BAR Conference, Glasgow
AGM 22nd May 2026
President, Director General and Chair's Reports

President's Report
Sarah Cole

Since the start of my Presidency in May 2025, the overriding theme of the Board and the Association's focus has centred around change. In August, we bade a fond farewell to Ian Studd as he headed into a well-deserved retirement after 10 years at the helm as Director General, decades of active involvement within our Association and a lifetime of service in the removals industry. It has always been a pleasure to work alongside Ian and witness his genuine passion and commitment to our industry first hand.

We welcome our new Director General Andrew Large, now in post for over six months who comes to us with a wealth of experience in high level and impactful Trade Association work. He has truly hit the ground running working collaboratively with his team, the Board and the wider Association in developing an ambitious and positive Transformation Plan to further build stability, resilience, and engagement for now and the future.

Our Association is built on the strong foundations of its longstanding history and its recognised quality, network and reputation. Especially facing today's real economic and market challenges, it is more critical than ever that we ensure that the Association continues to thrive by being the recognised voice of the industry, raising the professional profile of our membership and delivering real value. An Annual Member Value Report will be published in Spring 2026 setting out your tangible Member benefits and detailing the B.A.R initiatives which are underway on your behalf.

In today's world, it is imperative that the Association is outward facing in promoting our industry with external bodies in Government and relevant stakeholder bodies. Our Members face many business challenges, and it is critical that we have influence and impactful engagement to influence decision making. As I write this, I look forward to the upcoming Westminster Parliamentary Event in April which will highlight our removals and storage industry as a hidden enabler of regeneration moving Britain's growth. This event will be a springboard for a wider initiative with further media, promotion and engagement planned. Similar initiatives are being planned for the devolved areas so watch this space.

This engagement will also extend to our all important consumer market. In our disrupted and highly competitive sector, promotion of our Members through enhanced and cohesive marketing, branding, and communications is rightly planned in the months ahead. It is also important that we promote our Association to potential new quality members. Our membership numbers must stay strong to support the Association's work and ensure we remain representative of our market while maintaining our quality criteria. An upcoming Governance Review and reformed membership process will enhance this while protecting our underlying values and reputation.

In support of our ambitious plans, we need to ensure our underpinning B.A.R operations are as streamlined, forward looking and cost efficient as possible. In 2026, a planned move from Tangent House will enable the team to work in an enhanced and cost effective HQ. Evolution to a new CRM and embracing enhancement technology will lead to a more dynamic infrastructure in support of membership services.

Since my Presidency began, I have endeavoured to visit as many Area meetings as possible, and attend Council and Group Meetings to be part of the conversation, and get honest feedback and insight directly from the Members. Our Association's strength is rooted not only in its' professionalism but also in the close knit nature of our membership. One of my greatest privileges as President is to work alongside the many volunteer Members who support the Association by getting actively involved and I thank them

all for their time and dedication. I am much heartened by the dynamism, purpose and impact of the Young Movers' Council and Group, and their stepping up to other B.A.R positions-a great sign for the future direction and continued success of the Association. I look forward to us all coming together at the Annual Conference in Birmingham in May-it promises to be a great event with excellent business content alongside the networking and socialising opportunities.

At the heart of the success of the Transformation Plan in the coming months will be regular communication and engagement with the Members so there is openness, transparency and insight at every stage. We all collectively have a part to play in developing, supporting and promoting our Association's work for the benefit of all Members and the industry. Despite the challenges we face, I am excited for the opportunity ahead for us together to push our industry and Association front and centre where it rightly belongs, and make impactful and positive change for now and the next generation.

Director General's Report
Andrew Large

In August 2025 I was appointed Director General of BAR. Since then, I have worked with the Board of Directors and my colleagues at the BAR's Watford office to get to know the industry and the Association and to begin to set a course for the future. My background is in leading Trade Associations, which I have done for the past 20 years in a variety of industrial sectors, and I am very much enjoying the opportunity to apply my experience in this vital industry.

The early months of my tenure were marked by a period of consolidation. We bolstered the Finance team with two new hires and brought the financial management position of the Association back on an even keel. Year-end 2025 passed without major incident and I await the Auditor's Report. The renewed stability of BAR has enabled me, and the BAR Board, to work on a Transformation Plan, which will over the next 12 to 18 months modernise the Association and the way it works in support of Members.

The principal cornerstone of the Transformation Plan will be a concerted effort to grow the Association's membership. Member numbers have dwindled in the recent years, with the current National Group total of 350, a low point. BAR's financial sustainability will be at risk unless membership numbers and income improves. There are many hundreds of removal companies in the UK that could be members of BAR, and we are creating a formal sales pipeline for the first time that will enable us to find those businesses, contact them and recruit them into membership.

Of course, such new Members will need to abide by BAR's high standards, including inspections and adherence to the Association's Rules and Code of Practice.

The second major aspect of the Transformation Plan is the development of a communications strategy for the Association as a whole, encompassing the industry, consumers and the political and policy worlds. BAR needs to become more outward looking in its approach, and seek to change the business environment in support of its Members. We also have work to do to engage with consumers, to support them in understanding why a BAR Member offers better value for their move than a cheaper "man and van" option found on social media.

We have already started to expand our knowledge of what Parliamentarians think of the industry. BAR recently received the results of an external reputation audit, which will help guide us as we design our messaging in the months to come. In April, BAR will be launching a report on the contribution of the industry to economic growth and I look forward to using this as a calling card for future engagement with the Government and MPs.

Internal communications are also important. I have been pleased to attend several BAR Area Meetings since August and I look forward to attending more in the months to come. Area meetings are a vital part of the BAR's internal democracy and provide the clearest route for individual Members to engage with local and national issues and influence their Association. As the Transformation Plan proceeds, I look forward to meeting as many Members as possible, both in person and online, to share news of the progress, and engage with the questions and feedback that will undoubtedly arrive.

There are many people that I need to thank for their support and encouragement in the early months in this role. I would especially like to thank the BAR President, Sarah Cole, Vice-President, David Strank and Immediate Past President, Mike Andrews for their advice and guidance over recent months. The same is true for the BAR Board as a whole, which has been extremely supportive as I have sought to map out the future strategy of BAR. Finally, I must reserve the greatest thanks for the BAR staff team. I have been made most welcome in the Watford office, and they have supported me as I get to grips with this multi-faceted and historic organisation. Thank you for your help and support. I look forward to working with you in the months to come.

Chair's Report
Richard Dolan

It has been another challenging trading year for BAR Services, as it has been for the wider removals industry. As a wholly owned subsidiary of the British Association of Removers (BAR), our unique structure ensures that all profits generated through our operations are reinvested directly into supporting the financial strength and ongoing development of the Association. We remain firmly committed to serving the membership, and the team continues to work with passion and purpose to help members thrive while upholding the highest professional standards.

One of our key objectives for 2025 was to strengthen engagement with the membership and build a clearer understanding of Members' packaging requirements. Throughout the year we placed renewed focus on meaningful two-way communication—not only by attending Area Meetings and industry events, but by actively encouraging Members to share insight into the volumes, types, and usage patterns of the materials they depend on. This information will be invaluable, enabling us to plan stock more effectively, identify opportunities to expand or refine our product range, and reinforce the fundamental role BAR Services plays in providing a reliable, sustainable, and cost-effective supply chain created specifically for the removals sector.

Innovation has continued to be a core theme this year. One of our most visible developments was the redesign of our standard print. Launched at the Movers and Storers Show, the refreshed and contemporary look received excellent feedback from Members. This update supports our broader commitment to helping members present a modern, professional image to their customers, while strengthening the BAR Services brand.

This will be my final Chairman's Report as I prepare to hand over the role to Edward Kessell in May. I would like to express my sincere thanks to the Board of Directors, as well as to Miranda Hyder and the entire BAR Services team. Their dedication, support, and drive have been central to the company's ongoing progress and success.

Thank you to all our Members for your continued partnership. I am confident that BAR Services is well positioned for a successful and forward-looking year ahead.

Chair of the Board of Trustees
Emma Lane

I would like to begin by thanking everyone involved with the RBA, both Trustees and Committee members, all of whom generously volunteer their time and expertise. Mark Taylor, Gavin McCarthy, Sue Hayes and I continue to serve as Trustees, and I am very grateful for the shared manner in which we work together.

We are also fortunate to have the continued support of our Committee Members: Anthony Groves, Dave Ewart, Abigail Podgson and Greg Wildman. Their willingness to assist whenever needed is greatly valued. We have also had valuable assistance from Steven Meyerhoff at Backhouse Jones.

Applications continue to be considered through a collaborative process, ensuring that each case is reviewed carefully and thoughtfully. This approach enables us to reach balanced decisions while maintaining the appropriate procedures of the RBA. As in previous years, some applications have been particularly complex and emotive, and the ability to share perspectives when making decisions has been extremely important.

The RBA's purpose remains to provide timely and meaningful assistance to those in need. Claims continue to come from both past and present employees of BAR members and reflect a wide range of personal circumstances. Although the number of applications has not been especially high, several cases have required significant support, highlighting the importance of the charity's work.

The continued generosity of BAR Members is vital to the RBA's ability to operate effectively. The Annual Conference once again exceeded expectations, and the ongoing monthly support from the Areas, together with the dedication of those who organise fundraising initiatives, is deeply appreciated. Special thanks should be given to Pickfords, White & Co, Cartwright CS Ltd, Trevor Kidd and The Young Movers for their fundraising endeavours and substantial donations.

Thanks to this ongoing support, the charity has not needed to draw on its investments and remains in a strong financial position. This allows us to respond generously and appropriately, when assistance is required.

Finally, I would like to extend my sincere thanks to the team at BAR Watford for their continued help and support, particularly Andrew Large, Tracey Hoodless and Tracy Britten. Their contribution plays an important role in enabling the RBA to continue its work.



BAR APG Scheme Trust Chair's Report
Robert Bartup

The Advanced Payment Guarantee Trust has had a quiet year with fortunately almost no financial failures to mop up. We accepted one claim from a customer of Eagle Relocation who had paid while Eagle was still a BAR Member. Fortunately, the sum involved was fairly minor.

The Trustees have been conscious for some time that the Advanced Payment Guarantee as originally constructed was not the all-encompassing consumer guarantee the Industry might like. The scheme failed to cover moves outside of the United Kingdom for most non-Overseas Group Members and has also been subject to limits on the cost of any one financial failure and to the aggregate cost of failures in a calendar year. As a result of this, some claims "in bad years" have been paid at 60 pence in the pound. Furthermore, there have been some failures of companies who have not had APG protection for international moves, potentially disadvantaging the customer and raising the possibility of adverse publicity for the industry. Fortunately, in at least one case Britannia Plc stepped in to save the industry's blushes.

The BAR Board asked us to look at whether we could provide cover for all Members for all moves, UK and international, and if so, at what cost? We have determined that we can widen the cover with a modest increase in price to £175 per Member (with a continuing supplement for Overseas Group Members where the risk is clearly greater). We expect that in 2026/2027, the subscriptions will be about 50% of what the Overseas Group alone paid nine years ago to provide cover for Overseas Group Members for Overseas Group moves only.

The Trustees plan to continue to keep in place limits on any one financial failure and the limits on aggregate failure in any particular year. However, we continue to think the fund is not deep enough at this point to offer an all-encompassing, financially unlimited guarantee.

All of the foregoing, of course, comes about as a result of the efforts of my fellow Trustees, Nick Kerr, Tony Tickner and Ian Palmer from the Overseas Group and Paul Fox, Ed Kessell and myself from the National Group. To all of them, on your behalf, I offer my thanks.

QSS Chair's Report
Dominic Murray

QSS has continued to grow and remain profitable during challenging times. The team continues to grow the business and develop contacts and leads on a continuous basis. We are also pleased to announce no increases in fees for the coming year, which I am sure is welcome news for all our clients.

Over the next 12 months we will see a significant change in how the BAR supports its Members and we at QSS will ensure that we play our part in this evolution. The QSS auditor for many is the face behind the whole organisation and we will ensure that our auditors are fully informed about all that is happening at BAR HQ and can answer Members' queries.

Last year we ran numerous courses, which covered a wide range of business activities, and these were well attended. Many of our courses are virtual, taking less time out of your business but giving clients the confidence to deal with everyday issues, not just auditing requirements.

I would like to thank the Team and Board at QSS for their support over the last 12 months and as my term of office draws to a close, I wish both the QSS Board continued success and BAR HQ every success with the revitalisation of the Association.