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TAKING THE PLUNGE

An interview with Mark Herrington as he starts something new. Page 28



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TheMover

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LEADER

Put your
back into it

Steve Jordan, Editor



There are some things we appreciate more than others: getting a good WiFi signal is always welcome; a polite child; an empty road. Other things we take for granted: the lights work; air travel; and our own good health.

The last one is only true of course if we are lucky enough to have it. If we do not, we would trade anything to have it back. My family was struck this week by an accident that brought this very much closer to home. My daughter, Faye, is a powerlifter. She represents Great Britain and we are all very proud of her. Some of you will have met her as she runs the Strongest Mover contest at The Movers and Storers Show.

She was competing in the British championships last week when a minor slip caused her an injury. You don't want to slip while you have 150kg on your shoulders! The result: she can hardly walk, is in constant pain and won't be training (let alone competing) for some considerable time. She'll be OK. She always is and has been through much worse in her short life. But oh! how life changes.

I mention it in this column purely because it's an occupational hazard in the moving world just as in strength sports. I know everyone is trained in manual handling, but nobody has the training Faye has and even she came a cropper. The worst injuries are usually not caused by wear and tear, they are acute. Nor do porters have to be lifting Olympic-class weights. A few kilos, picked up in a hurry, with the wrong twist, can cause a debilitating injury that will put someone in their bed for weeks. It's a disaster for them and for their employers too.

Of course, accidents happen, and I have no advice to give other than what you already know. But I do think we can sometimes expect more of people than they should be required to give. The more they demonstrate their abilities, the more we push them. "Jim's OK, he's as strong as an ox." Maybe he is, but he's vulnerable too. Superhumans are just for the movies.

People push themselves too, maybe to earn more, maybe out of pride or competition. It can work in the short term but not forever. Everyone has their breaking point and it's a very bad idea all round to push people until they reach it.

Steve Jordan



● Gary Burke and Melanie Burke of Burke Bros Moving Group.

Burke Bros reaches top three for work in the community

Burke Bros Moving Group was one of three companies shortlisted for an award in 2017 by West Midlands Chamber of Commerce.

The Wolverhampton-based company was recognised for supporting the local community through its fundraising endeavours for local charities and for maintaining and promoting ecologically sound business practice.

As well as charity skydives, donations, and ongoing programmes to support the work of local charities, the group has succeeded in diverting 100% of the waste it handles from landfill.

During 2017, the company donated over 5,000 books to local charity Compton Hospice after collecting them over several months from clearances and house moves.

Nathan Burke also took to the skies last year to raise vital funds for the hospice after losing his mother to cancer. The fundraising skydive, Jumping for JK, was in memory of Jill (Managing Director, Gary Burke's former partner) who very sadly passed away in January 2017. During Jill's illness, Nathan became aware of the exceptional work the hospice does and wanted to help. His daring feat raised over £6,500 for the hospice.

Burke Bros Moving Group also supports The Good Shepherd Ministry by collecting any unwanted non-perishable items (tinned foods or foods in packets) from customers who are moving and are unable to

ship food items. The food is distributed to the homeless and those in need in Wolverhampton through the Ministry's food bank and soup kitchen services.

"It has been great to have this recognised by the Chamber of Commerce and to reach the top three of the companies in this category."

Gary Burke

Gary Burke said, "As a well-established company in the West Midlands, we're really pleased to play a part in supporting such worthwhile causes and strengthening our Corporate Social Responsibility activities. It has been great to have this recognised by the Chamber of Commerce and to reach the top three of the companies in this category."

Burke Bros Moving Group also won the Chamber of Commerce 'Service Provider of the Year' Award in 2013 and was awarded the PAIMA Juan Peralta Ecology Award in New Orleans for 2016/17.

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NEWS: UK

POLICE WON'T INVESTIGATE MINOR THEFT FROM VEHICLES

The Metropolitan Police has announced a decision not to investigate some lower-level crimes, including theft from vehicles.

A recent report in *The Times* newspaper claims that where theft or damage amounts to less than £50, or where a minor crime's CCTV is inadequate or not available, officers are instructed not to investigate. This practise is mirrored in other parts of the country where police forces have dropped investigations into lower level offences such as theft from motor vehicles, so they can prioritise their shrinking budgets and resources.

"This is a worrying development," said Road Haulage Association (RHA) Chief Executive Richard Burnett. "Theft from large vehicles is often seen as a victimless crime. It's not. But worst of all, for a driver it can be a horrendous experience. What sort of message does this send out to criminals? With a lowering risk of being caught or prosecuted, I fear this news will give gangs and opportunists the confidence to single trucks out as easy pickings."

"Operators have every right to be concerned about this apparent green-light to petty criminals and the removals industry is potentially at greater risk than most with vehicles full of customers' personal belongings in open vans during moves. Criminals are everywhere and this change of policy by the police is a clear signal to everyone in our industry to alert crews to the increasing threat from opportunist thieves."



● Richard Burnett.



● FTA Chief Executive David Wells.

FTA holds its first ever Logistics Awards event

Around 300 FTA (Freight Transport Association) members and guests gathered at London's InterContinental Hotel on 13 December to celebrate the Association's first ever FTA Logistics Awards.

The glittering black-tie event was hosted by impersonator Alistair McGowan and FTA Chief Executive David Wells, who said the awards showcased the very best of British industrial delivery and innovation.

"FTA is the only organisation to represent all of the logistics industry, so we are ideally placed to recognise the achievements of our sector's leaders," said David. "The inaugural FTA Logistics Awards have proved a great success, celebrating

outstanding performance in multimodal supply and logistics from businesses both big and small. It's wonderful to see multinationals such as thyssenkrupp AG being recognised alongside household names like TomTom Telematics and local government heroes, such as the London Borough of Croydon's pollution team."

Keynote speaker Transport Minister, Jesse Norman MP, who was unable to attend in person due to parliamentary commitments, said in a recorded video that at a time when the economy is under pressure, the performance of the logistics industry is something to be celebrated. Mr Norman praised the country's leading supply chain organisations and the contribution the logistics sector makes to the UK economy.

Among the organisations recognised in the awards, which were supported by Multimodal Ltd, were representatives of all modes of freight transport, including air, sea and road transport, as well as the industry's buyers and support sectors.

The FTA Logistics Awards, which will now become an annual event, celebrate supply chain leadership and excellence, and recognise leaders who have made a significant contribution to the industry, either as individuals or as businesses.

Colin Batt Removals wins best customer service award

Ashford-based Colin Batt Removals has won the Customer Service Award for 2017 from Business Awards Kent.

The award was presented at an awards dinner held at the Ashford International Hotel on Thursday, 30 November 2017.

The competition, supported by the Institute of Directors and Federation of Small Businesses, was open to all small- and medium-sized businesses in Kent. The competition looks for the best businesses in Kent and recognises them for their achievements. The Customer Service Category was particularly tough this year with five companies in the final, rather than the usual four. Colin Batt Removals was also a finalist in the Small Business Category.

Managing Director Simon Batt said, "This is a great honour for Colin Batt Removals and one that the whole team are rightly proud of. Customer service is at the core of all we do and relies on every single person doing an outstanding job, from the first telephone call to the delivery of the last box."



● Simon Batt and the team at the awards dinner last November.

Colin Batt Removals has been providing house and piano removals services for nearly 40 years. Former customers include Elton John and the Royal Collection Trust. The company once transported Beethoven's original piano to cities across Europe during a major European tour.



● The imbalance between supply and demand continues to support house prices.

Low supply continues to fuel house price rises

According to the Halifax House Price index, the price of UK houses increased in the three months September – November 2017 by 2.4% compared with the previous three months and by 3.9% compared with the same three months in 2016. The average price of a home in the UK is now quoted as £226,821, 3.2% higher than in January.

Russell Galley, Managing Director, Halifax Community Bank, said: "The imbalance between supply and demand continues to support house prices, which doesn't look like changing in the near future. Further ahead, increasing affordability issues, as price increases continue to outstrip wage growth, are likely to curb housing demand and cause price growth to ease. We do expect the government's first-time buyer Stamp Duty changes to provide some stimulus to demand, particularly in London and the South East where the impact is greatest."

In October last year home sales grew by a modest 2% to 105,260, the highest level in 2017. Monthly sales remained above 100,000 throughout 2017. Mortgage approvals, however, were down towards the end of 2017 having reached a high point in July.

Alex Gosling, CEO of online estate agent HouseSimple.com, commented: "These figures suggest a housing market in remarkably

"The property market's not on its knees by any means, but it needs a spark from somewhere."

Alex Gosling

good health, but low supply levels continue to distort the real picture. The property market's not on its knees by any means, but it needs a spark from somewhere. Buyers are viewing, but when the same properties are coming up on searches every week, and very little new stock is being listed, there's not a great deal of enthusiasm to take it beyond the viewing stage. Hopefully the Chancellor's Budget decision to cut Stamp Duty for first-time buyers will give the bottom end of the market the energy boost it desperately needs. But if homeowners further up the chain aren't selling, there won't be enough affordable properties coming onto the market. And the government's plan to build more affordable homes isn't going to solve the supply crisis today. The property market will be glad to see the back of 2017 - a year when it has had to cope with Article 50 being invoked, a calamitous general election, a rate rise and a constant stream of negative Brexit news."

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TECHNOLOGY: VULNERABLE HIGH TECH SHIPPING

Shipping industry vulnerable to cyber attacks

Gadi Binness, CEO of RelocationInsurance.com and LogisticsInsurance.com, looks at some of the dangers of high-tech shipping.

Cybercriminals can attack anywhere – including at sea. The shipping industry is not immune to cyberattacks. In fact, it may be especially vulnerable, and new technological advances could make the situation worse. Ken Munro, of cyber security expert Pen Test Partners, has outlined some of the security risks plaguing ships. Ken said a major issue lies in maritime satellite communications, which sometimes supply an abundance of information that could be used in phishing scams. Weak passwords exacerbate the problem. Many organisations use systems that were developed before cybersecurity was a top concern.

High-tech ships could be vulnerable to hacking

The *Yara Birkeland* is an autonomous container ship developed by Norwegian company Yara International; the ship is expected to launch in 2018 (see *The Mover* January 2018, page 18). Meanwhile, in an 88-page white paper, Rolls-Royce makes the case that autonomous ships should be the future of the shipping industry and have the potential to reduce operating costs.

While this is exciting for the shipping industry, some may see reason for caution regarding increases in automation.

We've already seen that modern, highly connected cars are vulnerable to hackers. In 2015, an article in *Wired Magazine* detailed how it was possible to control a Jeep remotely, going so far as to cut the transmission. As cars become controlled more by computers, and less by humans, the fear is that the risk of hacking will only grow.

It seems reasonable to apply some of the same worries to ships. In fact, researchers at the University of Texas in Austin proved that an \$80 million yacht could be driven off its course by manipulating its GPS system.

Piracy could go high-tech

Although it's nothing like what you see in the movies, modern piracy definitely exists – as the International Maritime Bureau's (IMB) Piracy Report Map, which shows the location of all reported pirate attacks for the year, makes clear. The map includes incidents where ships were boarded, fired upon or hijacked.

In a future filled with autonomous ships, it's easy to imagine pirates taking

advantage of unmanned vessels and taking whatever booty they want. It's also conceivable that high-tech pirates could hack autonomous ships for various criminal purposes.

On the bright side, unmanned autonomous ships would decrease the risk of one pirate threat: ransom. These days, many pirates take crew members hostage to demand ransom, but if there's no crew, there will be no one on board to take hostage!

In a future filled with autonomous ships, it's easy to imagine pirates taking advantage of unmanned vessels and taking whatever booty they want.

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Irish mover Careline establishes London hub



● Left to right: Paul Davies and sales consultants Craig van Niekerk and Lauren Lea.

The name Careline will be familiar to many in the removals trade, having been established in the Irish Republic since the early 1990s. From its head office in Limerick the company has gained a reputation for reliability and quality in all aspects of the moving business: domestic, international, European, commercial, and storage. Careline also has offices in Dublin and Cork and as well as covering the whole of Ireland has for many years plied a healthy trade between the Republic

and the UK. With trade increasing a decision was made to open a depot in the UK, and at the end of 2016 a young energetic Australian, Paul Davies, who had worked in the industry for many years, was appointed to run it.

"We'd been operating road trains every week between the UK and Ireland, but it got to the stage where we were struggling to meet the clients' needs. We couldn't deliver or collect on certain days, because everything had to fit with the schedule of the trucks," said Paul.

At the beginning of 2017 Careline established a hub just north of London at Hemel Hempstead, a town with good motorway links to all parts of the country and the major ports. "Having the new depot means that we have far more flexibility than before," said Paul. "Instead of using road trains we have drop-bodies coming directly to us from Ireland. We deliver and collect all week and ship them back to Ireland at the weekend."

The decision to open the new depot now, was partly influenced by the UK's imminent withdrawal from the European Union. "Although no one really knows how movements between the UK and Ireland will be affected by Brexit, it is likely to be more difficult; but there are bound to be opportunities and we wanted to be in the best position to benefit from them," said Paul. "Recently we've seen an increase in the number of people moving back to Ireland. That could be because of the improvement in the Irish economy, or people just feeling it's time to come home. Whatever happens there will always be people wanting to move between the two countries."

As with Careline's operation in Ireland, Paul and his team are also working hard to expand the domestic, international and European side of the business and are currently using a number of lead generation

companies to find prospects for the sales team to contact. "We've found greater success contacting potential clients out of business hours, in the evening and at weekends, rather than during the day when they're probably at work or busy with their day-to-day lives," said Paul. "Our sales team all come from a retail and customer service background, so they're used to working at times when the customers need them; it works really well for us."

Paul is also keen to expand the trade side of the business. "We already work with a number of removal companies in the UK and Europe and we're working hard to build on those relationships and develop new ones; it's our biggest push," said Paul. "We provide a range of services for our trade customers; we can do door-to-door with full packing options on their behalf, collect from their warehouse, or they can deliver here to our hub in Hemel Hempstead. We like to work with our trade partners as an extension of their business, so we understand we need to be flexible to satisfy both their clients and the trade partner. Whichever they choose I can promise our trade partners a truly competitive, efficient, first-rate service with firm delivery dates for their Irish consignments."

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● Businesses with over 250 employees are required to publish information by 4 April, 2018 about the differences in pay between men and women in their workforce.

UK employment legislation in 2018

An update on the changes in UK employment legislation that will take effect in April and May this year.

April 2018

Auto enrolment pension contribution rates

The minimum pension contributions set by the UK government for automatic enrolment will increase in April 2018. This increase will take the total minimum amount to 5% (with at least 2% from the employer). From April 2019, it'll rise again – to a total of 8% (with at least 3% from the employer). This

assumes that minimum pension contributions are being calculated on qualifying earnings.

Both employers and employees may need to contribute more than they currently do, unless more than the minimum contribution is already being paid. Employers should let employees know if they'll be paying more.

Visit www.thepensionsregulator.gov.uk for more information.

Gender pay gap reporting

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, private and voluntary sector employers in England, Wales and Scotland with 250 employees or more will be required to publish information by 4 April, 2018 about the differences in pay between men and women in their workforce, based on a pay bill 'snapshot' date of 5 April, 2017. Provisions under the Northern Irish Employment Act 2016 mirror these, except they also include fines of up to £5,000 for non-compliance and a requirement to report on ethnicity and disability pay gaps, as well as gender pay gaps. Visit www.gov.uk for more information.

Taxation of termination payments

From April 2018, the government plans to make changes to the taxation of termination payments, including:

- Removing the distinction between contractual and non-contractual payments in lieu of notice (PILONs) so that all PILONs are taxable and subject to Class 1 NICs;
- Ensuring that the first £30,000 of a termination payment remains exempt from income tax and that any payment paid to any employee that relates solely to the termination of employment continues to have an unlimited employee NICs exemption;
- Aligning rules for income tax and employer NICs so that employer NICs will be payable on payments above £30,000 (currently only subject to income tax).

Visit www.gov.uk for more information.

Employment allowance restrictions for employing illegal workers

The government plans to introduce a further deterrent to the employment of illegal workers. From April 2018 employers will not be able to claim the Employment Allowance for one year if they have:

- Hired an illegal worker;
- Been penalised by the Home Office;
- Exhausted all appeal rights against the penalty.

Visit www.gov.uk for more information.

May 2018

General Data Protection Regulation

The General Data Protection Regulation (GDPR) comes into effect on 25 May, 2018 (see *The Mover* January 2018, page 32).

The new rules give individuals:

- Easier access to their own data;
- A 'right to be forgotten';
- A right to know when their data has been hacked.

Organisations will benefit from having a single set of data protection rules across the EU (the UK is implementing GDPR despite Brexit) and a single supervisory authority, rather than 28. Companies may be liable for a fine of up to 4% of global turnover if they breach the regulation.

Visit www.ico.org.uk for more information.



MADE IN BRITAIN

GDPR: Don't leave planning to the last minute

The General Data Protection Regulation (GDPR) comes into effect in a few months, and moving companies that don't want to risk incurring penalties for non-compliance, must begin planning for its arrival sooner rather than later, according to Paula Tighe, Information Governance Director at leading law firm Wright Hassall.



Both national and international moving companies will need to begin pushing through the necessary changes early if they are to meet the new requirements – compliance cannot be achieved through a simple box ticking exercise, as it can take months of planning to introduce new effective procedures. Despite the UK leaving the EU, you will still have to comply and wherever your data comes from, if it is used, recorded, or processed in the EU, you must comply with GDPR.

Raise awareness and register it

One of the most important first steps for businesses is to start recording the entire compliance process, making a note of any significant changes to company policy. Also known as the 'data register', this record will help you adhere to the new accountability principles of GDPR, as it shows what data your company currently holds, how it was obtained and why it is being processed.

Rather than preventing you from doing things, GDPR compliance aims to improve standards by encouraging you to review existing processes and procedures, making them more effective where possible. Start by reviewing your existing digital and hard copy format privacy

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notices and policies - are they concise, written in clear language, easy to understand and easily found? Finally, assess how you communicate these notices and policies with data subjects, ensuring you explain your reason for processing the data, how long it's retained and how individuals can complain to the Information Commissioner's Office.

One of the most important first steps for businesses is to start recording the entire compliance process

Rights of the individual

Once GDPR has been introduced, individuals will enjoy much greater control over their personal data, including the right to request information is edited or even deleted altogether.

Therefore, it is crucial that companies introduce procedures that can handle such requests efficiently – those businesses without the appropriate processes in place risk incurring penalties for non-compliance.

Perhaps one of the key drivers for the changes is the right for an individual to prevent their data being used for direct marketing purposes, as is the right to challenge and prevent automated decision-making and profiling.

Having transparent procedures will mitigate many potential future problems with the regulator, regardless of complaints or investigations. If your organisation correctly handles personal data under the

current Data Protection Act, the change to GDPR should be no problem.

You must comply within a month when an individual makes a subject access request to see what information you have about them. If you think the request has no merit, you can refuse, but you must tell them why and how they can complain to the regulator.

Never assume consent

Handling consent for the capture and use of personal data for more than just contact is a tricky area. Individuals must give clear consent for their data to be used and be able to revoke consent at any time. If you want to use their data differently, you must obtain a new consent. How you attempt to obtain or confirm consent will help mitigate any future problems at the hands of the regulator.

Keep reviewing and recording

Where data processing could pose a significant risk to individuals because of the technology being used, or the scale of the processing, you should undertake a Privacy Impact Assessment (PIA). These assessments will help you and the regulator decide the likely effects on the individual if their data is lost or stolen and should form part of your ongoing processes. Ensure you have a robust process for making the assessments and then record it, along with the outcome.

Make someone responsible and keep it up

If your company routinely handles personal data, or deals with large quantities of sensitive information, then it may be worth appointing a dedicated Data Protection Officer to oversee procedures, ensuring your business is GDPR compliant

at all times. You must also consider written records, which are also covered by the regulations - ensure all your staff are trained on the correct handling of personal data. Most importantly, you must remember to record the compliance process using your data register, as this can help protect your company during the initial stages of GDPR.

It would be unrealistic to think every business will be fully compliant by the time it arrives, but those companies that can prove they are in the process of meeting requirements will fare a lot better than those who can't.



Paula Tighe

Paula is a qualified data protection professional and leads the trusted advisor information governance service. Experienced in working with small, medium and large private and public bodies, Paula advises on a range of data protection issues, including training design and delivery, marketing, housing, project management and ICT security. Wright Hassall, a full-service law firm, advises clients across a variety of sectors including advanced manufacturing and engineering; food and agriculture; housing, development and construction; and gaming and digital media.

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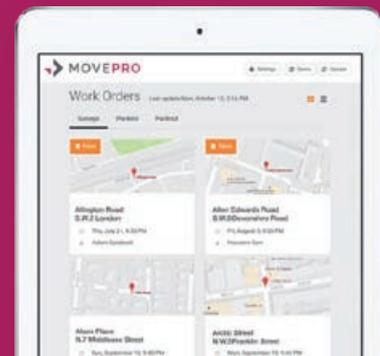
▶ Set permissions for different roles

Configure who can access which data and app modules.



MOVEPRO

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NEWS: UK

Movers & Storers Show a success for first-timer PALLITE

While packaging manufacturer PALLITE has had success with several commercial movers in recent years, last November's Movers & Storers Show was the first time the company had had the opportunity to fully immerse itself in the world of the moving industry.

Marketing Manager Stephanie Munn said, "As our first time exhibiting at the show, we were able to tap into the resources that the show provides, a key one being people. As the show is so strongly guarded to ensure the right criteria of attendees are present, it meant that for us, as newcomers, everyone we spoke to was a knowledge source, as well as a potential buyer. We were able to gain extra insight into the things that really matter to the industry and we quickly became even more confident that our product was an ideal fit."



● Left to right: David Rose, Sales Director; Alex Farrell, Business Development Manager; Lee Moore, Sales Manager.

Stephanie was delighted by the strong footfall and the amount of interest shown by movers in the company's honeycomb-cell walls of its packaging range, which

differentiate PALLITE products from conventional corrugated alternatives. The company's new TV box attracted particular interest from visitors to the stand. The box

has a 25mm thick wall, a collapsible design with plastic clip buckles for speed of assembly, and is the ideal size for a 50" television, including its stand or wall mount. It also has carrying handles. However, the feature that stands out most is the box's ability to hold up to 750kg within it, as well as a similar load on top, saving valuable space in the van.

Stephanie concluded, "The show was a great opportunity for PALLITE to launch this unique product to the market. As well as generating interest from moving companies, both large and small, it also received attention from some of the key players in the packaging industry. An exclusive deal has been struck with Simpson Packaging who are now proud resellers of the PALLITE TV box. Other versions of PALLITE boxes are available directly from ourselves," said Stephanie. "Needless to say, The Movers & Storers show was a great success for us."

Talent in Logistics Conference 2018

The agenda for the Talent in Logistics Conference 2018 has been revealed, featuring sessions that tackle the challenges around recruitment, safety, training and funding within the transport and logistics industries.

At the conference, which takes place on 21 June, 2018 at the Telford International Centre in the West Midlands, delegates will have the opportunity to attend engaging seminars, thought-provoking panel discussions and lively debates. As it provides such a relevant professional development opportunity, members of CILT UK will be awarded three hours CPD for attending.

The agenda has been designed to address some of the most important issues facing transport, warehouse, HR and training managers, as well as forklift and LGV driving instructors. For example, one seminar will cover 'Forklift training myths – when to train, when not to train', exploring and dispelling the common misconceptions about materials handling equipment training which could be costing businesses money, or exposing them to risk.

Alongside the conference, delegates can visit the Information Zone to meet with training experts and high-quality suppliers from the transport and logistics industry. They will also have the chance to support the finalists of the exciting Grand Finals of the 2018 Forklift Operator of the Year, sponsored by UniCarriers UK Ltd and the Forklift Instructor of the Year.

Visitors to the conference are also encouraged to stay for the evening and attend the Talent in Logistics Awards, the only awards to recognise the people that ensure the right training and skills are delivered for the continued success of the transport, warehousing and logistics in the UK and Ireland.

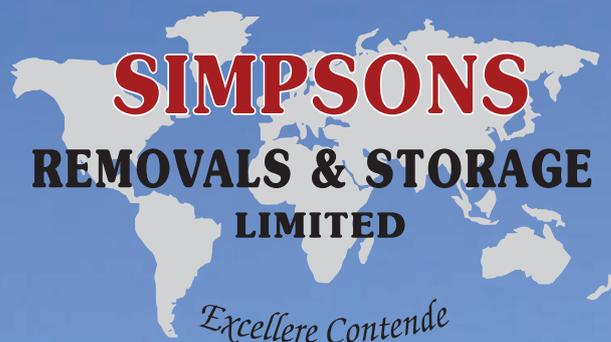
With a wide range of categories, it is an ideal opportunity to celebrate and recognise valuable talent throughout the supply chain, from

apprentices and drivers, to training providers and managers who are inspiring and mentoring leaders of the future. The full list of categories is available at www.talentinlogistics.co.uk and the Awards are free to enter from 3 January, 2018.

Limited early bird tickets for the Talent in Logistics Conference and Awards are now available. Book now at www.talentinlogistics.co.uk/buy-tickets.



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BUSINESS FOR SALE

Dominic Marlow from The Business Board explains what you need to do when the time comes to sell your business.



Dominic Marlow from The Business Board, a company from Reading that helps business owners sell when the time comes, presented at The Movers and Storers Show last year. Among the tips he offered was one key requirement for anyone wishing to sell a business and obtain a good price: be prepared.

Dominic said that the thing that makes the most difference is the management team. "If you can't stay away from the business for a while, it's not saleable," he said. "You'll get something for the assets but not for the goodwill."

To be attractive to a buyer Dominic explained that customers and suppliers all need to be engaging with the business not the principal. An investor will look for strong management in a business. This includes the people of course but also the systems, processes, management information, financial information, corporate governance and due diligence. "It's about having a properly managed business. Buyers buy a return on investment. Good management helps to deliver that return on investment."

The seller should be prepared to start the process early. Dominic explained that it is unlikely in any sale that all the money

"You will generally get between 40% and 70% of the agreed value on completion. The rest will be under earn out so that you have an interest in staying with the business for some time after."

Dominic Marlow

will be paid on completion. The principle of 'earn out' in which some of the purchase price is paid on completion with the remainder coming over time, is common. "You will generally get between 40% and 70% of the agreed value on completion," said Dominic. "The rest will be under earn out so that you have an interest in staying with the business for some time after. So, a seller wanting to retire at 65 needs to start thinking about it at 60, start selling it at 62, have sold the business by 63 and have all the money gathered in by 65," Dominic said. "It's a five-year process. Very few people in my experience plan anything beyond tomorrow."

To prepare your business for sale it's necessary to ensure that the business can run without you. You need to give up your day job. A business that runs without

the owner is of much greater value than one that doesn't. "If you employed a business coach to help enhance your business, virtually all the things they would tell you to do are the same as when preparing to sell," said Dominic. "You end up with a better business, more sustainable, more profitable and less reliant on you. This is what buyers look for."

Dominic recommended sellers use a broker, such as The Business Board, or employ an adviser to help with the process. "It's important that you don't try to do that yourself." It will also be necessary to tell people about the business by preparing a document that describes the business, how it works and what it does. "Look at your business as if you were going to buy it and decide what you like about it and what you don't."

Sellers should be prepared legally. This will include checking brands, trademarks and leases to make sure they are secure and being able to prove what the business owns and what it does not. Buyers need to understand what liabilities they might inherit. When they buy a company they will inherit everything unless it specifically says in the agreement that they don't. "The seller wants to relieve himself of as many of these liabilities as possible, whereas the buyer wants to inherit as few as possible. People often do dumb things such as having a legacy shareholder and never buying back the shares or deregistering them. You can't claim Entrepreneurs' Relief unless you have owned them for two years*.

Small businesses don't usually benefit much from having tight contracts because customers will probably want something back in return such as very strict Service Level Agreements or substantial discounts. But buyers like regular contracted business and are willing to pay more if the income is guaranteed. By contrast, a business dealing mainly ad hoc with private individuals will be less attractive.

It might be possible for a business to be sold as a management buyout. This allows the people who know the business best to slowly ease themselves into ownership. Even so, it will be necessary for them to see that the business will run profitably without the seller's involvement.

How much is a business worth? Dominic said that it all comes down to Return on Investment (ROI). As a guide he said that a well-run removals business should be worth between 2.8 and 4.0 times the EBIDTA (Earnings Before Interest Depreciation Tax and Amortization), i.e. the operating profit before accounting adjustments are taken into account. It might be necessary to consider depreciation as it is a significant factor in moving businesses because of the falling value of vehicles. The final value will depend of the factors above, especially the efficiency of the management.

Concluding, Dominic said that it is essential for sellers to start the process early and make sure that their business is as attractive as possible to a prospective buyer. He said that an element of earn out is inevitable but sellers should never accept less than 40% or expect more than 80% payment on completion. They should also take professional advice from a broker or adviser, and their financial and legal partners to ensure that they take full advantage of any tax opportunities.

*Entrepreneurs' Relief reduces the amount of Capital Gains Tax on a disposal of qualifying business assets to 10% for Limited Companies.

Why moving to the cloud could be right for your business

By Simon Allen, Business Development Manager, Crown Records Management.

Moving records to the cloud can be a big step for any business, as it often feels as if you're giving up control of valuable data. This is a misleading assumption however, with cloud storage often being greener, cheaper and actually more secure than traditional on-site storage. Here are five reasons your business should consider a move to the cloud:

Scalability

Rather than having to buy hardware and software to meet peak demand, the cloud gives businesses 'elasticity', as the amount of storage can grow and shrink with demand. In an ideal world, this means a business will only pay for what they use.

Security

In the past, businesses have shied away from cloud storage over fears of insecurity versus traditional methods of data storage. Whilst it is

true that a well maintained and updated on-site storage system is more secure than the cloud, many on-site solutions are actually less secure than the cloud. This is because organisations struggle to keep up with the knowledge and resources needed to keep data secure.

Speed

Cloud services can be provisioned in minutes, often without the time and expense of having to go via an internal IT procurement exercise.

Cost

Since there is no hardware or software to buy, it's far easier to find the budget to get projects off the ground when using the cloud.

Delivery

Cloud storage is often delivered through a web browser interface or mobile app which can be deployed to users quickly and efficiently.



NEWS: INTERNATIONAL



● Kim Moseley, Managing Director, Rohan Coutinho, International Manager and David Forrest, Container Lifter Operator.

New Kone lifter – ‘checkmate’ for Perth’s Chess Moving

Kim Moseley, Managing Director of Chess Moving in Perth, Western Australia, wanted to give the team a real lift – so what better way than by adding a new Kone container lifter to the fleet!

Kim said, “The removals industry is both capital and people intensive. If you have a great team - and we do - you are on the road to success. The removals industry is absolutely a people business from top to bottom, add the best tools to help your team to be both efficient and effective, and your business will be on the road to be a winner.”

He continued, “In the removals industry there are many competing uses of capital. As a business owner, you have to consider where the best use of that capital should be. The investment in the Kone offers many benefits - one is a safer and more comfortable environment for our operators. A second factor is the Kone’s ability to effortlessly move and stack containers. The Kone can easily move 40’ containers, which are

the workhorse of international moves. It can also stack 9’6” containers three high, it’s the hardest working piece of machinery we have.”

Adding the Kone to the fleet means that Chess can increase the density of containers in the Perth depot and better utilise the available space in the yard.

“The Perth business is a very busy operation. At any one time we have over 200 containers on site,” said Kim. “We are close to the major centres of Singapore, Hong Kong, Malaysia, Indonesia and Japan. Interestingly though we service over 150 countries around the world through our Harmony Relocation Network.”

Much of Chess Moving’s work is into Europe, particularly the UK, as well as other markets including South Africa, the USA and New Zealand.

BOONMA IN THAILAND BECOMES THE OFFICIAL MOVER FOR MAJOR TRADE FAIR

Boonma in Thailand was appointed as the sole official mover at ASEAN China Import & Export Commodities Fair 2017 (ACIEC 2017) in November last year. This was the 7th show in Thailand held by the Asian International Trade and Investment Association (AITIA). “This is another large imported event from China to Thailand consisting of 300+ exhibitors on 6,500 square metres of IMPACT Exhibition Hall. We are really very thankful to AITIA, the organiser who appointed Boonma as the show mover as a part of this successful exhibition,” said Tiddy S Teerawit, Boonma Executive Director.



● Jean Valendez, Boonma Manager (left) and a visitor.

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● Cartus represents thousands of relocating employees each year who are purchasing a property.

Cartus partnership provides mortgage services to transferees

Cartus has announced that it has partnered with Guaranteed Rate Affinity, LLC to include an enhanced mortgage service offering for its clients and their transferees.

Through this business partnership, Guaranteed Rate Affinity will offer a wide array of mortgage products and origination services to Cartus customers to provide them with a convenient, value-added choice during the homebuying process.

“We want to provide our customers with an exceptional home buying experience. Having this partnership with Guaranteed Rate Affinity enables us to provide them with a streamlined process that translates into outstanding customer service,” said Kevin Kelleher, President of Cartus.

Kevin said that Cartus represents thousands of relocating employees each year who are purchasing a property and who can benefit from this offering. With this partnership, a Cartus Service Consultant can confidently recommend Guaranteed Rate Affinity to transferees as a choice for mortgage services. Next year Guaranteed Rate Affinity will introduce access to an innovative, digital mortgage platform that provides clients and their agents 24/7 access to mortgage documentation and resources.

“Transferees often have different needs and priorities than a local home buyer, and it’s our responsibility to ensure that the entire relocation

process, including home financing, is as smooth as possible,” said Kevin. “I believe that Guaranteed Rate Affinity is clearly the right partner to help deliver against that promise.”

We look forward to partnering with Cartus by offering an innovative and streamlined mortgage process and powerful, evolving technology for their transferees...”
Victor Ciardelli

“We look forward to partnering with Cartus by offering an innovative and streamlined mortgage process and powerful, evolving technology for their transferees,” said Guaranteed Rate Affinity Chairman Victor Ciardelli. “Mortgage financing is a critical component of the home purchasing process and I am confident that the Guaranteed Rate Affinity team will provide the world-class service that is expected and deserved in this ever-evolving industry.”

CLARS looks for sponsors

The CLARS website, www.urbanaccessregulations.eu, that provides a wealth of information about traffic restrictions such as Low Emission Zones across Europe, is on the lookout for sponsors to help maintain its service.



● www.urbanaccessregulations.eu.

Until recently the website was funded by the EU however, since 23 December, 2017 it has been required to be self-financing. It, therefore, needs to attract funding to be able to maintain the site and keep the information up to date.

The organisation said that its main funding comes from the licensing of the data, additional services, and sponsorship. Lucy Sadler from the organisation has asked that companies that find the information provided useful, consider sponsoring. “Without funding, we cannot continue giving you the information you need. The future of www.urbanaccessregulations.eu is in your hands.”

Anyone interested in supporting this important service should contact Lucy on: lucy.sadler@airqualitypolicy.co.uk or +49 (0) 7641 9375 335.

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Facebook for moving companies:

Matthew Woodley from New Zealand Van Lines looks at how Facebook advertising can work for moving companies.

Digital marketing has become the dominating factor in marketing campaigns. Regardless of the industry, if a company can't keep up with the ever-changing digital marketing world, it won't be keeping up at all. This holds true for the moving industry as well as for everyone else.

One area of digital marketing that has been gaining attention of late, and which many in the moving industry are starting to tap into, is Facebook advertising marketing. However, before you take your moving company on a blind leap into the world of Facebook adverts, you need to consider your clientele and how Facebook actually works. Doing so will help you avoid wasting time and resources.



Facebook – what not to expect

Before you buy a bunch of Facebook adverts expecting to see an upsurge of new leads, think again. Moving companies are not like clothing boutiques or niche online stores. When someone on Facebook sees apparel or some unique gadget through an advert on Facebook, there is a good chance they will investigate further. It is something they can purchase on a whim and it fits their personality.

Moving, however, is not a spur of the moment activity. Consumers spend a lot of time painstakingly researching moving companies before deciding who to use. It is highly unlikely that someone will see your advert on Facebook and suddenly remember "Oh yeah, I'm moving next weekend. I should really do something about that". Bottom line: Don't expect new leads from Facebook.

People aren't on Facebook purely for the purpose of shopping, and since choosing a moving company is a longer-term process, then running adverts on Facebook to gather new leads just doesn't make sense.



Facebook ads – do or don't?

So, does Facebook have any role to play in marketing your moving company? Some would argue that moving companies can still benefit from using Facebook advertising. This is because Facebook does allow you to collect the personal information of users to help you target those most likely nearing a move. However, while the detailed data can help target potential customers, when you think about when and why people use Facebook, it just doesn't make sense to spend money advertising moving services on it. Those serious about moving will most likely have already done their research and will not have gone to Facebook to do it.

However, those who have researched for moving companies are quite likely Facebook users. Retargeting and branding are what Facebook is ideal for.



EVERYTHING IN ONE CONTAINER
CAN BE CHALLENGING

a best practices guide

You better believe that anyone who finds your moving company will be investigating your Facebook page, assuming you have one (and you should).



Facebook – using the right tool for the right job

So, if Facebook advertising doesn't generate new leads for moving companies does Facebook hold any use for them at all? Absolutely. Almost half of Internet users are Facebook users. So, most of the individuals researching and finding your moving company online will also have their own Facebook account.

This means two things – first, you can market to them with retargeting adverts based on their cookies. These adverts will follow them onto Facebook, reminding them of your company. So even as they have finished researching and go to relax and peruse Facebook, you'll be there, giving them an easy way to click back and check your company out again.

Second, Facebook provides another place for them to learn more about, and trust, your company - assuming you capitalize on using it for branding.

Branding and Facebook

Branding is a powerful way that moving companies can use Facebook. You better believe that anyone who finds your moving company will be investigating your Facebook page, assuming you have one (and you should).

Having a Facebook page is a way to grow and affirm your brand. It also makes you more accessible to past, present and future customers, giving them a place to communicate with you. This develops trust, showing potential customers that you are available and respond to customers, even to handle complaints.

Finally, if you incorporate real-life pictures of you, your team, your equipment, and successful moves, that further solidifies your credibility to potential customers. There are so many scams and bad moving 'companies' out there, that people need to see the proof of your legitimacy and professionalism – Facebook gives you an opportunity to do that.



● Almost half of Internet users are Facebook users, so you can market to them with retargeting adverts and grow and affirm your brand.

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NEWS: INTERNATIONAL



● An Arpin truck containing 5,400 wreaths arrives at a cemetery.

Arpin Van Lines' drivers deliver over 140,000 wreaths to veteran cemeteries

Arpin Van Lines' drivers and agents from locations across the Northeast, Midwest and South of the USA, volunteered to collect and deliver remembrance wreaths to be laid at veteran cemeteries on National Wreaths Across America Day on 16 December, 2017.

"We are honoured to be participating in Wreaths Across America for our fifth year," said Anthony Uriati, Vice President of Operations for Arpin Van Lines. "Each year our participation has grown, starting with one driver in 2013 to now 26 across the country, who deliver wreaths to veteran cemeteries in their areas. Wreaths Across America Day has become cemented as a valued tradition among our drivers who use this occasion to pay their respects to our fallen heroes."

Each Arpin trailer carried 600 boxes containing 5,400 wreaths. Combined, the 26 Arpin drivers and agents delivered 140,400 wreaths to veteran cemeteries across the United States for remembrance ceremonies. Two Arpin drivers carried 10,800 wreaths to Arlington National Cemetery in Virginia.

Wreaths Across America is a national non-profit organisation, founded in 2007, to continue and expand the annual wreath-laying ceremony at Arlington National Cemetery started by Maine businessman, Morrill Worcester, in 1992. The organisation coordinates wreath-laying ceremonies at more than 800 cemeteries and military memorials in all 50 states. In 2008, and each year since, Congress has issued a proclamation officially recognising Wreaths Across America Day each December.

LACMA Convention 2018

San Juan, Puerto Rico will be the location of the next LACMA convention, to take place February 26-March 1, 2018, at the Condado Vanderbilt Hotel. According to a recent statement issued by the Puerto Rico Tourism Company, 'The Island of Enchantment' is open for tourism, as it kicked off its winter season. LACMA looks forward to welcoming affiliates from all over the world to the LACMA Convention. In a statement the organisation said that the island is full of Caribbean flavour and "will be the perfect venue to meet and network, with the warmth and friendliness that characterises the LACMA conventions. With our participation in Puerto Rico, we look forward to 'giving back' a little to support this Caribbean country and its joyful people. We look forward to seeing all of you there."

To register for the LACMA Convention contact: lacma@lacmassoc.org.

Xeneta for airfreight in 2018

Xeneta, the ocean freight rates benchmarking and market intelligence platform, has announced its intention to include air freight rates later in 2018.

The Xeneta for air freight product will enable users to accurately benchmark their air freight rates against the market.

Xeneta, which launched from its Oslo base in 2012, gathers the latest global shipping data from a community of over 700 leading businesses, covering more than 160,000 port-to-port pairings and over 35 million contracted rates. This allows users to track trends and get the best rates.

"There is a clear market demand for a benchmarking tool enabling the industry to get optimal value from air freight rate negotiations," explained Xeneta CEO Patrik Berglund. "The sector is equally, if not even more, unpredictable than that of ocean freight rates, with prices currently sky rocketing due to lack of capacity. This impacts upon bottom lines for shippers,



● Patrik Berglund.

freight forwarders and carriers as well as the reliability of their cargo supply chain. By providing greater real-time intelligence, understanding and visibility we can help the market tackle this issue head-on."

Xeneta for air freight is now under development at the prototype stage, with a full launch scheduled for Q2 2018.

Surcharges for card payments now illegal

From 13 January, 2018 it has been illegal for any company to charge a surcharge for processing customers' credit or debit card payments. The change is as a result of the implementation of the EU Payment Services Directive II (PSD2) which has the aim of setting out a common legal framework for businesses and consumers when making and receiving payments within the European Economic Area (EEA). The regulation relates to making and receiving payments online, face-to-face and over the phone.



Suddath certifies to new ISO 9001:2015 Quality Management System

Suddath in Jacksonville, Florida, has announced that its international division has successfully certified to the new ISO 9001:2015 standards.

Last year, Mark Burchell, President of the International Division, made the strategic decision to upgrade its ISO 9001:2008 Quality Management System certification to the latest ISO 2015 standards to get ahead of the September 2018 deadline. Certified organisations were allowed three years to complete the transformation to the new standards.

“Led by Daniel Lawrence, Senior Director of Business Process, the quality team spent the last quarter of 2017 providing organisational guidance in relation to the requirements,” said Mark. “After an extensive review of our quality management systems, our third-party auditors at The British

Standards Institution (BSI) concluded that our management systems met all the updated requirements and certified our organisation to the new ISO 9001:2015.”

Daniel explained that major changes to the ISO standards were made to take into account different challenges that businesses now face. “Increased globalisation has changed the way we do business and organisations often operate more complex supply chains, which means there are increased expectations from customers,” he said. “Leadership and management commitment are also major areas of increased focus in the new ISO standards.”



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On the conference trail

It seems that, if movers really tried, they could spend almost all their working lives attending conferences around the world. This season, however, has been disrupted by changes to venues causing a knock-on effect. A volcano in Bali, unrest in Rio and hurricane Maria all conspired to throw the diary into disarray and create plenty of headaches for the organisers. It's all sorted now though – we hope. Here is a summary of the major ones.



1 IMC World

Dubai, UAE, 23 - 25 February

The first of the season and the seventh IMC conference. IMC pioneered the idea of scheduled one-to-one meetings which has proved to be very successful. The event was originally planned to take place in Bali but was changed when the volcano started threatening action. It's an open event held at the very smart JW Marriott Marquis Hotel in this extraordinary city.

www.imcworld.org



3 International Mobility Alliance (IMA)

Bangkok, Thailand, 28 February - 3 March

Immediately following IMC is the IMA conference in Bangkok. There should be time to catch a flight to transfer between the two. IMA is the brainchild of Patricia Jade Ooi. She's taken the opportunity of starting something new using the principle of planned one-to-one meetings pioneered by IMC, with whom she previously worked. This is an open event to be held in the very classy Bangkok Marriott Marquis Queen's Park Hotel.

www.imagroup.world



5 FIDI Global Alliance

San Diego, California, USA, 25 - 28 March

Immediately following on from the OMNI conference, FIDI will be held at the rather special Hotel Del Coronado (The Del) on Coronado Island just off San Diego. FIDI originally planned to go to Rio de Janeiro but it was subsequently thought unwise. The replacement venue, Puerto Rico, was then struck by hurricane Maria. 'The Del' is a very unusual hotel and could turn out to be something extraordinary.

www.fidi.org



2 Latin American and Caribbean International Movers Association (LACMA)

Puerto Rico, 26 February - 1 March

There is a slight overlap here - see IMC and IMA - but LACMA does have a very loyal following from its region. Despite the hurricane last year, the authorities in Puerto Rico are determined that the island is open for business. LACMA too is keen to do its bit to give something back to the community. It is promising that the event will be full of Caribbean flavour which, if past events are anything to go by, it will be. LACMA likes a party! It's open to LAMCA members and will be held at Condado Vanderbilt Hotel.

www.lacmassoc.org



4 Overseas Moving Network International (OMNI)

Palm Beach, Florida, USA, 19 - 23 March

The OMNI conference is open to all OMNI members. The conference date usually links with FIDI to allow members to easily transit between the two. This year the venue has changed at relatively short notice from Buenos Aires because FIDI changed its venue from Rio making the transfer difficult. The Four Seasons Palm Beach will, however, be a fitting location for this exclusive event with direct flights available from Miami to San Diego.

www.omnimoving.com



6 European Relocation Association (EuRA)

Dubrovnik, Croatia, 24 - 28 April

EuRA celebrates its 20th anniversary this year with its annual conference at the Sun Gardens Hotel in Dubrovnik, which should go down well with *Game of Thrones* fans. The EuRA conference is a bustling, high-energy event that includes education, presentation and networking in equal measure. Numbers this year are limited to 600 so don't hang about if you want to go.

www.eura-relocation.com



● Bournemouth Highcliffe Marriott.

7 British Association of Removers (BAR)

Bournemouth, UK, 17 - 19 May

This is the home event for the UK moving industry, open to all BAR members both in the UK and overseas. As always, the conference will include a good mix of speakers, BAR business and social events. Two key speakers already announced will be Richard Burnett, Chief Executive RHA and Richard Turfitt, Senior Traffic Commissioner for Great Britain. The venue is the Bournemouth Highcliffe Marriott.

www.bar.co.uk



● Grand Majestic Plaza Hotel.

8 EUROMOVERS

Prague, Czech Republic, 24 - 27 May

The EUROMOVERS conference is widely recognised as one of the friendliest events in the moving calendar. It usually gets fewer than 100 delegates which makes it a very intimate affair. It is open to all EUROMOVER members and to invited guests. The venue is the Grand Majestic Plaza Hotel in Prague old town. Prague is a beautiful city and well worth a look if you've not been before - or even if you have.

www.euromovers.com



● Gaylord National Resort & Convention Centre.

9 Pan American International Moving Association (PAIMA)

Washington, DC, USA, 2-4 October

The PAIMA Convention always takes place immediately before the IAM convention, in the same hotel. As with all smaller conventions it's a very friendly, intimate meeting of friends, colleagues and prospective members. The venue is the Gaylord National Resort & Convention Centre at the National Harbor, Maryland on the banks of the Potomac River. If you are attending IAM it's a great way of warming up for the onslaught to come. If you are not, it's a delightful way to round off the conference calendar.

www.paimamovers.com

10 International Association of Movers (IAM)

Washington, DC, USA, 5 - 8 October

The main event of the year is always left until last. IAM attracts some 2,000+ IAM members from around the globe. Although there are interesting plenary meetings, the main focus is one-to-one meetings, corporate events and a massive exhibition that takes the whole of the three days to explore fully. Again, the venue is the Gaylord National Resort & Convention Centre at the National Harbor, Maryland which promises an extraordinary experience.

www.iamovers.org



There are other events during the year of course, but anyone who gets around this lot is doing pretty well. The conference scene does often seem to attract the same companies and delegates from year to year without too many new arrivals. That said, first-timers are always made welcome and some organisations single them out for special treatment and enthusiastic applause. Nobody should be anxious about attending any of the above events for the first time.

● Frances Edmonds as Master of Ceremonies at the 2017 EuRA conference.

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INTERVIEW: MARK HERRINGTON



Taking the plunge

Steve Jordan interviews Mark Herrington after he left Pickfords to start something new.

I had heard that Mark Herrington had a new business. But, as I drove up a dismal M1 on the way to Leicester to pay him a visit, that was all I knew.

What he had bought, why he'd bought it and, most importantly, what he planned to do with it, I had yet to discover.

I know Mark, of course, from his days at Pickfords and his work with BAR where he was the CMG (Commercial Moving Group) chairman. He was also in line for the BAR Presidency, had fate not joined in.

Mark grew up in Bath. His dad was a carpenter and his mum a chef. When they upped-sticks and moved to Torquay, Mark chose to stay in his home town. Still

a teenager he started work with Magnet & Southern, builders merchants. It was here he discovered he had the selling gene. He moved on from there to sell insurance with Pearl, which he hated. Fortunately, the lads at the insurance company used the same pub as the chaps from Pickfords that had a site nearby. He made the switch and never looked back. Well, not for quite a while anyway.

He loved the work at Pickfords as a domestic salesman and impressed his regional manager, Kevin Stow, sufficiently enough for him to encourage the young Mark into a management role. He 'served his time' managing Pickfords branches

in the West Country including Plymouth, Taunton, Bath, Bristol and Exeter. Then, in 2008, amid many redundancies at Pickfords, Kevin Pickford offered Mark the opportunity of a position in the Pickfords Business Moving Group under Neil Baker. Three years later, when Neil left the company, Mark became the Group Director.

It was around this time that Mark became involved with the CMG which led him on to become BAR Vice President with a view to taking over the presidency in 2016. Professional differences at Pickfords had led Mark to look for another opportunity and, it was while performing

“In the last 18 months we’ve replaced and increased the fleet, increased the workforce from seven to 13 people, and put all the staff on proper contracts.”

Mark Herrington



● Lynn Snoxall (above) and Trevor Armstrong (right). Left, left to right: Darren Taylor, Chris Palmer, Mark Herrington and Stuart Morcom.



Tony Tickner agreed to serve just one year as VP before becoming president.”

So what exactly had Mark bought? It turned out that less than half of the boxes in store had paying customers. The four vehicles were worn out and the staff demoralised. “Nothing was quite as it had appeared,” said Mark. “Five members of staff left straight away which, probably, was for the best. In the last 18 months we’ve replaced and increased the fleet, increased the workforce from seven to 13 people, and put all the staff on proper contracts. People can’t get a mortgage or even rent a house if they don’t have contracted hours.” The company has now signed a new five-year lease on the existing premises allowing it to put down some permanent roots.

It was a bold step and one that Mark admits would have been much more difficult without the backing of the Bradshaw Group. We’ve initiated a massive marketing campaign, which continues; there are also corporate enquiries coming through the group that provide a regular stream of work. Another advantage was having an in-house Marketing Manager, Shelley Slater, who has worked hard on enhancing the company’s website helping to bring it from page three to page one on Google. Everything has been about increasing the enquiry stream.

But there is a lot more to running a successful business than simply generating enquiries. There’s a reputation to rebuild and maintain to enhance the company’s image in the eyes of both customers and prospective employees. Lynn Snoxall joined the company in September 2017 to perform an administration and coordination role. She had been in estate agency before so had a good understanding of the emotions people experienced when moving house. Darren Taylor had been an HGV driver and storeman with the old company so moved up to operations to use his hands-on experience in an organisational position.

Mark also looked at training. “Again the Bradshaw Group has an in-house Training Manager, John Horsfield, which has proved invaluable. We started with a clean slate,” explained Mark. “Everyone went back to basics. We’ve trained everyone in manual handling, health & safety, packing, handling fragiles, export packing, commercial moving – every aspect of the business. There were no exceptions. No matter how experienced

continues over

his vice-presidential duties, visiting the BAR Areas, that Mark met an old colleague, Mike Andrews from Britannia Bradshaw. Mike told him of a business for sale, Britannia Bardies in Leicester. Mark and the then owner, Derek Bardwa, were unable to agree a deal however, when a few months later Britannia Bardies went into administration, the picture changed. Now this really was interesting.

On 30 April, 2016 Mark bought a 50% share in Britannia Bardies with the four directors of John Bradshaw & Son, Malcolm Haley, Mike Andrews, Rod Seeland and Davinder Bedi taking the remaining shares. The name was changed

to Bradshaw of Leicester Ltd, to fit in with the rest of the Bradshaw Group (Manchester, Stafford and Birmingham) and to also lose the tarnished image of the old name, and the work began.

Mark was unable to start work on the new company until 4 July, 2016 when his obligations to Pickfords ceased. “I call it my independence day,” he said. In the meantime he had to step down as BAR Vice President, only a few weeks before he was due to take on the presidency. “Ian Studd and Paul Swindon were amazingly supportive about it,” said Mark. “Gary Wheadon immediately agreed to stay on for another year and

INTERVIEW: MARK HERRINGTON



“We have a strong customer service ethic from initial enquiry through to completion. It can make us more expensive but the customer gets a better experience when they move.”

Mark Herrington

continued from previous page

people were, they all did the same training either on site or at the Bradshaw training centre in Manchester, which is an accredited BAR training provider.”

Many of the senior management team at Bradshaw Group are ex Pickfords which, Mark believes, pays testimony to the Pickfords training programme. His new salesman, Trevor Armstrong, also came from Pickfords. “It takes a lot for people to leave a secure environment and come to something smaller, especially when they have over 25 years’ service,” Mark said. “But when you have so many people it’s hard to treat them as individuals. Here we have a family atmosphere.”

People outside the business soon began to see the change with the new livery and a better customer reaction. “It’s a very small moving community here in

Leicestershire and Nottinghamshire, we all know each other. Almost everyone I have recruited has come from another moving company in the area. We expect our staff to deliver excellent customer service every time, to do this we train and reward accordingly. We have a strong customer service ethic from initial enquiry through to completion. It can make us more expensive but the customer gets a better experience when they move. That is reflected in our customer service scores. I am sure that the message has got out to our customers and to other members of the moving industry that encourages them to come to work for us. We like to give our staff the opportunity to show off their skills.”

Mark said that it was also important for all staff to understand costs and the level of profit needed to support a growing business. He believes it’s important to be very open about the business and share information with everyone so that they understand what the company is trying to achieve. He also has a strong sales force. “They are skilled in understanding what the customer wants and matching the service,” he said. “They explain to customers the right way to do things and try to hold firm on pricing. If customers properly understand what’s required, they will often be prepared to pay the extra.

It’s also important that the sales people have confidence in the operations staff to be able to deliver what they have promised.” Mark accepts that this is a potentially risky strategy. But he knew he was never going to turn the business around on volume alone. It had to focus on quality.

Britannia Bradshaw of Leicester is now settling into its new skin. It has corporate accounts and regular trade customers for destination services. There is a European work stream, all of which is funnelled through the Britannia network. And there is now the opportunity of building up the commercial work, Mark’s speciality, now that the basics are sorted.

Despite the obvious pressures of starting something new, Mark and his fellow directors have plenty of thoughts on the future. In September Bradshaw bought another company: Britannia Premier in Derby. It will be renamed Britannia Bradshaw to fit the group branding and will strengthen the groups coverage in the midlands and the north of England. There are also other plans, yet to be released, to further strengthen the group and the service offering.

Despite the uncertainty caused by Brexit and a somewhat precarious trading outlook, Mark is very optimistic both for his business and the industry as a whole. “We cannot change what will happen in the future,” he said. “We will plan for what we want to achieve and move our business through that process with the flexibility to adapt if we need to. I don’t listen to speculation because it can affect my judgement. So far, in just 18 months, we have brought the business out of administration, given it security, doubled its turnover and are looking at a further 50% growth next year. We are pretty happy with that.”

Since the start of his career Mark has loved being in the moving business. “It’s a fantastic industry to be in. I encourage younger people to be involved. What other industry can you be involved with every aspect - administration, credit control, operations, sales, customer service – and all in such a fast-moving environment? Unlike most industries our customers are on a journey with us for months or even longer. It’s not just the instant sale. It’s a great industry and I think we should stop underselling ourselves. We should be proud of what we deliver to our customers and make sure we charge the right money for doing a good job.”



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NEWS: ON THE ROAD



● 90% of those surveyed thought that people accessing social media or e-mail messages while driving were a threat to their safety.

Drivers using social media greatest danger

IAM RoadSmart's third annual Safety Culture Survey which examines the attitudes and concerns of UK drivers has found that for the third year running their biggest worries are: people updating social media or sending text messages while driving; drink or drug driving; and mobile phone use.

The survey of more than 2,000 motorists found that more than 90% of those surveyed thought

that the dangers caused by people accessing social media or e-mail messages while driving were a significant threat to their personal safety and that the problem is increasing, with 80% believing the problem is more significant than three years ago.

Driving while under the influence of alcohol or illegal drugs also remains an issue, with 90% of drivers surveyed identifying this as

a serious safety problem. And while around half of the drivers surveyed believe the dangers posed by drink-driving have remained the same over time, the problem of people driving under the influence of drugs is increasing, with 64% identifying this as more significant over the last three years. Other key risks to personal safety on the road identified in the survey include talking on mobile phones (89%), speeding on

residential streets (87%), drivers ignoring red lights (87%) and tired drivers (86%). Aggression behind the wheel was also identified as a problem, with 75% of those surveyed believing this to be a danger to their personal safety.

When asked about their own driving habits, about one in three (30%) said they drove slower than others on the road, while just over half (55%) said they drove at the same speed as others around them, with only one in seven willing to admit to going faster than everyone else.

IAM RoadSmart's survey also found there is little tolerance for breaking motoring laws: 50% of drivers feel it is unacceptable to drive 10mph higher than the speed limit on a motorway. This figure increases substantially for other forms of speeding such as driving at 5mph more than the limit on a residential road (76% unacceptable), and driving at 5mph greater than the limit near a school (90% unacceptable). While 45% thought it was acceptable to drive using a hands-free phone, that figure drops to just 9% when it comes to a hand-held one.

Meanwhile 93% strongly supported a law requiring all drivers age 85 and older to pass a simple screening test and 91% strongly supported a law requiring all drivers age 75 and older to provide an eye test certificate.

London's increased fines paying for frozen fares

The Road Haulage Association (RHA) believes the increased fines for drivers failing to pay the London Congestion Charge (from £130 to £160) announced by Transport for London (TfL) is unjustified as a deterrent for poor behaviour and is little more than a tax on Londoners. If that were not bad enough, TfL has confirmed that it expects all Penalty Charge Notices, including those for illegal parking, driving in bus lanes and stopping in a yellow-box junction, to rise to £160 later in 2018, subject to a review by the Secretary of State.

The Mayor, Sadiq Khan, has found himself in a position where he needs to raise money to pay for his public transport fare freeze and other spending. He is choosing to take money from the people and businesses of London who use motor vehicles to move around the city.

"This is a perfect example of robbing Peter to pay Paul," said RHA Chief Executive Richard Burnett. "It's a punishment tax on motorists and goods vehicle operators. London is one of the world's major



● London Mayor Sadiq Khan.

business centres and tourist attractions; for the city to work it needs the goods moved by the road haulage industry. Current policies being promoted by the Mayor are increasing congestion and attack motorised mobility of all types, including the essential movers of goods."

Severn Tolls reduced

Last month the toll on the bridges across the Severn estuary in the UK fell to £5.60 from £6.70 for car drivers, £11.20 from £13.40 for van operators and £16.70 from £20.00 for large goods vehicles. This was a result of the control of the bridges coming back into public ownership and becoming the responsibility of the government-owned body, Highways England. This has allowed the toll to fall by the level of VAT.

Although this will have little direct impact on business, as they could reclaim the VAT anyway, it does mark the start of a process that will see tolls removed altogether on these crossings by the end of 2018.

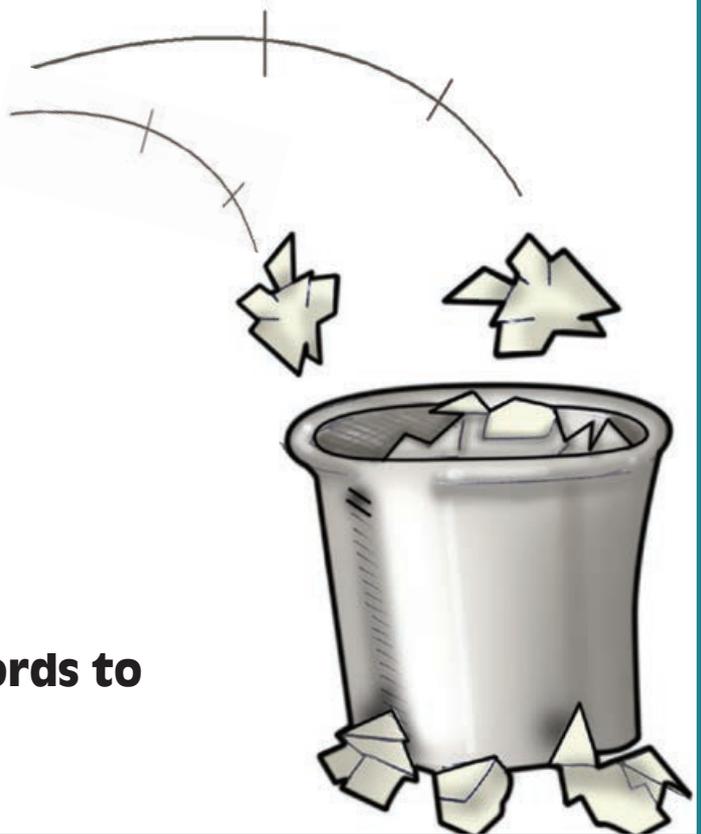
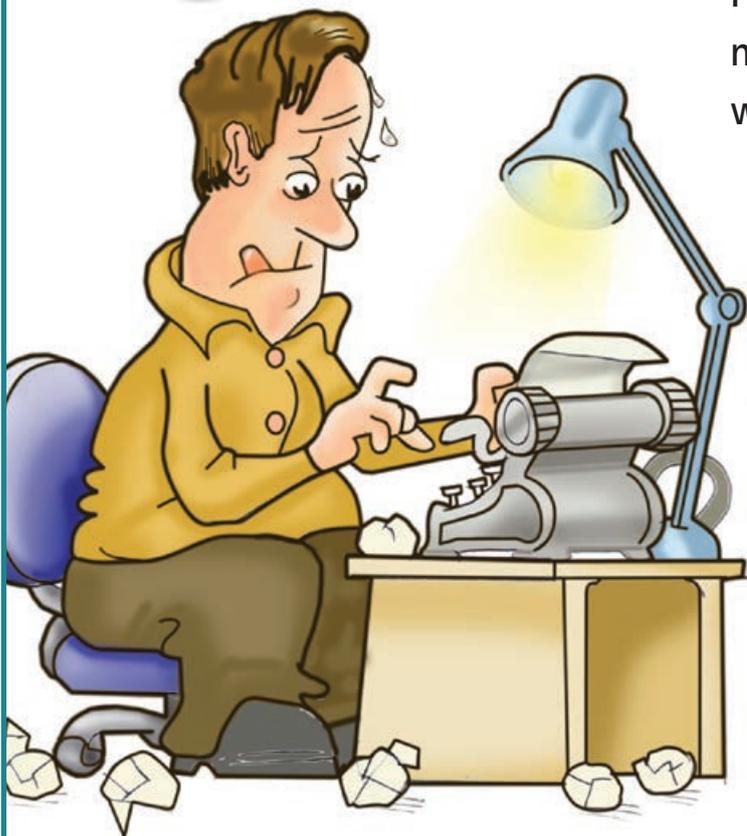


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Understanding cultural differences as India gains prominence on the world stage



As India moves up the World Bank 'Ease of Doing Business' Index and Google continues its push into the region, companies are urged to consider cultural difference. Crown World Mobility offers some tips to help meetings and negotiations go smoothly.

After India moved up 30 places to 100th in the World Bank 'Ease of Doing Business' Index, companies are being urged to understand the cultural differences that still exist if they want to take full advantage of the opportunities ahead.

India has been making great strides in the business world since Prime Minister Narendra Modi announced plans to boost the country's global appeal for investors, and was named as one of the top ten improvers when the latest World Bank rankings were announced in November.

Then in December, Google continued its push into India by launching a stripped-down version of its latest operating system Oreo (Go) in Delhi and a new version of its voice-based assistant for phones in Hindi and English, exclusively on Indian mobile operator Reliance Jio.

That news is tipped to spark a rise in foreign investment in a country regarded as one of the biggest potential markets with a population of more than 1.3 billion. For these reasons, Crown World Mobility says it is more important than ever for businesses to understand the impact of culture when doing business there.

Alyssa Bantle, Intercultural Trainer and Global Curriculum Manager at Crown World Mobility, said that India is a

fascinating country of ancient traditions and values that has become a true global business presence in the last few decades. This has a few important implications for doing business there.

"One is simply that the more we can learn about the Indian business mindset the more successful we will be in our interactions with them," she explained. "Another is that Indians are quickly adapting to more Western ways of doing business. As a result, it is easy to overlook important differences in business practices."

The bottom line for anyone working with India is that you need to be curious and aware at all times to make sure you are not assuming it's the same as in your country or 'this is typical Indian'.

"Different styles of communication and mindset, such as the Indian discomfort with directly saying no, means many businessmen and women from Europe have left a meeting thinking they have reached an agreement or closed a deal, only to find out later they haven't," said Alyssa. "You need to be prepared to read the signs."

Alyssa has developed a series of tips for business interaction in India, dividing them into four key categories:

1 Relationships

In India relationships are critical to doing business effectively.

Tip: Put a little extra effort into creating a personal connection. This could be as simple as picking up the phone instead of sending an e-mail. Certainly, Indians

enjoy discussing a cricket match or the latest movie but Indian small talk tends to be a bit more personal. Remember to take that extra moment to make small talk about the family, weekend plans, and holidays. And remember some details (especially around the family) and ask a follow-up question the next time. Do not be offended when you are asked questions that seem personal.

2 Indirect communication

We all prefer not to be the bearers of bad news but this is much more the case in India and so answers may not be as direct as you are used to.

Tip: Learn to listen for the hidden 'no'; it could be in the form of hesitating, changing the subject, or asking a lot of questions.

Tip: Ask open ended questions instead of 'yes' or 'no' questions. That way, Indians have the opportunity to give you more information and for you to identify a possible issue or 'no'.

Tip: Also, in communicating with Indians it is the tone and the approach that matter much more than the actual words. Be mindful of your communication style. If it seems much more direct, you might come across as rude.

3 Time

As in many cultures, time is seen as being much more fluid and flexible. There is less of a sense of being able to control and manage time.

Tip: When setting deadlines make sure to build in a buffer. Also, create milestones and check-in points. Make the extra effort to also communicate the positive impact of finishing on time and the negative impact of not making the deadline.

4 Formality and hierarchy

Even though India is embracing a less formal workplace, do not undervalue the importance of formality and hierarchy when working in India. The use of formality is an important way to show respect.

Tip: A good rule is to always err on the side of formal initially: use title and last names with people you do not know and people of higher status. If it is a peer, the simple act of asking how they would like to be addressed can go a long way in communicating and awareness and respect for Indian cultural norms.

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NEWS: ON THE ROAD



● Rear-view mirrors have not evolved a great deal since the 1960s.

New digital mirrors on the way for trucks

A recently completed research project in Sweden has shown that digital rear-view mirrors on trucks can reduce blind spots and improve visibility.

Rear-view mirrors have not evolved a great deal since the 1960s but now things could be set to change thanks to a new solution developed for truck manufacturers by RISE, Scania and Stoneridge Electronics AB.

Scania Vehicle Ergonomist Hanna Staf and technicians from Stoneridge Electronics, along with Azra Habibovic, Project Leader at the Swedish research institute RISE Viktoria, have created a digital rear-view mirror system

The prototype includes cameras mounted near the upper front corners of the exterior of the driver's cab, which display the view to the rear in real time.

prototype that represents a clear step forward. The prototype includes cameras mounted near the upper front corners of the exterior of the driver's cab, which display the view to the rear in real time.

Driver's direct vision improved

By replacing conventional rear-view mirrors with digital ones, the driver's direct vision is improved. "Traditional rear-view mirrors typically block a driver's field of vision. By replacing them with digital systems it enables drivers to detect pedestrians and cyclists much easier – a typical problem at urban intersections and roundabouts," said Azra Habibovic.

The prototype provides a larger field of view and reduces blind spots, making the driver more aware of potential hazards around their truck. Azra continued, "The automatic panning of the main view is especially useful for following the trailer end when turning or reversing. It eliminates the need for body and head movements to increase the field of view, which is usually the case when using conventional mirrors."

Better visibility when door windows are dirty

Another advantage is that the prototype provides better visibility when door windows are dirty. During adverse weather conditions, it can be a challenge for truck drivers to spot objects in conventional mirrors.

In addition to safety, the digital rear-view system offers reduced air-drag, and enhanced night-time viewing is also possible through an inbuilt infra-red system. "Replacing conventional mirrors with digital systems creates a unique opportunity to improve drivers' visibility and night vision," said Scania's Hanna Staf. "This improves safety while creating a more comfortable driver environment."

'Major Road' investment programme must work for freight too

On 23 December, 2017 The Department for Transport released its consultation on the creation of a new Major Road Network (MRN). It has announced that key roads, below the motorway network and largest 'A' roads currently operated by Highways England, could benefit from up to £100m investment each.

While welcoming the news of additional investment, The Freight Transport Association (FTA) has said that improvements to the road network must reflect the needs of the haulage industry, not just those of private motorists.

FTA's Head of UK Policy, Christopher Snelling said, "Any investment in our road network is good news, especially given the lack of funding available over recent years for councils to improve just these kinds of roads. But the government must ensure that any projects funded by this scheme are designed for freight as well as car users. Above all, FTA believes any roads classed as part of the MRN must focus on making motor traffic more efficient and be open to all types of motor vehicle

without restriction. There should be no HGV restrictions on anything that wants to claim to be a 'Major Road'."

The Road Haulage Association (RHA) also welcomed the announcement of additional funding. "The prospect of investment in the transport network to improve the flow of the goods and services we all rely on is good news," said RHA Chief Executive, Richard Burnett. "Whilst major roads have often benefitted from investment, 'A' roads and local roads have been under-invested in for many years. This announcement is a positive step. The devil is in the detail and the RHA stands ready to assist government in ensuring that funding is granted to the improvements that are needed the most."



● Christopher Snelling.

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RESEARCH: WHAT STOPS PEOPLE MOVING?

What's stopping people

Research from Attic Self Storage in London reveals 97% of people in the UK do not think Brexit will be a trigger for their next move. But what are the biggest obstacles to moving house, and what is most likely to make people move? Here the company explains.

Brexit

We've probably all heard more than enough about Brexit, but as the leading cause of uncertainty in the UK economy right now, it must be having some impact on the UK's home moving trends.

The data supports this. However, our survey found that British homeowners are less concerned with Brexit than you might think. In fact, just 3% of the respondents said they felt Brexit would be the primary driver behind them moving house, with 28% more concerned about the stress of moving.

Surprisingly, the stress of moving home is the most cited reason for wanting to stay put ... with 28% of people put off a move because of the stress involved.

The research also showed that Brexit was more of a concern for younger people and those with a higher level of income, which is perhaps consistent with many previous findings. Wales and the West Midlands were the areas most concerned about Brexit, followed by Scotland and then London. Given that a third of all EU Nationals in the UK live in London, and London voted heavily to

remain, these results will certainly be surprising to some.

Age

Perhaps less surprising is the fact that when it comes to moving house, older people are more settled than the young. Overall, a third of the survey's respondents plan to move house over the next one to five years, with 18-24-year-olds the most likely to rent or buy a new home. That's probably something most of their parents will be quite happy about!

Although upsizing or downsizing is the main reason for home moves among all age groups, relationship status was the second most common reason for a move among 18-24-year-olds, while one in four of those over the age of 25 were more likely to be concerned about the needs of their family. Of those aged over 65, downsizing was the driver behind one in two home moves.

Gender

So how do the UK's home moving trends differ by gender? On the whole, women are more likely than men to want to move in the next year, with family reasons the most commonly cited after upsizing or downsizing. Of the men that do want to move, their main motivation, after upsizing or downsizing, is to further a relationship. Who said romance was dead!

Whatever their reasons for moving, as you would expect, money plays a significant part in the decisions of both sexes. Women are more concerned with

the affordability of mortgage and rental payments, while men are more worried about the immediate expenses, such as the cost of moving and Stamp Duty. Thankfully, that's one less thing first-time buyers have to worry about now that Stamp Duty has been removed on properties under £300,000.

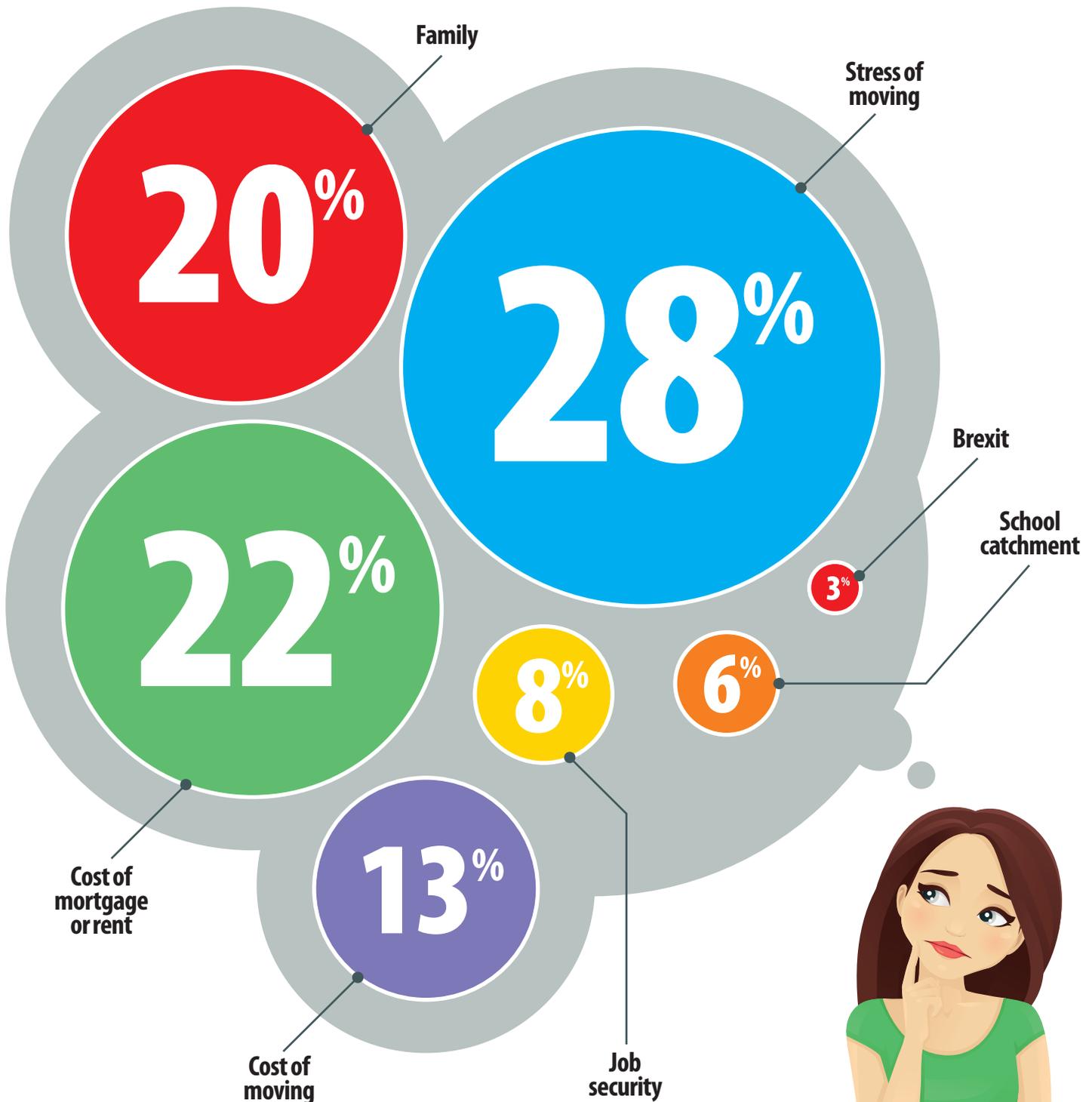
What prevents people from moving?

Of the 3,000 respondents, a third said they plan to move within the next five years. Londoners are the most likely to move house, with 54% of people in the capital looking to rent or buy a new property. Perhaps predictably, the most settled UK residents were those over the age of 65, with 59% saying they did not plan to move at any time in the future.

But what prevents people from moving? The proportion of people planning to move is clearly impacted by income, with those earning over £40,000 twice as likely to be planning to move house than those earning £20,000 or less. Given the lack of affordable housing and rising rental prices across the UK, it's likely this decision is imposed on those with lower incomes rather than one they've made themselves.

Surprisingly, the stress of moving home is the most cited reason for wanting to stay put – above affordability – with 28% of people put off a move because of the stress involved. Our research did also find a link between the stress of a house move and income, with stress more of a factor for those with lower earnings.

moving in the uk?



NEWS: PRODUCT



● The vehicle is fitted with a new fine dust particulate filter from MANN+HUMMEL.

The world's first emission-neutral vehicle

The filtration specialist MANN+HUMMEL based in Ludwigsburg, Germany, has developed a particulate filter which will help create the world's first emission-neutral vehicle.

Particulates are usually associated with diesel vehicles however the manufacturers of the particulate filter argue that even electric vehicles release particulates into the atmosphere due to tyre, brake, and road abrasion and are therefore not free of emissions.

The new fine dust particulate filter from MANN+HUMMEL retains as many dust particles as are produced

by tyre, brake and road abrasion making the vehicle emission neutral.

The filter modules will initially be fitted to five StreetScooter test vehicles used by Deutsche Post DHL Group in service in five German city centres. The successful conclusion of the test could lead to the series implementation of the particulate filter. It is claimed that the vehicle will be completely neutral in terms of emissions. This means: no carbon

dioxide (CO₂), no nitrogen oxide (NO_x), no noise and no particulates.

The fine dust particulate filter is equipped with an active filter system. Blowers are fitted behind these filters which direct ambient air to the filters. As a result, even when the vehicle is at a standstill it is still able to filter particulates from the ambient air. The installation position of the filter on the underbody at the height of the rear axle is

practical for two reasons: it does not use up any valuable loading space; and this is precisely the location where the highest concentration of particulates is found. All particulate filters are equipped with sensors that allow the online monitoring of the efficiency of the systems. Here MANN+HUMMEL records information on the filtration performance, the amount of cleaned air, the concentration of particulates and the weather data. The data is then sent to the Cloud, visualized via a web interface and then evaluated by filtration experts.

Alfred Weber, CEO at MANN+HUMMEL, describes the need for action: "More and more people at our locations ranging from Ludwigsburg to Bangalore and Shanghai are suffering from the consequences of air pollution and who else apart from a filtration expert such as us is going to find a solution?"

Achim Kampker, CEO of StreetScooter, subsidiary of the Deutsche Post DHL Group, praises the further improvement of the ecological balance thanks to these vehicles: "With these new fine dust particle filters from MANN+HUMMEL, we can further improve the environmental performance of our StreetScooters. We are pleased to participate in this field trial and to pioneer what will become a major trend."

According to estimates from the World Health Organization (WHO), every year roughly 47,000 people in Germany die from the effects of particulates.

Scania introduces City Safe Window

To help reduce road risk in urban environments, Scania is introducing the option of a low-placed window in the passenger door of new generation P- and L-series models. Known as the Scania City Safe Window, this factory-fitted option enhances the driver's ability to detect vulnerable road users such as children, cyclists and pedestrians in the immediate vicinity of the truck.

"We have been retro-fitting vision panels into the passenger doors of existing P-series models in the UK for some time," said Andrew Jamieson, Sales Director for Scania (Great Britain) Limited.

"The success of this programme, and its acceptance by operators, drivers and the authorities, has been instrumental in the Scania factory's decision to develop the option for new generation P- and L-series models. As a factory-fitted product, operators can rest assured that it has been designed and developed to meet the stringent safety standards associated with Scania's cabs. Furthermore, to ensure optimum vision at all times and in all conditions, the Scania City Safe Window is heated and can be specified for all P- and L-series cab variants."



● Scania L-series with City Safe Window.

Wayne Bailey named NKS Training Solutions Trainee of The Year

Wayne Bailey from Simon Long Removals Ltd has been named Trainee of the Year 2017 by Thetford-based removals training specialist NKS Training Solutions.



● Nicholas Saker (right) presents the winner's shield to Wayne Bailey.

"Wayne started with Simon Long Removals Ltd as a porter, learning all aspects of the industry and gaining experience in the many areas of our business," said Simon Long, Director. "After demonstrating his commitment, he was offered the chance to take his LGV licence, which he jumped at. He successfully gained his licence as part of our driver training programme, that has seen many of our staff not only take LGV, but car licences as well. This we find is a great stepping stone from porter to van driver and then to LGV should there be sufficient commitment to our profession. It also gradually introduces the level of supervisory responsibility expected of the driver."

This year, in February, NKS Training Solutions will celebrate five years of trading with new courses tailor-made for the removal/warehousing/storage and distribution industries. NKS also undertakes forklift training covering counterbalance/reach truck and ride-on stacker truck vehicles, as well as Driver CPC courses.

Visit www.nkstrainingsolutions.com.

Wayne, who has worked in the moving industry since 2006, was presented with a winner's shield along with a certificate and a bottle of Champagne by NKS Director Nicholas Saker.

"When attending courses Wayne always wants to learn new ways of doing things and encourages others," said Nicholas. "He works to a high standard, is never negative and is a good ambassador for his company, which are pleasant traits to see. That's why I have chosen him to be our Trainee of the Year 2017."

Andrea Woolf Parker joins Tennessee Relocation Council

Andrea Woolf Parker, Executive Vice President of Air Animal Inc, has been elected to the Board of the Tennessee Relocation Council where she will oversee sponsorships. Andi works closely with Air Animal's corporate relocation clients and is a graduate of the University of Florida. She is a past president of the Southeastern Regional Relocation Council.

Air Animal serves pet parents moving across the USA or around the world and provides US Customs clearance for pets entering the country through any major gateway.



● Andrea Woolf Parker.

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NEWS: PEOPLE



**Obituary:
Joan Patricia
Waddling**

Joan Patricia Waddling, wife of Ron Waddling of Tippet Richardson, died on 30 November, 2017 in Brighton, Canada.

Joan was a constant companion to Ron and the Naylor family at conferences and business meetings around the world. Joan was a professional hairdresser and business woman who enjoyed giving back through volunteering to the communities. During her career in Toronto, by way of

offering apprenticeships in her beauty salons, Joan assisted new immigrants to Canada with English, societal adjustments, work and friendship.

The Naylor family said that Ron and Joan had influenced them all over the last 40 years and that she will be missed but well loved.

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The White & Co Mystery Mover

Thanks to all those who took part last month and congratulations to David Bunting who spotted Bert Waddington and Alan Maxted - both Past Presidents of the BAR (1988 and 1990). David was president himself in 2005. This month it's much more difficult. Or is it? Answers to editor@themover.co.uk for a chance at winning the White and Company Red and Black watch.

Rob Whitehurst appointed to business development at Cartus

Cartus Corporation has announced the appointment of Rob Whitehurst as senior vice president of Americas, strategic business development. The company said that Rob has a background that includes global leadership roles and overseeing accounts for companies of all sizes and that technology, growth and relationship building remain at the forefront of his goals. He will be based in Cartus' worldwide headquarters in Danbury, Connecticut; report to Mark Sonders, Senior Vice President of Global Sales and Marketing; and will be responsible for managing the company's Americas Business Development Team.



● Rob Whitehurst.

"Rob is fully dedicated to the success of his team and his clients," said Mark Sonders. "His track record in leadership and his expertise regarding technology and innovation make him an ideal addition to the Cartus team."

Kevin Kelleher, President and CEO of Cartus, added, "As a company, we're consistently focussed on

innovation and service. Mark Sonders and Rob Whitehurst have been dedicated to the use of technology and innovation outside of the relocation space, and are equally dedicated to bringing that expertise and innovation to the relocation industry. Their recent appointments at Cartus demonstrate our commitment to our clients of staying a step ahead - so they can stay a step ahead in their own industries."

Tina Borba promoted at Crown

Crown Worldwide Moving & Storage in San Leandro, California has announced the promotion of Tina Borba to the position of vice president of international services.



● Tina Borba.

Tina truly embodies what it means to be a leader within our Crown-Armstrong family," said Tori Ferrante, Crown's President and CEO. "Over the years, she has

created genuine and lasting relationships with our overseas agents and valued customers. It has been rewarding for me to watch her grow and develop the skills that make her such an effective leader today."

Tina joined Crown in 1987 and has held various leadership positions. She is a graduate of the FIDI Academy, has travelled the world extensively and is very familiar with Crown's global agency network. In her new role she will continue to be responsible for managing the service delivery team and operations for the international division.

"I am honoured that Tori and the Board have entrusted me with this role," said Tina. "I am excited to have the opportunity to focus on my department's processes and staff to continue to improve training and streamline systems."

Lexicon Relocation appoints Melanie Klaschka

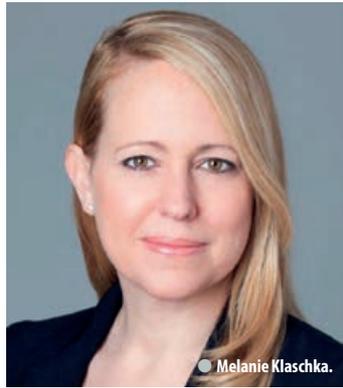
Lexicon Relocation in Florida has announced the appointment of Melanie Klaschka as director of global business development strategy.

Melanie, who brings 17 years of expertise in business development and management of strategic relationships to Lexicon Relocation, will focus on assisting and supporting global business development initiatives and strategies. During her career, Melanie has developed global partnerships and programmes for some of the largest Fortune 100 firms. She has lived and worked in London, Germany, New York and Washington, DC; giving her first-hand knowledge and experience as an expatriate in the global mobility industry.

Debbie Maupin, Senior Vice President of Global Sales said, "We are very fortunate to have

Melanie join our team. Her background and wealth of experience will help strengthen our organisation as we look to accelerate our global growth."

Melanie studied international business at Eckerd College, holds her Global Mobility Specialist certification with Worldwide ERC and is based in New York.



● Melanie Klaschka.

Bridget Ritchie receives 2017 Sandra M Welbourn Service Award

Bridget Ritchie, Vice President of Global Business Development at Arpin Group, has received the 2017 Sandra M Welbourn Service Award from the Corporate Relocation Council of Chicago (CRC).

Bridget Ritchie began volunteering with CRC of Chicago in 2010 on a committee helping to recruit new members. She joined the Board and served from 2011-2014, starting as communications chairman and moving up to vice president, president and chairman. Bridget also served as chairman of the Midwest Relocation Conference (MRC), an annual two-day professional development event that rotates to a different city each year. She is now a permanent member of the MRC Board of Advisors. This year, Bridget has been re-elected to the CRC Board.

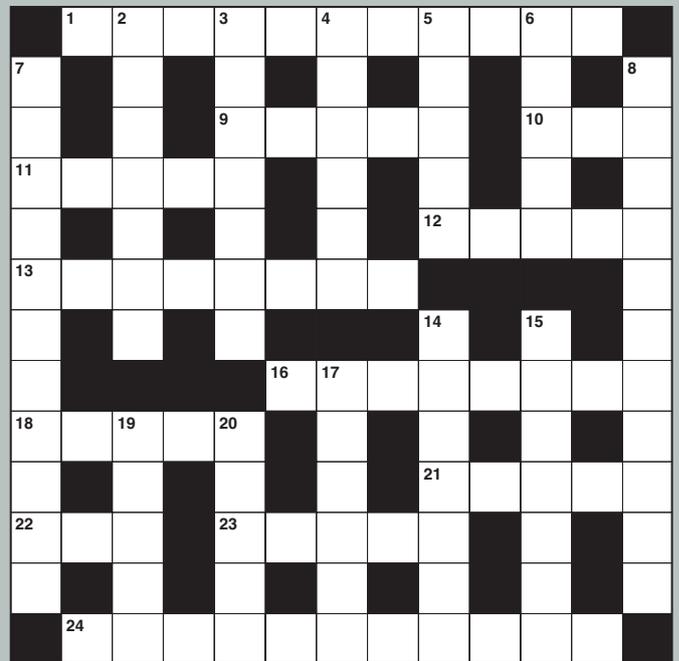
The Sandra M Welbourn Service Award was established in 2011 to remember and celebrate the tremendous dedication and contributions of the beloved CRC Administrator, Sandy Welbourn.

For over a decade, Sandy tirelessly gave her time and talent to further the growth and advancement of the CRC of Chicago.



● Bridget Ritchie.

Puzzles



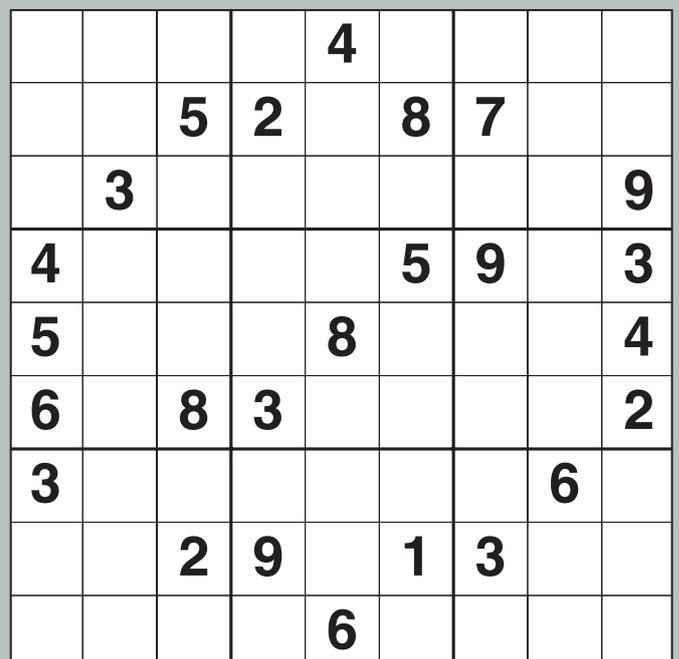
ACROSS

- 1 Fantastically (11)
- 9 Simple (5)
- 10 Sticky substance (3)
- 11 Pellucid (5)
- 12 Way in (5)
- 13 Paunch (8)
- 16 Choosing from various sources (8)
- 18 Stylish (5)
- 21 Reception room in a large house (5)

DOWN

- 2 Opposes (7)
- 3 Question after a mission (7)
- 4 Vend again (6)
- 5 Male relation (5)
- 6 Ignite (5)

- 7 Producing a discordant mix of sounds (11)
- 8 Institute of higher education (11)
- 14 Debra ____: US actress (7)
- 15 Eg from Rome (7)
- 17 Pair (6)
- 19 Shallow carrying containers (5)
- 20 Woody-stemmed plant (5)



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	W	O	N	D	E	R	F	U	L	L	Y	
C		B		E		E		N		I		P
A		J		B	A	S	I	C		G	O	O
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2	1	6	7	4	9	8	3	5
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5	9	3	1	8	2	6	7	4
6	7	8	3	9	4	1	5	2
3	8	9	4	2	7	5	6	1
7	6	2	9	5	1	3	4	8
1	5	4	8	6	3	2	9	7

Diary Dates

E-mail your Diary Dates to nikki@themover.co.uk

IMC WORLD Convention

23 – 25 February, 2018, Dubai

LACMA Convention 2018

26 February – 1 March, 2018, San Juan, Puerto Rico

IMA2018

(International Mobility Alliance Conference)

28 February – 3 March, 2018, Bangkok

OMNI Conference 2018

19 – 23 March, 2018, Palm Beach, Florida, USA

FIDI Conference 2018

25 – 28 March, 2018, San Diego, California, USA

The Commercial Vehicle Show

24 – 26 April, 2018, NEC Birmingham, UK

EuRA Conference 2018

24 – 28 April, 2018, Dubrovnik, Croatia

Young Movers Conference 2018

3 – 6 May, 2018, Brussels, Belgium

BAR Conference 2018

17 – 19 May, 2018, Bournemouth, UK

EUROMOVERS International Conference

24 – 27 May, 2018, Prague, Czech Republic

PAIMA Conference 2018

2 – 4 October, Washington, DC, USA

IAM 56th Annual Meeting

5 – 8 October, 2018, Washington DC, USA

The Movers & Storers Show 2018

21 – 22 November, 2018, Event City, Manchester, UK

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Tony Allen: And finally...



Something to digest?

Policing in this country is carried out with the consent of the people. Thankfully it does not exist as a branch of government in order to keep us under control - as in some, and perhaps too many, other countries - it is created to uphold the laws of the country on our behalf. Now this might seem like pretty heavy stuff for so early in the New Year but bear with me.

Quite frankly, if we universally refused to accept this state of affairs then police forces would find it impossible to maintain the rule of law; anarchy would ensue and as a result we would all be much unhappier. Of course it does not necessarily mean that we will always agree with every single one of these laws, but generally we acknowledge that the best way to conduct our lives is to acquiesce in an element of give-and-take. Notice that I have used the word 'generally' because there are always a small number of individuals who refuse to subscribe to this way of dealing with our social covenant.

The most important point to realise here is that this mode of living has not suddenly occurred out of the blue, but comes about as a result of hundreds of years of trial and error, revolutions, bravery, false starts, common sense and compromise. Over the years our ability to co-exist has slowly evolved and, although not perfect, it still continues to do so.

Quite recently I was talking to the man at our local paper shop; and we were talking rubbish (no, don't say it!). He told me how he lived alongside the busy A22 London to Eastbourne road about four miles out of town. His problem was, that every morning he had to go out and clear up discarded 'jettison' from his grass verge. On average, he said, there were 11 items, the majority of which carried a logo which emanated from a company with a Scottish preamble. His problem, he went on to say, was that he was situated at just the point on the A22 when, having purchased their comestibles in town, people would have finished consuming either their hamburger or their measure of complicated coffee. Unfortunately, these items were surrounded by disposable packaging, and by this I mean disposable through a car window.

'Nil desperandum' I thought on the way home - I didn't actually, but maybe it sounds impressive. The A22 is a very busy road with literally thousands of vehicles passing by our paper shop man's house every single day - and only 11 pieces of rubbish? You would think that this

unfortunate individual should be more than knee deep in detritus? No excuse of course; but doesn't this prove that most of us are dealing with our rubbish in a civilised manner?

I remember being taught when I was young that by spoiling things for other people, you are also spoiling things for yourself. The vast majority of the population abide by this convention, so we are not really 'going to hell in a hand cart', and I know of course that there appears to be a scourge of fly-tipping at the moment, but again this is carried out by a very small minority. To put this another way, the large majority of us still conduct our lives with a large degree of pragmatic common sense.

The late great Tommy Cooper often used to start a joke by saying something like: 'I'm going to tell you a joke, in fact, I can't wait to hear it myself!' Well writing an article is a bit like that. Sometimes you find yourself inexorably drawn to a destination other than the one which you originally intended.

The most important point to realise here is that this mode of living has not suddenly occurred out of the blue, but comes about as a result of hundreds of years of trial and error, revolutions, bravery, false starts, common sense and compromise.

I had no intention of bringing up the subject of 'political correctness' when I started but I cannot escape the thought that this doctrine runs contrary to the tenets of what I have previously written, i.e. the evolutionary power of common sense. I am not quite sure from where the various edicts of PC emanate, sometimes they make sense and sometimes they are simply daft. Maybe there is a 'Wizard of Oz' character somewhere, issuing a stream of proclamations which represent their own prejudices and maybe this is what Frank L Baum had in mind when he wrote, what is often considered to be, an allegorical story. The one thing I do worry about is that unless the power of common sense is allowed to flourish, then this will lead to a degree of frustration among the populace at large and that's probably why so often you hear individuals beginning a sentence with the defensive words: "I know it might sound politically incorrect but ..."

It's a thought!

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