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August/September 2019

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## New chair for pro-manchester

Review of pro-manchester's lunch introducing new chair Jenn Hazlehurst.

## Industry 4.0

Interview with Dr Gordon Fletcher from the University of Salford's Business School looking at the engagement of the University with business and industry 4.0.

## Exporting — where does it all go?

Review by Tony Goodman MBE on current UK exporting activity.

## Balancing the Bookkeepers

Interview with Karen Garrattley from COS Bookkeeping.

## First Friday #Connectworking

City Centre Business Networking with GM Business Connect Magazine and Forever Manchester Charity

Jenn Hazlehurst - new chair of pro-manchester

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Here at GM Business Connect we are on the lookout for both news articles relating to business activity within Greater Manchester, and educational articles that can help businesses at any level.

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## welcome to the latest edition of GM Business Connect and join the fastest growing business to business forum in Greater Manchester.

GM Business Connect is a dynamic business to business bi-monthly magazine that is crammed full of local and regional news, articles, interviews and regular columnists.

The magazine connects businesses across Greater Manchester, and is completely free.

PUBLISHED BY  
**BUSINESS connect PUBLISHING** Business Connect Publishing Ltd, 8 Eastway, Sale, M33 4DX  
Tel: 0161 969 8632  
Email: [enquiries@businessconnectpublishing.co.uk](mailto:enquiries@businessconnectpublishing.co.uk)  
[www.gmbusinessconnect.co.uk](http://www.gmbusinessconnect.co.uk)

DESIGNED, EDITED AND PUBLISHED BY  
Jon Cheetham, Paul Mirage.

ADDITIONAL CONTRIBUTORS  
Strand Web Design

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# news

## North West's listed firms hit all-time value high

The North West's listed companies continued to grow in Q2, adding £1.28bn to their total market capitalisation to reach record levels, according to Deloitte.

Findings from the business advisory firm's latest North West Share Index show that the total value of the region's listed businesses included in the FTSE 100, FTSE 250, and FTSE Small-Cap indexes and quoted on AIM increased by three per cent to £48.4bn, an all-time high for North West companies. North West firms once again outperformed the national average, growing their combined market capitalisation by three per cent compared to under two per cent for firms across the country.

Following a strong start to the year, 40 of the 65 listed companies saw their values grow, comparable to the total of 43 in the previous quarter. The continued growth in value of a number of companies in the region – notably AJ Bell, Boohoo.com Plc, and JD Sports, adding £322m, £263m, and £813m, respectively, in Q2 – has been a driving factor behind the overall increase in total value.

The growth in share value was underpinned by another strong quarter in the retail sector, with the 11 companies in the region adding a combined £1.1bn. Amidst difficult conditions for retailers across the country, the continued growth in value of the North West's retail sector underlines the region's resilience to national trends. An impressive performance by Auto Trader Group saw its value increase by £243m to over £5bn, while JD Sports' increase of £815m saw it become the region's largest firm by market cap, overtaking United Utilities. JD Sports' notable increase was driven by the opening of 29 new stores in the quarter, primarily across Europe, Australia, and Asia-Pacific.

Elsewhere, the North West's manufacturing sector bucked the national trend, growing by 10 per cent over the course of the three months. This comes on the back of the news that the IHS Markit/CIPS manufacturing purchasing managers' index (PMI) fell to 48 in June – the lowest reading in six and a half years. Of the 11 listed manufacturing businesses in the region, 10 increased



Andy Westbrook,  
Deloitte

their value; PZ Cussons Plc and Coral Products Plc had notable increases, growing by £76m, and 39 per cent, respectively.

Andy Westbrook, Practice Senior Partner for Deloitte in the North West, said: "Firms in the North West have once again had a strong quarter in comparison to the rest of the UK. We have witnessed the continued growth in value of the retail sector – which now accounts for over £21bn of the total value – following a tough Christmas period.

"As we enter the second half of the year, uncertainties in Westminster could undermine strong performances of the region's firms. However, the strong Q2 shows that the larger sectors in the North West achieved positive results despite political developments, which shows the underlying strength and resilience of the North West markets."

## Together hires corporate relationship director for the North West



An experienced banker has joined Manchester-based financial institution Together as its corporate relationship director covering the North West region.

Alex Bodie, who has worked in financial services for more than 22 years, will be responsible for nurturing existing relationships and widening the specialist lender's network of corporate clients and advisers as it grows its presence across the UK.

The former Lloyds banker will operate regionally, from Cumbria to North Wales, as part of Together's growing corporate relationship team, which was set up to provide customers ranging from large businesses to individual investors with finance of more than £1million.

Alex commented: "I've been really impressed with the group's growth plans, particularly through its corporate channel, and believe my experience, added to that of a very knowledgeable team, will help the business realise its future ambitions."

## Brother UK leads the region on zero waste to landfill efforts



Manchester-based business technology solutions provider, Brother UK, is the North West's only business to receive an industry-leading independent certification for zero waste to landfill, retaining its position for the ninth year running.

A team from environmental consultancy Valpak visited Brother UK to perform an in-depth site audit and documentation review, certifying that of the 133 tonnes of waste produced on-site in the past year, none was sent to landfill.

In addition, Brother UK was commended for its commitment to continual improvement in waste reduction, recycling and diversion. 87.8 per cent of waste produced on site in the last year was either recycled or reused.

Maggie Robinson, facilities manager at Brother UK, commented: "We're proud of our long-standing commitment to the environment, and the recognition that we've received for our continued progress in this area. It's been a collective effort for a cause we know our people care about, which is why providing a greener workplace is a key part of our responsibility as their employer.

"For the next stage of our journey, we're focusing on helping our customers to become more sustainable, by developing recycling programmes they can get involved in."

To achieve zero waste to landfill and reduce waste overall, Brother UK has implemented several initiatives on-site. All colleagues receive mandatory environmental training each year, focusing on the company's Social Development Goal commitments, and there is an internal Safety, Health and Environment Committee that meets every month.

Brother UK's zero waste to landfill certification is valid until 2021.

## Youth Charity CEO Appointed Youngest Royal Representative

A young Greater Manchester charity founder has been appointed, with the Queen's agreement, Deputy Lieutenant of Greater Manchester. Saeed Atcha, 22, from Bolton, became the youngest recipient of an MBE in the Queen's 2019 New Year's Honours List for services to young people and the community in Greater Manchester. The new appointment means he will officially be the Queen's representative at civic ceremonies and other functions around Greater Manchester assisting Lord-Lieutenant Warren Smith.

Saeed Atcha MBE DL said: "I'm really excited to take up this new role. I can't wait to get out and about across the county supporting charities and assisting the Lord-Lieutenant in his duties."



## Footasylum expands into Tech, Digital and Creative Hub

The Sharp Project have announced that Footasylum, the UK-based lifestyle fashion retailer, focused on bringing to market footwear and apparel collections predominantly aimed at 16 to 24-year-old fashion-conscious customers, has announced its plans to occupy significant studio and office space at the tech, digital and creative hub on Thorp Road, Newton Heath. Footasylum will be taking 15,000 sq ft.

Since it's opening, The Sharp Project has striven to create jobs and opportunities for Manchester, and Footasylum's endorsement of the creative community created in East Manchester is further proof of success. The team who operate the site could not be happier with this significant addition to the tenant roster.

Rob Page, Commercial Director of The Sharp Project, says: "We are excited that Footasylum is investing not only in The Sharp Project but more importantly indigenous creative digital talent in Manchester and the region. We feel sure that this will lead to future dynamic collaborations and content creation both on-site and across the North West."

## Optionis expands team with string of new appointments



A total of 19 new recruits have been appointed across a variety of roles at the Warrington-based company. The new hires have been appointed across a range of roles at the

company, which works with UK-based freelancers, contractors and small to medium sized businesses and is a leading provider of accountancy, tax and umbrella employment solutions.

Six of the recruits have taken up positions within the business development team, alongside three in the client services team, seven recruits in the marketing team, and a further three in the sales team.

## Trafford manufacturer wins new business and enjoys turnover boost after Growth Hub support

A safety and security manufacturer has experienced a 20 per cent turnover boost and created three new jobs following support from GC Business Growth Hub.

Cardea Solutions, based in Trafford Park, has designed and produced an innovative range of safety and security products for the last 20 years. Its range is used by leisure attractions, healthcare premises and commercial properties all over the globe, with UK customers including the Imperial War Museum London, Virgin Active Leisure and the Travelodge Group.

The company approached GC Business Growth Hub, part of The Growth Company and part-funded by the European Regional Development Fund, looking for support with its growth ambitions to launch a new product and enter new domestic and International markets.

It now boasts a team of 15, including three new staff, and has seen a turnover increase of 20 per cent over the last three years. The business also has a patent pending on a new product and is about to start manufacturing, targeting new contracts in Scandinavia and South East Asia.

Paul O'Carroll, Managing Director,



said the support from the Hub has been vital.

"It is fantastic that SMEs can access this support at no cost to their business. Our focus as a business is firmly on innovation and we have built an international reputation as a quality producer of pioneering and competitively-priced products.

"We had developed a prototype which had potential to open up new markets for us, but we needed to invest significant time and finance in order to achieve this.

"The programme also helped us to review our strategic planning process. This was pivotal in us developing our growth plan and assessing our business development opportunities."



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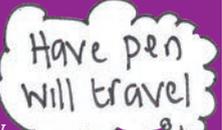
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# news

## Pochin's partners with Morson



North West construction and property specialist, Pochin's, has teamed up with Morson to help source the highest calibre professionals across the construction sector. The managed service provision will focus on helping Pochin's find temporary staff across the company.

Morson will be responsible for recruiting high-quality staff such as project managers, site managers, site engineers and quantity surveyors within the professional arena, whilst also ensuring all sites are fully staffed with trades and labour contractors such as bricklayers, joiners, machine drivers and general operatives.

In 2009 Pochin's was instrumental in the construction of Morson's 86,000 sq ft. head office, in Manchester.

Eddie Bredenham, business development and marketing director from Pochin's, explains: "What sealed the deal for us was our shared values. Our company is a family-run, people-centric business and we were keen to find a partner that shared this culture."

Rhys Harris, associate director and

head of construction & engineering at Morson, commented: "We are so pleased to be announced as Pochin's managed service provider. This appointment further cements our reputation as the number one recruitment partner within the construction sector."

## Manchester's Pimberly sets sights on \$10 million target

Pimberly, the Manchester-based SaaS Product Information Management (PIM) and Digital Asset Management (DAM) platform provider, has moved into scale mode as it aims to achieve an annual recurring revenue (ARR) target of \$10 million. The tech firm passed its \$1 million annual recurring revenue (ARR) milestone earlier this year.

Pimberly's PIM platform acts as a central hub for all omnichannel product data.

The company has secured contracts with leading UK brands including, JD Sports, Freeman Grattan, Regatta and Card Factory, as well as international clients such as Brightstar in the US,

Mconomy in the Netherlands and WhiteAway in Denmark.

Pimberly's rapid growth follows investment from NorthEdge Capital and the UK Government. This has enabled the company to double its headcount to 40 over the last 12 months.

The team is now in the process of expanding its headquarters, taking two floors within St James's Tower in central Manchester and investing in more staff for product development, go to market and customer success.

Martin Balaam, CEO of Pimberly, said: "As new Enterprise B2B SaaS companies will know, getting your first paying clients is a huge

milestone, enabling you to focus on getting to the nirvana of the \$1m ARR target – I'm thrilled that Pimberly has been so well received by businesses. To surpass this target and focus on scaling to \$10m ARR so quickly is just awesome".

"It's also a real indication that companies are increasingly focussing on their eComm/online strategies to fuel growth."



The cholera epidemic that swept through Manchester almost 200 years ago is the unlikely inspiration for a pop-up underground brewery in tunnels under Manchester Victoria Station this summer.

Working on behalf of train operating company Northern, Lambert Smith Hampton (LSH) has secured the temporary licensing of the tunnels for use as a brewery and exhibition space as part of this summer's Manchester International Festival (MIF).

In 1820s Manchester, thousands of people were buried in cholera pits around modern-day Victoria Station and Angel Meadow. Thousands more only survived because they drank beer instead of water that carried the disease.

This forgotten history is at the heart of A Drunk Pandemic, an underground brewery created for the festival by Tokyo artist collective Chim Pom on the site of a Manchester cholera pit. Visitors can tour the secret brewery, taste the beer and attend an accompanying programme of special events.

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## Northern small-cap private equity deal values on the rise

The first half of 2019 has already seen the value of small-end private equity deals in the North of England overtake that of 2018 according to research by Centre for Management Buyout Research (CMBOR).

The latest figures from the CMBOR, sponsored by Equistone Partners Europe and Investec Corporate and Investment Banking, show that small cap (less than £10m) Northern deal values totalled £51m in the first half of 2019, compared to £40m in the whole of 2018. In total, £156m has been invested throughout the North of England in H1 2019.

Across transactions of all sizes, the sector that secured the most private equity investment across the North in the first half of this year was business and support services, with deals worth £75m. The Northern healthcare and retail markets were next highest at £44m and £18m of investment respectively.

Key transactions seen in the region in the last six months include the sale of dermatology company sk:n which was acquired by private equity company TriSpan in February, in a deal worth £35m. Lucion Services, which specialises in risk and asbestos management, also underwent a Palatine Private Equity-backed management buyout, in May.

Across Europe, the private equity market in the first half of 2019 has fallen short of recent years' outstanding activity levels, primarily due to a Brexit chill. In H1 2019, the number of private equity-backed acquisitions in Europe has dropped to 275 with a total value of €38.8bn, compared with 419 at a total value of €54.4bn in the same period last year.

Sebastien Leusch, Investment Director at Equistone Partners Europe's Manchester office, said: "These figures highlight the resilience of the small-cap market, with over 75 per cent of deals within the UK in H1 of 2019 valued at £10m or less. This underlines the role of private equity in supporting the growth of the next generation of British businesses and demonstrates the hesitancy we have seen when it comes to larger transactions.

"There remain opportunities to create value and generate strong returns across a range of sectors in the Northern market, with industries including technology and manufacturing."

## Tipping point for online retail 53% by 2028

Online shopping will account for more than 50% of retail sales (up from 19% currently) in the next ten years according to a recent new report, The Digital Tipping Point.

Commissioned by law firm Womble Bond Dickinson (WBD), the report reveals that this growth will be powered by three primary factors: the changing demographic of the UK adult population, the development of faster, cheaper, in-home deliveries and fewer physical stores. However there are also potential risks ahead for retailers that don't prioritise data security when embracing the new technologies needed to thrive in a digital future.

Digital natives: Gen Z and Millennials will make up half of adult consumers in 10 years.

As the UK adult population evolves over the next decade the shopping habits of younger groups will become more dominant. The research conducted by Retail Economics

showed that 62% of 16-24 year olds (Gen Z) shop online at least every fortnight (compared with just 29% aged over 65 years), averaging around three online purchases per month. Millennials also spend the highest proportion online currently (22.1%), averaging £42.32 per online transaction and spending £110.45 online each month.

Over half (53%) of Gen Z consumers said smartphones influenced them most in terms of 'awareness' of new retailers/brands compared with just 3% of those aged over 65.

This reveals how much more online marketing impacts younger adults. However almost a quarter of Gen Zs also said they are more likely to do shopping in high streets and shopping centres highlighting the complexity of the customer journey and the importance of shopping experiences for these younger consumers.

## Bitcoin unphased by Trump's crypto Twitter tirade, according to CoinCorner

CoinCorner's CEO, Danny Scott, commented: "Recently President Trump tweeted to say that he is 'not a fan of Bitcoin and other Cryptocurrencies'. Despite his political position and following, and similarly with Facebook's recent Libra coin announcement, the price of Bitcoin remains unaffected. The current price at time of writing is trading at over \$11,600, higher than before his tweets were published in the early hours of this morning here in the UK. Those of us in the Bitcoin industry have known for a long time that world events very rarely impact Bitcoin anymore, and it's great to see this being proven time and time again.

"The President went on to say that 'Unregulated Crypto Assets can facilitate unlawful behaviour, including drug trade and other illegal activity'. These comments imply that he is uneducated on Bitcoin and misinformed on what it is actually

being used for nowadays. In the early days of Bitcoin, it had a reputation for being used for illicit purposes, but this view is outdated. Bitcoin has grown in popularity with the masses, and become part of day to day life as people utilise it as a beneficial store of wealth. Bitcoin exchanges around the world have stringent processes in place to prevent misuse by criminals.

"It's also very well-known that fiat currencies facilitate more criminal activity than cryptocurrencies. The US Treasury actually confirmed in a panel hearing in 2017 that 'Although virtual currencies are used for illicit transactions, the volume is small compared to the volume of illicit activity through traditional financial services'. Unlike what President Trump terms 'real currencies', all transactions made with cryptocurrencies like Bitcoin are recorded on the blockchain (a digital ledger) and are visible for anyone to see."

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## WorkMobile wins five-figure grant for project with Laing O'Rourke

WorkMobile, the Manchester-based specialist in mobile workforce data capture and analysis, has secured a grant from Innovate UK to help improve productivity in the construction sector.

Worth just under £49,000, the grant will support the firm on working alongside other businesses on a major project managed by international engineering firm Laing O'Rourke.

The project aims to improve operative productivity and enable continuous quality analysis in the construction industry, by creating a common platform that enables workers to use digital processes and technologies such as augmented, virtual and mixed reality tools.

The tools aim to speed up the processing of data that feeds the system to remove the time and resource barriers for technology adoption. The result will help construction workers to be more productive and accurate by providing them with the right information at the right time – for example, by providing real-time guidance and instruction within a virtual 3D environment. The project will develop user cases across the nuclear, residential, commercial fit

out and manufacturing sectors.

The five-figure grant from Innovate UK, the government agency tasked with helping businesses to de-risk, enable and support innovation, will cover 70% of WorkMobile's costs over the 21-month project.

WorkMobile was able to demonstrate how the project's learnings should enhance its capabilities not only in the construction sector but also across the utilities, facilities management, and education and training sectors.

Multiple specialist companies have been brought on board for the project and will work together to explore eight separate work packages. Collectively, it is envisaged that these packages will help the construction industry to improve worker safety, productivity, and environmental efficiency.



## Fitch Group move to Manchester

Fitch Group, a global leader in financial information services, today announced its plans to open a second UK office, based in Manchester.

Expanding with a new UK office will help Fitch Group deliver on its growth plans, with the expansion providing access to a diverse range of talent in the North-West of England. Fitch Manchester is expected to be operational by September 2019, with up to 25 staff operating from a central location by the end of the year. Fitch Group then intends to increase its presence steadily over the next two years.

Paul Taylor, CEO and President of Fitch Group, said: "Fitch Manchester will be an important long-term complementary location to Fitch's London office - much the same as our Chicago and New York offices are in the United States. Our aim is to base both non-analytical and analytical team members there over time."

"We chose Manchester following a wide-ranging study of possible locations because it is the best overall fit for our business. There is a mature and diverse finance, tech and professional services presence in the city, as well as good transport links internationally and with London.

"Importantly, we feel Manchester has a growth story that resonates with ours. We see the potential in the city's talent pool, especially graduate talent, and believe that Manchester will become an even greater source of talent in future years."

# The Multi Media Revolution is Here

## Inspired Greater Manchester



Since 2013 GM Business Connect Magazine has been bringing the Manchester business community together through our free printed and electronic editions.

It is published bi-monthly to over 40,000 business readers based throughout the Greater Manchester region.

Although we fly the flag for a quality printed business magazine, our intention behind this is to provide a platform to connect the businesses of Greater Manchester.

It is for this reason we are now delighted to announce the launch of our very own Video and Podcast channels titled **Inspired Greater Manchester**. We hope to inspire

our regional business community to engage with these new platforms, bringing together business people, entrepreneurs and start-ups.

Partnering with Geeky Group - run by Manchester-based Phil Crowshaw - our content will consist of an ever-growing range of video and audio material, all designed to inform and inspire you as you drive towards achieving your maximum personal and business potential.

We chose Phil and Geeky Group as our partner in this venture due to their experience in producing and distributing a wide range of online video and audio content.

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in 2003, and the first online Multi Media magazine linked to Twitter, Tweeting Times.

Phil has conducted over 400 video interviews with people from entertainment, politics, sport and of course, business.

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# review

# pro-manchester w



L-R Jenn Hazlehurst, Sam Booth (chief executive, pro-manchester), Alistair Cree

The end of July saw a change of chair for pro-manchester - the largest business development organisation in the Northwest.

Taking place at the Lowry Hotel in Salford, this was a chance for members to network, enjoy a fabulous lunch, thank outgoing Chair Alistair Cree as well as welcoming new Chair Jenn Hazlehurst.

Jenn both summed up recent activity with pro-manchester and outlined the coming year's intentions for the organisation. She started with a brief introduction of her own background:

*"I'm an audit partner with EY and have always been based in the Northwest, growing up in Cheshire, with Manchester and Liverpool as my 'local' cities.*

*"I've been working with listed and private businesses across the North West, particularly in the power and utilities sector, for 20 years.*

*"I first got involved with pro-manchester well over a decade ago, initially through networking events and then helping to establish the Energy group - or Green Economy group as it is now called - and as a founding member I served on the committee for around six years.*

*"I joined the Board in 2015,*

*becoming deputy Vice Chair in 2017 and am honoured to be taking up the role of Chair this year.*

*"For me it is all about collaboration.*

*"So, I'm going to talk about why I believe collaboration is so important particularly for a business network and membership organisation such as ours, and outline some of the areas pro-manchester will be working on over the next 12 months which all share the common theme of the power of collaboration. This includes developing our strong relationships locally with each other, across the region and Nationally.*

*"Firstly, collaboration enables us*

*to continue to develop our already strong local relationships.*

*"pro-manchester has well-established links with the GM Combined Authority, MIDAS, City UK and the office of the metro mayor and this year there will be more of the same on that agenda.*

*"Our chief executive Sam Booth represents pro-manchester on a number of boards including the Greater Manchester Organisational Representatives Board where she sits alongside the Growth Company, Greater Manchester Chamber, IOD, FSB and more.*

*"As well as this, Sam sits on the Faculty of Business and Law's Advisory Board at Manchester Metropolitan University, which aims to oversee the faculty and ensure its activities are in line with the Greater Manchester business community. More recently Sam has become the Regional Deputy Chair of TheCityUK, where she helps to engage on a regional level on behalf of individuals in the financial and professional services industries.*

*"These voluntary appointments Sam has taken up create strong ties with business organisations in Greater Manchester, allowing pro-manchester to steer their events programme and membership to represent what it is the business community wants.*

*"Secondly, collaboration provides the opportunity to build strong links with other regions, especially across the Northwest.*

*I work across Manchester and Liverpool and champion both cities, and I'm encouraged to see that they are increasingly taking a more joined-up approach.*

*"This relatively new collaborative approach has been fostered and helped by the relationship that exists between our respective city mayors - Andy Burnham and Steve Rotherham. They have jointly lobbied central government and rail companies over the delivery of rail services across the Northwest - from last year's timetable change chaos, to the failure to introduce promised commuter services to towns, and now the risk that rail companies will fail to meet their own deadline to phase out ageing Pacer trains by the end of 2019.*

*"Working together, and building on each city's strengths, has to be the best way forward. To affect real change it will take all of us, speaking with one voice, to local and central government.*

*"The Northern Powerhouse Partnership (NPP) was established almost three years ago with an agenda of rebalancing the UK economy to ensure a more even distribution of government spend on areas such as education and infrastructure.*

*"Whatever your views around HS2, I'm sure you'll agree that Northern Power Rail needs to happen. Increased capacity, faster trains and more frequent links across our Northern towns and cities would not only help our quality of life but also increase business efficiency and open up greater access to talent across the North.*

*"But the Northern Powerhouse agenda is*





# welcomes new chair

about more than just rail links. NPP has identified four prime economic capabilities, which are pan-Northern, highly productive, and internationally competitive. These are: Advanced Manufacturing, Energy, Innovation, and Digital.

"And to give a couple of examples of their activities:

"On digital - EY ran a series of innovation sprints for the NPP across the North last year to identify enablers to encourage faster growth in the digital sector across the region.

"In energy - The NPP is working on a report to be published in the next quarter which will focus on what the Northern Energy Industrial Strategy should look like - how we can create new industries and maximise what we already have here, with a focus on carbon capture and storage, nuclear, and hydrogen.

"All four of the economic capabilities outlined by NPP are underpinned by the capabilities within the Financial and Professional Services sector, as well as infrastructure and education. So this is an agenda we can all, as professionals, get involved with - sharing our expertise, knowledge and connections to help drive the North's economy and generate greater prosperity for all. Once again, it's all about the power of our collective networks.

"Collaboration across the cities' local government bodies is important but it is also crucial across wider networks such as ours.

"Ultimately that is what pro-manchester is all about - collaborating, connecting and building networks.

"I'm really pleased to see that the third element of connecting and collaborating is about building Manchester's National and International profile. And we have a lot to be proud of.

"Manchester has the largest regional financial, professional and business services industry outside of London, employing more than 283,000 people and accounting for 20% of the local economy.

"Over the last 10 years, Manchester's financial, professional and business services sector has doubled in size, with our legal sector expanding faster than

any other regional city and at more than twice the rate of central London, with some 13% of total office take-up in Manchester involving law firms.

"It is the only UK city outside of the capital with all elements of the sub-sectors represented at scale, providing depth and diversity across a range of disciplines that makes Manchester a high quality, low risk investment location.

"pro-manchester works closely with MIDAS and welcomes new businesses into the region, providing them with a ready-made network to slip into, making that transition from outsider to insider so much easier. We're in touch with over 100,000 businesses across the North West, which makes pro-manchester the natural gateway to business in our region.

"In a report into foreign direct investment published last month, Manchester has again been ranked as the best performing UK city outside of London, with 37 FDI projects locating in 2018.

"However, the relatively strong performance of London and the South East still suggests that attempts to rebalance the UK geographically may be harder to realise, and this year's data showed a definite shift of investment to larger cities as foreign investors look to place 'safe bets' amid a general climate of political and economic uncertainty.

"Manchester city centre was home to 53% of all projects locating in the North West in 2018 and it was the only North West location to make the Top 10 for FDI.

"At the end of July we again hosted the annual visit from the Lord Mayor of the City of London.

"This was a real opportunity to build

relationships with the Capital and showcase Manchester as a city, and more broadly Greater Manchester and the North West as a whole.

"The final element of collaboration that I'd like to highlight is working with each other.

"As I said at the start, pro-manchester is an organisation built around enabling professionals to connect and network.

"Sam and the team are focused on ensuring that we continue to run the right sort of events for our members.

"Our sector group programme continues to support the local industrial strategy and local GM strategy ambitions with events such as key lunches, specifically around Property, Transport and Healthcare innovation.

"We are launching our first Green Tech Symposium in October, in support of Greater Manchester's

ambitions to be the world's first zero carbon region by 2038.

"That huge ambition brings with it exciting opportunities for innovation, upskilling and economic growth so the Symposium will welcome a wide range of companies developing innovative new technologies to lower emissions, reduce our carbon footprint and improve our environment. We will also hear from professional advisors, policymakers and training providers to understand how everyone can benefit from these developments.

"Meanwhile, our conference in March will be again focusing on Trailblazing tech and innovation in the region.

"We all share the same collective ambition of seeing our businesses grow and thrive, creating skilled employment and driving the success of Manchester and the North West region.

"Collaborating: between us, between businesses and across cities and the region is the key to driving success.

"It is what makes Manchester a great place to live, work, and do business."



**pro-manchester** is the largest business development organisation in the Northwest. They represent the business community across the region and support growth and development to promote the North as the place to do business. For more details call **0161 833 0964** or email **admin@pro-manchester.co.uk**

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# review

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# The Stockport Expo 2019



The Stockport Expo was The Business Bible's first Expo, taking place at the home of newly promoted Stockport County FC. GM Business Connect were there of course as Media Sponsors, with organiser James Caldwell from the Business Bible.

The event took place on the 4 July, after a busy week for the venue as it had hosted the Blossoms Concerts the week prior.

Over 200 attendees came to the event, not including the Exhibitors already on the show floor, to meet/network and buy from the varied Exhibitors on the day.

We asked James for his thoughts on

the event: "Whilst many events will profess to attract thousands to its doors, in reality this is often not true.

"The challenge we had was being honest, setting realistic ambitions on what the first year would deliver for our exhibitors and attendees. We then had to meet those expectations.

"What was refreshing was the mix of different Exhibitors which had attended the event, Stockport Gin and Jeffrey's Tonics had both independently signed up as exhibitors and were both making cash sales of their products on the day.

"Bringing card machines to the

event so attendees could actually buy products on the day showed that the companies such as CostCo could clearly show what the value was to their business of attending events such as this.

"The Workshops went down amazingly, with Dave Richardson and Andy Preston's workshops being sold out prior to the event. The more hands-on approach gave attendees the opportunity to gain more knowledge in smaller groups in the sessions.

"On the wind-down at the end of the event a number of Exhibitors stayed behind as the cash bar opened to discuss the day, showing that a mini

community was starting to form with companies all collaborating together and getting on as people.

"As an event the Stockport Expo did everything we promised it would do, and we've already committed to a second event on 2 July 2020.

"We have a number of events on the horizon and in the planning stage, and we're finding more and more venues are pro-actively contacting us to host those Business Events."



**The Stockport Expo will return on 2 July 2020**

For more information on the Stockport Expo contact **James Caldwell** on **07568 104 868** or email **james@BizBible.co.uk**

# focus

# Improving Greater Manchester's air quality

Categories: Government has specified four categories of Clean Air Zones where drivers of non-compliant vehicles would pay a penalty to travel within a designated area.

Class	Vehicle Types	Age of compliant vehicles:
CLASS A	Bus, Car, Van	Car/Taxi Diesel Euro 6 (2015) Petrol Euro 4 (2005)
CLASS B	Bus, Car, Van, Truck	Van Euro 6 (2016)
CLASS C	Bus, Car, Van, Truck, HGV	Bus/HGV Euro 6 (2013)
CLASS D	Bus, Car, Van, Truck, HGV, Motorcycle/Moped	Motorcycle/Moped Euro 3 (2007)

The beginning of July saw the regular Trafford Park Business Network take place at Event City.

Among the presentations that took place, Nigel Smith, Head of Regulatory Services for Trafford Council, outlined the forthcoming Clean Air proposals for Greater Manchester.

Nigel started with the observation that pollution from road traffic is linked to a wide range of serious illnesses and conditions, contributing to the equivalent of 1,200 deaths a year in Greater Manchester alone.

Many local roads in the region have levels of harmful nitrogen dioxide (NO<sub>2</sub>) which are above legal limits, and the Government has instructed all local authorities across the UK to take quick action to reduce NO<sub>2</sub> emissions, which are mainly produced by older diesel engines.

All Greater Manchester local authorities are working together to develop a Clean Air Plan to tackle air pollution on local roads.

### What is a Clean Air Zone?

This is a designated area within which certain higher-pollution vehicles would pay a charge (referred to as a daily penalty) to drive. Vehicles which do not comply with the required emissions standards would pay a daily penalty for each day on which they drive into, out of, within or through the Clean Air Zone.

Failure to pay the daily penalty would result in the issue of a penalty charge notice (PCN), requiring an

additional payment.

**A Clean Air Zone is not the same as a Congestion Charging Zone, which charges all vehicles that enter the Zone.**

### Proposals

To introduce a charging Clean Air Zone across the whole of Greater Manchester in two phases:

**Phase 1:** (from 2021) daily penalty for non-compliant HGVs, buses and coaches (£100/day), taxis and private hire vehicles (£7.50/day).

**Phase 2:** (from 2023) expanding to non-compliant vans, minibuses (£7.50/day).

**Private cars and motorbikes are NOT included in the proposals**

Compliant vehicle: Euro 6 (diesel engine); Euro 4 (petrol engine); Ultra low emission vehicles; Exemptions include military vehicles

### Help to businesses

A multi-million pound funding package to support local business, including sole traders, to upgrade to cleaner vehicles, will be made available.

**Clean Freight Fund:** £59m for HGVs, vans, minibuses and coaches registered in GM.

**Clean Bus Fund:** £29m for operators of registered bus services within GM.

**Clean Taxi Fund:** £28m for taxis and private hire vehicles licensed in GM.

**GM Loan Scheme:** Loans at preferential rates to assist with vehicle upgrades.

The indicative funding amounts

above are subject to Government approval and further refinement.

### Going electric

The local authorities want to almost treble the number of electric vehicle charging points in the region. Their proposals include a £25 million funding ask to install another 600 rapid charging points (300 double-headed chargers) across the 10 council areas of Greater Manchester.



Some of these charging points are planned for use by electric taxis and PHVs only, however, there will also be activity to promote electric vehicles across Greater Manchester.

### Greener transport

The proposals aim to help people, businesses, and organisations including schools across Greater Manchester play their part to reduce air pollution.

This includes helping people to use their car less, especially for shorter journeys. Also support for businesses to change their fleet so it is cleaner, cycle to work schemes,

promoting and supporting car share and car club schemes.

There will also be further work to improve cycle lanes and cycle routes across Greater Manchester.

### Asks of government

As well as this package of measures there are some actions needed from government. They need to work with vehicle manufacturers to produce clean, compliant electric and low-emission vehicles in the volumes needed for Greater Manchester and other areas.

Also a clear instruction needs to be delivered to Highways England with regard to air pollution from the motorway network in Greater Manchester, for which it has responsibility.

### Next steps

Between 13 May and 30 June local authorities held a Conversation to get the views on the proposals from residents and businesses across Greater Manchester and beyond.

Responses from that Conversation are currently being analysed and the Greater Manchester Clean Air Plan proposals will be developed in more detail over the coming months.

From there a statutory consultation will follow, where everyone can have their say on the detailed proposals.

### Non-compliant vehicles

If no further action is taken, local authorities estimate that if a Clean Air Zone was introduced in 2021 the following number of vehicles in Greater Manchester would pay a daily penalty:



If you wish to share your views you can email [info@cleanairgm.com](mailto:info@cleanairgm.com)

Also visit [www.cleanairgm.com](http://www.cleanairgm.com) to sign up to a newsletter and keep up to date with the proposals.

# interview

# Industry 4.0: The fu

Continuing our series of specialist speed lectures from the University of Salford's Business School, GM Business Connect interviewed Dr Gordon Fletcher, Academic Unit Head of International Operations and Information Management.

Gordon's role encompasses a great many areas of interest for us as a business magazine, but it was the topic of Industry 4.0 and the Internet of Things that we wanted to know more about, particularly with respect to the business community.

**Please describe your role within the University of Salford's Business School?**

"My official title is 'Academic Unit Head', a head of department. My unit is Operations and Information Management which covers many things - for example digital business, business management, sports programmes,

project management, procurement, events and more. It is interesting because it involves diverse opinion and approaches, meaning a 'holistic' view is needed."

**Tell us about Industry 4.0 and the 'Internet of Things'?**

"This opens up a big list of topics. Industry 4.0 is the label for many technologies, attitudes and perspectives that meet together.

"When we speak to people with specific problems and challenges, they often view technology as 'the solution' that will 'save' them, but this is inaccurate. The reality is that the technological aspect is part of the chain of change and as much as tech is probably a necessity in the solution, it is also about how people work and collaborate together.

"As well as being up to date on the latest technologies, it is equally important to understand and be aware of the 'people side'. When talking about 4.0, we find ourselves talking about collaboration, sharing innovation and the openness or transparency of businesses.

"Businesses need to be transparent, permeable and genuinely visionary, rather than seeking a pre-made solution to just 'insert' into their operation.

"It is a challenge to make businesses aware of the important people side, partially because there are a lot of headlines around that talk about internet of things and machine learning."

**What is the Internet of Things?**

"I like the definition 'it's the network of noisy things'. Industry 4.0 is about the connectivity of many machines, devices and 'noisy things'. Traditionally objects are passive things that don't relate to other things, but Internet of Things objects are active and connected - constantly feeding back information producing huge amounts of data and communicating back to a central point.

"For example, if you sit on a chair, it doesn't do anything beyond support you. If you sit on an Internet of Things chair, that chair will immediately respond that there is a certain weight on itself, duration of time, temperature and so on.

"The usefulness of this is that such a chair could calculate when it should be replaced or in more complex circumstances it could include the health monitoring of employees.



Dr Gordon Fletcher, Academic Unit Head of International Operations and Information Management, Salford Business School, University of Salford



University of  
**Salford**  
MANCHESTER

# ture of business is here

"The flip side is that some ethical concerns can be raised over issues of the surveillance society and the monitoring of employees or customers in all manner of ways."

## How does it apply to business, like an average SME?

"The challenge for SMEs is the application of what seems like 'big' technologies. Often the particular case for using a technology is not as evident for a smaller business as it might be for the larger ones. Sometimes, their preparedness to take up such technologies is shaped by the examples of larger organisations, but the technologies might not be really suited to those smaller operations.

"There can also be a fundamental cost issue, although technology is tending to become cheaper and cheaper. Often as not, the organisation needs to think about how they will identify and use the technology they need.

"The number of devices that we could class as being in the Internet of Things is huge. At consumer level, you could look at, for example, baby monitoring devices.

"Then you go to the next level, a small organisation that might be short on resources and people, and here we would look at the opportunity for using Internet of Things technology. For example, devices that can monitor themselves and decide when they need replacing can save time and substitute the need for someone to physically go and check all those devices."

## The ability to identify a need seems key. How would a business go about this?

"At one level, the key is to identify a particular problem. Rather than seeing all the technology available as offering a solution, you need to analyse the problem. The business with a problem has a challenge that it needs to address.

"Suppliers who are producing technology to solve problems want to sell it and aren't necessarily identifying with any one specific case. Instead, a business manager should analyse what is needed before looking at opportunities to use technologies. That's where Universities can help with

analysis as they are sense-makers taking a critical view, evaluating the options and can identify the best paths."

## Is there then a route for businesses to use Universities to help them decide on using tech?

"This is absolutely hitting on the challenge: not only for business to access Universities' knowledge but also for Universities to understand how to offer their knowledge. Traditionally how this knowledge exchange works between the two has unfortunately been rather opaque. Knowledge exchange within the classroom is one thing, but knowledge exchange in respect to working with and understanding businesses, their challenges and charting a path toward solutions, is what Universities are now geared up for.

"We have been working recently on a knowledge exchange with a local company, developing an analytical tool for their business.

"They approached us because they wanted to tap in to an existing knowledge base here. It's an 18 month project and the outcome is that the business will have an analytical software tool at the core of its operation, which will be the basis for new business. It's a two way street and we have learned a lot from working with that company."

## Should more businesses think of approaching yourselves?

"Yes. The value a University can bring is as valuable as any consultant, if not more where a University department may have 25 people with knowledge and a range of perspectives.

"For many SMEs, hiring a traditional consultancy can be a luxury beyond budget, so working with a University can be exceptionally cost effective especially with grants available for Knowledge Transfer Partnerships (KTP)s.

"Also, for any business with a challenge, the pathway to a solution is probably embedded

within a University. Academics are probably already aware of the issue, as these are people who spend time scanning horizons for new ideas. We look for examples in the now because these will resonate best with our students and relate strongly with what they hear in the media and so on."

## What are the academic challenges of looking at Industry 4.0?

### Are you worried about the pace of development of technology on a traditionally structured learning process?

"I think this is one of the big challenges for a University. When a student enters University at 18 or 19 years old, they will be there for 3 years, and it's the challenge of the University to furnish those graduates with the ability to be contemporary.

"It's a big challenge due to the fast-paced change in 4.0 and all those technologies that fall under the label.

"We are almost in the realm of trying to predict the future. This is key in the difference between teaching the use of a particular technology versus teaching the skills to deal with change. The skillset is about adaptability and resilience - which relates back to that 'people' side of things.

"The challenge for Universities and academics (and the students themselves) is the pace of change - which we are still coming to grips with. Even new students 10 years ago had some degree of certainty then as to what their world of work would look like upon graduating.

"If we are to go through technology media and the current literature, the whole rise of machine learning and Artificial Intelligence say 1, 2, or 3 years ago was something that prompted 'distant horizon' questions like 'how will this affect

my business'. Compare that to media 6 months ago where we now ask questions like 'why aren't you using AI?' - we have gone from 'future tech' to 'expected tech'. This pace of change across their 3 years with us is tough for our students, but this is where robustness and adaptability is so important in the process of education."

## AI and machine learning are now part of the current technology utilised by businesses. Does this have an impact on the role of people within business?

"The old fear that machines are going to take our jobs and we won't have any work is still there in the background. People fear that technology is going to make them redundant, but then the penny drops and they realise that other opportunities are created by the changes, such as where an employee can be moved to a new role with more value.

"When a company chooses to support their employees to develop, upskill and take on new roles, they actually see a positive transformation very quickly along with the pace of change.

"It's how you see the people in your organisation that counts. Rather than seeing them as being replaced by machines, instead where you develop them, the result is greater productivity and growth all round. These are also more sustainable practices through increased efficiency and accuracy.

"As a University we can offer the ability to realise this with businesses of all sizes and sectors."



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# review



pro-manchester

## Manchester Fintech



## showcased to London

pro-manchester recently welcomed over 120 delegates to their annual fintech lunch with the Lord Mayor of the City of London. This is the flagship event in his visit to the city.

Jenn Hazlehurst, chair of pro-manchester, opened the event and thanked event sponsors Clarke Wilmott, Robert Walters and Open Money. She welcomed the Lord Mayor of the City of London, Alderman Peter Estlin, to the stage.

Addressing delegates, the Lord Mayor praised Manchester's incredible fintech sector and the part the city has played in establishing the UK as fintech's global home. The UK currently has around 11% of the global fintech industry – and almost twice as many fintech companies as France and Germany combined. Fintech contributes around £7bn to the UK economy, employing some 80,000 people across 1,600 companies.

He recognised that Manchester has an incredible talent pool, thanks in part to the universities and the multicultural nature of the city, but suggested it is important to ensure that growth in the sector is inclusive.

After lunch, the Lord Mayor welcomed a panel of fintech experts to the stage to discuss these issues in more detail

### What are the key opportunities for the sector in Manchester?

Talent was referenced by all panellists with Manchester maintaining a high graduate retention rate and attracting in professionals from other cities and countries. Paul Vlissidis (NCC Group) noted that GCHQ's increased presence in the city will draw further cyber expertise. Fintech rarely has legacy systems so it can be secure by design. Anish Kapoor (AccessPay) was confident that back office processing in banks is

ripe for innovation with no end of opportunities for development.

Amir Noorjala (OakNorth) believes all we are missing is the regulator and Parliamentary presence. The tech skills and people are in Manchester, and the capital will come if entrepreneurs are prepared to take risks. Susan Hall (Clarke Wilmott) agreed, and added how important the city's international links and multiculturalism are.

### What more can we do to encourage businesses?

Anthony Morrow (OpenMoney) worried that entrepreneurs may go for funding too early and that VCs will tend to be looking for a quicker exit. The unicorns tend to have a figurehead CEO with a minority shareholding. Amir went further, believing that culturally in the UK the ambition is to have a nicer life – bigger house, holidays etc – rather than the more typical US vision to change the world.

Susan also notes that the European patent system more restrictive for business methods than the US version. Big players like Google and Amazon will patent everything that moves! The downside is that it is more expensive for new entrants to the market, and money is spent on patents rather than investing into the business.

### Roundtable

Following the lunch the Lord Mayor of London joined a group of business leaders, educational representatives, tech experts and other stakeholders for a roundtable event.

Setting the scene for the discussion, Mark Finch (Chair) praised the booming tech sector in Manchester and welcomed the Lord Mayor to the city. The turnover of tech businesses in Manchester was £4.98bn in 2018, and the city is home to the largest

number of digital workers in the UK outside of London. There is a clear challenge for recruitment with 40% of tech workers looking for new role and an estimated 800,000 unfilled roles by 2020.

### How do we attract and retain tech talent in the region?

Anna Dick (Hiring Hub) attributed the success of recruitment to having a unique proposition – a scale up environment with greenfield tech and an open culture. She has also worked with Beckie Taylor (Tech Returners) to recruit through the Tech Returners programme, retraining an engineer to fulfil a tech role. The returners' market is a huge untapped talent pool, estimated to be worth £200m to the Greater Manchester economy.

The graduate pipeline is vitally important with the Greater Manchester universities turning out hundreds of tech specialists each year. The challenge is to work with businesses to ensure those graduates choose to remain in the region.

The MMU is also working with undergraduates to help graduates understand the career opportunities in SMEs. Often they see the big, shiny brands on campus but might get more varied roles in smaller companies. However, it is difficult for the small companies to offer the same scale of leadership programmes as the big corporates. Programmes like pro-manchester's SME Club help businesses to collaborate and provide a joint offer.

### Are we offering enough training to support the growth of the tech sector?

The Lord Mayor reminded attendees that 11.9m people in the country do not have the five basic digital skills. He suggested we need to start planning for sustainable shift in skills development and preparing for a future workforce we do not understand yet.

Hannah Tracey (MIDAS) noted that there is a new digital skills strategy with a pot of funding for retraining. This may be to upskill people within their current sectors/companies, or to enable them to develop new careers.

**Manchester is home to plenty of**

### inventions. Could we do more to commercialise these?

Jonathan Bowers (UK Fast) noted that there a number of incubator spaces available to support entrepreneurs. UK Fast also gave free hosting to give businesses a headstart. HPE has also changed its approach from buying companies outright to taking smaller shares in equity. Entrepreneurs increasingly want to do it on their own with the support of funders.

Joseph Venables (Brunwood), believes Manchester, and the UK generally, is great at R&D and innovation but we struggle to commercialise new tech. The IP is often sold and exploited elsewhere. Graphene being a prime example where the IP has been sold to China and the UK is then buying products back at a premium. He wants to see the UK getting better at funding within our own communities.

Cyber security is a great example of developing expertise within the city. The fact that GCHQ is increasing its presence in Manchester will have a huge strategic impact.

### Collaboration is what sets Manchester apart from other tech hubs

The region's universities not only collaborate with the businesses but with each other. The new GM Cyber Foundry project is jointly run by MMU, University of Manchester, Lancaster University and the University of Salford to provide expertise to SMEs. Already hugely successful, the universities are seeking funding for a similar AI Foundry.



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# focus

# COS Bookkeeping

## Balancing the Bookkeepers

Keeping on top of bookkeeping is crucial for all businesses, and keeping on top of bookkeeping technology is one of the fundamentals of Urmston-based COS Bookkeeping. GM Business Connect caught up with Karen Garrattley, Managing Director, for a chat about her business.

### Can you give us a brief history of how COS came to be?

"It all started in the early 90's temping as a secretary for a computer sales company. I picked up word processing quickly and got really into computers, and from there found that I could work software easily. Here I saw accounting software for the first time. At the time I was also doing my husband's accounts manually - so I invested in the software and also began to handle the accounts for another larger company too."

### When did you decide you wanted to expand?

"When I was temping I worked for an accountancy firm, and because I was using a computer I was asked to visit their clients who also used computers. This was a good 10 years before all accountants really began to go digital, so I started to get a lot of work on the bookkeeping side which gradually took over. It just kept growing.

"I didn't really decide to grow, per se. It was from meeting people who were already bookkeepers but wanted to understand Sage that I found I was in demand - and they wanted to pay me for my time. At the same time, the more I was offered bookkeeping jobs, the more I could offer this work to those same bookkeepers whom I was helping.

"So, it worked out that I would bill the client and then send the bookkeepers in whilst also helping them train and learn. It grew from there.

"Four years ago there was a big turn in business, which I could see from the development of online systems, so I knew we would be able to help people remotely. Where the client wanted to do the majority of the work themselves, we developed a 'top and tail' service to finesse and check over their accounts.

"This has really taken off and in that 4 years, I have gone from having 2 employees to 12 and also 30 subcontractors who are self-employed bookkeepers (some of whom have been with me all these years).

"The culture I've developed with COS bookkeeping was not just in subcontracting to bookkeepers, but helping and supporting them at the same time."

### Tell me about your core team?

"It's all about recognising people's skills and abilities, and providing the training support they need. Each person has gravitated to their own specialism. We have one lady who has become an expert in uploading software for invoicing. Another has become an expert on the HMRC portals, so she is doing all of the 'making tax digital' registrations. Another team member is an expert on Quickbooks Online."

### What sort of clients do you have?

"All sorts and they are hard to quantify. Some will have come to us for one-off training and we don't see for years. Others we deal with day in day out. Many will engage when they have changes in their business including staff. All in all, we will see around 1,500 clients in a year."

### Tell us about the different services you offer?

"It used to be always Sage 50 training, but when Xero, Quickbooks Online, Sage Business

Cloud for example came in, we developed classroom courses which seem to just fill themselves up without promotion. We grew organically, and we never know what is round the corner, however, just as it was four years ago, it's about spotting what needs to change. If you plan too much you can be too rigid. It's best to have an eye for opportunity and to recognise it when it appears. This is a skill in itself.

"Where others advised against embracing these faster methods of bookkeeping thinking that we would do ourselves out of business, I disagreed and felt that we should embrace what's new and adapt."

### What's your view on making tax digital?

"I think it is a great idea. The support and information sent out from HMRC has been very poor - very confusing. However, the concept is good. I do believe that moving things to a more 'real time' basis is much better for business owners as you pay your taxes as you go along and you are not waiting 6 months after the year end to find out how you've done.

"Our strapline is 'Putting You In Control'. The only way you can do this is to understand your figures. Know your figures are right and react as you go along, avoiding debts and cashflow problems."

### You seem to have a great portfolio of clients. What are your plans for future expansion?

"We seem to generate a lot of new business from referrals. The trick is to ensure our growth in clients is catered for by an equal growth in our ability to service those clients.

"We're currently looking for more Bookkeepers to contact us with a view to help them with training in all the current software, plus subcontract them to a fantastic range of clients."

Karen Garrattley,  
Managing Director,  
COS Bookkeeping



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# exporting



## Irish Sea logistics specialists

Harbour International Freight, the Manchester based transport & logistics business is going from strength to strength and is one of the fastest growing logistics companies in the North West and Ireland.

As a long standing Irish Sea operator and the first in the market offering overnight palletised services between Manchester and

Dublin in the 1980's as well as being a key member of the Pall-Ex pallet distribution network in the UK, they have the experience, knowledge and strong belief in putting the customer first that unfortunately is lacking these days.

"2018 was a key moment for us when we acquired a fellow Irish Sea Forwarder European Cargo Systems In Heywood and integrated them

into our main facility in Manchester.

"This brought an additional £1.75 million of turnover which was retained and expanded on with approximately 90% of former ECS customers not just staying but increasing their spend with us on other services that we provide - predominately moving their UK pallet distribution to Harbour.

"We also won a coveted Business Development award from Pall-Ex for outstanding performance in new business sales which was amazing for the whole team and testament to the effort everyone has put into our business.

"Then earlier this year we acquired our long standing partner in Cork, Ireland which so far has exceeding our expectations." says Steve Swinburn, UK General Manager

In July 2019, the first three new MAN trucks of a multi-vehicle expansion and fleet renewal programme hit the road with another two to join in August.

Further vehicles are planned for October this year in Manchester, along with a new fleet of Renault Vans in Cork for the Express Courier Division. The company is investing for the future despite the uncertainty around Brexit and what it will do to its core Irish overnight services to Dublin, Cork and Belfast.

"2019 Q3 has recovered nicely from the previous quarter which did see a dip in volume across most services which was due to industry and business being very cautious following the delay in exiting the EU.

"We did see customers trading down, bringing with it some challenges, but we have had a significant new contract gain which will add £300,000 for the last half of the year. Along with new customers joining us monthly due to ongoing poor service with their previous carriers, the outlook for now is very positive."

Next year, business is expected to grow by 20%, and Harbour also have exciting plans in place when they will break ground on a new state of the art 167,000 sq ft cross dock warehousing and office facility in Dublin.

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# Exporting - where does it all go?

## by Tony Goodman MBE

In the week when we learned that UK exports had risen to a record £647 billion it seems opportune to look at where those exports are going to.

With an overall growth of 4% for goods and services, goods alone showed an increase of 4.7% to an annual £357 billion or 55% of the total. This marks a run of 38 consecutive months of export growth on an annual rolling basis.

The level of exports as a percentage of GDP still falls woefully behind our European neighbours, but the UK Government have set a target in the recently released Export Policy to increase exports as a percentage of

GDP from 29% to 35%, which will still be a long way short of the European average.

The largest market for UK goods is the USA with 14%, followed by Germany 11%, France 8% and Netherlands and Ireland 6% each with China on 5%.

However, in services, the USA represents 22.7%, Germany only 6.7%, Netherlands 6.2%, France 6.1%, Ireland 6%.

So overall the USA is by far the UK's largest export market with an overall export share of 18.4% against Germany 9.1%, France 7% and Netherlands and Ireland just 6% each.

So, with exports to the USA being more than twice as much as the next country, and the UK having an overall trade surplus with the USA, but a substantial trade deficit with Germany and all the EU, it is clear to see why there has been so much focus on a potential post Brexit trade deal with the USA.

### So what is it that we export?

In goods our percentage exports are: Cars 9.5%, Mechanical Power Generators 7.1%, Medicinal and Pharmaceutical products 7.1%, Crude Oil 5.5%, Aircraft 4.3%, Refined Oil 4.0%, Metals 2.7%, Scientific Instruments 2.6% and many more.

In Services: Professional,

Management Consulting, Technical and Trade Related Services 29%, Financial Services 21.1%, Travel 13.7% and Transport 10.7%.

### What does all this mean?

The UK economy is performing best where there is no single market or free trade agreement to level the playing field.

UK high calibre products and services are in demand across the world and if the latent power of the economy and UK companies can be unleashed to accelerate growth in exports as the Government want,



Exporting continues on next page

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Continued from  
previous page

## exporting

# Exporting - where does it all go?

then lack of free trade agreements will not be a barrier to that growth.

I have been involved in the exporting of Chemicals, Food, Software and Services for 30 years, and tariff regimes have never been an issue.

Quality, reliability and price always are the main focus of discussions.

In recent years I have been involved in exporting food products to more than 50 countries; whilst there were often tariffs involved, these were never a restriction on being able to do business, they were just part of the cost in the same way that transportation is.

Exporting is simply selling to people who happen not to be in the same country as you.

Perhaps because we are an Island nation, we see this as a big issue, but it shouldn't be.

The UK is a major trading nation, even without fulfilling its potential.

In 2017 there were 235,800 exporters in the UK, a fraction of the overall number of businesses. Many of these exporters are very small businesses, giving lie to the claim that you need scale to be able to export.

### You don't. You just need to try.

In July more than 30 Northern Powerhouse Export Champions and regional representatives of the DIT gathered in the Lake District for a meeting on board one of Windermere Lake Cruises boats.

The 30 active exporters included

the Cruise company themselves.

Regardless of the fact that the boats don't ever leave the Lakes, they still fly the flag across the world and attract significant numbers of visitors from overseas.

### Anyone can export, even without ever leaving home!



**Tony Goodman MBE** is a successful exporter and has been doing so through a variety of different businesses. He has an MBA and is a Fellow of the Chartered Institute of Marketing, Member of the Institute of Exports, Member of the Institute of Directors and DIT Export Champion.

Tony is currently Marketing Advisor at Forest and Co who specialise in offering guidance on branding, exporting and sales: [www.forestandco.com](http://www.forestandco.com)

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# review

## A look at **Goat's Milk** + **100,000 donors campaign**

K-Club breakfast events are held five times a year at the AJ Bell Stadium in Salford, and are designed to allow guests the opportunity to meet other like-minded entrepreneurs and senior business leaders in a club environment.

As well as networking at the events, the guests enjoy a full English breakfast followed by two inspiring speakers.

The event at the end of June featured Ed Salt, Managing Director of Delamere Dairy, and Peter McCleave, Vice President/Global Operations Manager for RBS Business.

Ed was first to take to the podium, and he began with a brief history of his business and how he thinks.

Delamere Dairy began in 1985 when a husband and wife duo who had a passion to farm, made the purchase of three goats. They couldn't afford to buy in to cows so had the outré notion to go goat. They then moved to Knutsford in 1993 to build a new purpose-built dairy to make yoghurt, and the business developed from there.

Ed talked about having to make a key change to their business model that was made out of necessity rather than shrewd strategy. They outsourced production to other co-packing sites around the country.

Ed joined Delamere Dairy in 2003 after working in various industries, including a boat yard and the funeral trade. Soon after they launched a brand of pet milk 'Top Life' and purchased Pure Milk Ltd - a sterilised milk business. In 2008 he orchestrated a management buyout, despite the financial crisis and the very niche nature of the business.

They then decided to open an office in Hong Kong and sell across the world, with the view that goat's milk was better for lactose intolerant people. This led to a Food and Farming Award and the Queen's Award for Enterprise. At their peak in China they were doing 100 containers per month into Shanghai and through a TV shopping show.

This was where the business model changed very quickly. The Dairy was

doing well with their exports but prices had to be lowered, and along with this the risk started to increase with bigger investments in the one product and marketplace.

After changing their business model, and increasing the product range, today they have a £25 million turnover with the business split between products in a 30/30/30/10 ratio. The risks on having one exported product have been reduced, and they are far more robust as a business.

They have 20 different facilities around Europe; dealing with every supermarket in the country and exporting to 25 countries around the world including the Far East, India, Australia and USA who are their biggest butter consumers.

Ed moved on to discuss values in business, and how at Delamere Dairy they decided to let the staff create those values of Health, Fun and Responsibility. The mission statement is to create an alternative dairy product that is nutritious, ethical and sustainable.

The beauty of their business model, he stated, was in their ability to build their sales on demand rather than capacity across their product ratio split. Looking at trends they can sell accordingly, for example the world of vegetarian, vegan and 'flexitarian', led them to have 30% of the business as plant-based products - that aligned with demand for products.

15% of turnover is from products developed in the past two years, and they are continually developing - for example they have just presented 28 new products to Marks and Spencer.

Population splits also show interesting data for business, he stated. In terms of how businesses

were run, not only what products they made. Trends are being predicted now by the 'fair trade' and animal welfare ethics of Millennials, Generations X and Y.

Importantly, he demonstrated that as a business, they invested in their people including staff and also partners and farmers, ensuring that everyone is earning and being profitable from their products - making the case for a continued relationship with Delamere Dairy. From their 23 staff, there were only 11 days sick leave last year. It's a matter of culture, he said.

*"We need to provide a culture where people feel nurtured."*

Stating that he did not believe in 'leadership and followers', he advocated instead for stewardship, where their responsibility was to protect, preserve and enhance.

Farmers tend to hand farms on through generations of family, which is a perfect example of the importance of sustainability. Profit is seen as the outcome of doing the right job with end to end sustainability.

Going forward, Delamere Dairy is also working on further reducing their carbon footprint and are looking positively to the future in terms of UK economic growth.

The biggest challenge he said, was in feeding the world where the population is ever-growing at a rate of 250,000 babies born per day - meaning that demand for food will double in the next 20 years. *"Massive waste and water use, biodiversity loss, obesity and famine are among the many issues we face. We need to think ahead to how we use resources and change our methods."*



L-R Ed Salt, Peter McCleave

*At Delamere Dairy, we are striving to lead the way on agricultural change."*

Next to speak was Peter McCleave. As an expert in investment banking, Peter didn't talk about his professional life, but instead gave an inspiring address about his own personal fortitude in the light of a life changing illness.

Peter spent 12 years in London running business units for Goldman Sachs and Bank of America. He moved to the North West 5 years ago when asked to migrate a number of Operations functions to Chester and India.

As well as a career in banking Peter enjoyed sport as a tri-athlete, and he described how, when being at the peak of physical fitness, that he was taken ill very quickly and diagnosed with blood cancer.

Peter gave a very frank and inspiring view of how this affected himself and his family, but also described it as the catalyst for the creation of 10000donors.com.

The aim was to get 10,000 new stem cell donors registered to the global list. That target was achieved in 5 months and to date, over 26,000 new donors have been added and, more importantly, 5 of those donors have been called up to save the lives of cancer patients.

A new target of 100,000 has been set which - when achieved - will be increased again until matching stem cell donors are available to us all.



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For further information please contact **Amanda Manson, Events Organiser** on **07754 069 829**  
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# review

thebestofbolton

## Business Show 2019

The middle of June saw the inaugural Business Show hosted by thebestofBolton take place at the Last Drop Village Hotel in Bolton.

GM Business Connect were there as both exhibitors and media sponsors, along with another 55 businesses looking to connect with each other

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and the steady stream of visitors.

Organiser Farzana Patel did a fantastic job of organising the event and the venue looked great. All sorts of businesses were exhibiting, including headline sponsors Sure Store, main sponsors ExcluSec Group, RRG Group, Bolton Tuition Centre, Fieldings Porter Solicitors and Synergy Dental Clinic.

Also sponsoring the speed networking were Old Links, New Links, and of course the Last Drop Village hotel was sponsoring the event space.

There were also two seminars – 'Branding and thought leadership' with Tony Goodman MBE, and 'Be part of a business tribe? Are you mad??' with Khan Saleemi.



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# property



## When is a valuation not a valuation?

Oakwood Valuations Surveyors is a newly formed Altrincham based business covering the north west of England and North Wales.

The man behind the firm is chartered surveyor and Registered Valuer Graham Bowcock. Graham has been advising clients on property matters in the area for over thirty years and has gained significant experience in a variety of property types.

### Why the heading?

"Occasionally clients are surprised that we make a charge for a valuation when some agents offer them for free.

"However, there is a world of difference between what a sales agent offers as a valuation and a formal valuation that Oakwood undertakes. Sales agents are really providing sales appraisals, estimating what they think a property can sell for - these

may be hugely optimistic and, importantly, have no legal basis."

### A Red Book Report

"Formal valuations are regulated by the Royal Institution of Chartered Surveyors (RICS) and are reasonably prescribed.

"The guidance is often known as The Red Book. This covers valuations done for tax planning, charities, SIPP, probate, matrimonial and partnership dissolution."

### Inspection

"A valuer will want to inspect every aspect of a property and take measurements, but will not do a detailed building survey - such surveys may be undertaken at the same time, but a valuer will not necessarily do them.

"Sometimes property owners are surprised that the valuer has to enter every room and take

detailed notes. This is all part of the process."

### What catches people out?

"As we live in a more compliant and litigious world, valuers will be looking for aspects of a property that may give cause for concern.

"These include the lack of planning consent for buildings and issues over access rights."

### The value of a valuation?

"A formal valuation should result in a detailed report which is logical with the value clearly explained.

"There should be a methodology and information on evidence. It can usually take a valuer a few days to complete such a report."

**Graham Bowcock MRICS**



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# networking

# First Friday



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# Connectworking in City Centre Manchester

## FIRST FRIDAY #CONNECTWORKING



L-R Paul Mirage, Diane Williamson, Janine Mitchell

The aim of the event is to make business connections whilst socialising in great surroundings in the centre of Manchester, a chance to unwind and meet fellow business people where friendships are made and follow ups are encouraged to help your business.

No membership, and no hard sell, just polite introductions. With every ticket sold a Forever Manchester Tombola ticket is issued and this time it was a 3-night trip to Malta up for grabs.

In July we were treated to a meeting at the iconic Great John Street Hotel, a boutique hotel and part of the Eclectic Group in the centre of Manchester. As usual networkers enjoyed a well-earned Gin on arrival.

The sun was out, so some of the guests went onto the terrace to cool down while the rest of us stayed in the library to get down to pure networking. On this occasion as always not everyone knew each other's business, so introductions were made over a Gin and tonic and business relationships and business partnerships was discussed.

Then in the middle of the two-hour event Paul Mirage - organiser and Co-Director/Founder of GM Business Connect and a Forever Manchester Ambassador - introduced Diane Williamson, General Manager of the Hotel.

Diane spoke to guests about the history of the hotel being family owned, and then the purchase of King Street Town House which is also part of the Eclectic Group.

She then described the takeover where the HUT Group made an offer the owners couldn't refuse.

They purchased both hotels, and have exciting plans to

refurbish the hotel in the future.

The hotel caters for events up to 200, has a rooftop terrace ideal for BBQ's and functions, meeting rooms and weddings.

Diane picked the winners of the Business card draw where the Tea for Two donated by The V&A Marriott Hotel was won by Janine Mitchell of Change for Success. Next was the GM Biz bottle of Bordeaux - this was won by Stephen Sutherland of The Social Circle. Stephen then decided to share the wine with guests, which went down very well.

Straight after we were offered platter after platter of delicious hot food consisting of mini fish and chips with pizza slices. Anthony the waiter and Luke from the hotel made us all feel very welcome and really looked after everyone. It was their time to showcase the venue and they an amazing job, a big thank you from us.

The next First Friday Connectworking is 6 September 4-6pm at Peaky Blinders on Peter Street, we hope you will be able to join us for a few G&T's.

Tickets are only £15 - please book on Eventbrite and we will see you there - don't forget your business cards!

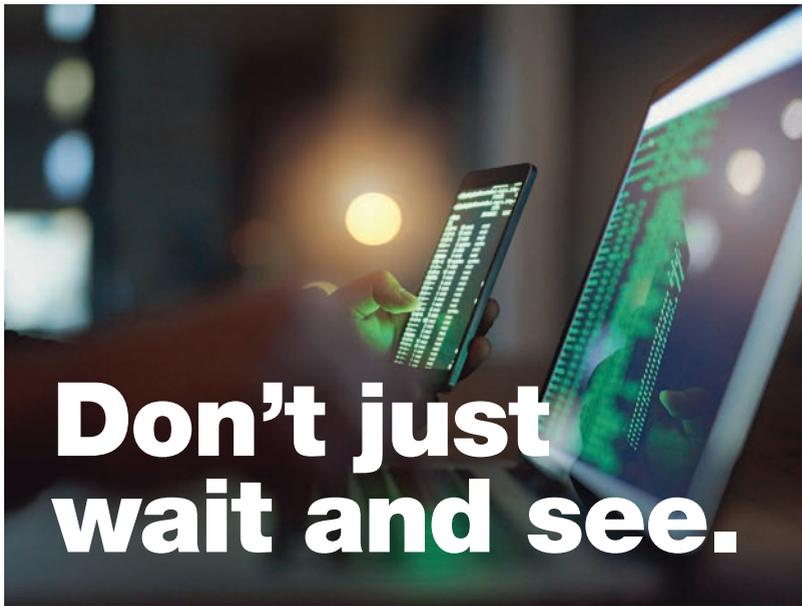
Plus, as always there is a chance to **WIN** for two people 3 nights in Vienna with Forever Manchester which is now 29 years old, and is the only charity that raises money to fund and support community activity across Greater Manchester.

**Forever Manchester** work with local communities across Greater Manchester.

To see how your business can work with Forever Manchester contact  
**Jean Mills** on **0161 214 0940**  
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# insurance

## Reckon your business is safe from cybercriminals?



Whilst many businesses are increasingly vigilant in amending their work policies to mitigate the risk of cyber-attacks, many still don't have adequate protective measures against cybercrime in place.

In the Cyber Security Breaches Survey 2019, recently published by the Department for Digital, Culture, Media and Sport (DCMS), findings suggest that larger businesses are still more likely to prioritise cybersecurity compared to smaller business and charities.

Smaller businesses usually consider themselves to be less of a risk due to their scale, but there is little variation in the number of attacks between small and medium businesses, high-income charities and large businesses.

### The rising cost of breaches

Despite the number of targeted attacks with a financial impact decreasing slightly over the last year, the overall costs to those who are affected have risen drastically.

Since 2017 when the average direct cost to businesses was £1,380, this figure has now grown to £3,150 in 2019.

This amount doesn't consider recovery costs and long-term

costs which both add up to approximately £3,000 on average.

### Understanding your costs

The estimated costs of breaches in the past year varied widely across businesses, ranging between £300 and £100,000, across techniques including malware, ransomware, phishing emails and more.

Concerns were raised during this survey that company management struggled to predict the full financial impact of a data breach and often failed to assess the bigger picture.

For example, whilst ransomware might cost your business £5,000 to restore all your systems, you would also need to account for any company downtime, loss of business incurred from reputational damage, and the cost of implementing new systems and structures to ensure the same thing doesn't happen again.

### Protecting your finances

Although the number of large and medium businesses protecting their businesses with cyber insurance has risen in the past year, only 11% of all businesses and 6% of charities have specialised cover in place.

What's more, just over a third of businesses have a board member or trustee with specific responsibility for cybersecurity.

It's important that, regardless of the size or nature of your business or charity, you are fully aware of both the immediate and long-term impact that cybercrime could pose to your operation.

At Insure Risk Ltd, we've worked with many businesses from self-employed tradesmen to global corporations on their cyber solutions. To help ensure you're protected, our specialist team can conduct a review of your existing

insurance to evaluate whether cyber insurance would benefit your business.

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# employment law

## Holiday Pay: Could your business be at risk?

Managing leave for your staff is one thing, but have you also considered if you are paying workers correctly when they are on holiday?

The rights surrounding annual leave and holiday pay have been in a state of flux for some years.

### Recap: the law

In brief, the right to annual leave and associated pay is set out in the Working Time Directive, which derives from Europe. The UK implemented the Directive into the Working Time Regulations 1998 ("WTR") which provide employees and/or workers with 5.6 weeks entitlement per year, this translates to a basic minimum entitlement of 28 days. There is no right to bank/public holidays but most employers usually incorporate these 8 days into the 28 day leave entitlement. Part time workers are entitled to a pro rata equivalent.

Under the WTR the worker is entitled to be paid for the holidays taken using a formula as set out in the Employment Rights Act 1996.

Failure to properly calculate holiday pay could result in an unlawful deduction from wages claim from workers and/or employees. Importantly, there is a mechanism which allows claims to be brought as a "series of deductions" which can link any underpayments throughout the working relationship.

The time limit for bringing these claims is 3 months from the date

of the last deduction (unless 'unreasonably practicable' to do so).

### Holiday pay – what to include?

Workers are entitled to be paid their normal pay during periods of annual leave, and that "normal pay" is not limited to basic pay but could include elements such as overtime, commission and allowances.

In 2014 the Employment Appeal Tribunal (EAT) decided that some types of overtime should be included in holiday pay. That case also considered how far back a worker could go when claiming a 'series of deductions.'

In this case workers tried to claim for underpaid holiday pay stretching back over a number of years.

However, the EAT decided that any period of 3 months or more between the deductions would break the series. Given that most people have over a 3 month break between holidays, this case had the effect of preventing workers from claiming all the way back to the start of their employment (or 1998 when the WTR were introduced).

Following this decision, the government introduced legislation to restrict any claim for underpaid holiday further by imposing a maximum 2 year backstop. This significantly reduced the impact of the European cases and was welcomed by businesses.

### Current position

Following the 2014 case uncertainty

still remained regarding the calculation of holiday pay and what constituted a 'series'. Questions were also raised about whether the 'series' could be broken by making a one off correct payment.

Last month, the Northern Irish Court of Appeal provided a decision estimated to cost the Police Force £40 million in backdated holiday pay. In summary, the court decided that police officers' holiday pay should have included overtime and various allowances and these police officers were entitled to claim for this element of leave, with some claims dating back to 1998 (when the WTR came into force).

### Comment

This case is not binding in domestic courts, but this decision could be taken into account when faced with a claim for backdated holiday pay. Further, given the significant sums involved in this case, it may be appealed to the Supreme Court. If so, any decision made by the Supreme Court will be binding on all UK courts.

Importantly, the court did not consider the two year cap on backdated holiday pay claims as provided for in the domestic regulations as they do not apply in Northern Ireland.

These regulations are likely to be challenged in the near future as there is some concern that they are not compatible with the Working Time Directive.

### Tips for managing the risk

There is a dynamic and unsettled area of law, but it is now clear that companies must include the relevant allowances when calculating holiday pay. Whilst some uncertainty remains, there are a number of things businesses can do in order to manage the risk of a future claim for underpaid holidays:

- 1. Review your working arrangements** – are there any 'self employed' contractors who could argue that they are 'workers' and entitled to back paid holiday;
- 2. Perform an audit** of anyone who could potentially be entitled to back pay and perform a calculation of what the financial sum this could look like;
- 3. When performing calculations** take into account commissions/bonuses/overtime if they are sufficiently regular and are "intrinsically linked" to the work;
- 4. If a shortfall in holiday pay is established**, act quickly to correct the calculations to ensure that future payments incorporate all relevant entitlements.
- 5. Given the complexities in this area**, if you have any queries, you should seek specialist advice.



**Chloë Leyland**

Enhanced HR Solutions Ltd  
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# apprenticeships

## “I would recommend an apprenticeship to anyone!”

### Seddon Construction’s Tom Smalley flies the flag for Apprenticeships

**Tom Smalley, Site Manager at Seddon Construction, and Leadership and Management Apprentice with Apprenticeships at Salford City College, is proving anyone can thrive as an apprentice.**

27-year-old Tom, who works full-time for Seddon, and who is currently a site manager on a £8.4 million project for Cumbria County Council, is also working towards his management qualification with the help of Apprenticeships at Salford City College.

Tom believes it is this additional training provided by his

apprenticeship which has helped him step up to this role.

He said: *“I would recommend an apprenticeship to anyone. It is a great way to get on the job experience along with an academic qualification. Plus, you get paid whilst completing it.”*

Earlier this year, Tom was announced as Apprenticeships at Salford City College ‘Overall Apprentice of the Year’. It was the first time the apprenticeship provider has celebrated leadership and management apprentices at their annual awards event, which is why it was even more significant that Tom also won the overall

apprentice accolade.

Tom was highly commended by his employer, Seddon, at the awards, describing him as ‘outstanding’, ‘proactive’, ‘the perfect role model’ and ‘fully-deserving of this award’.

When asked about his award win, Tom said: *“I think it is brilliant that a management apprentice has won overall apprentice of the year as hopefully it shows that apprenticeships aren’t just for those who are starting out in their profession. There are a wide range of apprenticeships available to people of all ages and at all stages of their career.”*

Tom believes it is his hard work and determination that secured him the win and he had this advice to other apprentices or anyone considering an apprenticeship: *“My advice to other apprentices is simple - nothing replaces hard work. If you are willing to put in the work, you will see the benefits and achieve what you set out to.”*

*“I believe I have achieved this award and been so successful so far in my qualification because I’m not afraid of hard work.”*

Apprenticeships at Salford City College offer a range of apprenticeship qualifications, for people of all ages and at all stages in their career.

Allan Milne, Head of Apprenticeship and Business Development at Apprenticeships at Salford City College, said: *“Whether an individual is at the beginning of their career, looking to take their first steps onto the career ladder, or already an established professional simply looking to upskill or get that promotion they have been aiming for, we offer programmes for an all manner of people.”*

So if you are looking to upskill, retrain or are just starting out, contact Apprenticeship at Salford City College on **0161 631 5555**, or by emailing to **apprenticeships@salfordcc.ac.uk**.

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# wellbeing

# Sleep and the shift worker

On the face of it shift work and flexible working patterns can seem like great options.

Part of the appeal may be that you're free to do things when others are at work. You can shop, visit places, get things done with relative ease.

And from a business and operations perspective shift and flexible working patterns provide full 24 hour cover and the means to maximise efficiency during opening hours.

They are used effectively in retail, call centres, medical, security, catering, hospitality, the emergency services and in taxi or delivery driving overnight.

But for the worker, the reality often dawns that people with whom you want to spend time are busy, at work, or you're unavailable because you're catching up on some desperately needed sleep.

Shift workers often average only 5-6 hours sleep per stretch, less than the more usual 7-8 hours. This can lead to stress, FOMO, a sense of isolation and ultimately health concerns.

And for the business owner, shift work can take its toll on your staff, who are statistically more pre-disposed to suffer from insomnia and sleep-related issues, resulting in more accidents, poor concentration and absenteeism.

Mental health can be affected over time, potentially leading to depression, reduced work performance and difficulties with personal relationships.

**Here are some tips for coping with flexible and shift working patterns;**

**Rotating shift patterns** have been found to cause havoc with the circadian body clock and ultimately can result in problematic

sleep patterns developing.

Try, whenever possible, to keep to a similar bedtime routine, even when not working. If possible, arrange a shift pattern that allows days off between night shifts in order to recover. Aim to keep to a consistent routine so that your body rhythms adjust.

**Some employers appreciate that sleep is an issue** for the shift worker and offer on-site employees 20 minute nap breaks during their shifts.

Accept the offer and take the edge off extreme tiredness. It's been found to be a viable and effective means of supporting and maintaining a healthier workforce, as many employers are aware that absenteeism, poor performance and many work-related accidents can be ascribed to stress and lack of sleep.

**Morale can be affected** when staff find themselves regularly missing out on important family and social events due to their flexible work schedules.

FOMO, guilt and issues with personal relationships need to be addressed.

A sensitive employer will appreciate the advantages of supporting good, trained staff, will not want to lose them and will aim to offer open-door communications, training and be as supportive as possible.

**Be active** and keep your energy levels up during breaks. Get fresh air, walk, run, even exercise and elevate your circulation levels.

Take healthy food and water.

**Manage your caffeine intake.** At the start of a shift pattern it's important to stay awake, but as you're nearing the end of a shift and thinking about getting some sleep, it's helpful to minimise your caffeine levels.

**Be aware that the most sleepy time** is between 4-5am, so ensure that there are tasks which keep you alert and interested; avoid saving tedious or boring jobs until the end of your shift.

**How far do you travel to work?** Try to maximise your rest time by, if possible, avoiding long commutes or doing errands on the way home, which will often serve to keep you awake and hinder your falling asleep.

If you feel sleepy when driving (and shift workers are almost twice as likely to fall asleep at the wheel) consider driving without shoes, keeping the window down, singing along to the radio.

**Talk and share helpful hints** and tips with co-workers and colleagues. Find out how they cope and learn from each other.

**Sleep can be elusive** and difficult to schedule. Some shift-workers find that getting enough sleep becomes a major preoccupation, constantly playing on their minds.

It can be stressful trying to maintain a semblance of normal life, wanting to socialise, nurture relationships, keep in touch with family and friends when working shifts.

Even eating meals at unusual times can throw life into disarray, particularly for those on flexible shift patterns where each week has a different schedule.

**Daytime sleeping can be fraught** with all manner of distractions, ranging from the practical considerations of coping with daylight and external noises through to guilt at all the things we could, must, ought to be doing.

Negotiations with ourselves about how little sleep we can manage on are a regular occurrence, as well as the desire to have a normal life outside work.

**Support good sleep** by ensuring your bedroom is dark and comfortable. Maybe use black-out blinds.

We're programmed to sleep at night and awaken when it's daylight. Ask housemates to be respectful and keep noise to a minimum for a few hours. An eye mask or ear plugs may help. Turn your phone to silent.

Shift work can be a useful option for a time. Be aware of the importance of good self-care and encourage your employer to be supportive too during this time.



**Susan Leigh** MNCH (ACC)

Altrincham, Cheshire and South Manchester counsellor, hypnotherapist, relationship counsellor, writer and media contributor offers help with relationship issues, stress management, assertiveness and confidence. She works with individual clients, couples and provides corporate workshops and support.

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# diary dates

## Altrincham & Sale Chamber

**Breakfast Matters - Monthly breakfast networking on thursdays**

**5 Sept, 3 Oct, 7 Nov**

8.30am - 10.00am  
 Venue Cresta Court Hotel, Altrincham WA14 4DP  
 Cost £15  
 Contact 0161 941 3250 Val Dykes

## 4 Networking

**Fortnightly breakfasts, lunches and evening networking**

**Manchester City Centre, Salford Quays, Didsbury, Ashton, Stockport, Cheadle, Knutsford & Wilmslow, Macclesfield, Bolton, Warrington**

Full listings can be found on:  
[www.4networking.biz](http://www.4networking.biz)

## Bowdon Business Club

**Weekly every Friday - includes full breakfast**

**6.45am - 8.30am**

Venue Mercure Bowdon Hotel, Langham Road, Bowdon WA14 2HT  
 Cost £10  
 Contact Members@BowdonBusinessClub.co.uk

## Business for Breakfast

**Networking - Fortnightly**

Venues Events are held at Bolton, Bury, Stockport, Heaton Park, Didsbury, Littleborough, Manchester, Oldham, Stockport and Whitefield  
 Cost £10  
 Contact [www.bforb.co.uk](http://www.bforb.co.uk) or email [centralservices@bforb.co.uk](mailto:centralservices@bforb.co.uk)

## Business over Breakfast

**Networking - fortnightly**

Venues Meetings held all over the Northwest, Greater Manchester and Manchester City Centre  
 Cost £15  
 Contact [www.bobclubs.com](http://www.bobclubs.com)  
 Tracy Heatley 07812 076946

## Carrington Business Park

**Business Networking in the Park**

**Monthly 26 Sept 9.30 - 11.30am**

Venue Pembroke House, Carrington Business Park, Manchester M31 4DD  
 Contact 0161 776 4000  
[info@cbpl.co.uk](mailto:info@cbpl.co.uk)

## Dynamic Networking

**Free Business Networking**

**Sale - 3rd Tuesday monthly**

**20 Aug, 16 Sep, 15 Oct, 19 Nov...**

5.30pm - 7.30pm  
 Venue The Boathouse, Sale Water Park, Rifle Road, Sale M33 2LX

**Wilmslow - 1st Wednesday monthly**

**4 Sep, 2 Oct, 6 Nov, 4 Dec...**

5.30pm - 7.30pm  
 Venue Hallmark Hotel, Stanley Drive, Wilmslow SK9 3LD

**Wigan - 2nd Tuesday monthly**

**13 Aug, 10 Sep, 8 Oct, 12 Nov...**

5.30pm - 7.30pm  
 Venue Mercure Wigan Oak Hotel, Riverway, Wigan WN1 3SS

**Bolton - 4th Tuesday monthly**

**27 Aug, 24 Sep, 22 Oct...**

5.30pm - 7.30pm  
 Venue Last Drop Village, Hospital Road, Bromley Cross, Bolton BL7 9PZ  
 Cost FREE - Donation to charity  
 Contact Natalie Lewis  
[natalie@dynamicnetworking.biz](mailto:natalie@dynamicnetworking.biz)  
[www.dynamicnetworking.biz](http://www.dynamicnetworking.biz)

## FSB - Federation of Small Businesses

**Networking Altrincham**

**19 Aug, 16 Sep, 21 Oct, 18 Nov**

6.00pm - 8.00pm  
 Venue altspace, Kennedy House, 31 Stamford Street, Altrincham WA14 1ES  
 Cost FREE

**Networking Old Trafford**

**2 Sep, 7 Oct, 4 Nov, 2 Dec**

6.00pm - 8.00pm  
 Venue Trafford Hall Hotel, 23 Talbot Road, Stretford, Manchester M16 0PE  
 Cost £5  
 Contact Rose McAteer 07917 628916  
[rose.mcateer@fsb.org.uk](mailto:rose.mcateer@fsb.org.uk)

## Forward Ladies

**Women's Networking Power Business**

**Breakfast Club - Monthly**

**11 Sep, 9 Oct 9.30am - 11.00am**

Venue Alliance Manchester Business School, Booth Street West, Manchester M15 6PB  
 Cost £15+VAT  
 Contact 0845 6434 940  
[enquiries@forwardladies.com](mailto:enquiries@forwardladies.com)

## page 24 First Friday Connectworking

**City Centre Business Networking with GM Business Connect Magazine in association and in support of Forever Manchester Charity**

**6 Sep 4.00pm - 6.00pm**  
 Venue Peaky Blinders, 23 Peter Street, Manchester M2 5QR  
 Cost £15

Tickets on Eventbrite: **First Friday Connectworking**

Contact Paul Mirage 07708 987518  
[paul@businessconnectpublishing.co.uk](mailto:paul@businessconnectpublishing.co.uk)

## Greater Manchester Chamber of Commerce

**Action4Business Networking, Sector lunches, Economic Updates**

Full listings can be found on:  
[www.gmchamber.co.uk](http://www.gmchamber.co.uk)  
 Contact 0161 393 4321

## GM Glitz & Glamour Ball 2019

**Charity Ball raising money for The Royal Manchester Children's Hospital, Manchester Royal Infirmary Hospital and Manchester Mind.**

**Organised by Detectives who attended Manchester Arena bombing in 2017.**

**4 Oct** Emirates Old Trafford, Talbot Road, Stretford, Manchester M16 0PX  
 Contact Sam - 07767 888 929  
 Andy - 07775 825 727  
[gmbeball@gmail.com](mailto:gmbeball@gmail.com)

## High Peak Business Club

**Regular monthly breakfast networking with high calibre speakers**

**20 Sep, 11 Oct, 22 Nov 7.30am - 9.30am**  
 Venue Chapel-en-le-Frith Golf Club, Manchester Rd, Chapel-en-le-Frith, High Peak SK23 9UH  
 Cost £25  
 Contact [edwinacurrie@sky.com](mailto:edwinacurrie@sky.com)  
[www.highpeakbusinessclub.co.uk](http://www.highpeakbusinessclub.co.uk)

## page 21 K-Club

**Entrepreneur's networking breakfast 2 Speakers + Full English Breakfast**

**19 Sept, 8 Oct 7.30am - 10.00am**  
 Venue AJ Bell Stadium, Barton-Upon-Inwell, Salford M30 7EY  
 Cost £38.03  
 Contact Amanda Manson 07754 069 829  
[www.k-club.co.uk](http://www.k-club.co.uk)

## Manchester Business Breakfast Club

**Weekly Networking every Friday**

**- includes breakfast 7.00 - 8.30am**

Venue Manchester Tennis & Racquet Club, 33 Blackfriars Road, Salford M3 7AQ  
 Cost Visitors free for 2 visits  
 Contact 0161 820 1135  
[info@manchester-bbc.co.uk](mailto:info@manchester-bbc.co.uk)

## M62 Connections

**PAYG Networking Wednesdays Fortnightly**

**21 Aug... 9.30am - 11.30am**

Venue The Barley Farm, Stadium Way, Eccles, Manchester M30 7EY  
 Cost £10

**Thursdays Fortnightly**

**15 Aug, 29 Aug... 9.30am - 11.30am**

Venue The Sandbrook, Sandbrook Way, Rochdale, OL11 1RY  
 Cost £10  
 Contact Bill Dove 07932 044 743  
[m62connections.co.uk](http://m62connections.co.uk)

## page 10 pro-manchester

**Hot topic breakfasts, Sector lunches, Economic Updates**

Full listings can be found on:  
[www.pro-manchester.co.uk](http://www.pro-manchester.co.uk)  
 Contact Nicola McCormick 0161 817 3483  
[nicola.mccormick@pro-manchester.co.uk](mailto:nicola.mccormick@pro-manchester.co.uk)

## Shout! Network

**Bolton Networking Group**

**Wednesdays Fortnightly. Breakfast Included**

**14 Aug, 28 Aug, 11 Sep... 8.00am - 10.00am**  
 Venue Deane Golf Club, Bolton BL3 4NS  
 Cost £10  
 Contact 01772 935930  
[info@shoutnetwork.co.uk](mailto:info@shoutnetwork.co.uk)

**Bury Networking Group**

**Tuesdays Fortnightly. Breakfast Included**

**13 Aug, 27 Aug, 10 Sep...**

9.30am - 11.30am  
 Venue Old Mill Hotel and Leisure Club, Springwood Street, Ramsbottom BL0 9DT  
 Cost £10  
 Contact 01772 935930  
[info@shoutnetwork.co.uk](mailto:info@shoutnetwork.co.uk)

**Manchester Networking Group**

**Wednesdays Fortnightly. Lunch included**

**21 Aug, 4 Sep, 18 Sep...**

12.00noon - 2.00pm  
 Venue ABode Hotel, 107 Piccadilly, Manchester M1 2DB  
 Cost £10  
 Contact 01772 935930  
[info@shoutnetwork.co.uk](mailto:info@shoutnetwork.co.uk)

**Leigh Networking Group**

**Wednesdays Fortnightly. Lunch included**

**14 Aug, 28 Aug, 11 Sep...**

12.00noon - 2.00pm  
 Venue Leigh Sports Village, Sale Way, Leigh WN7 4JY  
 Cost £10  
 Contact 01772 935930  
[info@shoutnetwork.co.uk](mailto:info@shoutnetwork.co.uk)

## SK8 Networking

**Fortnightly early networking every first and third Wednesday**

**7.30am**  
 Venue Café Unity, 228 Finney Lane, Heald Green, SK8 3QA and Cheadle Royal Table Table, Royal Crescent, Cheadle SK8 3FE  
 Cost £5

Contact Chris Jones  
 0161 437 5999 / 07757 710199

## page 12 Stockport Expo 2020

**2 July 2020**

10.00am - 4.00pm  
 Venue Stockport County FC, Edgeley Park, Hardcastle Road, Stockport SK3 9DD  
 Cost FREE  
 Contact Organised by The Business Bible, tickets available from EventBrite

GM Business Connect are media partners and will be exhibiting - **visit us!**

## The South Manchester Business Association

**Weekly networking breakfast every Wednesday**

**6.45am - 8.15am**

Venue Mercure Bowdon Hotel, Langham Road, Bowdon WA14 2HT  
 Cost FREE  
 Contact 0161 962 5195 [smba.org.uk](http://smba.org.uk)

## TheBestofBolton Networking Conference 2019

**Speakers: Graham Todd, Brad Burton, Nigel Botterill**

**21 Nov 2.00pm - 5.00pm**

Venue Holiday Inn (Bolton Centre), 1 Higher Bridge Street, Bolton BL1 2EW  
 Cost £55+VAT (£45+VAT to members)  
 Contact 01204 382785 [bolton@thebestof.co.uk](mailto:bolton@thebestof.co.uk)  
[boltonnetworkingconference.co.uk](http://boltonnetworkingconference.co.uk)

## The Business Network Manchester

**Business Lunch**

**29 Aug 12noon - 2.00pm**

Venue The Lowry Hotel, 50 Dearmans Place, Chapel Wharf, Manchester M3 5LH

**26 Sep, 12 Dec 12noon - 2.00pm**

Venue The Midland Hotel, Peter Street, Manchester M60 2DS  
 Cost £42.50  
 Contact Helen Bennett 0870 751 7523  
[helen@business-network.co.uk](mailto:helen@business-network.co.uk)

## The Business Network South Manchester

**Business Lunch**

**5 Sept, 3 Oct 12noon - 2.00pm**

Venue Best Western Plus Pinewood on Wilmslow, 180 Wilmslow Road, Handforth, Wilmslow SK9 3LF

**7 Nov, 5 Dec 12noon - 2.00pm**

Venue Manchester Airport Marriott Hotel, Hale Road, Hale Barns, Altrincham WA15 8XW  
 Cost £32.00+VAT  
 Contact Simon Edmondson 07766 493428  
[Simon.Edmondson@business-network.co.uk](mailto:Simon.Edmondson@business-network.co.uk)

## Trafford Business Club

**Every Friday - early networking includes breakfast**

**6.30 - 8.30am**

Venue Sale FC, Heywood Road, Sale M33 3WB  
 Cost £5 for guests  
 Contact David Lawton 07973 502595

## Venturefest North West 2019

**Innovation Expo and Conference**

**20 Nov All day**

Venue Windmill Street, Manchester M2 3GX  
 Cost FREE  
 Contact [www.venturefestnorthwest.com/register](http://www.venturefestnorthwest.com/register)

## Women's 20/20

**Women's networking - second Wednesday**

**11 Sep, 9 Oct, 13 Nov, 11 Dec 12.15 - 2.30pm**

Venue Mercure Bowdon Hotel, Langham Road, Bowdon WA14 2HT  
 Cost £20 for non-members  
 Contact Catherine Sandland  
[enquiries@2020network.co.uk](mailto:enquiries@2020network.co.uk)

## Don't forget your Business Cards!

**Please note** If you plan to attend any of the above events please ensure all details are correct in advance. Whilst every effort has been made to confirm accuracy some details may be subject to change.

# places to meet

## ABode Hotel

Address 107 Piccadilly, Manchester M1 2DB  
Contact 0161 247 7744  
Facilities Hotel, Meeting Rooms, Restaurant

## Altospace Altrincham

Address First Floor, Kennedy House,  
31 Stamford Street,  
Altrincham WA14 1ES  
Contact 07946 728 863  
Facilities Co-working office space

## Albert Square Chop House

Address Memorial Hall, 14 Albert Square,  
Manchester M2 5PF  
Contact 0161 834 1866  
Facilities Function Room, Restaurant, Pub

## Ashton Old Baths

Address Stamford Street West  
Ashton Under Lyne OL6 7FW  
Contact 0161 804 2030  
Facilities Serviced Offices, Meeting Rooms

## Barclays Eagle Labs

Address Union, Albert Square,  
Manchester M2 6LW  
Contact eaglelabs@barclays.com  
https://labs.uk.barclays/  
Facilities Co-working and office space

## Bizspace

### Atlantic Business Centre

Address Atlantic Street,  
Altrincham WA14 5NQ  
Contact 0161 926 3600  
Facilities Conference Rooms, Café

## Bizspace

### Empress Business Centre

Address 380 Chester Road,  
Manchester M16 9EA  
Contact 0161 877 5579  
Facilities Meeting Rooms, Offices

## Bizspace

### Hollinwood Business Centre

Address Albert Sreet, Failsworth,  
Oldham OL8 3QL  
Contact 0161 684 2319  
Facilities Meeting Rooms, Offices

## Bowdon Rooms *The Cinnamon Club*

Address The Firs, Bowdon WA14 2TQ  
Contact 0161 282 0011  
Facilities Conferences, Boardroom, Live Music

## Carrington Business Park

Address Carrington Lane, Carrington,  
Manchester M31 4DD  
Contact 0161 776 4000  
Facilities Café, Conference Rooms

## Citibase

### Salford

Address Merchants Quay, Salford M50 3SG  
Contact 0161 660 6204

### Trafford

Address Oakland House, 76 Talbot Road,  
Old Trafford, Manchester M16 0PQ  
Contact 0161 464 7287 / 07920 763 889

### Warrington

Address The Genesis Centre, Garrett Field,  
Birchwood, Warrington WA3 7BH  
Contact 01925 396 800

Facilities Serviced Offices, Meeting Rooms

## Colony

### Piccadilly

Address 5 Piccadilly Place,  
Manchester M1 3BR  
Contact 0161 974 3939  
Facilities Co-working and Meeting Rooms

### Jactin House

Address 24 Hood Street, Ancoats Urban  
Village, Manchester M4 6W  
Contact 0161 974 3210

Facilities Offices, Co-working  
and Meeting Rooms

## Costa Coffee

Address 33-35 George Street,  
Altrincham WA14 1RN  
Contact 0161 929 0382

Address Century House, Ashley Road,  
Hale WA15 9SF  
Contact 0161 926 9913

Address Golden Way, Urmston,  
Manchester M41 0NA  
Contact 0161 926 7707  
Facilities Coffee, Snacks

## Cresta Court Hotel

Address Church Street,  
Altrincham WA14 4DP  
Contact 0161 927 7272  
Facilities Snack, Rest, Hotel, Free Parking

## DeVere Venues

Address Cheadle House, Cheadle Royal  
Business Park, Cheadle SK8 3FS  
Contact 0161 492 100  
Facilities Conference, Leisure, Restaurant

## Emirates Old Trafford

### Home of LCCC - Event Space

Address Talbot Road, Manchester M16 0PX  
Contact 0161 282 4020  
Facilities Conference, Meeting Rooms, Events

## Hilton Manchester

Address Deansgate, Manchester M3 4LQ  
Contact 0161 870 1600  
Facilities Hotel, Meeting Rooms, Conferences

## Hilton Manchester Airport

Address Outwood Lane, Manchester  
M90 4WP  
Contact 0161 435 3000  
Facilities Hotel, Meeting Rooms, Conferences

## Holiday Inn Express

### Trafford City

Address 2 Mercury Way, Urmston,  
Manchester M41 7PA  
Contact 0333 003 0050  
Facilities Meeting Rooms, Events

## Holiday Inn Manchester Central Park

Address 888 Oldham Road, Manchester,  
M40 2BS  
Contact 0161 277 6910  
Facilities Starbucks, Meeting Rooms  
Free WiFi, Free Parking

## Houldsworth Mill

Address Houldsworth Street, Reddish,  
Stockport SK5 6DA  
Contact 0161 975 6000  
Facilities Meeting Rooms, Conferences

## iFLY

Address Trafford Quays Leisure Village,  
9 Trafford Way, Stretford,  
Manchester M41 7JA  
Contact 0845 331 6549

Facilities Indoor Skydiving,  
Corporate packages

## La Famiglia

Address 12-14 Victoria Road, Hale,  
Altrincham WA15 9AD  
Contact 0161 929 9626  
Facilities Italian Restaurant

## Macdonald Manchester Hotel

Address London road, Manchester M1 2PG  
Contact 0344 879 9088  
Facilities Leisure Club, Spa,  
Conference Centre, Restaurant

## Manchester Airport Marriott Hotel

Address Hale Road, Hale Barns,  
Cheshire WA15 8XW  
Contact 0161 904 0301  
Facilities Leisure Club, Spa,  
Conference Centre, Restaurant

## Mere Court Hotel & Conference Centre

Address Warrington Road, Mere, Knutsford  
Cheshire WA16 0RW  
Contact 01565 831 000  
Facilities Hotel, Conference Rooms,  
Restaurant

## Mercure Bowdon Hotel

Address Langham Road, Bowdon WA14 2HT  
Contact 0161 928 7121  
Facilities Hotel and Leisure, Free Parking

## Midland Hotel

Address 16 Peter St, Manchester M60 2DS  
Contact 0161 236 3333  
Facilities Function Rooms, Hotel

## Mr Thomas's Chop House

Address 52 Cross Street,  
Manchester M2 7AR  
Contact 0161 832 2245  
Facilities Restaurant, Pub

## Orega Offices

Address 3 Piccadilly Place, Manchester M1 3BN  
76 King Street, Manchester M2 4NH  
Blue Tower, MediaCityUK M50 2ST

Contact 0800 840 5509  
Facilities Meeting Rooms, Serviced Offices

## Princess St. Hotel

Address 18-24 Princess Street  
Manchester M1 4LG  
Contact 0161 236 8999  
Facilities Hotel, Meeting Rooms, Conference,  
Lawn Coffee, Restaurant

## Radisson Blu

Address Chicago Avenue, M90 3RA  
Contact 0161 490 5000  
Facilities Hotel, Meeting Rooms

## Radisson Blu Edwardian

Address Free Trade Hall, Peter Street  
Manchester M2 5GP  
Contact 0161 835 9929  
Facilities Hotel, Meetings, Events,  
Conferences and Restaurant

## Red Rooms

### Meeting rooms in Bruntwood

Address Station House, Stamford New Road,  
Altrincham WA14 1EP

Landmark House, Station Road,  
Cheadle Hulme, Cheshire SK8 7BS  
111 Piccadilly, Manchester M1 2HY

Contact 0843 504 4753  
Facilities Offices, Meeting Rooms

## Regus

### Meeting rooms for hire

Address Adamson House,  
Towers Business Park,  
Wilmslow Road, Didsbury M20 2YY  
Contact 0161 955 4200

Address Regus Express Hilton  
Manchester Airport, Outwood Lane,  
Manchester M90 4WP  
Contact 0161 261 1440 / 07785 253 488

Address 5300 Lakeside, Cheadle Royal  
Business Park, Cheadle SK8 3GP  
Contact 0161 246 6000

Address Manchester Business Park,  
3000 Aviator Way,  
Manchester M22 5TG  
Contact 0845 300 3585

Facilities Business Lounges, Offices,  
Day Office, Reserved Co-working,  
Meeting Rooms

## Runway Visitor Park

Address Sunbank Lane, Altrincham  
WA15 8XQ  
Contact 0161 489 3932  
Facilities Conference Room, Conference area  
underneath Concorde, Restaurant,  
Concorde Experience and Tours,  
Meeting Rooms

## Sam's Chop House

Address Back Pool Fold (off Cross Street),  
Manchester M2 1HN  
Contact 0161 834 3210  
Facilities Restaurant, Pub

## St Anthony's Centre

Address Eleventh Street, Trafford Park,  
Manchester M17 1JF  
Contact 0161 848 9173  
Facilities Conference Rooms

## St James Club Manchester

Address 45 Spring Gardens,  
Manchester M2 2BG  
Contact 0161 829 3000  
Facilities Private Members' Club,  
Function Rooms, Business Suite

## San Carlo Fiorentina

Address Manchester Airport, Marriott Hotel,  
Hale Road, Hale Barns,  
Cheshire WA15 8XW  
Contact 0161 904 5043  
Facilities Bar & Restaurant

## The Coffee House

Address Warburton House, 14 Eagle Brow,  
Lymm WA13 0LJ also at  
56 School Rd, Sale M33 7XE  
Contact 01925 551797  
Facilities Coffee, Snacks

## The FUSE

Address Warburton Lane,  
Partington M31 4BU  
Contact 0161 393 4511  
Facilities Conferences, Meeting Rooms,  
Events

## The LifeCentre

Address 235 Washway Road, Sale M33 4BP  
Contact 0161 850 0770  
Facilities Meeting Rooms, Café

## The Lowry Hotel

Address 50 Dearmans Place, Chapel Wharf  
Manchester M3 5LH  
Contact 0161 827 4000  
Facilities Conference, Leisure, Hotel

## Thrive Office Space

Address Foundry House,  
Widnes Business Park,  
Waterside Lane, Widnes WA8 8UD

Address Miller House, 47-49 Market Street,  
Farnworth BL4 7NS

Contact 0800 031 5464  
Facilities Meeting Rooms, Boardrooms,  
Offices

## Victoria Warehouse

Address Trafford Wharf Road, Stretford,  
Manchester M17 1AB  
Contact 0161 660 7000  
Facilities Conference, Leisure, Hotel

## Warren Bruce Court

Address Warren Bruce Road, Trafford Park,  
Manchester M17 1LB  
Contact 0845 602 5047  
Facilities Meeting Rooms

## Workplace

Address 4th Floor, Churchgate House,  
56 Oxford Road,  
Manchester M1 6EU  
Contact 0161 974 6000  
Facilities Coworking Office, Events Space,  
Meeting Rooms

## Worsley Park Marriott Hotel & Country Club

Address Worsley Park, Manchester M28 2QT  
Contact 0161 975 2000  
Facilities Hotel, Meeting & Function Rooms,  
Restaurant



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