

GREATER MANCHESTER'S **FASTEST GROWING** BUSINESS TO BUSINESS MAGAZINE

GM BUSINESS connect

PICK UP
YOUR
**FREE
COPY**

www.gmbusinessconnect.co.uk

February/March 2018

[in](#) [f](#) [g+](#) [t](#) **GMBizConnect**

Harbour International Freight delivers

Interview with UK General Manager Steve Swinburn looking at the Northwest based specialist logistics business - also award winners of the UK's premier pallet network Pall-Ex - owned by Dragons' Den's Hilary Devey CBE.

The Alternative Board

Interview with Paul Winterbottom from TAB - an international business owner advisory board.

A focus on K-Club

An in-depth look at the exclusive Manchester-based club for entrepreneurs and business leaders.

Trafford Park Business Network

A review of the latest event for Trafford Park businesses that took part at Chill Factor®.

GDPR - what it means for business?

A look at the business implications of GDPR by Ian Gowen of Consent Compliance.

Harbour Freight International's UK General Manager Steve Swinburn pictured with Pall-Ex CEO and ex Dragons' Den Hilary Devey CBE

CONNECTING BUSINESSES ACROSS GREATER MANCHESTER

TOYOTA C-HR DYNAMIC HYBRID

Anything but
business as usual.



TOYOTA

ALWAYS A
BETTER WAY



£249+VAT

per month* (Business users only)

£1,494
initial rental
+ VAT

17% BIK

ToyotaBusiness
Plus

RRG Group Fleet

191 Moorside Road, Swinton M27 9LL

Tel: 0161 452 4790

Email: martin.shorrocks@rrg-group.com

f /rrggroupfleet

@RRGFleet

www.rrgcontracthire.com



C-HR Dynamic 5 door Coupe FWD Hybrid 1.8 VVT-i Auto. Official Fuel Consumption Figures in mpg (l/100km): Urban 80.7 (3.5), Extra Urban 68.9 (4.1), Combined 72.4 (3.9). CO₂ Emissions 87g/km. All mpg and CO₂ figures quoted are sourced from official EU regulated laboratory test results. These are provided to allow comparisons between vehicles and may not reflect your actual driving experience.

Model shown is C-HR Dynamic with Leather 5 door Coupe FWD Hybrid 1.8 VVT-i Auto at £29,610. Price excludes metallic paint at £545. Prices correct at time of going to print. *Business users only. Initial rental and VAT applies. Available on new leases of model shown when ordered and proposed for finance between 18th December 2017 and 2nd April 2018, registered and financed by 30th June 2018 through Toyota Financial Services on Toyota Contract Hire. Advertised rental is based on a 36 month customer maintained contract at 8,000 miles per annum with an initial rental of £1,494 +VAT. Excess mileage charges apply. Metallic or pearlescent paint are not included. You will not own the vehicle. Other finance offers are available but cannot be used in conjunction with this offer. Offer may be varied or withdrawn at any time. At participating Toyota Centres. Toyota Centres are independent of Toyota Financial Services. Indemnities may be required. Finance subject to status to over 18s only. Toyota Financial Services (UK) PLC. Registered Office: Great Burgh, Burgh Heath, Epsom, KT18 5UZ. Authorised and regulated by the Financial Conduct Authority. Terms and conditions apply.

Save fuel and money with a Hybrid SUV from RRG.

Part of the RRG Group, the business has expanded over the last 50 years to become one of the largest and most successful dealer groups in the North West. The dedicated Group Fleet department operates from Moorside Road in Swinton, with Fleet Sales Specialists on hand to offer expert advice on the latest models and offers available. For over 20 years Toyota has been part of a quiet revolution- developing world-leading hybrid technology to power the next generation of vehicles. Adding to the Toyota range, some of the latest models available with hybrid powertrains now include the RAV4 SUV and C-HR Crossover. Both models combine great practicality, distinctive styling and impressive fuel economy.

1. Will a Toyota Hybrid SUV save me money?

The good news is that all hybrid vehicles save money because at slower speeds, or in slow moving traffic, they use only their electric engines for power. Toyota Hybrid SUVs are just the same as they both have an electric engine, along with a conventional petrol engine – so when the electric engine is being used, the conventional engine uses no fuel at all.

2. What's the Fuel Efficiency of Hybrid SUVs?

The RAV4 Hybrid SUV with a 2.5 litre engine can return a combined fuel consumption figure of up to 56.4mpg, with emissions of just 115 g/km. The C-HR Hybrid with a 1.8 litre engine can return a combined fuel consumption figure of up to 74.3 mpg, with emissions of just 86g/km. If most of your driving is in built-up areas, travelling at slower speeds, then your fuel consumption will be even lower as you'll be using your electric engine more.

3. Is a Toyota Hybrid SUV reliable?

Toyota has rolled out its hybrid technology across a wide range of its vehicles and pioneered the world's first hybrid production car, the Prius, some 20 years ago. Today there are over 10 million people worldwide who are driving a Toyota hybrid vehicle and that figure is increasing rapidly for Toyota Hybrid SUVs too.

4. What's a typical Hybrid SUV repair bill?

Hybrid technology is highly sophisticated and yet any Toyota hybrid vehicle is no more or less expensive to service and maintain than any comparable conventional car. As long as your C-HR Hybrid or RAV4 Hybrid is properly serviced and maintained by one of the 200 approved Toyota dealerships across the UK, it has been designed to provide smooth, trouble free motoring for its lifetime.

The RRG Group Fleet team are experienced in meeting the needs of and delivering a bespoke service to all business users, from sole traders through to SME's and Blue Chip companies. RRG Group Fleet also supplies the broker market and major contract hire and leasing companies.

Toyota hybrid cars save fuel, reduce emissions and even recharge their batteries without being plugged in- all designed to make life easier. It's time to leave the old way of driving behind.

To find out more, contact RRG Group Fleet on 0161 452 4790, visit www.rrgcontracthire.com or email martin.shorrocks@rrg-group.com.



contents

4 news

From Greater Manchester and beyond.

14 features

Harbour International Freight delivers

Interview with UK General Manager Steve Swinburn looking at the Northwest based specialist logistics business - also award winners of the UK's premier pallet network Pall-Ex - owned by Hilary Devey CBE.

The alternative approach

Interview with Paul Winterbottom from TAB - an international business owner advisory board.

Focus on K-Club

An in-depth look at the exclusive Manchester-based club for entrepreneurs and business leaders.

Trafford Park Business Network

A review of the latest event for Trafford Park businesses that took part at Chill Factor®.

MIMA - Made in Manchester Awards

Review of the recent Business Awards.

24 apprenticeships

Higher and Degree Apprenticeships with the University of Salford.

25 finance

Accountancy support.

26 GDPR

A look at the business implications of GDPR.

27 leadership

Is your organisation neurotic?

28 social media

What's hot in 2018.

29 digital marketing

Virus protection.

30 debt recovery

Is debt recovery the answer to business insolvency?

31 employment law

What is the 'gig economy' and how to protect your business.

32 wellbeing

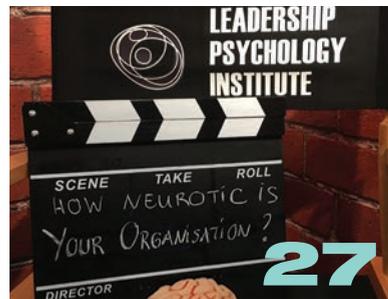
3 steps to managing stress.

33 diary dates

List of business networking events.

34 places to meet

Venues across Greater Manchester.



GM BUSINESS connect subscribe

Subscription is easy and FREE. Simply visit www.gmbusinessconnect.co.uk and click subscribe, where you can register your details to receive an electronic link to the magazine as soon as it is published.

editorial

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. If you regularly send out press releases, or if you are looking for press coverage of a newsworthy event, please get in touch either by phone or send an email to editorial@gmbusinessconnect.co.uk

advertise

We offer a **fantastic range of advertising opportunities**, from full pages through to eighth pages that offer advertising at extremely reasonable rates.

Discounted packages are available on request for series bookings.

For more information please download a copy of our media pack found on our website:

www.gmbusinessconnect.co.uk

or alternatively please email:

advertising@gmbusinessconnect.co.uk

or phone:

Paul Mirage
• 07708 987518

Jon Cheetham
• 07971 575977

Office • 0161 969 8632

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
www.gmbusinessconnect.co.uk

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

ADDITIONAL CONTRIBUTORS
Strand Creative Web Design, Martin Hambleton

DISCLAIMER

Whilst we have taken all reasonable steps to ensure the accuracy and completeness of the information contained within this magazine, we give no warranty and make no representation regarding the accuracy or the completeness of the content of this information. Consequently we accept no liability for any losses or damage (whether direct, indirect, special, consequential or otherwise) arising out of errors or omissions contained in this magazine. Views expressed in GM Business Connect in editorial or advertising content are not necessarily those of its publisher Business Connect Publishing Limited. The publisher cannot be held responsible for any inaccuracies supplied to us in editorial or advertising material.



news

Brexit, cashflow and employee skills gaps revealed as biggest concerns for businesses

A poll of 500 UK business owners and decision makers by Litmos Heroes shows Brexit to be the most worrying issue, followed by cashflow and the upskilling of staff.

The study from learning provider Litmos Heroes found that almost one in ten businesses don't offer any digital training to their staff despite concerns about employee skills gap.

The study of 500 UK firms found that almost a third (32%) highlighted Britain's protracted exit from the EU as their biggest ongoing worry.

Cashflow came second in the list and was the most troubling topic for 18% of respondents, while 17% cited the lack of skills among their own staff as their most pressing problem.

But the study found that thousands of businesses are doing little or nothing to combat the employee skills gap, with almost one in ten (8%) admitting they don't offer any digital training at all to staff.

The digital transformation of business (14%), cyber-crime (8%) and retaining employees (7%) were also flagged as being of concern in the study.

Tom Moore, Managing Director of Litmos Heroes, said: "Brexit has been making plenty of headlines of late and even though progress has been made, the uncertainty surrounding our exit from the EU at the moment is clearly an issue that's leaving business owners very concerned.

"We know that businesses do not

like uncertainty and despite the March 2019 date being set by Theresa May, this is a topic that shows no sign of being cleared up any time soon.

"Cashflow, employee skills gap and digital transformation were also highlighted as serious ongoing concerns for businesses."

The study also discovered what businesses are doing to tackle the employee skills gap. Almost one in ten (8%) admitted they don't offer any digital training at all to staff while 20% said they only offer training on regulatory areas.

Just under half of those asked said their firm offers digital training on regulatory and on-the-job areas only while 28% said they train their staff on all areas, including soft skills.

"It's slightly worrying to see that so many businesses offer no digital training for their staff, especially when you consider that almost half of the respondents in our study said they prefer to learn through videos or online training," Tom added.

"There's a huge emphasis on increasing productivity in the UK at the moment and ensuring that staff are fully trained is one way businesses can really tackle the problem.

"Better training empowers organisations and employees, so we'd urge the business community to take note of these findings and re-evaluate their staff training programmes."

Manchester Airport adds more passengers than any other UK airport



- 1.7 million passengers flew through the Northern hub in November.
- Annual rolling passengers numbers at 27.7m.
- Continued growth this financial year sees Manchester add more passengers than any other UK airport.
- Top routes last month include Amsterdam, Dublin and Dubai.

This November saw 1,731,446 passengers travel through Manchester Airport.

That is up 2% on the previous year and marks another month of growth for the UK's third biggest airport.

It comes as CAA data reveals Manchester added more passengers than any other UK airport between April-September 2017. The airport added 1.27m passengers compared to Gatwick and Heathrow that added 1.25m passengers each.

Manchester Airport's annual rolling passenger numbers now stand at

27,764,247, an increase of 9.7% year on year.

Growth has slowed at the airport due to the collapse of Monarch Airlines which has left some capacity unused for this winter season. The airport remains confident that by the start of the summer season all capacity will be filled and this has already started with Jet2.com, TUI and Thomas Cook Airlines all already increasing capacity for next year.

The top five destinations in November were Amsterdam, Dublin, Dubai, Tenerife and Paris.

Andrew Cowan, CEO of Manchester Airport, said: "It is pleasing to see Manchester Airport continue to grow and fulfil its role of the UK's global gateway in the North.

"Now the summer peak is over we are continuing to invest in the airport and passengers will start to see our £1bn transformation take shape and develop over the coming winter months."

Plans submitted for next phase at Stockport Exchange



Following the success of the first two phases, Stockport Council have submitted a planning application for the next phase of development at Stockport Exchange. Work on site

begins Summer 2018, with completion anticipated in Spring 2020.

National developer and urban regeneration specialist, Muse, is delivering the £145 million award-winning, mixed-use regeneration scheme in partnership with the Council.

Plans for the next phase will see a new 60,000 sq ft, six-storey, grade A office building developed next to the existing office at One Stockport Exchange. Outline planning approval is already in place for the scheme, with a reserved matters planning application submitted for Phase Three.

The second phase was completed in December 2016 where demand for space within the first office building, One Stockport Exchange, was much higher than it was capable of accommodating and the office was quickly fully let.

Re-commerce business musicMagpie took one floor as their new UK headquarters and national bus operator Stagecoach are now occupying the other three floors, moving another 200 jobs into the business district. Sainsbury's Local and coffee shop Cafelito occupy the ground floor retail space.

"Stockport is amongst the best-placed locations in the region for businesses to locate and grow – with unmatched links to London, Manchester and the motorway network. This is why so many businesses are choosing Stockport as a base, and why Stockport Exchange first phases have proven so successful", commented Councillor Kate Butler, Cabinet Member for Economy and Regeneration at Stockport Council.

At the same time, the 115-bed Holiday Inn Express has received rave reviews from guests and is enjoying occupancy levels of over 90%.

UKFast opens up Tech Campus to startups



Manchester technology brand UKFast is creating a 30,000 sq. ft. incubator space for tech startups at its newly expanded campus, with Tech Manchester managing the community. The Tech Manchester initiative is dedicated to supporting the development of early-stage technology businesses and is making the FastForward working space at UKFast's thriving tech campus its new home.

The region's startups are set to benefit from subsidised space with zero business rates, whilst plugging into Tech Manchester's network of mentors and links with existing incubator and accelerator projects, along with a host of benefits from UKFast.

Facilities at FastForward include meeting areas, TV and recording studios, an auditorium with room for 500 attendees, free parking, telephone and reception services, a yoga studio and a health food café, as well as networking and conference facilities

with an impressive bar area.

Tech Manchester leader Patricia Keating said: "With the combination of world-class working environments and support from Tech Manchester and UKFast, it's an extremely attractive proposition for any UK tech startup."

UKFast Campus in Birley Fields, Manchester, is currently home to a number of fast-growing businesses, including cloud hosting firm UKFast, cybersecurity firm Secarma and technology magazine BusinessCloud.

UKFast CEO Lawrence Jones said: "We started UKFast as entrepreneurs in a spare bedroom in a flat in Oxford Road and then took the plunge to rent a shared office space. That journey up to now gives us an insight into what tech startups need. For starters they won't be paying business rates. This is something we can subsidise to offer a helping hand."

Treasury owes UK SMEs £84bn in R&D tax relief

- SMEs are still in the dark as 1.96m eligible firms have NEVER claimed.
- Sum owed to UK small businesses is nearly double the MoD's annual budget.
- Firms which can claim, usually net £43,000 on average.

The Treasury owes Britain's small businesses a staggering £84bn in backdated Research & Development (R&D) tax relief because the tax break is so poorly advertised, tax relief specialists Catax revealed today.

Around three and a half million SMEs actively trade in the UK and 57% of them are eligible for tax credits on R&D. The policy is billed by the Government as the lifeblood of a versatile and progressive economy. However, only around 1% of SMEs

have ever claimed the relief. This means approximately 1.96m SMEs - are owed money back.

In Catax's experience, the average claim amounts to £43,000. Relief can be backdated up to three years, as HMRC rules say you can claim up to two years after the end of the tax year in which the expenditure occurred.

Today's research shows the Chancellor of the Exchequer is sitting on an SME war chest worth £84.2bn - nearly twice the annual budget of the Ministry of Defence and enough to run the NHS for eight months.

Catax stresses that once a company realises they can improve and develop products cheaper, claims for R&D tax credits typically go up year on year as firms seek to take full advantage.

Mike Blackburn OBE is appointed new IoD Northwest Regional Chair

Regional business leader Mike Blackburn OBE has been announced as the new Institute of Directors' (IoD) Northwest regional Chair. Taking up the role following the end of Mike Perls' three-year tenure, Mike will work with business leaders throughout the area, and with the IoD's sub-committees in Greater Manchester, Lancashire, Cumbria, Cheshire and Merseyside to communicate regional issues and influence national policy.

Mike is currently BT's North West Regional Director and also Chairman of the Greater Manchester Local Enterprise Partnership.



Award-winning cartoonist Tony Husband and his interesting friends are available for live presentations at your open days, training events, product launches, etc.

Tony can offer a totally unique and humorous touch to your marketing literature, calendars, reception art, portraits, and Christmas cards.

FIND OUT MORE...

...about how you can commission Manchester's very own cartooning megastar...

07966 303571

cartoons@tonyhusband.co.uk

Have pen will travel!



www.tonyhusband.co.uk

Oldham business finance firm completes its largest ever deal with £4.1m acquisition funding



Richard Fothergill, business development director of PMD Business Finance, with Simon Gunn, managing director of Universal Tanker Group.

An Oldham-based business finance firm has celebrated its largest ever deal, in assisting a £4.1m acquisition.

PMD Business Finance recently arranged a funding deal for Universal Tanker Group's acquisition of Waters Waste Services.

Peter Dobson, managing director of PMD Business Finance, said: "This funding deal is the perfect

end to a successful 2017 for PMD, during which we have helped many SMEs in Manchester and around the UK secure finance for growth and expansion. We have a long-term working relationship with Universal Tanker Group and we are delighted to have assisted them in this acquisition of Waters Waste Services."

Over the last seven years, PMD has grown from employing eight staff to 21 and the firm is in the process of relocating to a larger office space in Oldham.

PMD's client, Universal Tanker Group, was founded by Simon Gunn in Warrington a decade ago. The firm developed from Simon's expertise in on-site welfare units and welfare unit hire. Over the last 10 years, it has won a wide range of commercial and residential clients, including prestigious annual events such as the

Grand National, the Cheshire Show and several RHS shows, such as Tatton and Chatsworth.

The recent deal released additional funding to acquire Waters Waste Services, together with valuable ongoing working capital to enable the group to meet its growth aspirations.

Simon Gunn, managing director of Universal Tanker Group, said: "This acquisition is the business opportunity of a lifetime, a real game-changer. It is exactly what we needed for the business and will dramatically expand the group's national reach and presence."

Richard Fothergill, business development director of PMD Business Finance, added: "I have a long established working relationship with Simon and Toby Gunn, having sourced finance for a number of tankers and plant for the business over the last 10 years.

"For this acquisition, I knew their funding requirement was more than just a conventional re-finance. Therefore we maximised the availability of funding by structuring a comprehensive £4.1m funding package. We are looking forward to seeing how the company grows and develops following this acquisition and will support them each step of the way."

Kiddyum strikes a deal with Manchester manufacturer The Authentic Food Co.



Jayne Hynes and Nik Basran, MD of The Authentic Food Co.

Manchester-based frozen children's food brand Kiddyum has signed a deal with The Authentic Food Co., moving the production of millions of frozen children's meals to Stockport.

For Authentic Food Co. the partnership represents an expansion into the baby food market. The partnership coincides with Kiddyum's national Co-op Food listing – the third major supermarket listing in the award-winning brand's two-year history, following agreements with Sainsbury's and Ocado.

Kiddyum started life in founder Jayne Hynes' Heaton Moor kitchen and is now stocked in hundreds of supermarkets across the country.

Mum of two Jayne began making and freezing nutritious mini meals for her two daughters after realising these weren't available in the shops. Months later, she won a Dragons' Den-style competition by StartUp Britain which saw Kiddyum hit Sainsbury's shelves nationwide.

Spread Your Message With Direct Mail

With over 30 years experience, you can rely on CMS Direct Mail to take care of your mailing and meet your deadline with exceptional standards of quality and accuracy.

Our dedicated 'one-stop' mailing service, aims to reduce your Direct Mail costs by offering expert advice, highly competitive pricing and maximum postage discounts.



- Personalised letters, one-piece mailers
- Variable Data Colour Digital printing
- High speed enveloping/poly-wrapping
- Ink-jet addressing
- Comprehensive data cleaning options
- Daily collections from all major carriers
- Maximum postage discounts
- Full OCR & CBC accreditation

For more information, helpful advice and a quotation, please call or e-mail
0161 787 7020
sales@cmsdirectmail.com



CMS Direct Mail Ltd
 Eccles, Manchester
www.cmsdirectmail.com

LWA Influencing Government policy at Parliamentary Review

Leavitt Walmsley Associates' Audit & Technical Director, Steve Collings, has been invited by the Government to represent the accountancy profession in the 2018 Parliamentary Review on behalf of the firm.

Steve will be explaining the challenges faced by the accountancy profession in the coming year, which will influence Government policy.

The document will be headed-up by The Prime Minister and the Chancellor of the Exchequer. Managing Director, Les Leavitt, commented: "We are incredibly proud of Steve and that our



hard work and dedication to the industry is being recognised by the Government."

Customer improvements at centre of Metrolink service pattern change

Metrolink customers are set to benefit from later running trams, better connections and improved capacity and resilience when a service pattern change is introduced at the end of January.

The changes will see:

- Selected Airport line services running to Victoria (previously Deansgate-Castlefield), providing better connections and additional capacity through the regional centre.
- Sunday services extended by approximately an hour into the evening.
- Additional platforms at Altrincham and Victoria stops brought into operation to improve reliability.
- Services from MediaCityUK

running to Etihad Campus (previously Piccadilly).

- Altrincham services that previously ran to Etihad Campus terminating at Piccadilly.

Trams continue to operate either a six or 12 minute frequency as previously. Metrolink staff will be on hand at key stops in the first weeks of the new pattern to explain any changes and guide customers.

Customers will also notice a change to the network map, which has been re-designed due to recent service changes and takes into consideration feedback from customers.

Coloured lines have been reintroduced to make it easier to distinguish the services that operate as well as numbered flags.

Councillor Andrew Fender, Chair

of the Transport for Greater Manchester Committee, said:

"More and more people continue to travel on Metrolink and this is a really important service pattern change that is focused on delivering improvements for our customers."

"Metrolink connects large parts of the city region, providing vital links across our towns and cities and the introduction of later running trams on Sundays will be a boost to our night time economy and the many workers and revellers who support it."

"This, coupled with the fact that we're extending services from the airport to Victoria – which will provide better connections and additional capacity through the regional centre – will undoubtedly improve our customers' journey and experience of Metrolink."



"This is especially significant as this has only been made possible by bringing into service the third line through Victoria; the final piece of the jigsaw funded by Metrolink's remarkable £1.5bn 'big bang' programme of extensions and upgrades."



Leavitt Walmsley Associates

YOUR **LOCAL** ACCOUNTANTS AND BUSINESS ADVISORS

Leavitt Walmsley Associates Ltd is a North West based award-winning independent firm of chartered certified accountants, headed up by directors Les Leavitt and Steve Collings.

The firm provides a range of business solutions to a national client base including:

- Audit and accountancy
- Business support and networked services
- Company secretarial and payroll
- Corporate and personal taxation
- Non-executive Finance Director solution
- Specialist audit and compliance expertise for Academies



For a no-obligation opportunity to find out how LWA can help you with a **FREE** business review illustrating your business' growth potential, please get in touch and simply quote 'GMBCM review' to book your appointment.



Leavitt Walmsley Associates Limited

8 Eastway, Sale, Cheshire M33 4DX T 0161 905 1801
Suite 113 Newton House, Birchwood Park,
Warrington WA3 6AE T 01925 830 830
E mail@lwaltd.com www.lwaltd.com

news

Clear skies ahead for Cloud Technology Solutions

Manchester-based Cloud Technology Solutions (CTS) has expanded its city centre offices at Lowry House following a period of unparalleled growth of over 83% over the past three years and 76% in the last year.

The Google Premier Partner has migrated nearly 7 million users into the 'cloud' including, most recently, Manchester City Council. It has just filled six vacancies in the past fortnight and is also currently recruiting for 15 current vacancies. The company has over 200 partners worldwide and approximately 10 million users of its combined products.

CTS provides business transformation solutions to a broad range of businesses across its cloud-based products. The team have undertaken projects for Ladbrokes-Coral Group, Homeserve Plc and RoadChef including migrating over 7,000 council workers to Google Suite. CTS has also

developed a strong offering in Google Cloud Platform and containerisation, offering eCommerce and SaaS businesses new opportunities for development.

The 80 employees based at its Manchester HQ have recently moved to a new purpose designed office to allow further collaboration with colleagues and clients. The new office is also home to the latest Google invention - a Jamboard (a collaborative, digital whiteboard that makes it easier to share thoughts and ideas in real time). They are one of the first businesses using them in the UK.

CEO and co-founder, James Doggart, said: "The move to our new space is designed to allow us to be even more collaborative with one another. CTS is not a single solution business and we work with our customers across their whole business. We see ourselves as business transformation partners



in the widest sense.

"We've seen a terrific period of growth and have been fortunate enough to work on some high-level projects including the Manchester City Council migration. We expect demand to continue and are looking for the right people to join us, either here at our head office or remotely. Technology transforms businesses, but IT businesses have had to fundamentally change. The traditional IT models are defunct,

with IT needing to be much more aligned to business strategy than an administrative role. Only 20% of businesses have recently moved to the cloud, of which 80% are currently Microsoft users, so there exists a real opportunity to grow CTS across multiple sectors."

It's been a busy decade for CTS but we're set for growth with a brilliant management team, experts in their respective fields and a community of support staff."

STRAND

creative.com

Website Design

SEO

AdWords & PPC

Mobile Apps

Social Media

0161 250 5040

hello@strandcreative.com

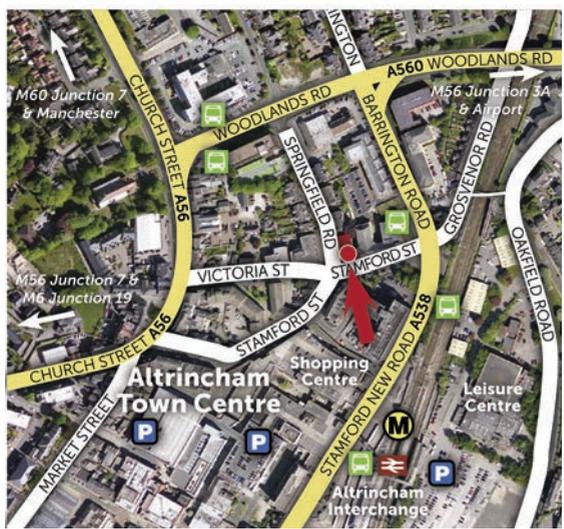


Private Offices available in Altrincham

Private Offices available **TO LET**



- Private 1 - 8 person offices to let in town centre close to local amenities and transport links
- Work in privacy within a collaborative work space
- Car Parking
- Break Out Spaces
- Finished to a high standard, our bright offices are fully serviced and available for a short term agreement
- Meeting and Function Rooms
- Printing and Copying Facilities



First Floor, Kennedy House, 31 Stamford Street, Altrincham WA14 1ES

Find out more **Steve Upham** m 07946 728 863 e steve@altspace.club www.altspace.club

news

Lloyds announces £50m emergency fund for Carillion's supply chain

- Emergency fund launched to help small businesses within Carillion's supply chain hit by its liquidation
- The fund will provide a range of support for customers, including waiving up front arrangement fees on overdrafts and invoice finance facilities to existing customers; and

offering capital repayment holidays on existing loans for the most severely impacted customers.

Lloyds Banking Group has announced a £50 million package of support to its small business customers, as part of a range of emergency measures for those businesses within Carillion's

supply chain which are now in financial difficulty

The fund will now be open and existing small business customers can apply through their usual relationship contacts.

The fund will provide them, subject to credit approval, with arrangement fee-free overdrafts and, for the most severely impacted customers, with capital repayment holidays on loans for an initial six month period, to help with cashflow shortages caused by the liquidation.

Customers will also be able use the fund to extend or draw new invoice discounting or factoring products, free of arrangement fees.

The Group's support will also include guidance on working capital requirements to help firms unlock cash so they can manage their way through the difficulties they currently face.

Gareth Oakley, Managing Director, SME Banking, Lloyds Bank Commercial Banking, commented: "We know how critical it will be for businesses within Carillion's supply chain to receive support with their cashflow, to help them through the temporary challenge to their business.

"The measures launched today will ensure these small businesses have the financial support they need to get themselves back on track."



SPECIALISTS IN SIGNAGE

DESIGN • PRINT • INSTALL






WINDOW
GRAPHICS

MAGNETIC
VEHICLE
SIGNAGE

BANNERS

INTERNAL/
EXTERNAL
SIGNAGE

ESTATE
AGENCY
SIGNAGE

FASCIAS

DIGITAL
PRINT

Call us now to find out how we can display your business in the best possible way.
Call Dave or Paul on **0161 864 2688** to find out more.

RW Signs, 2a Jackson Street, Stretford, Manchester M32 8AY
office@rwsigns.co.uk www.rwsigns.co.uk

Millennials revealed to be saving the most

- Millennial workers are saving £3,445 per year on average compared to £3,073 by those aged 35-54
- 44% think the savings landscape is confusing and that they need guidance

Millennial workers are saving more per month than other generations, putting aside on average nearly £400 per year more in non-pensions savings than their Generation X counterparts, according to research from Close Brothers and the Pensions and Lifetime Savings Association (PLSA).

The Lifetime Savings Challenge Report 2017, research, which looked

at the views of workers in companies with more than 200 employees found that millennials are saving £3,445 per year, or £287 per month on top of pension savings. Those aged 55 and over save £259 per month, with 35-54 year olds the cohort putting aside the least - £256 per month.

Savings priorities naturally change as employees progress through different life stages and this is clearly visible in the findings, with those in the youngest age bracket prioritising saving for short term events such as holidays (34%), big ticket purchases (13%) or paying down debt (25%), while a third (33%) are prioritising house purchase.

Are you a member yet?

From only £172.50 per year.
Benefits include:

fsb^{os}

Experts in Business

- 24/7 legal advice
- Full tax protection
- FSB Care
- Regular networking locally and nationally
- Cost savings on business expenses such as free banking
- Plus much more

**We think Small
Business is Great**

Contact **Simon Edmondson** 07766 493 428 simon.edmondson@fsb.org.uk www.fsb.org.uk



Lowry celebrates 18th year Together boosts funding with additional £150 million



The Lowry arts centre in Salford celebrates its 18th birthday in 2018 and will mark the milestone through its biennial Week 53 festival, which will have a 'Coming of Age' theme. Running from Thursday 17 to Monday 28 May, the festival includes 66 contemporary art, dance, drama and spoken word performances by more than 130 artists from seven countries.

Six artists and companies have already been confirmed in the line-up, including: an exhibition of paintings by Royal Academician, Chantal Joffe; the first ever stage

adaptation Nigel Slater's award-winning autobiography, *Toast*; and a new production of the classic thriller, *Brighton Rock* by Pilot Theatre.

Eleven more artists and companies are announced today. They are: Julia Fawcett OBE, chief executive of The Lowry, said: "Week 53 champions bold and experimental art across all genres and represents a period in our calendar when anything is possible."

"This year's festival focuses on 'the coming of age' and the multitude of scenarios in which that 'process' takes place."

Specialist finance provider Together has today announced recently a further increase in its funding, with the issuance of £150m in senior secured notes.

The increased funding affirms the financial strength of Together as it continues with its ambitious growth plans across both its commercial and personal finance businesses.

Gary Beckett, group managing director and chief treasury officer at Together said: "Alongside our established securitisations and recent successful debut RMBS (residential mortgage-backed security), our bonds are an important cornerstone of financing the continued growth of our loan book."

Marc Goldberg, Together's commercial CEO said: "Having been providing finance for 44 years, we're established as leaders in the specialist lending market, but we

have big plans for continued growth. "This additional funding will enable us to support more customers, and is a testament to the strength of our successful business model."

Personal finance CEO Pete Ball added: "In the past year we've widened our distribution across mainland UK and expanded our product offering so that we can help even more customers to access the finance they need, so we're delighted with this £150 million increase in funding which will enable us to continue with our expansion."

This follows the news that global rating agency Fitch has upgraded Together's corporate rating, reflecting the continued progress the group has made over the last 12 months.

Together announced record financial results last year, with annual lending to 30 June 2017 at close to £1.2 billion, and a current loan book of more than £2.37 billion.

ExcluSec

Your Local Security and Training Provider

- Static and Manned Guarding
- Key Holding and Alarm Response
- Event Security and Stewarding
- Concierge and Reception Security
- Security Dog Handlers
- Close Protection
- Training Services
- Vacant Property Services

Call us now for more information

0333 344 3991

enquiries@exclusec.co.uk
www.exclusec.co.uk

Honest Professional Dependable Innovative

Gold

Exclusec Security Solutions Ltd., The Guardian Buildings, Longbridge Road, Trafford Park, Manchester M17 1SN



Quote

'GMBC'

and get

10% off**large format posters!**

PRINT

COPY

DESIGN

PROMOTIONAL
GOODSPOSTERS &
BANNERS

@MinutemanAlty



Minuteman Press Altrincham

0161 928 8826email: altrincham@minutemanpress.com

www.120manchester.minutemanpress.co.uk

Employment law implications when replacing people with AI

Advances in technology have meant that AI plays a much larger part in our daily lives. With robots doing everything from building cars to providing 'company', it is predicted that over the next 20 years, 1 in 3 UK jobs will be replaced by a robot.

The development of AI and superfast microchips the size of a grain of rice means that a simple formula and fast connection may soon make many thought based roles obsolete.

Recently Amazon opened a supermarket in Seattle with no checkout operators or self-service tills. In fact, other than having someone to check ID if a customer wishes to purchase alcohol, there is no human interaction at all.

This is the next step following the widespread introduction of self-check outs where only one person is needed to monitor 20 tills. At the Amazon store the only employees needed are re-stockers, and it's probably only a matter of time until the technology is developed to enable robots to do this as well.

Of course, some human intervention will always be needed e.g. to investigate errors and omissions in the algorithms and re-write codes to fix them, but what do you do with employees when technological advances mean you need fewer people on the workforce?

Enrique Garcia is an employment law consultant with the ELAS Group. He says there are serious employment

law implications when it comes to replacing people with AI/computers/robots:

"AI is great for businesses as a single cost and maintenance is likely to be cheaper overall than the cost of employing workers, managers, HR etc. who are all entitled to regular and minimum levels of earnings and benefits e.g. National Minimum Wage/ National Living wage, pensions, holidays etc. For obvious reasons, robots are not entitled to wages, pensions, holidays etc. so the savings and benefits of replacing a human workforce could be both financial and non-financial. However, from an HR or employment law perspective, it's not so simple.

"The employees who are being replaced will be being made redundant and, as such, will be entitled to protection from unfair dismissal. This means that a good, solid business case for the move needs to be demonstrated, followed by an open and fair consultation process before any decisions are made. There are special rules regarding the minimum consultation processes if a company is dismissing 20+ employees.

"This consultation will need to include the exploration of other options rather than the replacement and other employment opportunities, being careful not to directly or indirectly discriminate on the grounds of age when exploring alternative opportunities."

DigitalBridge appoints Misguided CDO to board

Award winning Manchester tech business, DigitalBridge, has announced the appointment of Jonathan Wall to its board of directors, ahead of an exciting period of expansion.

Jonathan, who is currently the Chief Digital Officer of fashion brand Misguided and has also held the position of eCommerce Director at Shop Direct, joins existing DigitalBridge board members in his role as director.

Jonathan will help guide DigitalBridge's strategy to engage



with global retailers as the company looks to grow its operations beyond the UK market.

The appointment comes as DigitalBridge looks to transition into a period of exciting growth over the next 12 months. The company, which is headquartered in Manchester Science Park, specialises in developing space planning tools for the kitchens, bedrooms and bathrooms market.



Invest for Impact supports organisations working for positive change in communities and has now delivered a total of £2.2 million worth of funding since it was launched, just over 12 months ago and still has £1.8 million left to give out to local social organisations. Six organisations across the North West, including two in Greater Manchester, have already been awarded a combined £800,000 from the Invest for Impact investment fund.

The fund is managed by First Ark

Social Investment (FASI), which is part of a social business based in the Liverpool City Region. Invest for Impact is funded by the Big Lottery Fund and Big Society Capital.

The latest round of funding applications saw a diverse range of organisations awarded funding. The six organisations are a mix of charities, social enterprises and community interest companies. The full list of organisations is:

- The Rare Trust, a performing arts school in Liverpool
- Liverpool Lighthouse Limited, an

£2.2 million funding boost for social organisations

- urban music and arts centre
- Raise the Youth Foundation CIC, a specialist youth and education provider in Bolton
- Manchester Community Solicitors CIC, a not for profit law firm which provides legal advice to those on lower incomes
- Changing Lives in Cheshire, a social enterprise devoted to improving the lives of local residents
- Birkenhead Gymnastics Academy, a British Gymnastics affiliated club

Manchester Community Solicitors will use their investment to cover operational costs and deliver more services to those in need. Raise the Youth Foundation will be opening

a second facility in Oldham, enabling them to help more children access education.

Invest for Impact has already proved exceptionally popular with the amount of applications the fund has received, however with £1.8million of its £4 million total left to invest in social organisations across the North West, businesses are being encouraged to apply before the next round of applications will be approved in mid-January. Social organisations that feel they need some support to be investment ready can apply for the Reach Fund.

The funds are available as 'blended capital', a mix of grants and loans, and FASI also provide support to applicants throughout the whole process.

From Dublin to Dubai, we've got your world delivered!

Your first choice for a specialist European supply chain partner

- ▣ DAILY SERVICES TO IRELAND AND BENELUX
- ▣ UK NATIONWIDE PALLET DELIVERY
- ▣ EUROPEAN NETWORK
- ▣ WORLDWIDE AIR & SEA
- ▣ HAZARDOUS SPECIALIST
- ▣ BOOK AND TRACK ONLINE
- ▣ ISO9001:2015 FIRST & ONLY PALLET NETWORK FOR QUALITY



www.harbourfreight.co.uk

Manchester +44(0)161 872 6875

Dublin +353(0)1 28 7777 1

hello@harbourfreight.co.uk

www.harbourfreight.co.uk

Harbour International Freight Ltd,
E3-E4 Lyntown Trading Estate, Eccles, Manchester M30 9QG

Proud member of

PALLEX

focus

Harbour International - at home in the Northwest



GM Business Connect caught up with Steve Swinburn, UK General Manager for Harbour International Freight, to find out about a recent accolade from logistics giant Pall-Ex. We also asked Steve to go into detail about the specialist logistics carrier's recent successful growth and their plans for the future.

Tell us about Harbour International Freight – why did Harbour choose Manchester?

"Harbour opened in the late 80s as an extension of their Dublin office because of strong links between Ireland and Manchester - Dublin and the Northwest in general.

It was a logical fit for the company which had strong cultural ties to Greater Manchester. The company's founding family had moved to Manchester in the late 80s and Trafford Park was the place to open a business."

How long has Harbour been operating?

"The company itself is a former family-run business which started in the '60s and progressed from there – from deep sea containers in to shipments between UK and Ireland. In fact it was one of the pioneers

of groupage between Manchester and Dublin in the late 80s. This was before open markets and required customs clearance - a skill the business still retains."

You are described as a specialist logistic carrier - can you explain?

"From the '70s when Harbour's main activity was Customs Clearance (long before the days of the European Single Market), customers started to ask for more than documentation management, and the business expanded into Freight Forwarding.

"Moving containers from the Far East to the UK and Ireland, we were the first in the market offering Overnight Palletised Services between Manchester and Dublin.

"A number of recent events has seen the company record year on year growth of 20%. In 2012 the

Harbour business was acquired by its long-term Irish partner JMC who introduced Harbour's unique freight services to its 2,000 plus customers.

"In 2013 I joined the business as UK General Manager from worldwide freight services company DSV."

When you joined Harbour what changes did you bring with you?

"I'd like to think I brought a broader vision to the business. By creating services that match customer's exact needs, introducing additional products, online booking, track and trace and consultancy services the business has seen rapid growth.

"Harbour has recently moved to a large facility on the edge of Trafford Park. I can't emphasise enough how important the Northwest location has been to our growth.

What changes have you made

that has had the most impact?

"In 2015 we introduced Domestic UK Delivery to our range of services. We now offer Next Day pallet delivery anywhere in the UK.

"Many of our Irish Sea and International customers enquired about better Next Day pallet delivery options. After rigorous appraisal we joined Pall-Ex, the number one pallet network who can guarantee to deliver the high standards of service our customers are accustomed to."

"This recent development has seen staff numbers grow at our UK Head Office location in addition to a substantial expansion in our fleet and facilities.

"At Harbour, by continuing to invest in our business, its technologies and offering a premium customer experience, we are well placed to benefit from this growth."

For any further information Steve Swinburn and his team can be contacted at steve.swinburn@harbourfreight.co.uk



al Freight

Harbour Freight in pole position at Pall-Ex Awards Ceremony

Harbour Freight is celebrating success after driving away with a coveted accolade from logistics giant Pall-Ex.

The firm presented Harbour Freight with the Business Development Award at a prestigious awards ceremony at the East Midlands Conference Centre hosted by comedian Sir Lenny Henry, as it celebrates a successful 2017 and hails 2018 as its time to shine.

The event also marked the organisation's triumph in establishing itself as the number one pallet network for quality, having introduced operational changes to improve efficiency and load quality over the last 12 months, making it market leaders in damage reduction, and agreed partnerships with a number of big names.

The winners of the Pall-Ex awards were all selected due to their growth during 2017, compliance, quality distribution, communication and partnership with Pall-Ex.

Kevin Buchanan, Group managing director at Pall-Ex, commented: "We are proud of the contribution every network member has made to Pall-Ex over the last 12 months, which has enabled us go from strength to strength and firmly establish ourselves as the leading logistics network.

"It has helped to establish us as the leading logistics brand in the UK and across Europe, and as the number one network for quality, which we will continue to build upon with a number of measures we are introducing during 2018.

"We are delighted to present Harbour with our Business Development accolade, which celebrates their high standards and achievements during 2017.

"Our awards were established to celebrate those within our network who have gone the extra mile to provide exceptional service to our customers and demonstrated their commitment to Pall-Ex, while offering us a great opportunity to reward those who have helped us excel over the last 12 months.

"We look forward to the year ahead and hope this event has motivated our members to view 2018 as their time to shine."

Steve Swinburn commented: "This Award is a recognition of all our hard work and many new contract gains in 2017. The whole team at Harbour are rightly proud of this win and raising our profile to our peers at Pall-Ex is such an amazing thing "

"With the uncertainty around Brexit and exchange rates, 2017 could have been a challenging year. But we have positioned the business to be a very attractive transport and logistics partner to both new and existing clients.

"We continue to work hard to ensure our clients receive the very best service and attention they deserve and expect. The whole team at Harbour are very hands-on and care a great deal about every single client. This shows with the number of referrals we receive from customers.

"Our new business is largely built on referrals from existing customers. We really appreciate that our customers see that we really are different from the rest and on the back of which we have industry beating retention level.

"Having our own office in Dublin and extensive network of depots throughout both Northern Ireland and the Republic of Ireland it really does add another benefit and comfort that we are in control during the whole supply chain.



Sir Lenny Henry



L-R Derek Webster, Sales Director and Steve Swinburn, UK General Manager, Harbour International Freight

"Being a proud member of Pall-Ex the number no.1 pallet network for quality allows us to bring that to our customers in Manchester and the Northwest. Pall-Ex is the only network in the UK to have ISO9001:2015 for Quality Management and ISO14001:2015 for Environmental Management, quality is at the heart of everything we do.

"It's been a great start to 2018 with more exciting plans to come, to further enhance our service offering to our customers. We are investing in an industry leading bespoke IT system and improved customer online experience.

"We thank our customers and we are

looking forward to increasing staff levels and enlarging our fleet in the coming months as our business continues to prosper in 2018"

Pall-Ex Group was formed by renowned entrepreneur Hilary Devey CBE in 1996 and is an award-winning network of quality hauliers, which collaborate to deliver leading palletised freight distribution services throughout the UK, Europe and beyond. With its headquarters and central UK hub located right at the heart of the Midlands, Pall-Ex has grown phenomenally since its inception in 1996.

For more information on Pall-Ex, visit www.pallex.co.uk.



Hilary Devey CBE commented on Harbour's win:

At Pall-Ex, our network ethos and values are more than just words on a piece of paper or computer screen. They are the backbone of our membership.

Since partnering with us, the team at Harbour has shown true dedication and passion for our industry, our values and our ethos and for the continuous development of their business.

They consistently strive to improve and expand, and their growth during their time with us is exceptional. They are truly deserving of our 2017 Business Development Award, and I have every confidence that Harbour will continue to show us their drive for success as we head into 2018. ”



Hilary Devey CBE

interview

The alternat

Becoming a better leader

Leadership training has been around in many different guises for as long as businesses have been aware of the need for a concise business strategy that has to be initiated from the top down. The Alternative Board (TAB) is no spring chicken – it has been around for more than 25 years, and in that time has developed into a fearsome holistic methodology for making any business and any business owner's work/life balance improve.

GM Business Connect met with facilitators Paul Winterbottom and Terry Hayward to find out more, who along with Paul's associate Jo Glass run TAB Boards covering the Greater Manchester region. We firstly asked Paul to share his passion for TAB:



Paul Winterbottom

What is TAB and who is it for?

"I've yet to meet anyone who knows all there is to know about running a successful business. TAB members acknowledge that and want to learn from one another, improve themselves and their businesses. They want to be held accountable and are willing to share their own experiences and opinions to help other business owners.

"People often ask me who makes a

good TAB Board member, and I would tend to say business owners who are hungry to learn and acknowledge that they don't have all the answers themselves, owners who are open-minded and want to change things, and equally importantly owners who want to help others and who are prepared to share their experiences and opinions."

How does it work?

"Each TAB Board typically comprises 5 – 7 business owners from non-competing sectors who meet monthly. At every monthly Board meeting they each bring a topic relating to their business that they want some help with. Sometimes they have run out of ideas, sometimes they want the Board to check out their thinking, sometimes they want to test an idea and get some feedback. In the Board we spend time on everyone's topic.

"If two heads are better than one, then surely six good heads are six times better?"

What is your role?

"My role is to facilitate the Board meeting. We start each topic with a round of questioning to make sure everyone has a clear understanding (which sometimes helps to identify a root cause rather than a symptom). Then, in turn, each Board Member provides their individual advice, guidance, suggestions, recommendations and opinions, sometimes based on their own experience, at other times based on how they would deal with that situation in their own business.

"It never ceases to amaze me that this

process identifies a range of options that the business owner hasn't considered – and enables them to make a better quality decision as a result of the Board's input.

"Based on that advice, the Board Member then makes a commitment about the action they will take over the next month. At the next Board (and in their private 1:1 coaching session) I hold them accountable for what they have committed to!"

You mentioned that TAB has been around for over 25 years, and that your business has been around for 4 years - please can you explain?

"I spent 30 years in the banking sector; 20 years working very closely with the owners of SME businesses, helping them to grow, and the final 10 years in strategic roles spanning customer service strategy, operational risk, change management, recruitment and resourcing, budgets and planning. Quite varied! When I chose to leave I hadn't heard of TAB, but when I did I was really attracted to it because of its values and the quality of its people.

"I now run three Boards in Manchester and my Associate Jo Glass launched his first board in 2017. Terry has just launched his second Board, and together with our TAB colleagues in Liverpool, Cheshire and North Wales we help around 70 business owners every month.

"TAB was established in 1992 in the USA and came to the UK in 2009. There are now 40 facilitators like Terry, Jo and me running TAB Boards across the UK and in 2017 and 2016 I was voted UK TAB Facilitator of the Year by my peers which was incredible! We are part of a global business - but actually run our own businesses and face the same challenges as our members.

"To mark the 25th Anniversary, TAB produced a book 'Timeless Principles of Exceptional Businesses' – each of the 25 chapters contains a separate tip or learning that great businesses and business owners do. We want to share that more widely and Terry and I will send a copy to the first 25 people who request one in response to this article – all you need to



I've been an active member of Terry's High Peak/Macclesfield TAB board for over a year now. Terry is not only a great facilitator of our board meetings but always has some insightful and positive input into the members monthly topics. Terry and TAB has helped me put aside time to work on my business rather than in it. I'd recommend TAB and Terry in particular to any business owner looking for help growing their business. 

Carl Dean, Managing Director, Silkmoth

do is email me at pwinterbottom@thealternativeboard.co.uk"

Does TAB Membership involve a long term contract?

"Great question! And no is the answer! We recognise that our members must get value and a return for their monthly investment. In fact their two monthly investments; time and money. So we are focused on firstly understanding what the business owner wants to achieve (both personally and for the business) and then using the Board meetings and private coaching sessions to help them achieve those goals.

"Whilst there isn't a long-term contract, every member signs a non-disclosure agreement because a safe and confidential environment is at the heart of an effective Board meeting. One member said to me recently 'this is the only place I can be truly open and honest about my business in the whole month'."

Where do your new members come from?

"Nowadays mostly from referral and recommendation which is great. Terry, Jo and I also network in our local business communities because most people have never heard of TAB and don't know about what it is. We're clear that TAB isn't for everyone (in fact not everyone is right for TAB!) but for those business owners that are, it can be transformational in their business."

What are your Plans for 2018?

"I am always looking for business owners who would benefit from TAB and who would make any of my existing Boards better, and Jo plans to launch a second



I joined a TAB Board facilitated by Paul just under 3 years ago. The support I get from Paul and the other members of the board has been and is invaluable to me. The coaching and mentoring compliments the regular TAB Boards superbly and Paul's style has helped me make real progress the effects of which are being felt in my business and personal life.

I have a clear vision and goals that are driving initiatives which are making a real difference to me and the business. 

Stephen Attree, Managing Partner, MLP Law

ive approach

TAB
THE ALTERNATIVE BOARD
Shared Wisdom, Bottom Line Success



Board this year.

"Last November we held our first ever event for TAB members in the North West which included guest speaker Justin Grace (Head Sprint Coach at GB Track Cycling Team) which highlighted the similarities between business and sport when it comes to recruiting, developing and engaging teams, and the level of detail required to help achieve performance improvements and personal bests.

"As a result of the outstanding feedback we are holding our second event in April."

We then asked Terry to describe his motivations and the value he brings to his board members:

What is your background and what makes you qualified for your role?



Terry Hayward

"Most importantly I run my own businesses and that puts me in the same boat as my members.

"I started my career in the Metropolitan Police Force which gave me a lot of

experience of teamwork, leadership, communication skills, problem solving and working under pressure.

"Since then I have bought and sold businesses, I have started them from scratch and I have made plenty of mistakes along the way! But I have also taken my personal development seriously and as well as learning from those mistakes I have completed the Institute of Directors, Diploma in Company Direction as well as a Diploma in Performance Coaching. I've also attended numerous management courses on sales, marketing and business management at Cranfield University."

Paul mentioned that you've just started a second Board – is there a difference between each Board?

"In terms of how the Board meetings run, there is absolutely no difference. But I want to ensure that each Member feels that they are on the 'right' Board for them; that means sitting around the table with a group of fellow business owners who are experiencing, or who have experienced similar challenges and issues.

"For example I wouldn't put someone with only a handful of staff on the same Board as someone with 100+ staff as one might struggle to provide advice to the other.

"However, a bit like an iceberg, I've learned that just because someone is currently running a small business, they might have a lifetime's experience in larger businesses – so it always pays to find out about the 90% that is 'below the surface'!"

Why would a business owner become a member of TAB rather than join another coaching organisation or take on a mentor?

"Our Members tell us that they get value from three things:

- The collective experience, support, challenge and insight provided by other Business Owners at the monthly Board Meeting.

- Bringing a topic relating to their business to every monthly Board Meeting, and knowing that time will be spent on it, and they will come away with some great ideas, and fresh thinking.

- Their monthly 1:1 coaching session - at which I follow up the Board commitment, help them to progress implementation, and prepare for the forthcoming Board meeting.

"It's these three things that make TABs offering unique and whilst what we do isn't for everyone, for those business owners who 'get TAB' it can make a massive difference to them."

“I've had the pleasure of being coached by Paul for over 2 years and the difference that his counsel has made, together with my membership at The Alternative Board, has exceeded all my expectations. Paul has a brilliant coaching style which helps you work through the many challenges that come from running a business.

Owning and running a business can be a lonely tough place at times - and working with Paul and my membership of The Alternative Board was one of my best purchasing decisions of 2016.

Not only have I grown, but the benefits are also being felt throughout my business. Having had quite a few 'business advisers' seek my attention the past three years - I can honestly say that Paul's way, his knowledge and his commitment puts him in a league of his own. **”**

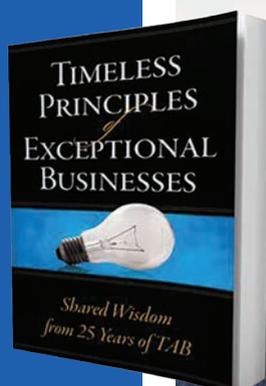
John Quinton-Barber, Managing Director, Social Communications

To find out more about TAB and request one of the 25 free copies of Timeless Principles:
<http://manchesterwest.thealternativeboard.co.uk>

or contact Paul directly: **07799 868198**
PWinterbottom@TheAlternativeBoard.co.uk
www.linkedin.com/in/paulwinterbottom

<http://stockport-peak.thealternativeboard.co.uk/>

or contact Terry directly: **07770 758944**
thayward@thealternativeboard.co.uk
www.linkedin.com/in/terryhayward



L-R Paul Winterbottom, Jo Glass and Terry Hayward

interview

A private club for k

GM Business Connect have been closely aligned with K-Club for a number of years now. In line with our support to connect businesses at all levels, K-Club have offered a unique opportunity for high level decision makers to meet regularly and enjoy not just the chance to do business with each other but to listen to some great speakers covering a vast selection of topics.

Established in 2003 as Keystone Business Improvement Limited, K-Club was launched in 2012 and has since become the main focus of the brand, currently featuring 5 breakfast events each year alongside a number of other business related themed activities.

The events bring together a group of highly experienced and specialist advisers (K-Club Associates) who are hosts to businesses across Greater

Manchester and Cheshire under the auspices of Fred Stone who continues to chair the organisation to this day.

Since 2012 K-Club has been holding regular activities in Manchester, which now include breakfast events at the AJ Bell Stadium in Salford, Women's lunches in Manchester City Centre and exclusive VIP intimate lunches at select locations in the North West.

Breakfast events are exclusive to key Entrepreneurs and Business Leaders who have proven records of achievement in

developing some of the North West's leading SME companies and corporate brands.

They allow attendees from the professional and business community in the North West of England, with

the occasional guest from further afield, the opportunity to meet with like-minded individuals whilst hearing from key speakers.

There is a strict "no sales" policy, enabling people to relax and enjoy the company of others as well as listening to quality speakers who provide attendees with insight and inspiration on topical subjects. Attendees build an ongoing trusted network of high calibre contacts with events focusing on providing members with insight and inspiration on a wide variety of subjects.

Past Breakfast event speakers include Brian McBride; Chairman of ASOS PLC, Edwin Booth; Chairman of E H Booth & Co Ltd, David Briggs MBE; HM Lord Lieutenant of Cheshire and Chairman of Dawsons Music, Nick Wainwright; Chairman of Boodles, Phil Jones MBE; Managing Director of Brother UK and Martin Ainscough; Chairman of Ainscough Group to name a few.

Recently the event had a capacity crowd of 130 who enjoyed a candid talk from GM Mayor Andy Burnham.

GM Business Connect caught up with Founder and current Chair Fred Stone, as well as Event Organiser Amanda Manson, to find out more about K-Club and to see how the organisation is to develop in the future.

Can you tell us about the history of Keystone?

Fred: "Keystone Business Improvement Limited was set up about 14 years ago by Matt Townsend, Graham Clarke and myself. At the time Graham and myself were consulting as

non-execs for an accountancy practice in Manchester. I was put in as Chief Exec and Graham as Financial Director.

"We both spotted an opportunity to help many large companies, SMEs and family businesses who were very able, but struggling to make the next step in their growth due to financial risk or lack of skills and knowledge. So, we decided to set up Keystone as a 'one stop shop scenario' of people able to help in these disciplines.

"Keystone developed well, however, it wasn't until the downturn of 2007 when many companies and organisations became inwardly focused that Keystone was seen offering crucial value to business in the North West struggling to keep profitable, and by 2012 the concept really got into its stride.

"As a group of professional experts who operated on an outsourced consultancy basis, we added flexibility and value to many businesses. Keystone became very successful gaining recognition across many sectors."

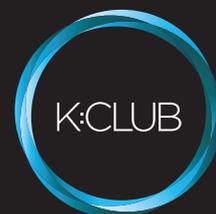
So how did K-Club start?

Fred: "K-Club started in 2012 in both Manchester and Liverpool, and was set up to give a high level of interest to commerce and industry in the North West. At the time I felt that many networking groups weren't reaching those SME entrepreneurs and business owners who required support and inspiration. I was also fed up hearing so much about what was happening in the South East and Home Counties area that I felt strongly that we needed to try and redress the balance of the wealth and business we have in the North West.

"When we started K-Club we had to ensure we had continuity, exposure and that we were able to offer life-time experiences and career histories of speakers that would add value and inspiration to entrepreneurs and business owners. We've had a great array of speakers mostly by recommendation



L - Fred Stone, K-Club Founder and Chair. Above - GM Mayor Andy Burnham speaking at a recent K-Club breakfast event.



A private network for key Entrepreneurs.

Key entrepreneurs and business leaders

who have wanted to share their business journey.

"The breakfast events occur 5 times a year with an emphasis on quality speakers and on being able to give business owners a voice. A lot of the K-Club events are built around the synergy and chemistry of the people, not necessarily the business."

Amanda: "We encourage face to face contact using only name badges and we organise table plans to accommodate interests and create opportunity. We're unlike many typical business networking events, where people may feel 'leapt upon' and scared off by the 'need for leads' attitude and in order to alleviate people calling the next day wishing to become a 'best friend' we intentionally don't distribute delegate lists."

"We are always interested to connect with potential speakers; ideally someone with a good story to tell or an interesting career history, and to share news that impacts on businesses in the NorthWest."

How is the K-Club structured?

Fred: "We now have 3 Directors and a team of 14 Associates who offer a fantastic range of business expertise. We want to encourage more Associates to join, for example those with retail and manufacturing slants, to add to our impressive range of expertise."

How do you see K-Club Developing?

Fred: "I'm ensuring the leadership structure is now operating more as a team, with Keystone Business Improvement Limited taking a back seat as a holding company. K-Club is the way forward and has been a resounding success. Building on this is very important and we're currently planning development of the next stage which is a membership club."

Amanda: "We're putting in place a membership offering with access to breakfast events, more intimate exclusive lunches, round table discussions, women's lunches and social events. There will also be 'K-knowledge sessions' following breakfast events which will be exclusively



K-Club Directors and Associates
 L-R John Jones (Beever & Struthers), Fred Stone (K-Club Founder and Chair), Martyn Markland (Tenant Advisory Group), Elspeth Kinder (DWF LLP), Matt Townsend (Ultimate Creative Communications), Pete Doyle (Laheen Systems), Amanda Manson (K-Club Events Organiser), Richard Newman (Salesworx), Brian Wood (Corinthian Tax LLP), Sue Weighnell (Delta Solutions), Jim Truscott (Beyond Corporate LLP).

for members. Membership will apply to an individual (rather than the business itself) but another decision maker from within the business can attend if the member is unable to make an event. We'll continue to invite non-members to attend on a 'Pay as you go' basis for both the Breakfast and Women's events."

Fred: "We will launch K-Club Membership at our Manchester Breakfast Event on 1 February 2018. We have already had in excess of 50 expressions of interest so far which is great and those who choose to join us from the outset will enjoy the benefit of a discretionary rate. With no yearly agreement we feel that the club will grow organically. It's not just 'our business', it is 'our club'."

"We'd also like a more diverse membership, not dependant on company size but on like-minded leaders who have a hunger to embrace experience and knowledge with others."

Amanda: "We're looking at offering more for those who become

members, including evening social events as well as exclusive lunch events, with limited attendee numbers, up to four times a year where we'll hear from a speaker and enjoy the opportunity to connect in a relaxed environment.

"We also want to explore digital

possibilities and are in the process of creating an app for members to communicate with each other using this forum.

"In here we'll be able to publish select content from members and good news stories about what is happening in their businesses."

K-Club Membership will cost £80+VAT per month (for the first 6 months) for those signing up between 1 February 2018 and 30 April 2018.

From 1 May 2018 Membership will be £95+VAT per month.

There is no yearly agreement and payment can be made by Direct Debit and cancelled at any time. Discounts will apply to those wishing to pay for a year's membership in full, as well as to a second person from within the same business wishing to become a member.

Full information and T&Cs are available at www.k-club.co.uk



For further information please contact **Amanda Manson, Events Organiser** on **07754 069 829**
amanda.manson@k-club.co.uk
www.k-club.co.uk

networking

Chilling at the Trafford Busine



December saw the joint Trafford Council and GM Chamber's Trafford Park Business Network take place at Trafford's very own indoor snow park - Chill Factor® - highly apt for a winter-themed business event.

As a networking event this is unique in as far as it has one sole purpose – to bring together businesses in one of the world's largest and oldest industrial parks - Trafford Park.

As an event this was limited to attendees only based in the park - the purpose being to bring together businesses in one of the world's largest and oldest industrial estates.

As usual the event was well-attended with an eclectic mix of different businesses and organisations, with a format consisting of open networking which included several stands from sponsors and supporters of the event.

After the initial networking

Chris Fletcher from the Greater Manchester Chamber and chair of the Trafford Economic Growth Board welcomed everyone. He then introduced Sean Antsee, leader of Trafford Council.

Sean's theme was a look back on business engagement over 2017 with a view to future projects in 2018.

Sean observed: "What is Trafford known as? We are known as a borough of enterprise, of sport, as a global borough. As for Trafford Park, we try to ensure that it is a place in Trafford where businesses and people can thrive - and a place that is easy to get around.

"What is my overall interpretation of what 2017 has brought us? We are operating in unprecedented, uncertain times. There is a responsibility on Trafford Council and businesses in the borough to respond to a change in external environment that gives people confidence in our future – this is

one of the driving forces of our economic policies. We need to create an environment in which you can grow and be profitable and, where Trafford Park continues to be identified as THE 'in place' for business across the North West.

"One of the things we did see at the start of the year was a £350 million extension of Metrolink lines, and whilst the work is underway, we continue to do our level best to make it easy to still get around Trafford Park – we are ahead of schedule with our construction of this line, laying the first tracks in the new year.

"One of our key focuses is around our many town centres. We have rebuilt Partington shopping centre, Altrincham town centre is thriving and we have consulted on new plans for Sale - and one of the key things is to launch a new university proposal - UA92 - for Stretford with Gary Neville and the class of '92. These are hugely exciting proposals

for Stretford and Old Trafford.

"We are also bringing investment in to the areas that have desperately needed it for some time. We are aiming to get people living in our town centres - trying to reverse the vacancy rates - 13% in Stretford alone. In terms of business we want to see that through the UA92 concept the relationships between employers and higher education will enable graduates to experience the real word of work, coming out with skills, ready to work - and not just academic degrees.

"We want to see more people coming in to the towns aligning with proposals like the Stretford Masterplan, bringing into use the new Stretford Leisure Centre and new housing – and we need your help, to shape this over the next months and years. We need to take something that is a once in a generation opportunity for us in Trafford and make it sit in the Greater Manchester higher education environment as best as possible.

"Reflecting on the events of May 22,

Trafford Park Business Network



Chris Fletcher, GM Chamber and Chair of the Trafford Economic Growth Board

Sean Antsee, leader of Trafford Council



I felt that our businesses responded quickly and admirably making sure their employees and families were supported.

"Our school nurses, our social care people responded incredibly. Each of our communities across Trafford came together like never before with a united sense of identity where we saw the best of humanity respond to the worst of humanity. The One Love concert was organised in a week, in what would normally take at least 6 months, bringing 110,000 people together and it was pulled off with the decency and integrity it deserved."

Sean also went into detail about the new Apprenticeship Levy: *"The apprenticeship levy has launched. We at Trafford Council itself have more than 50 apprentices ourselves working*

with us on employment skills team and economic growth. We are encouraging Apprenticeships and want to see the borough flourish with businesses offering great opportunities to a younger workforce.

"We want Trafford to be a place where there is economic success but also a great place for people to live. So we are putting a huge focus - over £30 million - in to new leisure centres, libraries and facilities so that each of our town centres and populations has access to amazing facilities. We're also looking at significant investment in the Mersey Valley - enhancing and investing in the green space to bring people together.

"My priorities for next year are

around housing. Trafford is one of the least affordable areas to live in and we need to do something about that. We need good quality homes and also the need for businesses to have employees within striking distance.

"It is a hugely exciting time to be in. We are well connected, well qualified, we have fantastic schools and education facilities. We are going to be a great place for people to live, to get around, to actively participate in sport and when affordability of homes is achieved.

"We will give each and every one of you the certainty and confidence to continue to invest in your businesses and we will continue to make sure you have the people you

need to succeed. We want you to succeed. We can do this together."

After Sean's presentation there were 10 x 1 minute slots awarded on business cards drawn out of a bucket. Then back to networking. In the Trafford Park area there are over 1,000 companies and over 35,000 employees, so events like this are crucial in bringing businesses together.

The Trafford Economic Partnership are currently planning the agenda for the next Trafford Park Business Network event. For further information and to register interest in attending, contact the Trafford Council Economic Growth Team on **0161 912 417** or email **business@trafford.gov.uk**



review

MIMA Made in Manchester Awards

The beginning of February saw the culmination of The Made in Manchester Awards, brought to the business community of Greater Manchester by future pro-manchester. The awards showcased the best of Manchester's young business talent.

Held at the Hilton Hotel, Deansgate and hosted by sports broadcaster Will Perry, the stylish awards celebrated excellence in innovation, entrepreneurial spirit, training and development and leadership.

Winners of the evening included young talent from businesses including BIG Partnership, BNY Mellon, Eversheds Sutherland, EY, Instinct Resourcing, KPMG, Kuits Solicitors, Mace, Malcolm Hollis, OBI Property, SteamaCo and VST Enterprises

The highly anticipated award of the evening, The Chairman's Rising Star Award went to Louis-James Davis from VST Enterprises. Louis-James was awarded for his entrepreneurial spirit, strategic vision and fantastic leadership to create a multi-billion pound business with worldwide presence in an incredibly short timescale.

The evening was a huge triumph with the Chair of future pro-manchester, Claire Sofield, Sales Director of Four Recruitment, speaking about the winners of the evening:

"The Made in Manchester Awards give us an opportunity to highlight and reward the amazing young professionals we have in Manchester.



Manchester is full of ambitious talented individuals who want to work together to create a thriving economy and I think that makes Manchester a great place to do business"

Sponsors of the event included; Headline Sponsor: Together along with Category Sponsors: 90degrees, Brewin Dolphin, Freeman Fisher, Hall Brown Family Law, Midshire and Shoosmiths. Brand Partner: Thisislda. Event Sponsors: Resource Solutions, Vision Events Manchester and XYZ Works & Social. Drinks Reception Sponsor: Browne Jacobson. Entertainment Sponsor: Manchester Camerata. Afterparty Sponsor: Mahiki. Charity Partners: Sam's Gift and The British Lung Foundation.



Claire Sofield, Chair of future pro-manchester, Sales Director of Four Recruitment



Chris Baguley, Commercial Director, Together Money - Headline Sponsor



Tony Walsh, Longfella, Winner - Manchester Champion



Host Will Perry, Sports Broadcaster



THE WINNERS:

- Accountant of the Year: **Tom Parkinson, SteamaCo**
- Apprentice of the Year: **Benjamin Susca, Mace**
- Banker of the Year: **Sarah Keeley, BNY Mellon**
- Business Development Professional of the Year: **Joe Averill, OBI Property**
- Corporate Financier of the Year: **Edward Stevenson, EY**
- Digital, Media, Creative Professional of the Year: **Sarah Lawless, BIG Partnership**
- Entrepreneur of the Year: **Louis-James Davis, VST Enterprises**
- Graduate of the Year: **Rebekah Ingham, KPMG**
- Lawyer of the Year: **Sarah Lewandowski, Eversheds Sutherland**
- Marketing Professional of the Year: **Sarah Evans, Kuits Solicitors**
- Property Professional of the Year: **Chris Mann, Malcolm Hollis**
- Talent, HR and Recruitment Professional of the Year: **Amy Whitehead, Instinct Resourcing**
- Manchester Champion: **Tony Walsh**
- Chairman's Rising Star Awards: **Louis-James Davis, VST Enterprises**



The North's Premier Business Exhibition



18th & 19th April, 10am - 4pm
Manchester Central

@NorthernBizExpo
#NBE18



Increase profits

Corporate

Franchising

Technology

Advice

Procurement

Partners

Increase efficiency

100 Exhibitors

Information

Funding for growth Suppliers

Sales Workshops 121 tailored business advice

Employment workshops

Free tickets

Business Leaders

Social Media Workshops Support Organisations

Money saving vouchers

Over 80 invaluable seminars and workshops including:



Hilary Devey

Hilary is probably best known for her roles in reality TV shows including Dragons' Den, The Secret Millionaire, and The Business Inspector.



Carl Reader

Carl Reader is a highly sought-after and internationally recognised leading business expert and advisor to small businesses.



Ben Kench

Keeping It Real - The key to business success in 2018. Ben is Author of Sales for Dummies and founder of the Business Booster.

See more at www.northernbusinessexpo.com



Register free today!

0800 157 7950

www.northexpo.biz

MEDIA PARTNERS



SHOW PARTNER



apprenticeships

Higher and Degree Apprenticeships: Business Benefits

A degree apprenticeship combines academic study at university with on-the-job training in the workplace. Designed in partnership with industry to meet professional standards, degree apprenticeships are a great way to attract and retain talent for your business, boost productivity and up-skill your workforce.

This alternative route to higher-level qualifications can be accessed by both your current employees or used as a tool to attract new talent to your business.

With the introduction of the apprenticeship levy in 2017,

employers are now able to use this funding for apprenticeship training. For those not paying into the levy, the Government will cover up to 90% of the costs of the apprenticeship.

We caught up with Jack Hook, a Trainee Quantity Surveyor at Met-Excel to see how he is reaping the benefits of his employer offering him the chance to study for his degree whilst working full-time.

Why did you decide to do a degree apprenticeship?

"I really wanted to get the experience of working in industry

alongside my university degree, and the fact that this route offered me the chance to become RICS accredited and get a full degree in three years was a no brainer!"

How have you found your degree apprenticeship so far?

"I am now in the second year of my degree apprenticeship and I am really enjoying it. I'm able to relate my university work to my work within industry on a daily basis and I'm getting the opportunity to work on my own projects."

What would you say are the benefits of a degree apprenticeship?



Jack Hook,
Trainee Quantity
Surveyor,
Met-Excel

"I think the biggest benefit of doing a degree apprenticeship is the knowledge you gain from working in industry - I am building up my networks and learning from some of the leading experts in the field."

Find out how you can support apprentices just like Jack to boost productivity, increase motivation and improve retention within your organisation.

www.salford.ac.uk/degree-apprenticeships
apprenticeships@salford.ac.uk

HIGHER AND DEGREE APPRENTICESHIPS AT THE UNIVERSITY OF SALFORD

INVEST IN YOUR WORKFORCE - BECOME UNSTOPPABLE

A great way to attract and retain talent for your business, boost productivity and up-skill your workforce.

We are developing apprenticeship programmes across a wide range of sectors, including:

- / Business and Management
- / Digital
- / Leadership
- / Engineering
- / Health
- / Construction

Get in touch today to find out how apprenticeships could work for your business.

www.salford.ac.uk/degree-apprenticeships
apprenticeships@salford.ac.uk

DEGREE APPRENTICESHIPS



University of
Salford
MANCHESTER



finance

Your **accountant** should be supporting you **beyond** statutory compliance...

Should you really expect your accountant to keep you in the loop on information such as GDPR or ensure your business is correctly insured?

Our clear view on this has always been yes. We believe more than ever that accountants should be supporting businesses beyond statutory compliance and contributing to the overall success and growth of clients, through a myriad of elements both within and outside of the financial world.

Making Tax Digital

July 2017 saw the announcement from HM Revenue and Customs (HMRC) of new legislation that will come into effect gradually over the next few years – Making Tax Digital. This system will affect all taxpayers eventually, with Limited companies being affected last in April 2020, at which point businesses will have to:

- Keep their records digitally
- Provide their VAT return information quarterly to HMRC through Making Tax Digital (MTD) functional compatible software.

With the added pressure of having to file not one, but five returns in a tax year, it is part of your accountant's role to ensure this considerable increase is handled smoothly and efficiently. There are a number of ways in which this can be done, and one of the simplest is to embrace technology, which leads nicely to the next point...

Embracing technology to work more efficiently, competitively and collaboratively

Part of this support includes modernising clients accounting and bookkeeping processes, providing real-time, concise financial information rather than historic data that requires regular updates.

The automation of books and cloud accounting can bring great benefits to a business, allowing you to work faster, more efficiently and collaboratively within your team.

Ultimately, by working closely with an experienced accounting team in conjunction with effective automated software, informed financial decisions can be made by business owners to

gain a competitive advantage over those not optimising use of the latest software.

At LWA, we have been recognised by our preferred software provider, Xero, and accredited as Xero Certified Advisors and Bronze Partners, something which has helped us to become more efficient internally and in turn, for our clients, to provide a more streamlined, simplified service.

Supporting growth through networked services

Your accountant should be there for more than just crunching numbers. We believe the role of an accountant is to go above and beyond in guiding you through the ever-crowded business environment, while assisting you in meeting your goals and objectives to assist in the long-term growth and overall smooth running of your business.

This could even mean extending that support to external relationships and networks by utilising connections with banks, alternative lenders, insurance providers and everything in between to provide a well-rounded package.

For example, if you're looking to grow your business in 2018, your accountant should be supporting you with your funding if needed, by assessing your cashflow, profit and loss, and key audit information, and introducing you to a suitable, trusted network of contacts.

Consider your accountant in the role of Financial Director

Running a successful business often results in owners or directors juggling the functional responsibilities of sales, marketing, accounting, and manufacturing as well as the general management of the company. This can be difficult for anyone at the best of times, and in today's highly regulated environment, may seem almost impossible amongst the

myriad of important responsibilities.

That is why taking on an outsourced consultant to fulfil the extremely valuable responsibility of a Finance Director can be of great benefit to growing companies. As well as removing financial responsibilities and pressures from business owners, having an outsourced Financial Director can help management teams to outline, implement and ensure the achievement of their financial strategies as part of the overall corporate goals.

GDPR

The panic has set in with the May 2018 deadline from the Information Commissioners Office to ensure the data held by businesses is secure, whilst also being 'Opted In' to receive relevant communications.

Whilst this isn't directly related to accounts, non-compliance may affect your business's future whether it be resources to manage the process, or causing a change in profit if in the worst-case scenario a fine were to be applied.

Whilst you may have received numerous emails offering expensive seminars for you to dissect the information, your accountant may be able to advise you and refer you to an appropriate resource or contact to ensure your business is prepared ahead of the deadline.



Les Leavitt

Leavitt Walmsley Associates
Chartered Certified Accountants

www.lwaltd.com

GDPR

What does the new **GDPR** mean **for business?**

As the GDPR – ‘General Data Protection Regulation’ clock counts down to enforcement on 25 May 2018, businesses are asking what exactly does this mean for them, and more importantly what they should be doing to prepare for this.

The knowledge that the ‘Information Commissioners Office’ gain their additional powers to enforce fines for breaches, which can add up to 4% of your annual revenue, does seem to suggest that this is an important issue that needs to be dealt with.

Despite Brexit, all UK business will need to demonstrate compliance. Many businesses are simply not aware of where to begin with these new regulations. Who to ask advice from? How to best align with existing security frameworks? How it affects their operations? These are the questions that are currently being raised.

As with all new regulations, there are a good many sources of information available, particularly online. However, with the differing nature of each business’s needs, specific actions suitable for one business may not be the same for another.

Time, money and resources can be saved by ensuring specific advice is sought that relates to a business’s particular method of using personal

data. Whereas the regulations deal with general use and best practice, to comply with the regulations may mean very different approaches for a great deal of varied businesses across many business sectors.

Compliance therefore does not necessarily mean large amounts of expenditure, investigation and additional processes, however, the very least should be a review of current data handling practices to take ownership of those processes and to see exactly how those processes can become fully compliant.

Having worked in a highly regulated industry for several years understanding IT compliance and governance frameworks, being a GDPR Practitioner has many rewards, particularly the ability to guide even the smallest business to compliance in as cost-effective manner as possible.

Customers need to be advised individually on their suggested course to compliance based on initial assessment. I enjoy listening to their experiences to understand the intricacies of their business value propositions. How their revenue streams are aligned to stored information. Creative use of relevant technologies enable me to create a best fit end to end solution whilst scoring risks and vulnerabilities for contribution to

future IT roadmaps and compliance goals. Within business you can’t leave any stone un-turned as GDPR is aligned closely to many factors such as awareness, colleagues, IT expertise, cyber security posture, processes, procedures and good IT housekeeping.

Organisations generally know exactly what information they have. What they do with the information can be highly challenging, and managing information that is expanding all the time needs to be carefully dovetailed with new engagement rules. The typical GDPR story begins by:

- Assessing your GDPR readiness (awareness and get everyone onboard)
- Performing a GDPR Audit (capabilities, hardware, processes, vulnerability scores and gap analysis)
- Perform a data protection impact assessment (DPIA)
- Create an Information Security Overview (a topology of information flow)
- Create a GDPR remediation (solution suggestions that remediate risk v cost)
- Create a GDPR roadmap (with operational outcomes and alternatives)
- Include in your security strategy

any existing gained compliances

- Understand personal identifiable information rules (PII)
- Understand ‘Consent’
- Establish an internal reporting, rectification process and action process

Understanding GDPR is more than compliance - it’s integration with your business. Whilst the larger fortune 500 organisations have significant budgets with internal teams and tools to assist them in protecting their global brand reputations it’s often the small to medium sized organisations that sometimes feel left out.

Using an experienced GDPR practitioner is a cost-effective step for not just achieving compliance but in how a business engages with what is essentially their most important sales and marketing tool – their data.



Ian Gowen

Consent Compliance

www.consentcompliance.co.uk

Consent Compliance

ACT NOW

Get your email contact lists authenticated to EU GDPR
Protect your existing revenues
Get Opt-in consent with business leaders

We are a Greater Manchester based independent GDPR, Compliance, IT Security Practice that listens, responds, refines and improves your GDPR journey and offers niche solutions to accommodate all deliverable aspirations from small to enterprise organisations.

We offer impartial advice, implementation support, training and an aftercare **Virtual Data Protection Service** that can assist you to continually monitor progress with defined interval external audits.

With a **Consent Compliance Mechanism** we can assist you gain explicit consent protecting your existing investment in marketing leads before the 25 May and have an array of technical and cyber solutions to fit all your IT requirements.

For further information or advice please contact **Ian Gowen** on **07761 579992** or email ian@consentcompliance.co.uk



Consent Compliance, Unit A4, Axis Point, Hill Top Road, Heywood OL10 2RQ

Contact Louis on 0121 489 0671 or Ian on 0776 157 9992 www.consentcompliance.co.uk

leadership



Is your organisation neurotic?

Organisations are made up of people. As a consequence, exactly like people may 'suffer' from various personality disorders, the same goes for organisations, and surprise-surprise it all starts at the top.

What happens then, is that the level just below the top management, let's call them the middle-level managers (these may also be the Directors, depending on how many levels of hierarchy the company has) 'mimic' those behaviours usually unconsciously.

They simply 'reproduce' what they 'receive' as a management style from the top. This is why **ANY** effort of change (development, interventions, etc.) should

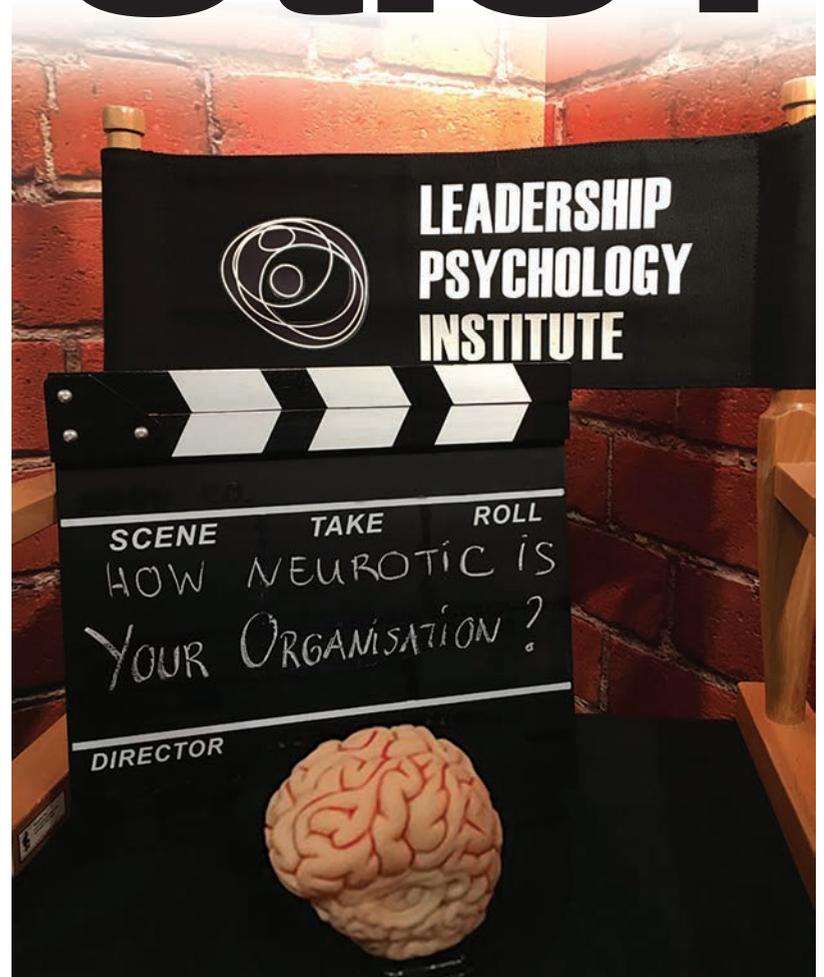
start at the top.

How can you recognise if an organisation suffers from neuroticism?

The symptoms become more pronounced during a crisis and they may include the following: lack of reflection and introspection (i.e. what is happening, what am I doing wrong, what am I doing well, etc.) and a general lack of self-awareness on impact on others, inability to learn and adapt.

Generally, there are 7 different Neurotic Workplace Styles that are summarised below.

See if you can identify **YOUR** organisation?



Neurosis	Management Style	Orientation Toward Others	Expect Work Done
Explosive	Moody, destabilising	Don't get in my way	The manager's way
Implosive	Passive-aggressive	Don't let me down	The manager's way
Abrasive	Superior, emasculating	No one is good enough	Always better
Narcissistic	Self-aggrandising - What's in it for me?	Are they useful to me?	Benefits the manager
Apprehensive	Watchful, defending "turf"	No one can be trusted	Very cautiously
Compulsive	Tunnelled, unswerving	Get them focused	Repeatedly, precisely
Impulsive	Rule "de jour," flippant	Change for change's sake	Facetiously

However, remember that all personality traits exist in a continuum from the very neurotic to the implacably stable, so it's always a matter of degree.

Book your appointment with us **TODAY** for a free check and diagnosis of **YOUR** Organisation. The Leadership Psychology Institute - digging deeper than any Management Consultants.



Dr Maria Katsarou CPsychol
Chartered Psychologist by the British Psychological Society
Managing Director, Leadership Psychology Institute
Maria@leadershipsy.com

Maria has 20 years of experience in partnering with senior teams across many business sectors. She holds a BA in Management and Organisational Behaviour, MA in Human Resources Management, an MSc in Psychology and a Doctorate in Leadership Psychology.

She holds the Henley Certificate in Coaching, is an accredited Coach by the International Coaching Federation as well as accredited in various psychometrics by the British Psychological Society.

Contact us today for a free no-obligation consultation:

maria@leadershipsy.com

01928 788 283

07484 789941

www.LeadershipPsychologyInstitute.com



Rational House,
64 Bridge Street,
Manchester M3 3BN



social media

2018 – What's going to be hot in Social Media?

Social Media - probably the only thing harder than the Manchester Derby to make the correct predictions on.

You can look at the form and the trends and 2 minutes after the article has gone to print a new platform will launch that totally changes the game.

But it's that time of year where we channel our inner Nostradamus and make our educated predictions for the year.

LinkedIn will explode

12 months ago you wouldn't have been writing the words LinkedIn will explode.

But it's been the words on everyone's lips for the 2nd half of 2017.

It's about time for the only business-focused social network to have its time in the spotlight rather than being the bloke who turns up at the nightclub in beige and goes home alone.

It's probably as much to do with societal changes as the changes in LinkedIn. People simply don't want to hear rants about Trump or Brexit on Twitter or suffer from Facebook fatigue all day long and this has

happened at the same time as LinkedIn has become more human, a little bit more relaxed, and is full of people who can talk business (but with a personality).

LinkedIn has also just announced plans to reinvigorate LinkedIn Groups - which at one time were the golden egg of LinkedIn.

2018 will be LinkedIn's most positive year to date.

Video

Video has been on the hotlist for the last few years and it deserves to be on the list again as a gentle reminder - more businesses need to do it.

Smart phones are getting better all the time and the cost is coming down to produce great quality content.

Whether it's been a pre-recorded video or a live video each of the platforms are seeing more and more engagement on video content is being seen.

Quik is a really useful free app by GoPro that we regularly use and advise everyone from 16-50 to use.

It allows you to select photos and

videos to create a neatly edited video in just a few clicks.

Facebook groups

If we were talking what's not hot - most people in these first few weeks of 2018 would say the Facebook News feed changes.

Mark Zuckerberg recently announced the changes as follows: *"The first changes you'll see will be in News Feed, where you can expect to see more from your friends, family and groups."*

"As we roll this out, you'll see less public content like posts from businesses, brands, and media. And the public content you see more will be held to the same standard - it should encourage meaningful interactions between people".

So great for the public, but horrendous for businesses.

Facebook groups are where many small businesses are looking to increase their reach on Facebook.

We're not talking about the buy and sell groups. We're not talking about the spam fest groups.

We're talking about the "Business Recommendation" groups, the groups where the admin facilitates discussions, the groups that truly embody the word community.

You probably need to disregard 50% of the facebook groups out there, but you'll find some great hyper local ones out there which as long as you contribute as much as you try to sell you'll get a lot out of.

Instagram stories

Instagram Stories had 300 million daily active users in November and it's the Instagram Stories which many say are killing the growth of Snapchat.

It's led many to think at one point Instagram Stories could be more popular than the main newsfeed in the app.

It's not hard to see why - stories give an authentic behind the scenes glance at real life.

Instagram news feed is glossy perfection which at times can seem a little fake.

Stories are the modern day status update and will only continue to grow in usage.

Podcasts

Predictions by ComScore estimate that more than 50% of searches will be voice-based by 2020.

Why?

In 2017, sales of smart speakers more than tripled thanks to the rise of Amazon Echo and similar devices.

So why podcasts as opposed to written blogs?

People can multitask with podcasts. They can listen to the latest podcast in the gym, in the car and on the move.

That doesn't mean written blogs are going to disappear soon - written blogs will only continue to rise as well - but podcasts are another option that will grow in popularity.



PAUL HUSBAND COMMERCIAL PHOTOGRAPHY

Websites – Corporate Events – Social Media Portraits
Marketing Material – Product Launches – Press Releases

CALL NOW for further information **07921 239 147 / 0161 366 9488**

paul@paulhusbandphotography.com www.paulhusbandphotography.com



Alex McCann

Altrincham HQ

www.altrinchamhq.co.uk

digital marketing

Virus Protection!

Are we really switched on? Recent events say otherwise.

Switched on is how many people describe the society we currently live and they couldn't be closer and further from the truth.

Yes our society is switched when it comes to technology, with most people across the globe having an Internet connection and access to smartphones, tablets, laptops and desktop computers. In fact everything from our personal to our work life revolves around these devices in some way, shape or form.

But we, as a whole, couldn't be further from being as switched on as we'd like when it comes to the workings of these devices.

In fact, it's been found that the companies that create these devices and their inners aren't as clued up as we'd initially thought either.

The Spectre and Meltdown problem

Just recently it was revealed that billions of us are using a form of device that features a 20-year-old computer chip flaw.

It was revealed to Intel, ARM and AMD by two separate groups of independent security experts that two bugs, named Spectre and Meltdown, could leak everything from passwords and sensitive data to cryptocurrency wallets, emails, instant messages, confidential business documents and personal photos.

If you thought the iCloud breach that affected celebrities such as Jennifer Lawrence a few years ago was bad, this could be even worse.

What do they do?

Firstly, your computer would have to be infected with malware. However, this can be done by simply visiting a wrong website, which would allow a hacker to use one of the bugs to exploit a device.

Each bug affects devices in a separate way. Meltdown targets the hardware memory of desktops, laptops and cloud computing, or any device that operates using an Intel processor since 1995. However, it is unknown if this affects AMD and ARM processors too.

Spectre on the other hand can trick other programs into leaking secrets if used correctly by hackers, with billions of devices being affected, including smartphones.

Although Intel can't fix their flaw directly, it is known that developers at some of the world's leading companies such as Apple, Google and Microsoft are working on 'workarounds' to resolve this issues.

It is also known that no one has taken advantage of this flaw in the last 20 years, which anyone knows of at least. It would also take state trained cyber sleuths or criminal hacking gangs to be able to manipulate it correctly.

Although this may bring a sigh of relief, the academics that discovered the bugs believe that Spectre may be around for quite some time, due to it being the tougher of the two bugs.

But there are ways you can try and protect yourself from these bugs.

What you can do

This latest information may be very worrying for businesses, especially with the risk of personal documents being leaked. After all, this information is often that of the public.

However if you check your operating system vendors or system manufacturers and update them ASAP, this could help. Many services such as Amazon Web services have already been patched, but until the all clear is given, keeping an eye on updates is key.

When it comes to personal devices Google has is currently updating Chrome, while applications like Google Drive are protected. However, when it comes to phones only Android devices operating the latest security update are covered, so make sure to update yours.

Microsoft is sending out a patch for Windows 10 customers and has told consumers to update their antivirus systems for protection, in a now deleted post.

Apple has stated that devices can be affected by Meltdown, aside from the iWatch, and are currently working on updates to resolve the issue.

What next?

Although it is important to update devices and check your own malware protection to cover yourselves as best possible, the future is still out there on this one.

While companies and now aware of this flaw, so are hackers, but with the worlds biggest tech companies getting a head start, many are confident that we could all be ok.

But in a world that's increasingly switched on is this only the start of issues like this? After all, as we become more and more reliable on devices, our information is becoming much more open to vulnerabilities

such as this. Only time will tell if everything will be ok, but it could be another 20 years or even six months before something major like this happens again.



Howard Jones

Jungle Marketing

www.jungle.marketing

Videos for Websites

UP TO 30% OFF VIDEO PRODUCTION COSTS

A simple one minute video about your service or product will help to deliver your marketing message much better than the written word.

Video also helps to increase the visitor time on page, this can have a very positive effect on your website search engine ranking.

Call today for a friendly no obligation chat.

JUNGLE.MARKETING FOR

- VIDEO PRODUCTION
- FREE WEBSITE AUDIT
- SEARCH ENGINE OPTIMISATION
- PPC ADVERTISING
- SOCIAL MEDIA MARKETING
- WEBSITE DESIGN AND BUILD
- WEB HOSTING

0333 300 1299

or drop us a line enquiries@jungle.marketing today!

Make those searchers
become **finders...**
and those finders
become your
customers!

jungle.

Jungle.Marketing,
Digital House, 9 Springfield Road,
Sale, Cheshire M33 7XS

www.jungle.marketing

debt recovery

Is debt recovery the answer to business insolvency?

It is a sign of the times that, for some, insolvency is a preferred choice. The BBC has reported that more people are choosing insolvency because of the relief it offers from the pressure of dealing with unmanageable debt.

But while personal insolvencies soar, the picture for businesses is more complex. The stakes can be high, and there have been recent Government moves to tighten the rules around insolvency to tackle people's use of it to escape tax debt, and to protect consumers. This is on the back of the Monarch Airlines collapse, where passengers were left stranded.

However, the most effective way for SMEs to combat insolvency is through professional debt recovery.

Insolvency may seem like a drastic solution, but a solution all the same. Saying that, the best business decision may be to fight it - by dealing with bad debt.

Bringing bad debt under control

The UK Government wants to make business rescue easier, and to better regulate insolvency across sectors, where different rules can mean inconsistencies for customers.

Regardless of regulations, for many businesses, insolvency is simply too high a price to pay for bad debt.

For a large number of SMEs across different sectors, they are already facing a heightened risk of insolvency through issues such as higher costs,

a weaker pound and business rates. What they must focus on, therefore, are the areas where they can bring debt under control.

One of the principal tools for dealing with this is effective commercial debt recovery.

Whatever pressures businesses face, the one thing they want to do is to keep the cash flow moving. There are various ways of approaching this. It is vital, for example, to have firm credit control procedures in place. These can do much to ensure you don't get to a stage where you're facing persistent late payment.

In spite of this though, there will be occasions when payment is not forthcoming.

It's then time to look at your debt recovery options. You can make this far less strenuous and time-consuming than you might think. One solution is to outsource this function to specialists in the field.

Outsourcing has other benefits, including the act of deciding to use a professional debt collection agency in the first place.

It is surprising how by simply appointing an official debt recovery agency can galvanise debtors into action, but the important thing is knowing that someone is taking care of this on your behalf, working to protect your business by ensuring its cash flow.

For businesses dealing with

exporting goods and services it can be additionally difficult to manage commercial debt from overseas customers.

How can exporters reduce insolvency risk?

If a business does not have enough assets to cover its debts it becomes insolvent. The key thing, therefore, is to reduce the risk in the first place.

For exporters, doing business overseas often exacerbates the various risks associated with insolvency. With transactions typically taking longer, payment can be slower, and there can be various local issues, both legal and cultural, which can disrupt trading.

While exporters can protect foreign receivables against various risks which might cause non-payment by foreign buyers with export credit insurance (ECI), it is not always an adequate substitute for debt recovery.

You can find it's not available in all situations, and there may not be policies available for specific goods or destinations. Also, the policy may not cover the full costs of the shipment.

Again, by outsourcing commercial debt recovery systems can be put in place to provide an efficient means for exporters to recover late payments and bad debts, helping to protect cash flow and guard against insolvency.

Tackling cash flow problems

It may be best practice to advocate an

approach that combines risk reduction and recovery, depending on the individual situation, and the debtor.

It makes good business sense to have sound credit management in place in the first instance. This can help you identify potential risks and problem debt areas before you get drawn too deeply in.

Credit control should involve prompt invoicing and a clear procedure for following up payments overdue. It should also mean properly researching potential buyers and customers.

It's about being systematic. However, for many businesses, they face a drain on resources to be able to do both this and focus on their core concerns, even though it should be central to how they operate.

The solution is to seek professional guidance and outsource where necessary. This becomes especially important when it comes to all debt recovery.



Paul Daine

Premium Collections

www.premiumcollections.co.uk

Don't allow long-standing debts to adversely affect your business

For all your credit management requirements Premium Collections Limited have the solution. Operating on a national and international basis we can tailor a package of services to meet your requirements. Staffed by dedicated professionals with over 50 years combined experience of handling virtually every type of debt issue.

DEBT COLLECTION

STATUS REPORTING

ABSCONDER TRACING

VEHICLE REPOSSESSIONS

For a detailed discussion on how we can help your business or for a quotation for any of our services please do not hesitate to contact:



Paul Daine, Managing Director
PO Box 448, Altrincham, Cheshire WA15 7WP
Email: enquiries@premiumcollections.co.uk
Website: www.premiumcollections.co.uk



PREMIUM
Collections Limited

Telephone: 0161 962 4695

employment law

What is the 'gig economy' and how to protect your business

Over the past year or so the so called 'gig economy' has come under the spotlight with the government commissioning a review into this new way of working. The Taylor report was published in July 2017 and provided a number of recommendations to government regarding the gig economy.

This was accompanied by a number of decisions in the courts in respect of holiday pay and the employment status of various types of workers in the gig economy.

What do we mean by the 'gig economy'?

The Oxford English Dictionary defines this as 'a labour market characterised by the prevalence of

short-term contracts or freelance work as opposed to permanent jobs'.

In a world of ever changing technological advances, the way we work is changing.

Many workers are now engaged by a number of businesses, on a series of particular assignments, or "gigs". Whilst this kind of casual employment is not new, the way in which workers are engaged by business is.

Companies such as Deliveroo and Uber use online platforms to engage individuals on short term assignments.

These companies have made the headlines recently following a

number of decisions by the courts where it has been decided that some self employed contractors are actually "workers" and are therefore entitled to more rights and protection.

So, what is the difference between an employee, self employed contractor and a worker, and why is it important?

The law provides for three types of worker: employee, self-employed/freelancer and a worker. Unfortunately for businesses, there is no 'one size fits all test' when it comes to employment status and each situation will turn on its own facts.

If someone is categorised as a worker then they will be entitled to a number of additional rights including:

- Paid holiday
- National minimum wage
- Rest breaks
- Whistleblower protection

The right to paid holidays

The right to paid holidays could have a huge impact on businesses.

A recent decision by the European Court of Justice ("ECJ") (King v Sash Windows Workshop Ltd) has ruled that UK law in this area is not compatible with the European Directive. Briefly, the case concerned an individual who was engaged as a self-employed contractor, but who was actually found to be a worker.

Upon the termination of his contract he made a claim for backdated holiday pay.

As the law stands, workers must take their 20 days leave entitlement during the holiday year. Any unused holiday is lost (apart from holidays which the worker has not been able to take due to them being on statutory leave such as maternity leave).

In this case the ECJ said that it was unlawful for the UK to forbid the carry over of holiday entitlement

where an individual has been denied their right to take 20 days paid holiday per year.

The ECJ stated that it does not matter that a worker has not requested the paid leave (because they didn't know they were entitled to it) in order to be paid for it. Further, it stated that the cut off period of 2 years back pay for holidays introduced by the UK was also not compatible with the European Directive.

This has left the door open for arguments that entitlement could go back to 1996, the date of the Working Time Directive.

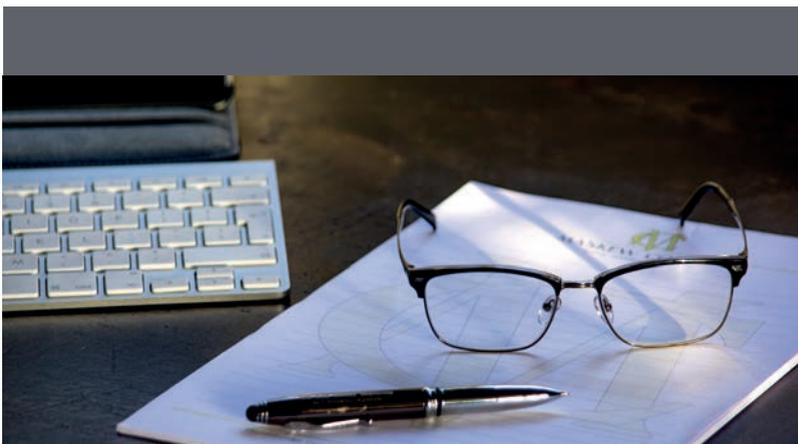
The case has been referred back to the Court of Appeal where it will decide what steps need to be taken to ensure that UK law is compatible. A decision is expected soon.

It should also be noted that although the issues in this case arise from European law, even post Brexit, as we currently understand it, these obligations will remain.

How to protect your business

It would be prudent for organisations who engage individuals using casual contracts to carry out a risk analysis as to whether these individuals may be regarded as workers rather than self-employed contractors.

If individuals are identified as workers, they are entitled to be paid the national minimum wage and holidays. Businesses should assess how much this potential liability could cost and budget accordingly.



Want to sell your business?

If you're turning over £1m plus and a Trade Sale isn't an option
There's no possibility of an MBO
No possibility of succession from within the family
And no management structure (YOU are the business)

WE CAN HELP PREPARE YOUR BUSINESS FOR SALE.

Please phone us now

01625 839792



MASKEW CORDON

PEOPLE | PERFORMANCE | PROFIT

tel : 01625 839792 www.maskewcordon.co.uk



Chloë Leyland

Analysis Legal LLP

www.analysislegal.co.uk

wellbeing

Manage stress with these 3 steps

We all experience stress in our everyday lives, and indeed some stress is no bad thing, helping to motivate us, heightening our thinking, aiming to keep us safe.

But becoming more aware of its impact on us and finding ways to manage stress effectively is crucial to good health and wellbeing.

Here are some valuable steps to help you better recognise and manage stress.

Step 1

Amber lights are like traffic lights, the warning signs that start to flash, alerting you to the need to slow down or even stop for a time. Learn to recognise your own warning signs that stress is building up and starting to negatively affect you.

It may be that disturbed sleep, poor concentration, gut-related issues or changes in your appetite, sense of humour or libido give you the nudge to say you're doing too much and are becoming stressed.

You may need to take a break, pause for some fresh air, eat healthily, schedule in some fun time. Familiarise yourself with your cues that you're starting to feel overwhelmed and use that information to better manage stress.

By adopting an adaptive approach

you'll be able to handle stressful situations in a more flexible, open-minded way. Weigh things up first rather than instantly react.

Ask yourself what's happening, what's really going on. Is this situation triggering your 'stuff', might you need to deal with your personal issues first? Rarely is everything equally urgent. Learn to prioritise, delegate and communicate what you need.

Step 2

Busyness is a familiar state for many of us, trying to combine the diverse demands of home, work, family, friends. It can take just one area of life to push a little more urgently and everything comes crashing down.

If there's no way you can negotiate with additional requests it may be more appropriate to put those opportunities or invitations on hold for the time being. Learn to say 'no' in a firm way, delegate or share the load.

Black and white is an extreme way to view what's happening in your life. Most things have shades of grey, different perspectives and your perspective will be very much affected by how you're feeling, whether you're in a good or a bad mood, are feeling happy or sad. Keep that in mind and try to step

back, so becoming more balanced whenever you find that you're reacting harshly to a person or situation.

How the body's affected.

When we're feeling threatened, in danger or needing to concentrate well our body will react to support us, helping us to stay vigilant and in control. Once the situation has passed we may have 'jelly legs', need to visit the bathroom, have a dry mouth or find our head is spinning.

We'll often need a moment or two to calm, but that's okay because we understand why we're feeling like that. Learn to listen to your body and note that there are over 360 physical symptoms of stress, a new one for each day of the year!

Breaks are a great way to manage stress, but some people are always on red-alert and are loathe to take time away from their work-station. As a consequence, they can become constantly hyper-vigilant.

Notice if you favour expressions like, I'm gutted, it's doing my head in, I'm choked, I'm sick to my stomach. If we use emotive phrases on a regular basis these can influence our health and wellbeing. Could there be a correlation between these phrases and any physical symptoms you're experiencing, is it becoming a self-fulfilling result?

Try to take a 20 minute break every 90 minutes or so and allow your body to normalise and wind down. You may well find you return to work feeling refreshed and with clearer thinking - a positive investment of your time.

Step 3

Communicate how you're feeling, what's going on in your life. Rather than expecting others to be psychic keep regular conversations going, commit to times when you regularly share, discuss and maintain mutual support in your relationships.

You'll find a more 'team' mentality brings its own rewards.

Commitments can change over time. Intermittently review what you typically feel obligated to do and ask yourself if the situation is still the same; could your involvement be modified or reduced? 'Yes' can end up becoming the most negative word you use, whilst 'no' can become positive by helping you reclaim some time for yourself. Bring some control back into your life and support ways to better manage stress.

Avoid catastrophising things that happen. Some people treat every new situation or request as a crisis, a stressful demand that needs to be attended to immediately. Change your thinking by listening carefully to what has been asked of you, maybe breaking it down into bullet points and prioritising.

Introduce your own steps that help you cope better with stress - and enjoy the opportunities that come your way.



Susan Leigh MNCH (ACC)

Susan runs Altrincham based **Lifestyle Therapy** offering a tailor made combination of counselling and hypnotherapy on a one-to-one or group basis.

She is a hypnotherapist, writer and media contributor, and works with clients to help with relationship conflict, stress management, assertiveness and confidence issues.

For more articles, information or to make contact please call **0161 928 7880** or visit **www.lifestyletherapy.net**

You don't need to be a model to look good in photos.
Just hire a professional photographer who specialises in portraits.



MARTIN HAMBLETON | COMMERCIAL PHOTOGRAPHER
info@martinhambleton.com 07766 815703 www.commercialphotographynorthwestblog.co.uk

diary dates

4 Networking

City Centre - Fridays Fortnightly
- 16 Feb, 2 Mar, 16 Mar... 12noon - 2.00pm
Venue Revolution, Deansgate Locks
Whitworth Street West
Manchester M1 5LH
Cost £15
Contact Jon Mason 01942 765308

Cheadle - Fridays Fortnightly
- 16 Feb, 2 Mar, 16 Mar... 8.00am - 10.00am
Venue De Vere Hotel Cheadle,
Cheadle Royal Business Park,
Cheadle SK8 3FS
Cost £15
Contact Kristian Main 0161 244 8856

Stockport - Fridays Fortnightly
- 9 Feb, 23 Feb, 9 Mar... 8.00am - 10.00am
Venue Alma Lodge, 149 Buxton Road,
Stockport SK2 6HA
Cost £15
Contact Vivs Long-Ferguson 07970 772439

Sale - Tuesdays Fortnightly
- 6 Feb, 20 Feb, 6 Mar... 8.00am - 10.00am
Venue Sale Golf Club, Sale Lodge,
Golf Road, Sale M33 2XU
Cost £15
Contact Janine Mitchell 07854 273916

Salford Quays - Wednesdays Fortnightly
- 14 Feb, 28 Feb, 14 Mar... 8.00am - 10.00am
Venue The Beekeeper, 11 The Quays,
Salford Quays M50 3SQ
Cost £15
Contact Paula Cohen 01606 532530
www.4networking.biz

BNI Royal

Weekly every Thursday
- early networking includes full breakfast
6.45am - 9.00am
Venue Gatley Golf Club, Waterfall Farm,
Styal Road, Heald Green,
Cheadle SK8 3TW
Cost £10
Contact Andy Walsh 07850 909055
andywalsh@strandcreative.com

Bowdon Business Club

Weekly every Friday
- early networking 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 City Centre,
Oldham, Stockport and Whitefield
Cost £10
Contact www.bforb.co.uk or email
centralservices@bforb.co.uk

Business over Breakfast

Networking - Fridays fortnightly
23 Feb, 9 Mar, 23 Mar... 7.00 - 9.00am
Venue Abode Hotel, 107 Piccadilly
Manchester M1 2DB
Cost £15
Contact Tracy Heatley 07812 076946

Dynamic Networking

Free Business Networking
Bolton - 4th Tuesday monthly
27 Feb, 27 Mar, 24 Apr, 22 May...
5.30pm - 7.30pm
Venue Last Drop Village, Hospital Road,
Bromley Cross, Bolton BL7 9PZ
Cost FREE

Sale - 3rd Tuesday monthly
20 Feb, 20 Mar, 24 Apr, 15 May...
5.30pm - 7.30pm
Venue The Boathouse, Sale Water Park,
Rifle Road, Sale M33 2LX
Cost FREE

Wilmslow - 1st Wednesday monthly -
7 Mar, 4 Apr, 2 May... 5.30pm - 7.30pm
Venue Hallmark Hotel, Stanley Drive,
Wilmslow SK9 3LD
Cost FREE
Contact Natalie Lewis
natalie@dynamicnetworking.biz
www.dynamicnetworking.biz

Carrington Business Park

Networking, 8 Mar 9.30am - 11.30am
Venue Pembroke House,
Carrington Business Park,
Manchester M31 4DD
Contact 0161 776 4000
info@cbpl.co.uk

page 11 Federation of Small Businesses

Network Sale - Tues Fortnightly
13 Feb, 27 Feb, 13 Mar, 27 Mar...
6.00pm - 8.00pm
Venue Sale Golf Club, Sale Lodge,
Golf Road, Sale M33 2XU
Cost FREE

Networking Altrincham
26 Feb, 19 Mar, 16 Apr 6.00pm - 8.00pm
Venue altspace, Kennedy House,
31 Stamford Street, Altrincham
WA14 1ES
Cost FREE

#FSBConnect Macclesfield
3rd Tues - 20 Feb, 20 Mar... 8.15am - 9.45am
Venue The Legh Arms Pub
Conference Centre, London Road,
Adlington, Macclesfield SK10 4NA
Cost £10 (includes breakfast)

#FSBConnect Bolton
1st Fri - 2 Mar, 6 Apr, 4 May... 8.00am - 9.30am
Venue The Watermillock, Crompton Way,
Bolton, BL1 8TJ
Cost £10 (includes breakfast)

FSB Social: Mingle with Members
1st Thurs - 1 Mar, 5 Apr, 1 May 6.00pm - 8.00pm
Venue Linten Technologies, Binks Building,
30-32 Thomas St, Manchester
M4 1ER
Cost £10

FSB Workshop: Skyrocket your marketing
16 Feb 9.30am - 1.00pm
Venue Embrace Marketing & Creative Ltd,
3 Clarence Mill, Clarence Rd,
Bollington, SK10 5JZ
Cost £30 in advance (refundable on entry)

Women in Enterprise Networking
5 Mar 6.00pm - 8.00pm
Venue allery 6, 37 Princess Street,
Manchester M2 4FN
Cost £10

Network Media City
5 Mar, 9 Apr 6.00pm - 8.00pm
Venue Orega Serviced Offices, The Blue
Tower, Media City, Salford M50 2ST
Cost FREE
Contact Simon Edmondson 07766 493428
Simon.Edmondson@fsb.org.uk

Forward Ladies
Women's Networking Power Business
Breakfast Club - Monthly
7 Mar, 4 Apr

9.30am - 11.00am
Venue Banyan Bar & Kitchen,
The Corn Exchange,
Exchange Sq, Manchester, M4 3TR
Cost £15
Contact 0845 6434 940
enquiries@forwardladies.com

Greater Manchester Chamber of Commerce

Action for Business Manchester
21 Feb 8.00am - 10.00am
Venue Scene Indian St Kitchen Restaurant,
4 Left Bank, Spinningfields
Manchester M3 3AN
Cost £15 (members free)

Action for Business Trafford
28 Feb 12noon - 2.00pm
Venue Press Lounge, Emirates Old Trafford
Old Trafford, Manchester M16 OPX
Cost £15 (members free)

Action for Business Rochdale
13 Mar 12noon - 2.00pm
Venue Mercure Norton Grange Hotel & Spa
Manchester Rd, Rochdale OL11 2XZ
Cost £15 (members free)

Action for Business Stockport
20 Mar 12noon - 2.00pm
Venue Village Hotel Cheadle, Cheadle Road
Cheadle SK8 1HW
Cost £15 (members free)

Action for Business Salford
27 Mar 12noon - 2.00pm
Venue The Lowry Theatre, Pier 8
Salford Quays M50 3AZ
Cost £15 (members free)

Quarterly Economic Breakfast
23 Mar 8.00am - 10.00am
Venue Elliot House, 151 Deansgate
Manchester M3 3WD
Cost FREE

Handbags & Briefcases

Sounding Board
16 Feb, 18 Apr 11.30am - 1.30pm
Venue The Metropolitan, 2 Lapwing Lane
Manchester M20 2WS
Cost £10

PR, Branding and GDPR
20 Mar 10.30am - 12.30pm
Venue Curzon Ashton FC, Richmond Street
Ashton-Under-Lyne OL7 9HG
Cost £10
Contact Jenny Matthews 07984 872325
info@handbagsandbriefcases.co.uk

High Peak Business Club

Breakfast Networking
23 Feb, 16 Mar, 13 Apr 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
www.highpeakbusinessclub.co.uk

page 18 K-Club Manchester

Entrepreneur's networking breakfast
19 Apr 7.30am - 10.00am
Venue AJ Bell Stadium, Barton-Upon-Irwell,
Salford M30 7EY
Cost £30.00
Contact Amanda Manson 07754 069 829
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

Manchester Pro Business

Three course lunch and networking
28 Feb, 28 Mar, 25 Apr, 30 May
12noon - 2.30pm
Venue Rajdoot Tandoori, Carlton House,
18 Albert Square, Manchester M2 5PR
Cost £20
Contact Steve Maz 0161 260 0011
http://pro-business.co.uk/

M62 Connections

PAYG Networking Wednesdays Fortnightly
21 Feb, 7 Mar, ... 9.30am - 11.30am
Venue The Coach House, Wilderspool
Wood, Trafford Centre M17 8WW
Cost £10

Thursdays Fortnightly
15 Feb, 1 Mar... 9.30am - 11.30am
Venue The Sandbrook, Sandbrook Way,
Rochdale, OL11 1RY
Cost £10
Contact Bill Dove 07932 044 743
www.m62connections.co.uk

page 22 pro-Manchester

Hot topic breakfasts, Sector lunches, Economic Updates
Full listings can be found on:
www.pro-Manchester.co.uk
Contact Nicola McCormick 0161 817 3483
nicola.mccormick@pro-Manchester.co.uk

The Business Network Manchester

Business Lunch Feb 28, Mar 22, May 24
12noon - 2.00pm
Venue The Lowry Hotel, 50 Dearmans Place,
Chapel Wharf, Manchester M3 5LH
Cost £42.50

Business Lunch Apr 26
12noon - 2.00pm
Venue The Midland, 16 Peter Street,
Manchester M60 2DS
Cost £42.50

Contact Helen Bennett 0870 751 7523
helen@business-network.co.uk

The Business Network South Manchester

Business Lunch 8 Mar, Apr 5
12noon - 2.00pm
Venue Alderley Edge Hotel, Macclesfield Road
Alderley Edge, Cheshire SK9 7BJ

Business Lunch May 3, Jun 7
12noon - 2.00pm
Venue Best Western Plus Pinewood,
180 Wilmslow Road,
Handforth, Wilmslow SK9 3LF
Cost £32.00+VAT

Contact Simon Coy 07860 121773
simon@business-network.co.uk

page 23 The Northern Business Exhibition

2 Day business Expo
18 & 19 Apr
10.00am - 4.00pm
Venue Manchester Central, Windmill Street,
Manchester M2 3GX
Cost FREE (pre-registration required)
Contact www.northernbusinessexpo.com
0800 157 7950

Trafford Business Club

Weekly Networking every Friday
- early networking includes breakfast
6.30 - 8.30am
Venue The Claremont Centre,
Claremont Road, Sale M33 7DZ
Cost £5 for guests
Contact Laura Evans 07976 894419

Women's 20/20

Women's networking
- second Wednesday each month
Feb 14, Mar 14, Apr 11, May 9
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

Don't forget your Business Cards!

Please note If you plan to visit 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

Altspace Altrincham

Address First Floor, Kennedy House,
31 Stamford Street,
Altrincham WA14 1ES

Contact 07946 728 863

Facilities Co-working office space

AJ Bell Stadium

Address 1, Stadium Way, Eccles,
Salford M30 7EY

Contact 0161 786 1570

Facilities Conference, Meeting Rooms, Events

Albert Square Chop House

Address Memorial Hall, 14 Albert Square,
Manchester M2 5PF

Contact 0161 834 1866

Facilities Function Room, Restaurant, Pub

Bean and Brush Art Café

Address 12 Hayfield Walk, Sale M33 7XW

Contact 0161 973 2140

Facilities Café, Food, Drink

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

BosscO Business Design Store

Address 13 Stonepail Road, Gatley SK8 4EZ
Contact 0161 282 0011

Facilities Tea/Coffee, Web Design, Print,
Business Support

Bowdon Rooms *The Cinnamon Club*

Address The Firs, Bowdon,
Altrincham WA14 2TQ

Contact 0161 282 0011

Facilities Conferences, Boardroom, Live Music

Café Gourmand

Address 221 Ashley Road, Hale WA15 9SZ
Contact 0161 929 6050

Facilities Coffee and Patisserie Shop

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

Manchester

Address 40 Princess Street,
Manchester, M1 6DE

Contact 0161 234 0000 / 07827 016 707

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

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

Elliot House

Address 151 Deansgate, Manchester M3 3WD
Contact 0161 393 4352

Facilities Meeting Rooms, Private Dining

Emirates Old Trafford

Home of LCCC - Event Space

Address Talbot Road, Manchester M16 0PX
Contact 0161 282 4020

Facilities Conference, Meeting Rooms, Events

Hilton Double Tree

Address One Piccadilly Place, 1 Auburn St,
Manchester M1 3DG

Contact 0161 242 1000

Facilities Hotel, Meeting Rooms

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

Houldsworth Mill

Address Houldsworth Street, Reddish,
Stockport SK5 6DA

Contact 0161 975 6000

Facilities Meeting Rooms, Conferences

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

Manchester Escalator

Address 233 Deansgate, Manchester M3 4EN

Contact 07711 556913

Facilities Coffee, Food, Meeting Roo

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

Radisson Blu

Address Chicago Avenue, M90 3RA
Contact 0161 490 5000

Facilities Hotel, Meeting Rooms

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 across a range of Regus properties

Address Regus Express Hilton
Manchester Airport, Outwood Lane,
Manchester M90 4WP

Contact 0161 261 1440 / 07785 253 488

Facilities Business Lounge,
Meeting Rooms, Offices

Address 5300 Lakeside, Cheadle Royal
Business Park, Cheadle SK8 3GP

Address Manchester Business Park,
3000 Aviator Way,
Manchester M22 5TG

Contact 0845 300 3585

Facilities Offices, 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

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
102 School Road, Sale M33 7XB

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

The Mere Golf Resort & Spa

Address Chester Road, Mere,
Knutsford, Cheshire WA16 6LJ

Contact 01565 830 155

Facilities Meeting Rooms, Conferences

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



4 COLOURS
to make a
THOUSAND
SHADES

#COLOURINGYOURFUTURE



WWW.STEPHENSANDGEORGE.CO.UK

01685 388888 | SALES@STEPHENSANDGEORGE.CO.UK

GOAT MILL ROAD | DOWLAIS | MERTHYR TYDFIL | CF48 3TD

 FOLLOW US ON TWITTER @SandGPrintGroup

A studio instead of a seat. It's not business as usual.

Discover the difference of a Business Studio on our A380 and 787 Dreamliner. Sleep on a large, flat bed, relax with noise-cancelling headsets or work using in-seat connection ports and mobile or Wi-Fi connectivity. The ideal space for work, rest and play.

Etihad Airways offer a twice daily service from Manchester to Abu Dhabi and onwards to over 100 destinations.

الإتihad
ETIHAD
AIRWAYS
ABU DHABI

From Abu Dhabi to the World



etihad.com