LC Pod - Ep 001 - RHA - Richard Smith

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**SPEAKERS**

Richard Smith, Gordon Watt, Malcolm Pope

**Gordon Watt** 00:00

Coming up in this episode, for example,

**Richard Smith** 00:02

there are roughly 600,000 HGV licenses in this country, at any one time 250,000 are lying dormant because people decided to step away from the industry for whatever reason that may be.

**Gordon Watt** 00:11

The logistics collective podcast is a series focused on the logistics industry where there are many incredible stories to be told. We'll be speaking with those who have worked and are working within the industry today. What have been their experiences good and bad since joining and would they recommend a career in the industry to others? Here's your host, Malcolm Pope.

**Malcolm Pope** 00:31

Hello, and welcome to Richard Smith, who's managing director of the RHA for those that don't know it's the road haulage association. So hello, and welcome, Richard, how are you?

**Richard Smith** 00:41

Very well, thank you, Malcom. And good afternoon to you.

**Malcolm Pope** 00:44

And with us today find you?

**Richard Smith** 00:46

It finds me in the RHS head office, which is basically Peterborough.

**Malcolm Pope** 00:50

Okay.

**Richard Smith** 00:50

And it's funny, I was debating with a colleague today why the RHA head office is based in Peterborough? And

**Malcolm Pope** 00:57

did you come to a conclusion,

**Richard Smith** 00:59

we came to a conclusion that initially it was by chance. And years feature was actually developed into a well connected logistics hub, for the east side of England, and indeed the ports. So it's by chance, but a very ideal location for the industry that we represent.

**Malcolm Pope** 01:16

And it's a lovely part of the world too

**Richard Smith** 01:18

a lovely part of the world too.

**Malcolm Pope** 01:19

So, Richard, Could you could you tell us a little bit more about what you do? What does it mean to be managing director of the of the RHA? What's it about?

**Richard Smith** 01:28

It's a very good question, actually Malcolm. And it's one that for the last I've been in the Association for five years, and I joined for a very different reason for the role that I'm occupying today. So I initially joined to coordinate a legal action that the RHA is bringing on behalf of the industry against the truck manufacturers, which might sound a little bit counterintuitive for a trade association to do in this industry. But it's based on the truck on the cartel activity that the manufacturers operated in the early 2000s, up to 2011. So that's the reason why I joined. And that was rarely around about coordinating litigation funding, and the legal teams to actually bring that case to fruition, which we're currently in process of doing. And probably about halfway through that process. And then after about 12 months, the CEO of the time, John MacArthur, Richard, asked if I would start to get involved in the commercial side of the trade association. So rather unusual for a trade association, we are also a 13 million pound business. 33% of our revenue comes from membership. And the rest comes from commercial activity, which makes us slightly unusual, it's from a funding perspective, bercause the majority of trade associations will be fully funded via their membership, or by support from certain bodies within the industry. And unusually, but interestingly, the commercial activity we're involved in is a training school, which is around acquisition and it's around professional qualifications. We have an online shop, which generates 2 million pounds a year. And he's fully operated by ourselves. It's only a small operation, but it's still there. And we have all the technical support and audit services you would expect a trade association to have been in this industry to bring accreditation and standards to the operators that sit within our our small sector of this large logistics industry.

**Malcolm Pope** 03:20

Okay, interesting. I guess you're also campaigning, aren't you? So there are three areas that you you sort of have within your website, which two I absolutely understood. And one surprised me. And I thought, and it was a pleasant surprise, it's not a bad surprise. So you're telling about promoting skills and attracting more people to work into the industry, which is part of the reason we're talking today. But then very much looking at facilities? And what are the facilities like for for drivers? And I guess the summary is not good enough. But then the interesting one was for the environment, and you're looking at net zero as well. I thought that that was the element that probably surprised me in a very positive way in terms of what you're up to.

**Richard Smith** 04:08

I think it's it's quite interesting marketing. So that's a comment we've had from a number of people over the last six to eight months. And just to bring, bring the story for myself right to date, about a year ago, when the CEO decided to leave the trade association. The board of directors and the exec team took a conscious decision to replace a CEO role which would be viewed as being visionary managing directors role, which is more about managing the here and now against a clearly defined plan. Yep. So last year, for the first time in the history of the RHA. The Board and the executive agreed a five year plan, which is reviewed on an annual rolling basis and the targets around that are obviously commercial to generate the revenue to invest in the organization to keep traveling forward, but also from a policy in lobbying perspective to agree, very clearly, you know, when you see The three little letters are Ha ha, what do they stand for in this industry? So if you are a member of the association, if you work in this space, if you are just flicking through the website and you land upon it, what are we doing from a campaign or lobbying perspective, and as you quite rightly say, it's about facilities, skills and the environment. And the environmental one is more and more, although there's probably the longest duration from an actual impact upon the call of our membership, which is around diesel trucks and diesel coach operators. It's the one that's probably the most pressing into their definition about what will the alternative fuel be for our members? What is the what does that mean, from an infrastructure perspective? What does that mean, from a facilities perspective? What does that mean, from a technical perspective in terms of support for the industry? For example? Where does the larger members such as Calina, you know, or Stobarts, right way down to our smaller members where they're going to get the fuel from? What that fuel? What's that investment thought process that we need to start now. So in 5, 10, 15 years time, when they start to replace their fleets, they're not left revival of stranded assets? In the terms of they've got nothing of any value, or they've actually not left of an asset, they come at us in the new way of operating? Sure.

**Malcolm Pope** 06:17

And is there is there any focus on how let's say management systems will need to change in this in this new net-zero? Environment?

**Richard Smith** 06:28

Yeah, it's something that we're becoming involved with. And, again, one of the long debates we had last year, and continue to have these other trade body representing what will you describe as a small majority, so our average member, we've got 8500 members, and the average fleet size is less than 15. Trucks. Okay. That's a small majority, the majority of this industry, as you know, market is made up of small operators shop that are part of networks of larger operators. So the reliance in interlink between the two, as the word 'Chain' suggests is very strong and very evident. And whilst the larger operators in this space will be have the money to invest and develop their own plans around you know, is it hydrogen is it x, y, and z - the smaller operators are ill informed of what that change means to and probably how they run their businesses is less sophisticated and less forward looking. It's very much the here and now the short and the medium term. And having spoken to a number of our members, comments such as well, it's 2040, we can still buy diesel trucks to 2040, so it will probably be my son's concern or daughter's concern, or we may have sold the business by then. So it's really one of our key focuses too, and that is to get interest from the members realize this is a here and now issue, which is why it's a prominent campaign, and also to start to get them to think about not just buying the truck - it sits within a system and a process. You know, one of the more recent things that we spoke to some of our members around was actually building management systems, you know, in the actual managing the actual the energy and the, the outputs and the environmental impact of their warehouses on their office blocks, for example, because you know, that vision that a typical operator from a road haulage perspective will have is just around the truck, they don't consider the lateral elements, your electric cars for the for the members, etc, etc. So when we talk about environment, we're principally talking initially, our big ask of government this year. And they they're that we're campaign on these to define for the industry, what the alternative fuel is going to be for the HGV's. So the 44 toners, the 18 toners, and above, what is the alternative fuel, we feel as a trade body, the vans are pretty much defined its electricity, coaches will be pretty much defined where it'll be a hybrid we feel between electricity and our hydrogen and gas. So when it's stuck up electricity when it's longer distance that be one of the two, but the HGV market, there is yet to be, from our perspective, clear clarity around what the alternative fuels going to be. And certainly we've recent events in Europe in the last six months, and, you know, the great tragedy in the Ukraine, people have started to look more at fossil based fuels. You know, will there actually be a delay around diesel? You know, I was going to ask, so I think there's a lot of variables around that very question. And that's what I try to find clarity on.

**Malcolm Pope** 09:15

Okay. And clearly, there's a, there's a need for investment. That is always a challenge in terms of a low margin industry, isn't it?

**Richard Smith** 09:26

Yeah, I think it's last year, we introduced a coach membership, which was the first time in our 78 year history that we've worked to do with deviated away from the traditional haulier. And the reason we introduced that is that 80% of the challenges faced by the coach sector, are exactly the same as those faced by the haulage sector. You know, it's around facilities, It's around skills, around campaigns, and in terms of the investment levels required. You know, it's about that awareness piece of, you know, where's that thought process going to start in terms of a new truck. Let's say I And, you know, I think you can buy an electric truck now for 450,000 pounds from Volvo or from Scania from one of the main manufacturers, you know, I guess a typical truck that's costing about 100,000 pounds now. So there's a huge, there's a huge level, where our operators in this industry need to start thinking about where that investment comes from or as you quite rightly say, No, it's a typically less than 5% margin industry, for the majority of our members operating. And ultimately, it's an essential service. And there's only one way as we've seen now, we've recent challenges around drivers rates and fuel rates where that cost will end up sitting, and I'll get moved to you and I, as a consumer, on the price of a tin of beans or a loaf of bread or, you know, a bottle of wine, you know, so it's very, it's, I think it is very much about engaging across the key stakeholders, we're not just talking to DFT and the Secretary State of transport, we're very much talking across the Treasury Departments, we're talking across, you know, beers, we're talking across local as well as national governments to get their thought process, particularly with the changing structure of the UK governments. Well, there's more devolved powers. And obviously, it's, you know, the metromax, for example, will become more and more prominent over the next four or five years. And the recent report that Michael Gore produced around leveling up just confirms that so it's really, it's not just what we're engaged in about is who, you know, how. So it's really a very fluid process at this point in time.

**Malcolm Pope** 11:25

Okay, thank you. What's the biggest problem that you and your team have had to solve this year, in the past year?

**Richard Smith** 11:34

Biggest problem in industry, or the biggest problem was a trade association, because the two are slightly different?

**Malcolm Pope** 11:39

Well, let's start in the industry in terms of anything, you might be working within that, and maybe focus on trade association,

**Richard Smith** 11:48

there's two or three, but the one that I'll pick is the driver shortage. So around August last year, it was it was very clear. And we were certainly very vocal and brought it to the forefront of the industry's attention, we believe that you know that there was a significant lack of drivers. And that started to manifest itself on the back of COVID. And also, with the exit from from Brexit, and I offered to five, there was three events that provide the DOM. And we know along with, you know, along with logistics UK, and arbitrary bodies, we lobbied and petitioned very hard about intervention, we were very much looking for allowing overseas workers to come back on the critical occupation list for a longer period of time in the three months that we ended up with, well, that resulted in the boot camps. And you know, the boot camps are on the doubtedly had an impact. For example, in March, this year, there was a login failures and 300 tests, compared to a typical multiservice HDB license is a typical month for three and a half to five hours and previously, and six and a half 1000 new entrants came into the industry in that one month period, compared to two or 3000 Previously, so that it starts, injection of focus, and cash and resources clearly brought people into the industry. The big challenge around drivers going forward, just to give a little bit of a more of a longer term view is that there's as many people leaving the industry on a monthly basis as there are joining families still, you know, and our concern, which is why we're continuing to keep at the forefront of our lobbying and campaigning is when the World Cup starts, for example, and we progressed to the final, and everybody in the beer gardens and the demands on it, we'll just again, very, very obvious that we've not gotten your strawberries delivering beer to beer gardens. It's a process. But that was probably one of the biggest focuses of the trade association last year, and where we saw a real tangible benefit, because one of the challenges as a trade body we face is, when do we actually get to the end position. And the one thing I've learned in this role over the last five years is that we never do. And it's similar to business in majority of words, but it's up, there's never a final position, you know, because he can tell you moves, and we have to be agile, as a trade body, you know, to recognize that and understand from our membership, exactly what's going on at the coalface. So we can articulate that to the relevant powers, whether it be national, whether it be a devolved power, or whether it be a key stakeholder, you know, so we can actually inform the informed of how we can move that forward.

**Malcolm Pope** 14:19

Thank you, Richard. I mean, in addition to I mean, driving recruitment and general recruitment in to the industry, which I think is going to be an ongoing theme for a number of years. Yeah. Is there anything in the next 12 months that you're saying you're saying, Well, okay, we're now going to be working on on this area.

**Richard Smith** 14:40

From from a skills perspective, we are joining and collaborating across the trade bodies in supply chain. You know, too many of you probably aware of this Malcolm to launch the generation of logistics, which is a government backed program to increase the awareness about the professions. Sorry, the opportunity This is up in the in this sector. Because one thing that we're very keen to do as a trade association is not just focus on drivers, but it's also the technicians service. It's also the transport planners of tomorrow. It's also the warehouse managers. And that's where we have a link with Claire, that you and that's where we work with and support. Because it's just, you know, it's okay, large logistics providers doing the weight after Wheels program to bring more drivers in. But then class members are faced with a shortage of FLT drivers, because there's no driver to fight the carrier policies to dry, you know, the backfill. So one thing to answer your question directly, I think we need to be very joined up as a sector, and understand the impact when we start to promote, you know, this sector in terms of where we might create issues further down the supply chain, or further up the supply chain. So it's really around skills and awareness and going around, making sure that everybody's aware that this is a career, you know, you can you can have a marketing career in supply chain, you can have an accounting degree in supply chain, you can have a very technical career in some of the bigger automated sheds, you can be an engineer, as we both know from our previous experiences, as well as you can drive a truck. And actually the most important thing we're working on that space is actually driving a truck is a profession, it's a skill, it's an art, it's something that should be celebrated, it should be looked upon, like an Accountancy degree. You know, it's not just at the bottom of the pile, I think the industry has suffered from that. And, you know, I spoke to a number of our members recently, and oops, can self inflicted that as well, you know, because the way that we've treated drivers as an industry in the last 20 years, if I'm brutally honest, and I can speak on behalf of operations I've been involved with, and I don't mean, inhumane, where I'm talking about pay levels, levels of investment, and proper levels of recognition within businesses of how critical the driver is in the overall process of delivery.

**Malcolm Pope** 16:52

Okay, okay. I want to maybe focus on Richard now, and I want to put you into a time machine and take you back in time and maybe start with a question of, what was your dream job as a child? What do you want to be?

**Richard Smith** 17:10

It's an interesting one, because I always say, so I never really had a view of what I wanted to be with my career advisor, because in those days, you've stopped career advice when you were 15. And you want to do at all levels, and what do you want to do? Well, and I sort of wandered into the, into the sixth farm and do some air levels. And then I got really interested in economics, because I did economics isn't a level, I'm gonna start to think I want to do something business orientated. And then it took two, three years out the industry and did a number of things and traveled the world and did all this cycle stuff whilst working, and came back at 21. And far, I think you're gonna get get a degree now, access back in the day, you know, we're talking mid mid 80s, where you get a degree and then you know, you can decide any profession. So that's what I did. I went to Newcastle, and got a degree in economics and geography. And then when I left university, I still didn't know what to do. I've been doing. It's been a show for a little bit, the cure of some rock bands and all this sort of great stuff and great learning. And I got a job working on a production line in a company in Brighouse, which is my hometown in West Yorkshire. And then one day, the warehouse manager came to me and said, one of the lads is phoned in sick, can you just go unload that be come over there. And then three hours later, I'm still loading 26 pallets onto a truck because I was driving it like a cat can imagine the scene around the sector culling, and was the warehouse manager at the time. I am never doing that again. Anyway, long story short, that I started off working in a warehouse. And I did that for two years. And I really, really enjoyed it. And then I got the opportunity to run the warehouse. And then I moved into the PLC environment, working for TDG initially as it was then, and then just went away through so I fell into the industry. And that was kind of a lost soul in that respect, looking for something that gave me a challenge. The one thing I knew I didn't want to be because I tried it for three weeks was to be an accountant. In that respect, I just didn't want the structure and the rigors, but I wanted something that was challenging constantly, which is why I came into this industry steadily.

**Malcolm Pope** 19:17

Um, for sure the logistics industry is constantly challenging. That's what makes us really fascinating. And it's one area that you know, I certainly agree I didn't start as one of their career in logistics and supply chain I started my life my working life as a chemist so but then that was frankly, like working like a short order cook in a fast food restaurant. That was more what that was like so, but it did. It did give me the technical ability and prediction knowledge to begin to stretch into the given the benefit of hindsight, what what what do you wish you would have known when you started your career

**Richard Smith** 20:00

Three things. And I think this is what I've seen a lot through my career, I think the ability to listen, genuinely Listen, when people are talking in groups of people, and not just think you listen, but listen and absorb and say, calm, that will be a point of view, you know, whether it be running the team, the guys in the warehouse, whether it be sat around the corporate table, whether it be, you know, negotiating with government, you know, that, undoubtedly, you know, the ability to listen, digest and reflect, probably key on. The other one is patience. But I think that's something you have to work on, I don't think it's necessarily, I think that in order to be the logistics industry, typically that the outside works in a very, what I call immediate and real time, you know, it is about hearts and lungs, it's about making a decision that's going to impact something in two hours time. And a really good example of that, to bring that to life is one of my roles was was really chill distribution network can do literally, you know, 240 loads going in 12 hours to all the big DCS in the country. And if the M five show on a Friday afternoon, and the curtain dropped at eight o'clock, in one of the major distributors, you had six double decks, which would be two to five pallets of sandwiches at a time coming back, you know, so it's really that, you know, it's that ability to be able to work in that environment at the same time, be patient and considered. So you make the best decision and listen to the views that have gone on around you. And then finally, the last one is to be empathetic and understanding. And I know that's a word that people use a lot these days. But I think in this industry, going back to the point you're making about drivers understand somebody else's perspective, truces time listening person, so when a driver gets out of the cab, I've seen this so many times when I've been in a transport office, and it comes to the it comes to the window. And the guys in the office have all been interacting with each other for 10 hours. And they've all been talking for eight hours, I think as he says, the drive has been working on his own relevant best part of six of them, and it takes you time to wake up to a conversation. So don't assume the person because it's quiet at the window is a little bit slower than far newer, is not really engaging person who's just getting into that different environment is working, if that makes sense. I think empathy is a great thing. And finally, is you should always, in my opinion, you know, thank you is a great word, you should always get appreciation. And likewise, when something goes wrong, you shouldn't be afraid to say this is not gone. Right. So if that was the question mark was probably carbon free that?

**Malcolm Pope** 22:28

No, it's entered the question beautifully, and I agree with each and every one. The My journey has been one of increasing patience as I've grown older. And that's probably the best learning that I've you know, that I've had, who's inspired you most in your career? And why?

**Richard Smith** 22:52

Probably a couple of people outside of work. And this is number one, you there's a couple of inside outside the work, jump on Java? No, no, I haven't allowed the music. I happen to have an association with the band over the years in instructing play around when I was doing some security stuff for him. But I think to have a longevity of a career, you know, and to be a very good role model in that type of area. The rock'n'roll space is something that you can admire. And that's a person that's determined that's focused. And ultimately, you know, when it goes out every night in front of 40,000 people, it doesn't do it because it needs to do it for the money. It doesn't do it for the accolades. It does it because of the fans. It's you know, it leads and you know, that that's his thing. So that's I find that quite inspiring. I think he'd had businesses, contacts, people I've actually worked with, I spent a bit of time working with and I'll name the gateway is Shawn Furla. It's from big fest. And Sean, the thing I like about Shawn was, it was very challenging person to work for, but he had a vision, and it was a clear vision, and that it would let you, you know, explain what the vision wasn't let it go and do that. You know, and it's partly to do that. And if you weren't doing it very well, it tells you what to wear off. And if you said to me, you might have a bit of this, but I'll use the literal word words. He said he said, there's two things that I like about you see websites. One is you always make me look good. And working for somebody, you should make your boss look good. You should inform and, you know, make him look good in the sense that he's well informed and where he can he's making the best out situation. I said, What's your one shot and he says, You always know I went to go away and leave the room. I was 2006

**Malcolm Pope** 24:33

and you've clean that one up, haven't you?

**Richard Smith** 24:36

I haven't eaten indeed again for the past two weeks on the podcast, he can't see over my shoulder, which is Kipling. And they said, you know, if you read that poem, Rich said wherever you are, whatever you doing in business or in life will always be two sentences. That means something and can help you. So it's quite a deep mountain. Level Sheldon is you know, is a very thoughtful, considered person and I just thought it was quite an inspirational person. Isn't

**Malcolm Pope** 25:00

it worth? I guess, Richard, I mean, I'm surprised surprised that you really do put the rock and roll into the RHA. that's been, that's been the discovery with discovery that I've had as a result of that. In the last few minutes in the interview, I like to maybe focus on giving some advice to people considering a career in logistics. Do you think it's a good idea for people to consider the logistics and supply chain industry as a career in logistics? And what would be your advice to them?

**Richard Smith** 25:32

No, I think I think the answer is yes, I think this sector is the you know, is the best sector to work in. And that's why I've stayed in it for as long as I have, I think the thing about logistics is to understand what people mean, when they use the word logistics, you know, we are, you know, what I do is a trade association represent the 8000 members, we are very small part of that logistics chain. And I was talking to Richard balance on this morning from the parks, you know, he's also another part of that logistics chain, and then we move across to the manufacturer. So it's to really understand what I mean by logistics. And to really, if they understand that, they'll recognize where there will be rules that they will enjoy. You know, so if you like robots, you know, that you're not particularly into the academic world, I don't like analysis, I don't like you know, when you want something it's quite hands on, but you can still be in charge of your own destiny, and you've still got a, you know, a responsible job in that sense, you know, driving, leading the team in a warehouse, making those major decisions. That's an ideal role. But I can give that autonomy. If you want a job that you can leave behind on a night, you know, and are at the end of the week and go on without any worries. Again, those roles are that, you know, very intense. If you want a career where you've got a very step position, if it's an illegal profession, or if it's in a marketing professional and accounts fishing, you can have that in logistics as well. I mean, the advice I would give to people is just sit in a room and look around you, and 95% of what's in this room came on the back of a truck. And you you can have a career that can influence that you can spot that don't come into the industry. If you don't like something that's challenging and changing in certain from a management perspective. And coming to the industry, if you are a people person excited to believe, robotics animals, I got whizzing around, you know, forget all the, you know, the automation that we both experienced many years ago, up in Wigan, it's still a people in industry. So if you like engaging with people, if you like the challenges, if you like working as a team to resolve issues, this is the sector. For you, I would suggest from my experience.

**Malcolm Pope** 27:34

Thanks, Richard. And how would somebody that's interested in a career whether it be in road haulage as a driver? Or? Or how would they find out more more information about it?

**Richard Smith** 27:46

That's why, you know, that's one of the things we were talking about, which is why we're doing the generation of logistics providers face because at the moment is piecemeal. You can go and speak to the PLC, the corporates, you can speak lean, you can speak to Starbucks, you can speak to in Cantonese, you can do with the HL you're kind of aware of those people and those those corporate entities and you can, you know, engage with their relevant departments. There is I was talking to one of the metro mayors the other day, and this is quite a relevant point actually said, we've done some research in our area, and we can't see where the driver vacancies are. So therefore, can't tell me driver vacancies are in this region. So that's our cat portion, any investment to bring in new and the next generation because whether these vacancies appear, to some degree, this industry is hidden, it sits under the radar, we don't publicize it, we don't publicize the chance and the opportunity. And you know, when you see us talk specifically about road haulage when you see a truck, you know, it's big, it's noisy. You know, sometimes there's plumes of smoke coming from behind it. It's not particularly appealing, attractive. That's what you see, we've actually, you know, so if you want to drive one of those, the only thing you can do is go to the truck fest. For example, last weekend was truck Fest in Peterborough. And we were there for the RHA. And we understand saying you have become a driver come and join up. It's that basic at this point in time. So I think smaller the SME side, we need to collectively across you know, the trade associations raise the profile and make access to it quite easily. You can apply for apprenticeships, you can go into a boot camp. But it's not an easy industry to get into at this point. So

**Malcolm Pope** 29:16

that it sort of sits next to the fact that we've got a driver shortage. So it's clearly something that as an industry, you would do need to focus on how do we make that access easier for people so that they can understand that you that a very worthwhile and secure careers for people within the industry that are enjoyable and that do offer do offer progress and opportunity within

**Richard Smith** 29:47

I think as an industry, you know, we have to accept that people no longer stay in professions for life. And I think the pandemic was quite a good example of that. So, you know, there'll be that turn drivers used to the average age for drivers 55 and above, which y'all should be aware of, it's not a percent is male, it's that environment. You know. And if you look at the the Laurel entry, I think there's less than 4% or under 32 of the drivers that you know that that sit in that space. There's always going to be a turn, because of the changing of the world in the last 20 years, you know, I mean, the mobile phone, you know, social media, work life balance, people are a lot more aware now of the environment of work and a lot more of their own mental status and mental health. You know, and I think there'll be certain times where work in this industry works for people working, it doesn't, you know, people depend on the power, for example, there are roughly 600,000 HCV licenses in this country. At any one time two and 50,000 are lying dormant, because people decided to step away from the industry for whatever reason, that may be, you know, now they may step back in for three months of Christmas or soup season, but we remember, you know, but I think we have to be more agile in in how we think about it as we look at the next 510 years and the overall supply chain, and what that looks like from a resourcing perspective.

**Malcolm Pope** 31:06

Okay. Richard, thank you so much for giving your your valuable time I've thoroughly enjoyed the conversation. And I'm sure we'll have a conversation outside of the this podcast. So thanks again. The logistics collective we're going to be doing a series of podcasts with a number of people so for the listeners if you would like and follow if you like and follow us. We will give you an update as to when the next podcast is going to land. But thanks again, Richard and I wish you a very good weekend.

**Gordon Watt** 31:41

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