

April 2007



Moving Mountains

Hargreaves

News from the Hargreaves Group

Issue 5

£30m Maltby deal completed



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Focus on ... Maw Green

WASTE.... We all create it. We all hate it. We all get rid of it.

But have you ever wondered what happens to your waste once you have filled your wheelie bin, or taken your rubbish to your local council amenity site?

The UK produces more than 225 million tonnes of waste every year. Of this, about 44% goes to landfill, and about 42% is destined for recycling by various means.

Handling these (literal) mountains of waste requires some pretty sophisticated management and logistical techniques, and involves local authorities and commercial organisations working in partnership.

In a bid to understand more about this subject, your editor was despatched to Maw Green, on the outskirts of Crewe, to see how Hargreaves Waste Division plays its important part in the whole process.

Maw Green is a large and well-established landfill site which is owned and managed by the Waste Recycling Group (WRG).

WRG staff are responsible for the day-to-day operations here, and the Hargreaves team work closely with them in providing transport facilities and other support services.

WRG is one of the leading waste management companies in the UK; it manages entire networks of household waste recycling sites on behalf of many local authorities – and Hargreaves Waste Division has responsibility for transporting waste materials to landfill sites such as Maw Green.

The Hargreaves role is a crucial and complex one. Maw Green receives waste from civic amenity sites throughout Cheshire, so the sheer number of truck movements can be mind-boggling.

Waste disposal is a continuous round-the-clock process, so the logistical headaches of ensuring the right vehicles are always in

the right places at the right times demands much of the Hargreaves traffic management team.

Hargreaves has a total of 24 drivers working out of the Maw Green site – and also uses a number of trusted sub-contractors to cope with delivery ‘peaks’.

Stuart Hardman is the transport manager at Maw Green looking after the entire Cheshire contract, and his colleague Paul Clifford Taylor takes care of all the truck maintenance and service requirements. The trucks are serviced every 6 weeks and Paul carries out frequent and unannounced spot checks to ensure every vehicle is in tip-top condition.

Adding to the mix of tasks is the fact that there are carefully pre-designated routes to and from all of the sites under their jurisdiction – and Maw Green itself is subject to strict operating times (8.00am to 5.30pm).

Factor in strict local limits on the number of truck movements allowed to and from the site on a daily basis – and add the complication of many of these being by local council-operated ‘bin wagons’ outside of Hargreaves direct control – and you can see that the Hargreaves team have little opportunity for relaxing or taking their eye off the ball!

On my visit to Maw Green I was shown around the operation by Stuart Hardman. The Hargreaves team work out of small offices at the main site entrance, and it is here that all the traffic management, vehicle maintenance and vital admin and analysis work is carried out.

Stuart told me: “Our relationship with the WRG people is a good one, based on mutual appreciation for our respective tasks. It helps that WRG’s site manager, Wayne Harold, has a transport background, so he has a good understanding of how we operate.

“We are trusted sub-contractors to WRG – and they know that our professional standards are of the highest order.

“In an operation such as this, we’re always conscious of our relationships with the local community. A landfill site always has the potential to create a nuisance for neighbours, so both WRG and Hargreaves put great efforts into managing the entire operation responsibly”

As we toured the site, Stuart drew my attention to a special ‘composting’ area which each landfill site is now required to operate.

Stuart explained how green and organic waste is gathered into ‘windrows’, (large heaps to this untrained eye!).

Green waste naturally breaks down in these windrows and eventually turns into high-yield compost which is then sold by the local council to landowners, allotment societies and the like.

The green waste heats up inside the windrows and the material has to be carefully ‘turned’ at regular intervals to prevent any excessive temperatures. A site chemist samples the waste regularly – and any that fails the ‘compost test’ is used to cap and fill parts of the main site as they are completed.

One by-product of landfill operations is the creation of large amounts of methane gas – and this gas is ‘harvested’ by a methane/electricity plant on site. This plant not only provides all of Maw Green’s electricity requirements, but also provides surplus energy that is sold out to the National Grid – so I suppose you could say that, here at least, nothing but nothing is wasted!

I came away from Maw Green with a real appreciation of how complex the subject of waste disposal really is – and if you, like me, have previously never given much thought to it, just remember what goes on once you have emptied your rubbish into your local skip.

From the Editor

Welcome to this, the fifth issue of 'Moving Mountains', a magazine for everyone in the Hargreaves Group.

The rate at which Hargreaves continues to grow is quite remarkable – and it's our job to keep every one of you, our readers, up to date on the latest developments.

Since December 2005 it has been our pleasure to report on a whole series of 'good news' stories – and this issue is no exception!

We make no apology for paying a good deal of attention to the purchase of Maltby colliery this time around; even when you leave aside the 'big numbers' involved (470 jobs preserved; £21.5million spent), this latest development in the continued growth of our company will have a big – and beneficial – impact on almost every part of our operations.

Elsewhere in this issue of Moving Mountains we have a feature on our waste operations – with a particular focus on our 'waste HQ' at Maw Green near Crewe – and we also take a detailed look at health and safety issues which must always remain at the top of our personal and collective agendas.

WE need YOUR news and views

A good company magazine can't be produced in isolation. To make it really valuable, it needs input and feedback from its readers – i.e. YOU!

When we published our last edition just before Christmas, we got some interesting emails and letters in response – and we have published some brief extracts for you to see in this issue.

Picking up on the 'feedback' theme, we're always in need of news from every part of our ever-growing company.

Try as we might we can't be everywhere, and we're certain that there are lots of interesting things going on that we never get to hear about – unless, that is, you tell us!

We're not just looking for interesting or unusual news stories. If there is something you would like us to look at – an idea for a special feature perhaps – then get in touch. We're always open to suggestions!

We hope you continue to enjoy reading Moving Mountains – and we look forward to receiving your news, your views and your comments. ENJOY!

If you have items for inclusion in Moving Mountains, please send them to: The Editor, Hargreaves Services, Esh Winning Industrial Estate, Durham DH7 9PT.

Alternatively, you can reach us by email: editor@hargreavesservices.co.uk

Hargreaves buys Maltby – and secures 470 jobs



Under new ownership – the entrance to Maltby Colliery

Regular readers of *Moving Mountains* will know that, since Hargreaves floated on the London Stock Exchange Alternative Investment Market (AIM) in 2005, we have been actively looking to grow the company in two distinct but complementary ways.

We have grown organically by continuing to improve on our performance in our established markets and by winning new contracts.

At the same time, we have been active on the acquisitions front, bringing well-established companies into the Hargreaves 'family' whenever we identify opportunities to make the group even stronger and more diverse.

At the end of February 2007 we completed the latest of these acquisitions when we bought Maltby Colliery in South Yorkshire from UK Coal, in a deal worth £30 million (including pension costs).

Moving Mountains caught up with Hargreaves' Chief Executive Gordon Banham just after the deal had been announced and we asked him to tell us more about the decision to buy a coal mine.

Gordon said: "People from outside of our industry might have wondered why Hargreaves had decided to take ownership of one of the few remaining deep coal mines in the UK – but there are a number of very good reasons why adding Maltby to the Hargreaves portfolio makes sound business sense.

"The quality and type of coal mined at Maltby makes it particularly suitable for

making coke. Indeed, some 25% of Maltby's total output already goes to our coke plant at Monckton, so at a stroke we have assured continuity of supply to Monckton for the foreseeable future.

Drax contract

"While we were negotiating the purchase of Maltby, we were also in negotiations with Drax power station – and I am delighted to tell you that we have signed a supply contract with Drax which will see about 60% of Maltby's production going there at a price that is commercially viable. Together with supply to Monckton, this new contract will, therefore, underpin the majority of Maltby's coal production."

Protecting jobs

"In buying Maltby, we have also helped to protect the jobs of nearly 500 people who work at the colliery. The Maltby workforce are a very good team who will, I am certain, contribute a great deal to our business – and I am sure everyone at Hargreaves will join with me in warmly welcoming our new colleagues to the Hargreaves group".

Editors note

The purchase of Maltby colliery is an event of major significance for Hargreaves. Turn to pages 4 & 5 for a Moving Mountains special feature....

The low down on Maltby

A brief history

Maltby Colliery sits on Tickhill Road just to the east of the town of Maltby, about 12 kilometres from Rotherham in the heart of the South Yorkshire countryside.

The history of Maltby Colliery began in 1907 when two shafts were sunk by the original mine owners, the Maltby Main Colliery Company, and the first coal was produced in 1911.

It soon became apparent that Maltby would be capable of mining some very rich coal seams, and in a bid to attract the large numbers of skilled workers needed by the new pit, the mine owners commissioned the building of Maltby Model Village, an estate that grew eventually to contain about 1000 houses.

Several new railway lines were built in the area, linking the new pit to major routes to the north, south and east of the country; thus the scene was set for a period of

huge expansion, totally transforming the previously quiet village of Maltby into what contemporary observers likened to the Yorkshire equivalent of an American 'gold-rush' frontier town.

In a bid to gain access to new coal seams, the two mine shafts were deepened between 1951 and 1961. This successful project allowed access to the Barnsley seam and also gave the pit access to a new seam, Swallow Wood.

By 1969, the long-standing Barnsley seam was considered exhausted and production went over to Swallow Wood.

In 1981, a major project commenced to mine the Parkgate seam, timed to coincide with the exhaustion of Swallow Wood. Costing £180 million, this scheme witnessed development on a scale usually only seen in a new mine and, remarkably, the first coal was brought to the surface just one year later.

Maltby was bought in 1994 by RJB Mining (later to become UK Coal) At about this time the adjacent Silverwood Colliery closed, but, with Silverwood's reserves being workable from Maltby, the future for Maltby was looking good.

1997 saw one of the lowest points in Maltby's history when, due to uncertainty over contracts, RJB was forced to halt production for a time. Over a period of five months the number of workers at Maltby dropped from 800 until only about 200 essential maintenance workers remained. Was this to be the end of mining in Rotherham? Happily, no. Shortly after – with difficulties resolved - the pit began producing again.

This brings our story bang up to date, with the colliery being bought by Hargreaves at the end of February 2007 and confidence returning that the pit will see out its full life expectancy until 2015.

What Maltby means to Hargreaves

It's not every day you buy a working coal mine – so when you do, you have to be certain that the decision makes sound business sense.

Many months of discussion and evaluation preceded our final decision to buy Maltby from UK Coal – and the purchase is significant in that it represents the first deep mine disposal since the UK coal industry was privatised in 1994.

We knew, of course, that the quality and type of coal produced at Maltby suited our particular needs. (Maltby is the only colliery in the country capable of supplying our coking operations at Monckton, so a major part of our thinking was focussed on securing that supply).

As Monckton's Managing Director, Mick Gore, told us: "If we used coal that didn't have the particular Maltby characteristics then quite simply we wouldn't have a product to sell.

"If continuity of supply from Maltby had become an issue then there might have been repercussions here. Hargreaves sees

Monckton as an important part of its group operations, so the deal at Maltby gives our 150-strong workforce huge encouragement for the future".

Looking beyond Monckton, our purchase of Maltby is set to have a beneficial impact on almost every other part of the Hargreaves group.

Hargreaves Minerals division will use their expertise to market Maltby's annual production.

Hargreaves Transport, naturally, will take responsibility for all bulk haulage requirements - and Monckton will work closely with the colliery to maximise its stock holding and handling.



What they said about the Maltby deal.....



Pictured at Maltby soon after the announcement:

Back (l-r): Pete Kellam, Kevin Barron MP (and former Maltby miner), Hargreaves Chief Executive Gordon Banham & Roger Stone (leader, Rotherham MBC)

Front: (l-r): Geoff Hague, David Head, Carl Micklethwaite & Tim Hobson

“...It is good to see that in Maltby at least coal mining continues to be the heartbeat of the town”

*Leader column,
Dinnington & Maltby Guardian*

“...”After charting the depressing news of colliery closures, job losses and dependent communities being torn apart on so many occasions, this week’s news comes as a real tonic”

*Comment column,
Rotherham Advertiser*

“They’ve (Hargreaves) come as a white knight and saved us. They are talking about keeping the pit open a lot longer than UK Coal would have done.

“We know we’ve got to wait and see but all we’ve got to do is produce the goods and maybe there won’t be any wait and see. I’m really optimistic about the pit’s future”.

NUM official Jimmy Kelly

“Hargreaves is a major player in the solid fuel market and Maltby will fit comfortably with its business of producing quality smokeless fuels and in fuel distribution.

“It will promote the production lifetime and the security of employment at Maltby”.

Gerry Spindler, Chief Executive, UK Coal

“I decided to become a mining apprentice because my two granddads were miners. I love the industry.

“I worked at Rossington until it closed just over a year ago and then moved to Maltby. But it looked like our jobs were on the line here as well until we heard about the buyout. It is great news and means we should have a more secure future. All the lads are a lot happier now”.

Carl Micklethwaite, pit trainee, Maltby

“We have been in limbo for the past two years not knowing if we would have a job. I hope the takeover means we now have a more secure future”.

Tim Hobson, miner, Maltby

“I am delighted that Hargreaves has decided to buy Maltby. I have always believed that while we have access to deep mines and massive coal reserves we should be exploiting them”.

Rt Hon Kevin Barron, MP for Rother Valley (and former Maltby miner)

“Five hundred jobs is a lot to lose. If Maltby had shut it would have been a major blow to the local economy”.

Roger Stone, Leader of Rotherham Metropolitan Borough Council

....“Imagine the impact on the community if the mine had closed. There is a great bunch of lads down there who have been very supportive throughout. We are looking forward to being part of the community”.

Gordon Banham, Group Chief Executive, Hargreaves Services plc

Vehicle safety – the dangers of overloading

A guide for Hargreaves drivers



As a responsible company, Hargreaves has a 'duty of care' to all of our employees whilst they are at work. This means that we must do all we can to ensure your safety as a Hargreaves driver – and that includes us having policies in place to prevent your vehicle being overloaded.

An overloaded vehicle doesn't just cause damage to roads and to the vehicle itself – it puts you, the driver, and other road users at risk.

Overloading a vehicle:

- Makes the vehicle less stable, makes it difficult to steer – and means it takes longer to stop. The consequences can be fatal.

- Puts massive strain on tyres, causing them to overheat and wear rapidly – and can lead to blow-outs
- Means insurance cover is void
- Increases fuel consumption – which increases costs
- Causes excessive wear and damage to roads, bridges and pavements – and that costs all of us as taxpayers

VOSA

The Vehicle and Operator Services Agency (VOSA) provides a range of licensing, testing and enforcement services with the aim of improving the roadworthiness standards of vehicles ensuring the compliance of

operators and drivers with road traffic legislation, and supporting the independent Traffic Commissioners.

To carry out their work, VOSA employs a number of techniques. Amongst these are roadside checks – and the use of new technology including VIPER, ANPR and WIMS.

Roadside checks

To anyone who drives regularly on main roads, these roadside checks will be a familiar sight. They are usually carried out during the daytime – but can also be organised at any time if VOSA consider there is likelihood in a particular location of regulations being breached.

The roadside checks are not confined to checking on overloading – although this is an important element of the procedure – and they are done in conjunction with trading standards officers and police officers.

In preparing this article, we spoke to VOSA to find out how many vehicles they check – and how many vehicles contravene loading regulations. What they told us is very revealing – and illustrates the scale of the problem.

In the course of one year, VOSA checked over 50,000 HGVs. 1 in every 14 HGVs were found to be overloaded.

WIMS

In a bid to stop vehicle overloading, VOSA employs some sophisticated new technology, using automatic number plate recognition (ANPR) and a weigh-in-motion system (WIMS).

Here's how it works:

Vehicles pass over electronic strips set into the road surface. A sensor counts and weighs the axles of the vehicle, ANPR identifies it, and the system then compares the readings to the technical data held on it.

If the truck is carrying more weight than it should, an alert is sent to a VOSA control room, a photograph is taken of the vehicle and a VOSA enforcement officer is alerted.

There will be a VOSA (or Police) 'stopper' further along the road which will then instruct the offending vehicle to pull over for a detailed check.

There are no warnings about the system; you will not even know you are being checked – until you are pulled over!

What steps can I take to prevent my vehicle being overloaded?

- Know the weights of your vehicle
- Distribute your load appropriately to avoid overloading axles
- Check the Gross Vehicle Weight (GVW) before setting out using your on-board weigher (where fitted) and weighbridge where permitted
- Do not automatically trust any declared weights, invoices or delivery notes given to you by customers. Remember that you, as driver, and Hargreaves, as operator, hold responsibility for not overloading – it's not down to the customer!

Editors note

If you have any questions, please call Neal Sowerby or Alison Wright on 0191 373 4485.

Work safe – stay safe

No matter how much the Hargreaves group changes, expands and diversifies, it is our people – you and me – that lie at the heart of our continued success.

There are now nearly 2000 of us in the group, working in a mind-boggling range of different jobs. It doesn't matter what sort of job each of us does – whether it's working deep underground, or at height; whether driving a truck or 'driving' a computer keyboard; handling complex machinery or handling data – the one basic consideration that underpins all of our daily working lives is SAFETY, our own and that of others who work with us and who depend on us.

Throughout the group, we now have a sometimes-bewildering range of health and safety management practices – not surprising, really, when you consider the diverse nature of subsidiary companies, operational processes and activities we are immersed in.

We have systems that have been 'imported' to the group via our acquired companies; we have systems that have grown organically over the years in response to our changing needs; and we have systems that are a response to ever-changing government legislation.

We need to co-ordinate all of these different safety 'strands', so the company has decided to embark on a group health and safety strategy that will aim to make our safety culture simpler to implement – and simpler to understand.

Even as I write this, I can hear people saying 'Look out, here comes a 'grand plan'.

Okay, you're right: it IS a grand plan – but it's a plan that is firmly based on common sense, and it's a plan that will do a great deal to make all of our lives a lot safer.

We already have 'best practice'

A lot of what we do already can, quite rightly, be considered 'best practice'. A key element of our new group-wide safety strategy will be to use the talent and expertise that we already have, and 'export' it more widely through all of our operations. The emphasis will be on sharing our skills, rather than needlessly re-inventing safety processes and procedures that already exist elsewhere.

Our Health and Safety objectives.....

- Maintain compliance with legislation
- Allocate roles and responsibilities
- Ensure a more unified approach to safety
- Promote and strengthen our safety culture
- Bring together best practice and innovation

Can we do it all 'in house'?

The answer to that is 'No we can't'.

Even now, there are many instances where we use the services of external specialists, and that policy will not change with our new safety strategy. What is likely to change, though, is the extent to which we employ outsiders, simply because in future we will be 'working smarter' to work safely.

Teamwork

To make our new group safety plan work, we are putting together a special team who will lead the strategy, design and implement the system, and who will advise management and operations staff. They will provide technical advice and will monitor compliance and performance.

In addition we will be forming a new Health and Safety Forum which will meet on a regular basis. The Forum will have a key role in devising our new safety agenda and timetable for implementation.

We need your help

For our safety strategy to succeed, we need your help. We need everybody in the Hargreaves group to be constantly alert when it comes to working safely. Reporting accidents is, of course, a duty that we all have – but just as important is the reporting of 'near-misses', so we can take actions to avoid the potential for accidents in the future.

Training Centres – and training aids

As part of our new safety plans, we are already in the process of creating a new training suite at Esh Winning. In addition, we have excellent training centres at Monckton and at Maltby and our intention is to make maximum use of these as our plans develop.

We are also developing a range of new training aids (including toolbox talks and DVD's), all designed to reinforce our important messages on safety in an interesting and involving way

The Bottom Line

Simply this: To keep our employees safe – and keep our customers happy.

Our Health and Safety benefits

- Reduce hazards and risks
- Reduce accidents
- Raise safety awareness
- Improve efficiency
- Cut costs
- Protect our reputation

You wrote...we listened

Following publication of December's Moving Mountains, we received a number of letters from readers (by post and email) on a variety of topics.

Two of these in particular set us thinking, so here are some brief extracts – together with our comments!

This one came from Paul in Crewe.....
"I have read the latest Moving Mountains issue 4 and have been unable to see any article on moving waste. I feel it would be nice for our section to get a mention. There are a lot of good employees who would like to read an article about their part in the wheels of industry..."

Editor's note:
 Good point well made, Paul! We had planned a feature on Maw Green earlier but

had to hold it over because of lack of space. HOWEVER, please see page 2 of this issue!!

And we got this from one of our drivers, who signed his letter with his nickname (we won't tell you what his nickname is – just in case we cause any embarrassment – but he's based out of Kellingley) He said: *"I'd like to see something in Moving Mountains about the drivers who move mountains of pit waste. I'd gladly show you what we do and what our job entails..."*

Editor's note:
 Another good idea – and one we've been thinking about for a while. See the article on this page for more details. Many thanks for your views and comments – keep them coming!

A day in YOUR life



Within the Hargreaves group we now have nearly 2,000 people, who all do very important – and widely differing - jobs.

In future issues we plan to focus on one person and describe a typical day in their working life.

If you want to take part in this new column, it couldn't be easier. Simply write or email (contact details are on page 3) briefly telling us who you are and the job you do within the company.

We'll send you a brief questionnaire to complete – and once that's done we'll call you and do a short interview over the telephone.

Once we've written 'your' focus, you will have the opportunity to see it before we print – just to make sure you're completely happy with it.

So, whether you're a driver, a plant operator, in maintenance, in traffic control or in any one of the many hundreds of other important occupations that makes this great company tick, get in touch with us soon!

We had a great response to December's wordsearch competition – and the lucky winner was: Penny Syson from Thorne, near Doncaster. Congratulations Penny!

This time around, we have another set of gift vouchers to give away. The first correct entry out of the hat will receive vouchers for 4 people to take in a favourite big screen blockbuster at an Odeon/UCI cinema of your choice.

Our theme for this competition is the Cricket World Cup which is taking place in the glorious West Indies. (Don't worry though – you don't need to be a cricket fan to take part). There are ten words to find – so good luck!

This is what you do: Simply find the 10 words cunningly hidden in the grid, add your name and address and send to: The Editor, Moving Mountains, Hargreaves, Esh Winning Industrial Estate Durham DH7 9PT. (We'll accept originals or photocopies – just in case you don't want to cut up your magazine – but **ONLY ONE ENTRY PER PERSON PLEASE!**) Entries must be received by Friday April 27 2007 – and the Editor's decision will be final!

We will contact the lucky winner directly – and the result will be published in the next issue of Moving Mountains. Good luck!

Competition Time

Win a trip for 4 people to any Odeon/UCI cinema of your choice!

W	A	L	B	F	T	J	H	S	R	J	H	B	K	E	M	B	M	U	C
C	F	G	C	A	R	M	V	X	D	B	S	O	R	J	W	R	V	N	Z
E	W	B	A	B	M	I	Z	D	L	W	E	S	X	L	D	E	V	D	A
U	Q	A	R	F	L	R	W	M	D	C	D	D	L	K	G	D	H	P	U
M	O	E	C	P	F	H	S	O	A	C	A	R	Y	S	K	L	L	Y	W
V	J	C	O	K	T	Y	C	P	D	N	L	A	M	I	M	L	G	C	J
V	M	S	X	J	R	R	O	L	N	Z	G	R	V	M	B	X	F	I	B
S	K	Z	I	J	N	Z	T	T	C	M	N	X	V	N	G	L	T	G	A
R	T	C	N	S	I	U	L	M	T	R	A	N	K	D	J	F	H	Q	Q
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S	Z	Y	L	D	M	W	V	H	N	G	H	H	A	H	B	N	O	Z	Q
O	I	X	G	X	D	J	Q	S	C	Q	P	Z	F	R	S	D	D	M	E

Name _____

Words to find:

Address _____

AUSTRALIA
 BANGLADESH
 CANADA
 ENGLAND
 HOLLAND
 INDIA
 IRELAND
 KENYA
 SCOTLAND
 ZIMBABWE

Postcode _____

Contact tel no: _____