meeting, as necessary, to progress specific items. Membership covers the interests involved, including seaports, airports, Eurotunnel, rail, community service providers, forwarders, and relevant trade organisations.

Like last year, the major area of work in 2001/02 focused on the recommendations arising out of the “Ports Report” with Working Groups addressing specific objectives. Before giving the details of each of these, and other activities, the PPPG would like to thank every one from all the organisations and companies who have given their time and effort in helping to progress Trade Facilitation. I would also like to add my personal thanks to all the PPPG Members and the SITPRO staff who have not only done much sterling work but also manage to make it feel enjoyable!

To paraphrase ‘United we move, divided we stand still’.

The principal work undertaken by each Working Groups in 2001/2002 was as follows:

Customs Approval Task Force

Chair John Powell (Dover Harbour Board)

This Group set itself two major objectives: first, the introduction of a level of standardisation between approvals; second, to challenge the need for a Wharf Approval in ports not handling third country traffic. The Group is progressing the standardisation issue with Customs after having to accept that it cannot achieve its target on the second objective.

Department of Environment, Food & Rural Affairs (DEFRA) International Trade Consultation Task Force

Chair Tim Harris (Animal Transportation Association)

The level of ‘DEFRA examinations’ at sea and air ports continues to far exceed those of the other Government departments and their checks on documentation is still a significant issue. However, there was no single forum through which ‘the trade’ could express its concerns. The PPPG, therefore, re-launched this Working Group. At its first meeting, the Group identified both the specific issues of concern and the relevant Directorates within DEFRA before approaching the Department requesting that it established an industry-wide consultative forum. Specific issues identified include Boarder Inspection Posts (BIP); animal and plant and health related trade procedures; and, an aligned Certificate of Veterinary Clearance (CVC).

In respect of BIPs, SITPRO has approached DEFRA expressing concern about the transparency and openness of the authorisation process and is now awaiting their reply.

On the issue of a CVC, the Commission have recently produced proposals for such a form. However, because their proposals do not follow the standard UN Layout key, this matters is being pursued by SITPRO.

Immigration Controls

Chair John Powell (Dover Harbour Board)

The objective of this Group is to see the introduction of a risk-based immigration checks. A successful trial has been concluded at Dover. At a meeting with the Working Group on 25 March, the Home Office’s Immigration Department confirmed that they were moving progressively towards risk-based and intelligence-led immigration checks. Moreover, as part of the implementation process, the Immigration Department was looking forward to consulting with

SITPRO which it saw as an authoritative and well-established organisation representing the interests of the trading community.

Freeport Statistics

Chair George Vaughan (Mersey Docks and Harbour Board)

This Group's objective is to reduce the duplication of effort involved in producing statistics. The initial reply from HM Customs was that the present requirements stem from EU regulations. However, this interpretation is being challenged by the Group.

In addition to the above, the Group has been active in other areas, some old some new, including:

- pressing the then Department of Transport Local Government and the Regions (DTLR) to consult on the Aviation and Maritime Security Act and the Channel Tunnel (Security) Order,
- asking HM Customs for a review of the National Advisory Service, especially the legal status of the advice given,
- requesting statistics from HM Customs on the effectiveness of x-ray scanners, including their impact on the number of physical examinations at ports,
- receiving presentations from the DTLR Port Division (whom we look forward to working with in the future), SITA, Immigration, Food Standards Agency, HM Customs New Export System and Community Transit Task Groups.

DRAWING ATTENTION TO TRADE FACILITATION ISSUES

As noted earlier, much of the work of the Group has been triggered by the Port Report which is now getting a little out dated. To ensure the Group continues to address issues which are truly relevant to the 'trade' a form has been posted on the SITPRO web site (<http://www.sitpro.org.uk/> - follow the link 'Barriers to Trade') for traders to tell us about their problems . These might be on-going items or some new piece of regulation which has come to their attention. We are encouraging traders to use this facility to keep the PPPG informed.

INCOME AND EXPENDITURE ACCOUNT

For the Period Ended 31 March 2002

	2002
	£000
INCOME	
HMG Grant-in-aid	835
Income from activities	72
Income from investment	3
	910
TOTAL COSTS	
Staff costs	(449)
Depreciation	(15)
Other operating costs	(407)
	(871)
OPERATING SURPLUS	
Capital charge	-
Interest receivable	1
	40
SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION	
Corporation Tax	-
	40
SURPLUS ON ORDINARY ACTIVITIES AFTER TAXATION	
	62
SURPLUS INTRODUCED ON INCORPORATION	
RETAINED SURPLUS CARRIED FORWARD	
	102

STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES.

No gains or losses other than the surplus for the period, were recognised by SITPRO.

BALANCE SHEET

As at 31 March 2002

	2002	
	£000	£000
TANGIBLE FIXED ASSETS		24
CURRENT ASSETS:		
Debtors	47	
Cash at bank and in hand	113	
	160	
CREDITORS: amounts falling due within one year	(82)	
NET CURRENT ASSETS		78
TOTAL ASSETS LESS CURRENT LIABILITIES		102
ACCUMULATED FUNDS		
Income and Expenditure Account		102
MEMBERS FUNDS		102

Statement by the Directors

The figures and financial information for the year 31 March 2002 do not constitute the statutory financial statements for that year. Those financial statements have been delivered to the Registrar and included the auditors' report which was unqualified and did not contain a statement either under section 237(2) of the Companies Act 1985 (accounting records or returns inadequate or accounts not agreeing with records and returns), or section 237(3) (failure to obtain necessary information and explanations).



David Wakeford
(Director)

SITPRO'S BOARD AND STAFF

As at 31st March 2002

DIRECTORS



Lord Bhatia OBE
Chairman



Francoise Joyce



Prof Tom McGuffog MBE
Vice Chairman
Chairman, E-Business & Standards
Policy Group



Maria McCaffery MBE



David Wakeford MBE
Chief Executive



Peter Raynor



Norman Rose
Chairman, Communications Strategy
Group



Keith White



Sandy Russell CB
Chairman, European Policy Group



Peter Wilmott CMG

The Register of Directors Interests can be viewed, by appointment, at SITPRO's offices on weekdays between 11am and 4pm.

DIRECTOR RESIGNATIONS DURING THE YEAR (DUE TO COMPLETION OF FULL TERM)

Mike Krayenbrink

BOARD ADVISORS

David Andrews

Colin Beaumont

Brian Atkinson

Doug Tweddle

Chairman, Ports Procedures Policy Group

RESIGNATIONS DURING THE YEAR (DUE TO CHANGES IN WORK RESPONSIBILITIES)

Alec Berry

Martin Brown

THE STAFF

David Arathoon

Director - Internal Affairs & Company Secretary

Charlie Hedgecock

Deputy Director - Trade Procedures

Michèle Barker

Head of Electronic Business

Nicola Robinson

Assistant Director - Trade Procedures

Gordon Cragge

Director - Trade Procedures

Sanjay Sharma

Accountant

Andrew Grainger

Assistant Director - Trade Procedures

David Wakeford

Chief Executive

Paola De Pascali

PA to Chief Executive

Michelle Walden

Deputy Director - Trade Procedures

RESIGNATIONS DURING THE YEAR

Paul Groninger

Director - Trade Procedures

Sheila Winter

Head of Information and Communications

David Turner

Deputy Chief Executive

SITPRO

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