

New fleet

The Marshalls name will become a more familiar sight on the country's roads following the introduction of a new type of trailer for the company's products.

The drop-sided trailer provides an extra 80 feet of advertising space on each vehicle. It will also ensure extra security.

Group transport and distribution manager Peter Hancox said that all new trailer purchases will now be drop-sided and the company was considering adding sides to the existing fleet.

Marshalls has also bought its first draw-bar vehicle, providing increased flexibility and a greater carrying capacity. The 38 tonne

vehicle has a 21ft platform and 16ft trailer. The trailer can be detached to improve maneuverability. Two new Scania tractor units have also been added to Marshalls' 85-strong fleet of trucks.

Peter Hancox added: "We place great store on the standard of our fleet. The company aims to maintain its vehicles to a very high level. We also believe that we have a driving



staff that reflects that quality. Our drivers are regularly praised by members of the public for their courtesy and consideration. Since the introduction of the new uniform we also have one of the smartest teams in the business."

On time

Europe's largest sundial, paved in Marshalls' clay pavers, provides a stunning centre-piece in Sutton-in-Ashfield, Nottinghamshire, completing the town's multi-million pound award winning refurbishment.

More than 3,500 square metres of Marshalls' clay pavers were laid to form the giant sundial, measuring 20 metres in diameter.

Marshalls also supplied purpose made digital style numbers for the clock face.



Paving time.

Stairfoot goes evergreen



Alan Winlow and pupils start the planting.

The planting of 1,000 trees at the Stairfoot works in Barnsley is the latest phase in Marshalls' award winning land restoration and conservation programme.

Already home to nesting owls, Red Legged Partridges and bats, the site now has a wildlife habitat featuring Evergreens, Willows, Holly, Corsican Pine and Dog Rose.

Local school children helped Marshalls' Alan Winlow, South Yorkshire Community Forest and Barnsley Council to plant the trees and shrubs at the Stairfoot site.

Expected Upturn Delayed

Chairman Andrew Marshall recently announced to shareholders that trading conditions had not improved as expected in the company's key commercial, industrial and housing markets during June and July.

His cautionary note follows June's announcement of reduced company profits. In the year to 31 March 1996, Group sales increased by 3.4 per cent to £237.4m, but profits slipped 9.2 per cent to £28.5m.

"Though the industry is hopeful of improvement during the remainder of 1996, it looks increasingly likely that any meaningful upturn will be delayed until next year," he said.

He added that this low building activity, coupled with the fact that the Group has particularly high stock levels, means that adjustments to production will be necessary to ensure acceptable levels during the winter months.

Andrew Marshall also told shareholders that the company had sold its concrete products operation in Chattanooga, Tennessee, to a private American concrete products company. Proceeds from the sale will be invested in a new concrete block paving facility at Atlanta, Georgia.

£16 million investment

Marshall's Concrete and Stone division has undertaken a number of important initiatives over the past 12 months. Managing director John Marshall recently spoke to *Marshall's Mail* about them.

His main theme was investment. During the last financial year the division has spent approximately £16m on new plant, production equipment and information technology. According to John, the resulting efficiency improvements should benefit the whole production process, from initial raw material purchasing to the delivery of finished goods to customers.

Investment has also been put behind strengthening the division's presence in the South West plus new product development for the construction and hard landscaping markets. It is hoped that these new products will help

the division increase sales of both concrete block paving and flags to the hard landscaping market.

Says John: "Both block paving and flags offer better whole-life costs and appearance than tarmac. Through the development of further new products, and by achieving greater manufacturing efficiency, there is no reason why we cannot increase our share of the hard landscaping market."

Such efficiency improvements are being helped by the company's Continuous Improvement programme, complementing those resulting from the heavy capital investment spend," he concluded.



John Marshall.

people

NEW TEAM

A new team has been set up to spearhead the company's Continuous Improvement initiative.

Alan Winlow has been appointed to lead the initiative. He will report directly to Simeon Marshall. Working closely with Alan will be Damian Duxbury and Alex Ross, who have been appointed as development advisors.

During the past year more than 100 members of staff have completed the six-day practical learning programme with 150 undergoing the Tools and Techniques course. A further 11 teams are scheduled to take Continuous Improvement courses during the coming year.

"Alan, Damian and Alex will form a very strong team. They are familiar with and understand the business and can therefore see how the theory of Continuous Improvement can best be put into practice to benefit both the individual and the company," said Simeon Marshall.

RETIREMENTS

Peter Slacke has retired after 50 years' service with Marshall's. He worked for most of that time in the quarry Southowram.

The Slacke family's relationship with the company spans three generations. Peter's dad also worked for Marshall's and Peter's son, Paul, is employed at the same quarry where his father and grandfather worked.

Another long-server who has retired is Accrington's Brian Herbert. Brian joined Marshall's straight from school. He spent most of his 47 years with the company in the special shape making department.

NEW BOARD MEMBER



Joe Aspdin has been appointed to the newly created board position of group development director.

Joe, who has been with Marshall's for 25 years, will be responsible for developing the group's expansion plans both at home and abroad. This will include driving export sales, looking at opportunities for licensing products and monitoring possible

acquisitions. He will also continue to look after the company's interests in North America.

ON THE MOVE

Following the sale of Marshall's Robin Hood office, staff at the Clay Products sales office near Wakefield have been on the move and are now based in new offices at Howley Park.

In the North East the move of employees' new offices and production from Stockton to Eaglescliffe is nearing completion.

Duke's Award

Congratulations to Sandy's Gavin Elliott who has completed the prestigious Duke of Edinburgh Gold Award.

He will collect his Award from the Duke of Edinburgh at a special ceremony to be held in the next 18 months.

Materials focus

Marshall's sold its engineering interests earlier this year in order to strengthen the company's focus on its core business, building materials. The sale included the businesses of Halifax Tool Company and Marshall's Hard Metals, and interests in Halco Drilling (Ireland) Ltd and Marshall's Drilling Inc.

Says chairman Andrew Marshall, who had a close involvement with the engineering division: "I would like to thank all those leaving Marshall's as a result of the sale for their efforts and service while with the company, and wish them well for the future."

"Although the disposal marks the end of an era for Marshall's, it will enable further development for both businesses. From Marshall's viewpoint it will add impetus to our policy of in-fill acquisitions, such as Kingston Kerb and Paving and Bardon Concrete Products, and investment in our existing businesses."

Near miss

A last minute penalty shoot-out robbed the Accrington Works of a place in the semi-finals of the Blackburn and Accrington Orphanage Cup.

The Marshall's team lost 3-2 on penalties to engineering company Scarpa after extra-time had failed to separate the two teams.

Marshall's beat furniture-maker Centaur 3-0 to qualify for the quarter finals. This year 160 teams started out in the competition in aid of a local orphanage.

Sales supremo

Kenneth Davidson, national sales director for Concrete and Natural Stone, retired earlier this year after 36 years' service with the company.

A well-known figure throughout the building industry, Kenneth was heavily involved in establishing Marshall's present customer base. He is pictured here at his retirement presentation with Chairman Andrew Marshall.



Accrington's football aces.

Focus on stone

Over the last two years Marshalls' Natural Stone division has made a significant contribution to the Group's overall performance. To find out more about the division, *Marshalls Mail* met up with its commercial manager Steve Scull.

Marshalls Natural Stone extracts raw materials from several quarries, the most recent addition being Moselden Heights which lies half a mile from Clock Face quarry. The division's other quarries are situated at: Appleton, Fletcher Bank, Howley Park and Scout Moor.

Processing of the quarried stone takes place at Southowram, adjacent to Brier Lodge, where huge rocks – many the size of a Ford Escort – are cut with diamond encrusted saw



Winning combination – Greenmoor Rustic Paving and Natural Stone Setts.

blades. These sawn slabs of stone are then turned into a wide range of paving, setts, walling stone and specialist masonry products. Also at Brier Lodge, Yorkstone aggregate from Clock Face is crushed for use in the manufacture of Saxon and Perfecta paving at the Brookfoot concrete works.

According to Steve Scull, one of the major reasons behind Natural Stone's recent success is the investment that the company has put behind the Brier Lodge processing plant and the division's quarries.

Comments Steve: "These funds have helped us increase capacity, improve efficiency and broaden our product range significantly."

The division is firmly committed to product innovation. Indeed, its Greenmoor Rustic Paving, Natural Stone Setts and Masonry accessories are good examples of this policy.

Natural Stone's product offer has been further enhanced by centralising the masonry department at Brier Lodge.

Comments Steve: "We now have a very competitive specialist masonry offer, products from which are being supplied for prestigious projects such as Bridgewater Hall, Manchester's new £42 million international concert venue."

Other prestigious projects for Natural Stone products include paving for London's Regent Street and The Strand.

Apart from product innovation and investment, Steve believes another vital ingredient in the division's success story has been teamwork.



Employees outside the stone processing plant.

He told *Marshalls Mail*: "Everybody is prepared to muck in and help each other out. The same is true of head office where we have received some great back-up support from the sales force, marketing, administration and credit control.

"We're only a small division in terms of the numbers of people we employ, so this additional help is invaluable, particularly as we grow and look to build on recent success."

The division's future plans include introducing even more innovative products, further enhancing the manufacturing operation and applying management techniques such as Continuous Improvement.

Concludes Steve: "I firmly believe that these initiatives will keep us one step ahead of the competition and maintain the division's impressive performance."

IN BRIEF • IN BRIEF **NEWS** IN BRIEF • IN BRIEF

TOP AWARD

Provands Lordship Gardens in Glasgow, which incorporates Marshalls' Natural Yorkstone paving and Tegula concrete block paving, has taken the Grand Award in the BALI National Landscape Awards.



The award winning Provands Lordship garden.

Landscaping and civil engineering contractor, Lanrec Contracts Ltd, won the award for the scheme which is the garden of Provands Lordship – the oldest house in Glasgow.

GREAT GARDEN INSPIRATION

More than 500,000 visitors to this year's Ideal Home Exhibition saw Marshalls' paving products displayed at their best in four beautifully designed show home village gardens.

Designed to illustrate the concept of 'low maintenance for modern living', a range of traditional and modern styles were achieved by using Heritage and Drivesett 50 circular pavements, Claypave 50 block paving and cobble borders and the company's new Savanna block paving.

DELEGATES VOTE WITH THEIR FEET

More than 90 per cent of delegates gave an overwhelming seal of approval for Marshalls' Technical Seminars. The architects, civil engineers and local authority specifiers rated them good or excellent in a recent survey carried out after the Bristol and Cardiff events.

ACQUISITION

Concrete products manufacturer Kingston Kerb and Paving has been brought under the Marshalls umbrella. The company was acquired earlier this year from ARC Concrete.

Chairman Andrew Marshall says: "This is an ideal fit with our Concrete and Stone Products Division. It is well located for raw materials, has well-equipped manufacturing facilities and will provide us with an excellent platform to extend our sales into South Wales and the South West."

Kingston Kerb and Paving operates from two sites, Weston-Super Mare, in Avon and Bridgend, in Mid-Glamorgan. Both sites manufacture a range of concrete products for the local authority, construction and housing markets.

STREETSCAPE 2

Following the success of the Streetscape Auto-CAD disk, the detailing and drafting tool for paving and landscape design, Marshalls has launched Streetscape 2. As well as features which make it easier to use, Streetscape 2 includes new products such as Titan and Conservation kerb.

Technology upgrade

Plans are well advanced for the installation of a new £400,000 computer network which will put Marshalls at the leading edge of new technology

The network is being developed alongside the new telephone system as part of a total communications solution for the group.

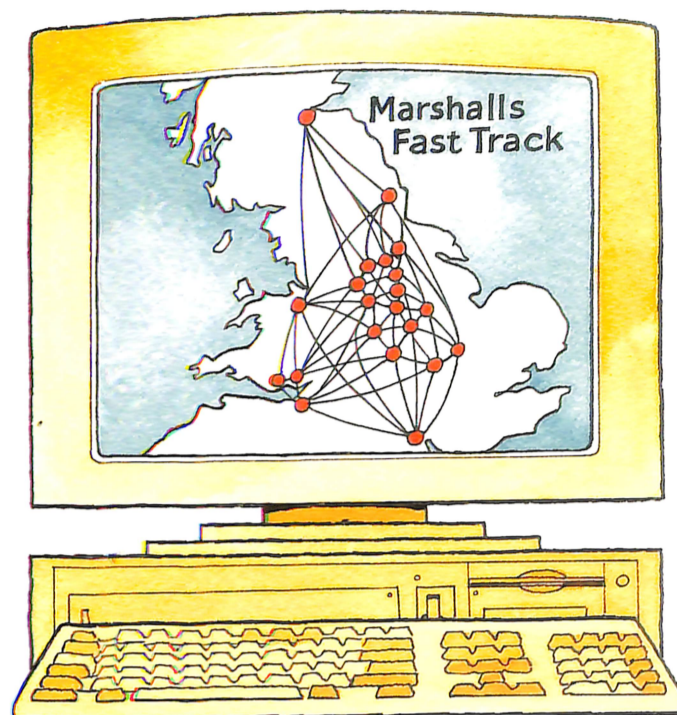
Communications manager Jack Nightingale expects the wide area network to be in operation throughout the company by the end of next year. The telephone element of the system is already up and running at Halifax, Falkirk, Eaglescliffe and Howley Park.

"The installation of the system can be compared to a motorway, we are at present building the infrastructure, there is then the opportunity to develop and add technology

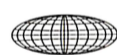
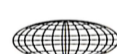
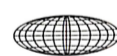
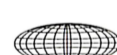
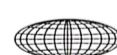
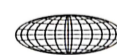
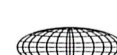
appropriate to our needs as a company.

"It is a very exciting time and with advances in the field of new technology developing so quickly, the opportunities for different applications are endless," said Jack.

Once staff log onto the system a wide range of facilities will be available to them including electronic mail. Documents and letters can be 'mailed' and accessed by people at any location and then checked and even altered before being returned to the sender at a touch of a button.



Wherever you travel in the world there's a good chance you'll come across Marshalls' products. Here are just a few examples of the projects that the company has been involved with:

-  Two large Dutch projects began in January with a shopping centre in Utrecht and a town centre pedestrianisation scheme in Drachten. The total quantity for the two orders exceeds 2 million pavers.
-  A Middle Eastern palace in Qatar is currently being adorned with clay pavers after an order was won over strong UK competition.
-  Tourists to the Spanish resort of Calella will be strolling along the prom over Drivesett block paving this year.
-  Early this year over 60 full containers of clay and concrete products were shipped for projects in the Far East.
-  The prestigious refurbishment project of Main Street, Gibraltar, worth over £1/4 million, was awarded to the Natural Stone division, with the possibility of a second phase.
-  The largest ever acid resisting masonry contract received last year, worth in excess of £1/2 million, has now been completed. The El Kureimat power station in Egypt required over 250 shipments of product, keeping Accrington stockyard manager, Adrian Codd, on his toes.
-  The very first order from Abu Dhabi for Screenwalling from West Lane has just been received.

Brilliant idea

If you think it is just Blue Peter presenters that do clever things with cardboard, then think again. For Howley Park forklift truck driver Geoffrey Broadbent has found an ingenious way of using it to stop the movement in brick-packs that leads to blocked fork holes.

Says Geoffrey: "Our shrink-wrapped brick-packs have gaps in the second from bottom row of bricks for a truck's forks. However, these fork holes sometimes get blocked by adjacent bricks, which slip into the channels when the packs are lifted. When this happens the cubes have to be re-packed and new fork holes formed."

To overcome the problem Geoffrey came up with the idea of inserting cardboard 'sleeves' into the fork holes. These stop brick slippage and all Howley Park's brick-packs now feature his great idea.

Said director, Simeon Marshall (pictured here far left): "Geoffrey's solution is an outstanding example of what can be achieved by continually looking at working practices and seeking to improve them."

"The initiative has dramatically reduced the number of brick-packs we and our customers have to re-pack."



Geoffrey (in Marshalls baseball cap) and colleagues with the cardboard 'sleeve'.

PRIZE CROSSWORD

On offer in this issue's competition is a free meal for two to the value of £50. Simply complete the crossword here, which has been devised by Ian Patchett from the Halifax Distribution department.

Completed entries should be sent to Sue Beesley, Marshalls plc, Hall Ings, Halifax, HX3 9TW. Final entry date is 27th September, 1996.

Congratulations to the winner of last issue's competition, Paul Meakin from the St. Ives works.



Clues Across

1. Hardly the top of the flock in Lancashire (10)
7. A means of dividing parties in the interests of safety (7)
8. A right berk on the roadside (4)
9. (And 26 Across) Not a soft option when covering one's head (4, 3)
11. One across? (5)
12. Head of the company (2)
13. Lubricants in the silo? (4)
14. Inventory of gravy-maker (5)
16. Talk incessantly to the red-flowers in this pretty place (6)
17. Concrete already prepared? (3)
18. ... as a rake (4)
20. Return to the hill and talk rubbish (3)
21. Why go East for a raise? (5)
24. It takes a hundred to lay this paver! (4)
25. Hard notes to build with (5)
26. (See 9 Across)

Clues Down

2. Bonds the bricks on the bus or the tram (6)
3. Construct (5)
4. Get the sailor to achieve his goal (6)
5. Captain Phillips meets an alien in the trading place (6)
6. This pig knows its place in the stream! (8)
7. City and Spa on the River Avon (4)
10. A pointer to the pattern (6)
11. Step up 12 inches to this place (9)
14. Bedfordshire beach? (5)
15. Sam found competition in the alternating current (5)
19. Precedes the sign at Marshalls plc Head Office (4)
22. Has "burnt ochre" been reduced to this? (3)
23. This parcel delivery firm is dynamite! (3)

Name _____
 Address _____
 _____ Postcode _____
 Company _____