



**ANNUAL  
REPORT  
AND  
ACCOUNTS**  
*of*  
**FREIGHT  
TRANSPORT  
ASSOCIATION**  
**1995**

# **ANNUAL GENERAL MEETING 1996**

Notice is hereby given that the Annual General Meeting of the Freight Transport Association Limited will be held at the London Hilton, Park Lane, London W1, at 10.00am on Tuesday 30 April 1996 for the purpose of transacting the following business:

## **1 Directors Report**

To receive the Report of the Directors for the year 1995.

## **2 Annual Accounts**

To receive the Income and Expenditure Account for the year ended 31 December 1995, the Balance Sheet as at that date and the Auditors' Report.

## **3 Auditors**

To appoint Auditors and to fix their remuneration.

## **\* Special Business**

To consider and, if thought fit, pass the following resolution which will be proposed as a Special Resolution:

## **4 THAT:**

- a the Memorandum of Association of the Company be and it is hereby altered as follows:
  - (i) by the addition of the following words at the end of the first sentence of Clause 4 after the word "Association" and before the full stop:

"except upon the winding-up or dissolution of the Association"; and
  - (ii) by the deletion of Clause 7.
- b the Articles of Association contained in the document submitted to the Meeting and signed by the Chairman of the Meeting for the purpose of identification be and they are hereby adopted as the Articles of Association of the Company in substitution for, and to the exclusion of, the existing Articles of Association.

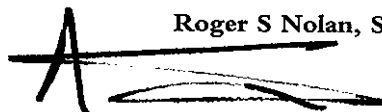
## **5 Other Business**

To deal with any other business admitted by the Chairman.

**Hermes House, St John's Road  
Tunbridge Wells, Kent TN4 9UZ**

**By order of the National Executive Board**

**Roger S Nolan, Secretary**



\*These resolutions are proposed in order to regulate the committee structure of FTA in the future by means of bye-laws of National Council. At the same time, the opportunity is being taken to make other minor modifications to reflect current practices.

Copies of the amended Memorandum of Association and the proposed new Articles of Association may be obtained from the Secretary on request and will be available for inspection at the place of the Annual General Meeting from 9.45am until the conclusion of the Meeting. Copies will be sent automatically to all members of Divisional Committees and National Council.

# THE REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31 DECEMBER 1995

Your Directors have pleasure in submitting their Annual Report and Accounts for the year ended 31 December 1995. For the purposes of the Companies Act 1985 members of the National Executive Board are Directors. The names of those persons who were members of the Board at any time in 1995 appear below.

The Association acts as a trade association for trade and industry in so far as the organisations in membership operate or use freight transport for or in connection with their business. During the year it continued its policy of providing a range of advisory and practical services to the membership and of pursuing a vigorous and responsible representational role. The total membership of the Association at 31 December 1995 was 11,566 and the state of the Association's affairs is set out in the Accounts shown on the following pages.

Formal arrangements exist for the management team to discuss and contribute to the financial, economic and social objectives of the Association and regularly to brief all staff on the activities in which the Association is engaged. During the year the Association maintained its policy of giving full and fair consideration to applications for employment made by disabled people.

Changes in the tangible assets of the Association are detailed in note 7 of the accounts. It is considered that the market value of the Association's freehold properties is in excess of the amounts shown in the Accounts.

The auditors, W. J. Calder, Sons & Co, retire in accordance with the provisions of the Companies Act 1985 and a resolution for their reappointment will be proposed at the Annual General Meeting.

18 March 1996

By order of the National Executive Board

Roger S Nolan, Secretary



## NATIONAL EXECUTIVE BOARD 1995/1996

**President and Chairman:** G D N Miller, *William Younger and Company Limited*

**Vice-Chairman:** C A Lawrence, *Wincanton Ltd*

**Honorary Treasurer:** J P Richardson, *The Boots Co plc*

**Members of the Board:** J A C Bell, *Esso Petroleum Co Ltd*  
D H Bliss, *Royal Mail*  
P G Browitt, *ICI Chemicals & Polymers Ltd*  
L Christensen, *Safeway plc*  
D G Mathew, *Allied Steel & Wire*  
K W Miller, *Securicor Omega Express Ltd*  
J G Russell, *John G Russell (Transport) Ltd*

The following also held office during the year:

B K R Burns, *NFC plc*  
R A Clark, *J Sainsbury plc*  
R T Penny, *Nestlé UK Ltd*  
I H Gaseltine, *British Sugar plc*

## *THE FREIGHT TRANSPORT ASSOCIATION LIMITED*

### *STATEMENT OF DIRECTORS' RESPONSIBILITIES*

Company law requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of its surplus or deficit for that period. In preparing those financial statements, the Directors are required to:

- \* select suitable accounting policies and then apply them consistently;
- \* make judgements and estimates that are reasonable and prudent;
- \* state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- \* prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# **AUDITORS' REPORT TO THE MEMBERS OF THE FREIGHT TRANSPORT ASSOCIATION LIMITED**

We have audited the financial statements on pages 5 to 15 which have been prepared under the Historical Cost Convention and the accounting policies set out on page 9.

## **Respective responsibilities of Directors and Auditors**

As described on page 3, the company's Directors are responsible for the preparation of financial statements. It is our responsibility to form an independent opinion, based on our audit, on those statements and to report our opinion to you.

## **Basis of opinion**


We conducted our audit in accordance with auditing standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Directors in the preparation of the financial statements, and whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

## **Opinion**

In our opinion the financial statements give a true and fair view of the state of the company's affairs as at 31 December 1995 and of its surplus for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

25 Lower Belgrave Street  
London SW1W 0LS  
18 March 1996

  
W J Calder, Sons & Co  
Chartered Accountants  
and Registered Auditor

# BALANCE SHEET 31 DECEMBER 1995

		1995		1994	
	Note	£	£	£	£
<b>Fixed Assets:</b>					
Tangible Assets	7		3,936,464		3,950,565
<b>Current Assets:</b>					
Stocks	1(iii)	105,548		71,252	
Debtors	8	2,590,929		2,377,530	
Deposits at short notice		1,342,000		1,877,000	
Cash at bank and in hand		4,977		37,838	
		<u>4,043,454</u>		<u>4,363,620</u>	
<b>Creditors:</b>					
Amounts falling due within one year	9	<u>3,956,780</u>		<u>4,171,919</u>	
Net Current Assets			<u>86,674</u>		<u>191,701</u>
Total Net Assets			<u>4,023,138</u>		<u>4,142,266</u>
<b>Capital and Reserves</b>					
<b>General Reserve:</b>					
Balance as at 1 January 1995	10(i)		3,630,536		3,494,210
Unappropriated surplus for the year			<u>56,358</u>		<u>136,326</u>
Balance as at 31 December 1995			<u>3,686,894</u>		<u>3,630,536</u>
<b>Specific Reserves and Funds:</b>					
Property and Refurbishing Reserve	10(iii)		35,524		95,087
Pension Reserve	10(iv)		57,450		71,262
Special Contingency Reserve	10(v)		10,329		144,511
Legal Defence Reserve	10(vi)		138,722		138,245
Centenary Award Fund	10(vii)		391		1,125
Industry Image Fund	10(viii)		93,828		61,500
			<u>4,023,138</u>		<u>4,142,266</u>



G D N Miller, President



J P Richardson, Honorary treasurer

Signed on behalf of the National Executive Board

18 March 1996

*The notes on pages 9 to 15 form part of these accounts*

# INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 1995

		1995		1994	
	Note	£	£	£	£
Turnover	1(v)		11,952,209		11,650,900
Direct service costs			6,636,503		6,125,531
Gross Surplus	2		5,315,706		5,525,369
National operating expenses	3 & 4		5,248,034		5,347,784
Operating Surplus			67,672		177,585
Income from deposits		119,088		111,259	
Rent received		—		6,636	
		119,088		117,895	
Taxation	6	30,402		29,154	
			88,686		88,741
Surplus for the year before transfers to Reserves	4		156,358		266,326
Transfer to Property and Refurbishing Reserve	10(iii)	50,000		50,000	
Transfer to Pension Reserve	10(iv)	20,000		50,000	
Transfer to Special Contingency Reserve	10(v)	—		—	
Transfer to Legal Defence Reserve	10(vi)	30,000		30,000	
Transfer to Centenary Award Fund	10(vii)	—		—	
			100,000		130,000
Transfer to Accumulated Reserves			56,358		136,326

## Continuing Operations

The company has made no acquisitions nor discontinued any operations within the meaning of Financial Reporting Standard 3 during the above two financial years. The turnover and operating result derive entirely from continuing operations.

*The notes on pages 9 to 15 form part of these accounts*

**CASH FLOW STATEMENT FOR THE YEAR ENDED  
31 DECEMBER 1995**

		1995		1994	
	Note	£	£	£	£
Net cash inflow from operations	11		407,421		925,379
<b>Return on investments</b>					
Interest received		122,110		111,655	
Other investment income		<u>—</u>		<u>5,740</u>	
Net inflow from return on investments			122,110		117,395
<b>Taxation</b>					
Tax paid		<u>(28,800)</u>		<u>(34,609)</u>	
			(28,800)		(34,609)
<b>Investing Activities</b>					
Purchase of Tangible Fixed Assets*		(923,497)		(1,311,393)	
Proceeds from sales of Tangible Fixed Assets*		<u>130,391</u>		<u>254,038</u>	
Net cash outflow from investing activities			<u>(793,106)</u>		<u>(1,057,355)</u>
Net cash (outflow)/inflow before financing			(292,375)		(49,190)
<b>Financing Activities</b>					
Expenditure funded from Reserves	11	<u>(275,486)</u>		<u>(81,285)</u>	
			(275,486)		(81,285)
Increase/(Decrease) in cash and cash equivalents	12		<u>(567,861)</u>		<u>(130,475)</u>

**\* Purchase and Sale of Tangible Fixed Assets**

During the year ended 31 December 1994 a new property was acquired for use as the Midlands regional office and the old office was sold.

*The notes on pages 9 to 15 form part of these accounts*



# STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

		1995	1994
	Note	£	£
Surplus before transfer to Reserves		156,358	266,326
<b>Expenditure from Reserves</b>			
Property and Refurbishing Reserve		109,563	76,175
Pension Reserve		33,812	82,843
Special Contingency Reserve		134,182	30,489
Legal Defence Reserve		29,523	(48,245)
Lombard Centenary award		734	1,523
Industry Image Fund		(32,328)	(61,500)
		<u>275,486</u>	<u>81,285</u>
Total recognised gains relating to the year		(119,126)	185,041
Prior Year Adjustment	15	<u>—</u>	<u>(73,526)</u>
Total gains (losses) recognised since last Annual Report		<u>(119,126)</u>	<u>111,515</u>

*The notes on pages 9 to 15 form part of these accounts*

# NOTES TO THE ACCOUNTS 31 DECEMBER 1995

## 1 Accounting Policies

### (i) Preparation of Accounts

These Accounts have been prepared under the Historical Cost Convention and in accordance with applicable Accounting Standards.

### (ii) Depreciation

Depreciation is provided on an annual instalments basis over the expected useful lives of assets as follows:

Freehold Buildings	50 years
Motor Vehicles	4 years
Furniture and Equipment	4 years
Computers	4 years

### (iii) Stock

Stock is valued at the lower of cost and net realisable value.

### (iv) Taxation

Taxation is provided on non-member income only.

### (v) Turnover

Membership fees are recognised on a receipts basis only. All other income is recognised at the point of sale or at the time the service is provided. All turnover excludes value added tax.

### (vi) Pensions

The pension costs charged against profits are based on an actuarial method and actuarial assumptions designed to spread the anticipated pension costs over the service lives of the employees of the scheme, in such a way that seeks to ensure that the regular pension cost represents a substantially level percentage of the current and expected future pensionable payroll. Variations from regular costs are spread over the average remaining service lives of current employees in the scheme.

## 2 Turnover and Gross Surplus

			1995	1994
	Gross Turnover	Direct Costs	Gross Surplus	Gross Surplus
	£	£	£	£
Membership fees	2,345,976	—	2,345,976	2,334,867
Vehicle Inspection Service	4,427,287	3,306,701	1,120,586	1,261,665
Freightcheck	1,541,471	1,047,598	493,873	489,920
Training courses	1,607,723	1,256,376	351,347	472,811
Publications and advertising	885,552	482,003	403,549	423,910
Other membership services	829,456	365,102	464,354	385,851
Sundry income	314,744	178,723	136,021	156,345
	<u>11,952,209</u>	<u>6,636,503</u>	<u>5,315,706</u>	<u>5,525,369</u>

Membership fees are recognised in the month in which they are received and no provision for the prepaid portion is carried forward at Balance Sheet date.

Only direct salaries and expenses have been charged to the departments. Member services and administrative salaries and expenses have been included in 'National operating expenses'.

All income is generated in the UK.

## NOTES TO THE ACCOUNTS 31 DECEMBER 1995

### 3 National Operating Expenses

The heading 'Administration expenses' which is specified in the Companies Act 1985 has been altered in favour of the heading 'National operating expenses'. The Directors consider that this heading more accurately describes the nature and substance of the expenses than that prescribed by the Companies Act 1985.

### 4 Total Expenditure

The Surplus for the year is derived after charging:

	1995	1994
	£	£
Audit fees	25,250	24,450
Depreciation	917,403	860,952
Profit on sale of assets	110,195	122,904

### 5 Employment Costs

	1995	1994
	£	£
Salaries	5,604,911	5,287,470
Social Security	446,220	426,418
Pensions	823,863	777,119
Salary costs are inclusive of redundancy payments		

	1995	1994
The average number of employees during the year was:	344	322

### 6 Taxation

The Association is liable for taxation only on surpluses arising from non-members. The taxation charge for the year based on this income is as follows:

	1995	1994
	£	£
Corporation tax at 25%	30,482	28,879
Overprovision for 1994 (1993 – Underprovision)	(80)	275
	30,402	29,154

# NOTES TO THE ACCOUNTS 31 DECEMBER 1995

## 7 Tangible Assets

	Freehold Property	Motor Vehicles	Furniture and Equipment	Computer Equipment	Total
	£	£	£	£	£
<b>Cost</b>					
Balance at 1 January 1995	2,868,225	2,361,131	358,366	657,457	6,245,179
Additions	29,179	539,027	234,247	121,044	923,497
Written-off	—	—	(26,269)	(321,257)	(347,526)
Disposals	—	(467,728)	—	—	(467,728)
Balance at 31 December 1995	<u>2,897,404</u>	<u>2,432,430</u>	<u>566,344</u>	<u>457,244</u>	<u>6,353,422</u>
<b>Depreciation</b>					
Balance at 1 January 1995	451,040	1,207,550	165,226	470,797	2,294,613
Provision	56,347	577,802	141,586	141,668	917,403
Written-off	—	—	(26,269)	(321,257)	(347,526)
Disposals	—	(447,532)	—	—	(447,532)
Balance at 31 December 1995	<u>507,387</u>	<u>1,337,820</u>	<u>280,543</u>	<u>291,208</u>	<u>2,416,958</u>
Net Book Value 31 December 1995	<u>2,390,017</u>	<u>1,094,610</u>	<u>285,801</u>	<u>166,036</u>	<u>3,936,464</u>
Net Book Value 31 December 1994	<u>2,417,185</u>	<u>1,153,581</u>	<u>193,140</u>	<u>186,659</u>	<u>3,950,565</u>

## 8 Debtors

	1995	1994
	£	£
Debtors for goods and services	2,142,216	2,101,257
Other debtors	66,003	23,171
Prepayments and accrued income	382,710	253,102
	<u>2,590,929</u>	<u>2,377,530</u>

## 9 Creditors

	1995	1994
	£	£
Trade creditors	509,760	608,521
Accruals and deferred income:		
Vehicle Inspection Service	1,896,803	1,929,642
Freightcheck	641,360	658,090
Other member services	109,121	176,877
Payroll and other taxes	400,949	408,017
General accruals and other creditors	368,305	361,893
Corporation tax payable	30,482	28,879
	<u>3,956,780</u>	<u>4,171,919</u>

# NOTES TO THE ACCOUNTS 31 DECEMBER 1995

## 10 Reserves and Funds

### (i) General Reserve

The Association is limited by guarantee and does not have any share capital. Annual surpluses or deficits, after providing for specific reserves, which are detailed below, are transferred to the general reserve.

### (ii) Reconciliation of movements in shareholders funds

Within the meaning of FRS3 the total of the Association's Accumulated Reserve and Other Reserves constitute 'Shareholders funds'. The movement in the Accumulated Reserve is shown in the Balance Sheet and the movements in the Other Reserves are detailed below.

### (iii) Property and Refurbishing Reserve

	1995	1994
	£	£
Balance at 1 January 1995	95,087	121,262
Allocation from income in the year	50,000	50,000
	<hr/> 145,087	<hr/> 171,262
Less: Expenditure in the year	109,563	76,175
Balance at 31 December 1995	<hr/> 35,524	<hr/> 95,087

### (iv) Pension Reserve

The Pension Reserve was established to help finance possible future commitments for early retirement and to meet cases of hardship. Movements in the reserve during the year were as follows:

	1995	1994
	£	£
Balance at 1 January 1995	71,262	104,105
Allocation from income in the year	20,000	50,000
	<hr/> 91,262	<hr/> 154,105
Less: Expenditure in the year	33,812	82,843
Balance at 31 December 1995	<hr/> 57,450	<hr/> 71,262

### (v) Special Contingency Reserve

The Special Contingency Reserve was established to provide for projects or expenditure outside the normal course of the Association's business. Movements in the reserve during the year were as follows:

	1995	1994
	£	£
Balance at 1 January 1995	144,511	175,000
Allocation from income in the year	—	—
	<hr/> 144,511	<hr/> 175,000
Less: Expenditure in the year	134,182	30,489
Balance at 31 December 1995	<hr/> 10,329	<hr/> 144,511

## NOTES TO THE ACCOUNTS 31 DECEMBER 1995

### (vi) *Legal Defence Reserve*

The Legal Defence Reserve was established in 1992 to provide for possible actions considered necessary to protect the interests of the Association and its members. Movements during the year were as follows:

	1995	1994
	£	£
Balance at 1 January 1995	138,245	60,000
Additions to the Reserve in the year	30,000	92,000
	168,245	152,000
Less: Expenditure in the year	29,523	13,755
Balance at 31 December 1995	138,722	138,245

### (vii) *Lombard Centenary Award Fund*

The Lombard Centenary Award Fund exists to provide a training award for students involved in transport related subjects. Movements in the fund during the year were as follows:

	1995	1994
	£	£
Balance at 1 January 1995	1,125	2,648
Allocation from income in the year	—	—
	1,125	2,648
Less: Expenditure in the year	734	1,523
Balance at 31 December 1995	391	1,125

### (viii) *Industry Image Fund*

The Industry Image Fund is set up to promote actions to improve the image of the freight transport industry.

	1995	1994
	£	£
Balance at 1 January 1995	61,500	—
Amounts received from members	86,000	11,500
Allocation from income in the year	—	50,000
	147,500	61,500
Less: Expenditure in the year	53,672	—
Balance at 31 December 1995	93,828	61,500

# NOTES TO THE ACCOUNTS 31 DECEMBER 1995

## 11 Net Cash Inflow

The reconciliation of Operating Surplus to Net Cash Inflow for the year is as follows:

	1995	1994
	£	£
Operating Surplus:	67,672	177,585
Depreciation	917,403	860,952
Surplus on sale of fixed assets	(110,195)	(122,904)
(Increase)/Decrease in Stocks	(34,296)	4,486
(Increase)/Decrease in Debtors	(216,421)	(80,224)
Increase/(Decrease) in Creditors	(216,742)	85,484
Net cash inflow from operating activities	<u>407,421</u>	<u>925,379</u>
(Income Credited to)/Expenditure funded from Reserves:		
Funded from Property and Refurbishment Reserve	109,563	76,175
Funded from Pension Reserve	33,812	82,843
Funded from Special Contingency Reserve	134,182	30,489
Funded from Lombard Centenary Fund	734	1,523
Funded from Legal Defence Reserve	29,523	(48,245)
Funded from Industry Image Fund	(32,328)	(61,500)
	<u>275,486</u>	<u>81,285</u>

## 12 Movement in Cash and Cash Equivalents

	1995	1994
	£	£
Balance brought forward	1,914,838	2,045,313
(Decrease)/Increase in the year	(567,861)	(130,475)
Balance carried forward	<u>1,346,977</u>	<u>1,914,838</u>
Represented by:		
Cash at bank and in hand	4,977	37,838
Deposits at short notice	1,342,000	1,877,000
	<u>1,346,977</u>	<u>1,914,838</u>

# NOTES TO THE ACCOUNTS 31 DECEMBER 1995

## 13 Pensions

The Association operates a contributory pension scheme which is voluntary. Entry is open to all full time members of staff who are over 20 and under 59. The scheme is of the defined benefit type with its assets held in a separate trust and invested by the trustees, Abbey National Independent Trustees Limited; K H Taylor, FTA's Executive Director – Personnel and Business Services and R S Nolan, FTA's Secretary and Executive Director – Finance, Consultancy and International. The Association's contributions are determined by a qualified actuary on the basis of a triennial valuation using the projected unit method. The most recent valuation was in December 1995. The principal assumptions adopted in the valuation were that over the long term, the annual rate of return on investments will be 9%, that each member's pensionable salary will increase by 7% and pensions will increase at 5% per annum. Over the previous two years, average salaries have increased by 4.3%. At the date of the latest actuarial valuation, 31 December 1995, on a continuing basis, the market value of the assets of the scheme was £16.2 million and the actuarial value of the assets was sufficient to cover 82.5% (1994 – 79%) of the benefits that had accrued to members, after allowing for expected future increases in earnings. This deficiency should be eliminated by 2011 (1994–2011) at the current employer's contribution rate of 18.5% of pensionable earnings.

## 14 Operating Leases

### Annual commitment under operating leases

At 31 December 1995 there were the following annual commitments under non-cancellable operating leases:

### Operating leases that expire:

	1995		1994	
	Land & Buildings	Other	Land & Buildings	Other
	£	£	£	£
Within one year	–	–	–	–
In second to fifth years	–	–	–	–
Over five years	28,950	–	28,950	–
	<u>28,950</u>	<u>–</u>	<u>28,950</u>	<u>–</u>

## 15 Prior Year Adjustment

The prior year adjustment results from a change to a more accurate accounting policy for the Vehicle Inspection Service income.

## 16 Contingent Liability

Contingent liabilities existed at 31 December 1995, arising in the ordinary course of business in connection with guarantees relating to TIR Carnets. These are issued throughout Europe by various members of the International Road Transport Union (IRU) of which FTA is one. Other contingent liabilities, also arising in the ordinary course of business, existed at 31 December 1995 in connection with guarantees relating to the Community Transit Scheme.

The Directors do not anticipate a material liability for the Association.



## **FTA**

Freight Transport Association Limited, Hermes House, St John's Road, Tunbridge Wells, Kent TN4 9UZ  
Tel: (01892) 526171 Fax: (01892) 534989

**Director General:** D C Green *FCIT FILog*

**Deputy Director General:** R K Turner *MSc BSc(Hons) CEng MICE FIHT FILog*

**Secretary and Executive Director – Finance, Consultancy and International:** R S Nolan *FCA*

**Executive Director – Transport Policy:** J E Hookham *MSc BTech*

**Executive Director – Personnel and Business Services:** K H Taylor *FIPD MCIT*

**Executive Director – Regions:** R M Armstrong *FCIT MILog*

## **REGIONAL OFFICES**

### **London and South-Eastern Region**

Hermes House, St John's Road, Tunbridge Wells, Kent TN4 9UZ  
Tel: (01892) 526171 Fax: (01892) 534989

### **Midlands Region**

Hermes House, 20 Coventry Road, Cubbington, Leamington Spa, Warwickshire CV32 7JN  
Tel: (01926) 450020 Fax: (01926) 452765

### **Northern Region**

Springwood House, Low Lane, Horsforth, Leeds LS18 5NU  
Tel: (0113) 258 9861 Fax: (0113) 258 6501

### **Scotland and Northern Ireland**

Hermes House, Melville Terrace, Stirling FK8 2ND  
Tel: (01786) 457500 Fax: (01786) 450412  
Northern Ireland Tel: (01232) 421422

### **Western Region**

Hermes House, Queens Avenue, Clifton, Bristol BS8 1SE  
Tel: (0117) 973 1187 Fax: (0117) 923 8269

### **Brussels Office**

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