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June/July 2018

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Theo Paphitis kicks off Many Hands

Retail magnate and Dragons' Den star Theo Paphitis kicks off the Many Hands charity campaign on behalf of the Royal Manchester Children's Hospital at Manchester's National Football Museum. Full event review plus interview inside.

Central Manchester's newest office brand

Interview with Jason Davenport from The Offices, offering a new approach to office letting in the heart of Manchester.

Driven by a Dragon

Interview with Ed Hollands from Driven Media, looking at his appearance on Dragons' Den securing an investment from new Dragon Jenny Campbell.

Salford Masterplan

Focus on the huge new masterplan to transform the University of Salford and surrounding area over the next two decades.

First Friday Connectworking

City Centre Business Networking with GM Business Connect Magazine and Forever Manchester Charity. Full details on the back cover.



Theo Paphitis pictured outside the National Football Museum at the Urbis building in Central Manchester

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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 1st April and 30th June 2018, registered and financed by 30th September 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 Offer may be varied or withdrawn at any time.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.

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IS YOUR BUSINESS READY FOR THE WLTP CHANGE IN SEPTEMBER?

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Since the 1980s, European new car emissions and fuel economy tests have been carried out using the New European Driving Cycle (NEDC). From 1 September 2017, a new test has been introduced, the Worldwide Harmonized Light Vehicles Test Procedure (WLTP), to give buyers a more realistic understanding of a car's performance.

What is WLTP and RDE?

WLTP applies to new type approvals from 1st September 2017 and all vehicles from 1 September 2018. This replaces the current NEDC testing procedure and will be supplemented by an emissions test RDE (Real Driving Emissions) that measures pollutants directly on the road. This provides closer representation of 'real-world' fuel consumption and CO₂ figures; also giving model specific values at the point of sale. Europe is the first to introduce WLTP and RDE; a major leap in car emissions testing.

NEDC to WLTP: what's changing?

With advances in vehicle technology and changes in driving conditions, WLTP introduces more realistic testing conditions than the near-40-year-old NEDC system, so that lab measurements better reflect on-road performance of a car; also providing a more accurate way of calculating actual fuel consumption and emissions.

What does WLTP mean for me?

Whilst WLTP facilitates a better means of assessing how high the average fuel consumption and CO₂ emissions are of a vehicle, at the same time those more realistic values will also mean higher consumption and CO₂ values for vehicles with combustion engines, and a lower range for electric vehicles (including plug-in hybrids). These new tests will not affect the performance of a vehicle.

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- From September 2018, all new registrations will need to comply to WLTP type approval.
- From September 2019, all new registrations will need to comply to RDE testing.

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- From September 2019, all new registrations of Light Commercial Vehicles will need to comply to type approval under WLTP and all new registrations will be subject to RDE testing.

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

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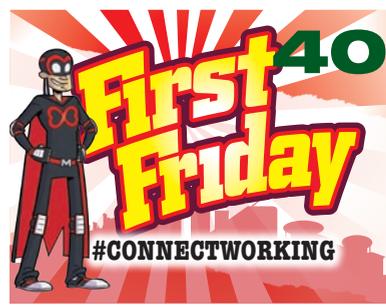
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editorial

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welcome

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

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

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

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news

Manchester welcomes young talent from London

The rising cost of living in London is proving to be good news for Manchester as it gears up to cope with younger workers migrating north, according to Andy Thompson, a senior valuer at SDL Auctions North West:

"It's no secret that Manchester has been going from strength-to-strength in recent years and is now one of the fastest growing cities in Europe.

"There are currently 11,000 residential units under construction - 60% up on last year - and whilst much of this caters for the higher end of the market, Manchester's popularity now stretches over a wide demographic.

"Manchester was recently voted amongst the top ten most exciting cities in the world and has seen an influx of younger people moving here, with many moving into the rapidly growing tech scene that is now well established in the region.

"Migrating north to cities like Manchester is also attractive to the youth of today as they are able to keep their aspirations of eventually buying their own property here, unlike London where it's a near-impossible task for so many.

"This younger generation of migrants to Manchester might not be able to initially afford property purchases and residential rents in the heart of the city centre, but there are plenty of nearby suburbs that can accommodate them.

"This spells good news for private landlords in the city's outskirts and neighbouring suburbs, especially because many are close to good transport links.

"We have found these properties are often fetching a premium as private landlords now specifically target this new 'commuting demographic'."

Airport City announces deals to deliver Holiday Inn and Ibis Budget



A 280-bed Holiday Inn and a 262-bed Ibis Budget will be delivered in Airport City Manchester located immediately adjacent to Terminal 2 at Manchester Airport, which forms part of the wider £1billion Transformation Programme.

Airport City Manchester's joint venture partners will act as the developer of the £80m hotel project on behalf of its client, P1 Hotels, a consortium of highly-experienced hospitality industry specialists.

Lynda Shillaw, CEO of MAG Property

and Airport City JV Partner, said:

"We are delighted to have reached an agreement with the consortium that will mark the start of the development of our new £180m hotel district at Airport City Manchester.

"Increasing the number of hotels at the airport is underpinned by the significant growth that we have seen in both passenger numbers and airlines over the last five years. The development is being brought forward alongside the £1bn investment in Terminal 2."

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Trio of Greater Manchester's best community led projects scoop top industry awards

Over 45 of the North West's most impressive and community beneficial property projects battled it out for top honours at the 2018 RICS Awards, North West recently where three of Greater Manchester's much-loved built initiatives were recognised as the best in the region in their respective categories.

Held at the Principal Hotel in Manchester, the annual RICS Awards, North West celebrate inspirational initiatives in the region's land, property and construction sectors across eight category awards.

Phase 2 of regeneration project, Stockport Exchange - which comprises the first Grade-A office to be

speculatively developed in Stockport for many years, together with a "top-10 in Europe" Holiday Inn Express - scooped the Commercial property accolade.

Next the £27 million Space Studios in West Gorton won the Regeneration award for acting as a catalyst to transforming a deprived

neighbourhood - once infamous as the home of the characters on the Channel 4 TV series 'Shameless'.

Finally housing development, Timekeepers Square in Salford won the Residential accolade for its 36 Georgian-style townhouses built around the Grade II listed neo-classical Church of St Phillip's.



Stockport Exchange



Space Studios, West Gorton



Timekeepers Square, Salford

UK motorists driving away from diesel

Over two thirds of drivers (67%) say they are now less likely to purchase a diesel car in future after recent scandals.

Five years ago, diesel-powered motors were the nation's vehicle of choice, commanding 52% of market share to petrol's 45%, according to the SMMT, however, following the 2015 VW emissions scandal, diesel sales have plummeted steeply with total market share for 2017 down to 38%.

More than two thirds of drivers (67%) say that they are less likely to purchase a diesel car after the VW scandal according to an upcoming report from Close Brothers Motor Finance.

According to the SMMT, five years ago diesel-powered motors were the nation's vehicle of choice, commanding 52% of market share to petrol's 45%. However, the VW emissions scandal and the government's announcement of the ban of new fossil fuel cars

by 2040, has dented consumer confidence in diesel cars, resulting in total sales plummeting steeply in 2017 to 38%.

According to the upcoming Britain Under the Bonnet report, the current consumer stance on diesel is corroborated by dealers, who are seeing these changes on the forecourt. Almost half (45%) said their customers have been shunning diesel cars as a result of the negative

publicity around the vehicles and the tax hike that came into force this month. Indeed, when asked what type of car they are most likely to opt for, just 13% of our drivers said diesel. However, there is likely to be a lag before this shift affects the used car market as strongly.

Previous research from the SMMT shows that there is a shift from new to used cars, as new car sales have continuously declined over the past year in comparison to used car sales.



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Recom wins place on major public sector framework



Recom director
 Jason McKnight

A Salford Quays-based company has won a place on a major new framework which will see it provide project management consultancy services to the public sector over the next four years.

Recom Solutions has been appointed to the Construction Consultancy Services Framework launched recently by NHS Shared Business Services.

NHS SBS says the framework is expected to save the public sector around £16m over its duration. It will run until the end of March 2022.

Its previous framework, which ran from 2014, delivered savings of over £12m compared with the cost of buying direct. Last year alone, more than 300 organisations procured construction consultancy services via the framework.

Project management consultancy services will be used on new-build and refurbishment schemes at hospitals, GP surgeries and other healthcare sites, as well as central and local government departments, housing associations, the emergency services, schools, universities and colleges, museums and prisons.

Recom director Jason McKnight said: "We are delighted to win a place on the new NHS SBS framework for project management services.

"This supports our business focus on developing our public sector contracts and provides a platform from which clients can procure services from us."



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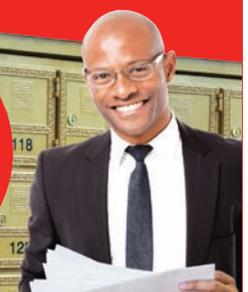
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Indian IT giant Tech Mahindra opens 'HQ for North' in Salford

Tech Mahindra, the \$4.7 billion Indian owned IT services giant, recently held a special ceremony to formally open its new 'headquarters for the North' in Salford Quays, a move which will create 60 new jobs in Greater Manchester.

Vikram Nair, Tech Mahindra's President for Europe Middle East and Africa said: "The new office here at Laser House, is a massive step forward for Tech Mahindra in the UK and demonstrates our confidence in the UK economy. It will cater primarily to the North of England market, creating skilled tech jobs and providing state of the art digital infrastructure for businesses in the region. In addition, the office will offer an innovation hub to technology start-ups looking to test ideas and concepts.

"I really look forward to seeing this new office and innovation centre grow, helping local businesses and organisations transform their IT systems. It is a terrific example of how India and the UK can work together

sharing excellence in tech expertise and know-how."

Ashish Pandey, VP and client executive, at Tech Mahindra Salford said: "Greater Manchester is flourishing and is an ideal location to establish our Northern operations centre. In addition, Manchester is a technology hub and is ranked in the top 20 European digital cities, with an excellent talent pool to draw from, being home to four Universities and 99,000 students.

"The opening of Tech Mahindra's office for the North dovetails with Greater Manchester's investment in tech from Google's digital garage to Manchester Airport's new £1 billion super terminal."

Mr Pandey said Tech Mahindra has been operating in the UK since 1986 formerly as Mahindra British Telecom. He said the new Salford office will build on Tech Mahindra's track record of working in Britain with clients including Vodafone, Nationwide, Yorkshire Building Society, Carphone Warehouse



L-R Ash Pandey VP and client executive at Tech Mahindra Salford, Salford City Mayor Paul Dennett, Vikram Nair Tech Mahindra's President for Europe Middle East & Africa, Bhushan Patil Tech Mahindra UK & Ireland).

and Virgin Media. Moreover, he said Tech Mahindra will build on its experience of working in the North West, with companies including Salford-based telecom giant TalkTalk.

"We are looking to provide our customers with locally based cutting-edge IT and digital services, collaborating and innovating across sectors including telecom, manufacturing, banking & financial services, media and the public sector, including councils and Universities globally," he said. "Additionally, we want to partner with local Universities

offering internships and graduate jobs. This is a long-term investment and we plan to train locally to help future-proof our operations in the North and UK."

Salford City Mayor Paul Dennett said: "It is fantastic news that Tech Mahindra has chosen Salford as location for their headquarters for the north of England. They are a leading provider in digital transformation and will complement the growing cluster of digital businesses based at Salford Quays. Their move will also create new jobs and opportunities in the region and we look forward to welcoming them to the city."

Manchester – 27 June 2018

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news

'Small businesses are wasting time on GDPR'

Small businesses fretting about the advent of GDPR are wasting time and resources seeking unnecessary consent from customers and potentially decimating their databases needlessly, according Christian Mancier, a partner in the Corporate and Commercial Law department of Gorvins solicitors and who also acts as a trainer in GDPR and data compliance. He says the issue of a consent is something of a misnomer.

"I'm meeting so many people who are terribly worried about GDPR and the impact it will have on their business, and this is being compounded by the countless e-mails they are receiving from other organisations asking them to opt-in and re-consent. As a result they are potentially panicking and devoting time and money to sending out countless emails to those in their database asking for consent to continue communication and receipt of material.

"However, consent is one of the 6 legal grounds under which you can

legitimately process data under GDPR. The others are contractual necessity, where there is a legal obligation, in the vital interests of the data subject, public interest and legitimate interests.

"For many small businesses, especially those dealing business to business where the amount of "personal data" held is relatively small, legitimate interests is possibly a far safer ground to rely on for processing data. If you are relying on a ground other than consent then this negates the need to risk decimating your database by asking customers to opt-in, where response rates have been quoted at well under 50%.

"If you are relying on consent and you look carefully at the legislation, it says that it isn't necessary 'for the data subject to give his or her consent again' if you collected consent for data processing pre-GDPR.

"You just have to make sure that consent was obtained in a way which was clear and unambiguous. For

example it must have been obtained via a positive action (i.e. no pre ticked boxes or "unless you tick here we will..." type scenarios) and which makes it clear what the individual is consenting to."

The rules around e-marketing are set out in a different piece of legislation known as the Privacy and Electronic Communications Regulations (PECR). This contains a really useful provision where businesses can send e-mail and other electronic marketing to their existing customers, and those people who have enquired about their goods and services, without having to have consent, provided the individual is given the ability to opt-out from such communications each time a communication is sent.

Christian adds: "For most small businesses these categories of recipient will make up a vast majority of their database and I hope those small businesses jumping on the bandwagon of asking for consent once

more in light of GDPR don't decimate their database and cause themselves some permanent harm for the future."

Christian said: "We are constantly told that small businesses are the bedrock of the economic recovery. But many of them are unduly anxious about the ramifications of GDPR and some business out there are reportedly receiving some shockingly bad advice. "The truth is that a great deal of marketing being sent out is already lawful and there is often no need to obtain fresh consent. The starting point is to establish what ground you process personal data under (contractual necessity or legitimate interests instead of consent perhaps), what you do from a marketing perspective and whether the exemption in PECR applies such that you may be able to carry on doing exactly what you have been doing both legally under GDPR and PECR and without decimating possibly one of the most vital assets of your business - your database."

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Many Hands winner hosts a Dragon!



Winners of the 2017 Royal Manchester Children's Hospital Many Hands campaign, the Atlas Bar, situated on Deansgate within a stone's throw from the Beetham Tower, welcomed Dragons' Den star Theo Paphitis to the bar for a Gin Masterclass.

Recently refurbished, the Atlas Bar still has the quirky individualism that made it the go-to bar of the likes of Tony Wilson, but now adds to that some amazing products and experiences, friendly authentic service and a huge terrace which is fully heated and covered to be used in all weathers.

They are a family run, independent

business, and owners Elaine and Mark welcomed Theo, who voted last year for the bar to take the prestigious winner's title for the Many Hands campaign on behalf of the Hospital charity,

Elaine had originally seen the work that the hospital was doing and was keen to give something back to a very worthy local cause.

2017 took on even more significance, post the Manchester Arena Bombing on 22 May, and the Atlas team (all under 23 years of age, most of them in their first job), were particularly keen to raise funds for the Royal Manchester Children's Hospital. It was actually their first exposure to raising funds for charity.

The taking part, and coming up with innovative ideas to raise funds, really engaged the bar team and much fun was had thinking up new ideas.

Pitching to Theo and the other judges was both terrifying and exciting, at the

same time. However, winning the Final gave the team so much confidence that after the event they were already planning their 2018 campaign!

£5,300 was originally raised as part of the 2017 challenge, but funds have continued to be raised into this year on an ongoing basis.

A cocktail and mocktail are permanently on the bar menu (with all proceeds going to the charity). Also, a networking evening is being held in July, and Manchester Vigil Gin is being sold to additionally raise funds.

Welcoming Theo Paphitis to the bar

was a memorable experience for the team. Theo was so engaged with what everyone was doing, and he made a point to really motivate them to follow their own career passions.

In addition to the fantastic events surrounding the Many Hands campaign, Atlas are partnering with Green Cloud IT, one of the 2017 runners-up, to support this year's Emerald Ball in October.

The aim is to raise £10,000 - a fabulous amount for the Hospital.

For information on this year's ball email: Sales@GreenCloudIT.co.uk



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Stockport Gates business celebrates French partnership

An event held to launch the exclusive partnership between a north west gates firm and a premium French manufacturer went off with a bang.

Earlier this year Country Gates & Barriers signed a deal to become the UK distributor for a range of high-end aluminium gates made by Horizal in France.

It is now in the process of recruiting 100 specialist installers, known as 'Portaliers', which will be trained and licenced to fit the state-of-the-art lightweight gates.

The event was held at Country Gates' Stockport base in April, and served as the official opening of its new £100,000 showroom built to showcase the Horizal range.

It was attended by Monsieur Jean-Pierre Delanos, president of Horizal France, who cut the ribbon on the showroom alongside Lord Dave Goddard of Stockport.

L-R Lord Dave Goddard, Horizal president Monsieur Jean-Pierre Delanos, and Country Gates & Barriers MD Nick Corbett



Also in attendance were Fabrice Marchand, sales and marketing director at Horizal, the Mayor of Stockport Councillor Linda Holt, MP William Wragg, and local council members and businesspeople.

Nick Corbett, managing director at Country Gates, said: "It was such a pleasure to host our French guests; they have been wonderful people to do business with.

"We are now swiftly moving forward with recruiting our network of Portaliers, and have had a number of firms across the country express an interest in taking up this exciting opportunity."

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New at-home mobile phone and tablet repair service comes to Manchester



WeFix founder Oliver Murphy (Centre) with Onecom owners Darren Ridge (L) and Aaron Brown (R)

The UK's only Samsung approved at-home mobile and tablet repair service is to go on the road in Manchester following a deal between Samsung and WeFix, a Onecom company.

WeFix, the UK's only Samsung-approved doorstep repair service, has grown rapidly since receiving a six-figure investment from Onecom in 2017 and is on target to have 51 vehicles on the road by year end.

The service is launching in Manchester as part of a phased roll-out which will see it operating UK-wide by the end of the year, with customers able to book online at samsungrepair.com by entering their postcode, device model, address and preferred

appointment date and time.

The company was founded by Oliver Murphy, who in 2014 secured a £50,000 investment from Dragons' Den star Kelly Hoppen for his business, Reviveaphone.

Carillion treated small firms with contempt, says FSB

Responding to publication of the Business, Energy and Industrial Strategy and Work and Pensions Committees' full report on Carillion in May, Federation of Small Businesses (FSB) Area Chair for Greater Manchester, Chris Manka, said:

"The report lays bare the contempt with which Carillion treated its small suppliers, across the UK and here in Greater Manchester where the effects are still being felt.

"Originally an attempt to shore up its balance sheet, the construction giant's shocking 120 day payment terms have destroyed small firms and put important infrastructure projects back by many months.

"The shockwaves are still being felt - just look at the A6MARR project in Stockport, a crucial new road scheme now delayed until Autumn and causing misery for businesses and communities caused by continued congestion.

"It's also likely office buildings in the city centre, student accommodation, rail projects, and other road

improvement schemes will also be delayed. It's nothing short of scandalous.

"The report is right to describe the Prompt Payment Code, which was signed by Carillion, as 'wholly ineffective'. Far more needs to be done to end the £14 billion late payment crisis which causes 50,000 business failures a year. That includes preventing late payers from winning public contracts.

"The Government needs to learn lessons from the whole sorry Carillion mess. Project Bank Accounts - where money for public projects are held in trusts as opposed to by tier 1 contractors - must become the norm. In instances where these accounts are not used, government should be called before parliament to explain why that's been the case.

"And no one should forget the role the big four accountancy firms played in this debacle. Ernst & Young, PWC, KPMG and Deloitte all still have questions to answer around how this was able to happen under their noses."



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news

Stockport-based Prest reports record first quarter and announces recruitment plans

Prest Financial Planning has reported a record first quarter, adding more than £15 million to its funds under management. March 2018 was also its strongest-ever month for new funds under management, accounting for £7.7 million of the total.

Chartered Financial Planning firm Prest now manages approximately £350 million in client assets, £50 million of which was added in 2017. Market fluctuations notwithstanding, the Hazel Grove, Stockport-based firm is on track to increase its funds under management to more than £400 million by the end of the year.

This year's first-quarter figure of £15.4 million in new funds under management compares to £13 million for the same period in 2017 and £9.4 million added in the first quarter of 2016.

Graham Prest, Chief Executive of

Prest Financial Planning, said, "We have experienced remarkable growth in recent years, and the rate is actually accelerating. Our current growth rate would be impressive for a five-year-old firm but, for one that has been operating for more than five decades, it is truly exceptional.

"Investing clients' assets is only one part of what we do as financial planners. Nonetheless, funds under management do provide a good indication of growth, and these latest figures show that we are emphatically heading in the right direction.

"The last quarter's record growth in funds under management was achieved while we were implementing major regulatory reforms that came into force at the beginning of the year. I couldn't be prouder of the team, who have pulled together and continue to give their all to make this happen."

As a result of its continuing growth Prest is now looking to add to its Administration and Financial Planning Support teams. These roles require some financial services experience and knowledge but the key attributes the firm is looking for are attention to detail, organisation and a commitment to delivering excellent customer service.

Graham said, "We are looking for individuals who have what it takes to join a dynamic team, and are motivated by the sense of achievement that comes from knowing clients are really well looked after. We treat all clients and employees as part of the extended Prest family and are looking for recruits who are just as committed to delivering fantastic client outcomes as they would be to looking after their parents' or siblings' personal financial affairs."

Salford's first Chief Digital Officer



As Salford races to become one of the world's most attractive cities for digital enterprise, The Mayor of Salford, Paul Dennett (alongside the Salford Digital Collaborative) has recently announced the appointment of Jon Corner as the city's first Chief Digital Officer (CDO).

Jon will play a leading role in the realisation of the city's ambition to design and deliver a digital strategy that will make Salford the most attractive city for digital enterprise. In 2017, it surpassed London as the UK's leading city for percentage increase in start-up growth and much of this has been attributed to the growth of digital media, healthcare and enterprise in the region.

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British Business Investments launches new £500m programme

British Business Investments, the commercial arm of the British Business Bank, has launched a new £500m Managed Funds Programme designed to increase access to longer-term venture and growth capital for ambitious and innovative, high potential companies in the UK.

Announced six months ago by the Chancellor at the Autumn Budget, the new Managed Funds programme will invest on commercial terms in large-scale funds of funds, run by experienced managers, to boost the amount of patient capital available to the UK's high-growth businesses.

The new programme will seek to draw in more institutional capital to the UK's venture and growth capital markets.

The programme also aims to generate a commercial rate of return derived from a diversified portfolio of fund investments, selected by experienced Fund of Funds managers.

Catherine Lewis La Torre, CEO, British Business Investments, said: "British Business Investments already manages the UK Innovation Investment Fund (UKIIF), an earlier generation of funds-of-funds, to produce attractive returns for the tax payer. Venture capital funds, backed by UKIIF, have already invested in a large number of outstanding UK businesses such as Revolut and Purple Bricks through VC funds Balderton and DN Capital respectively.

"The £500m made available under our new Managed Funds programme will build on this experience by attracting more institutional capital to the venture and growth asset class that is so important for high-growth businesses.

"Through this Managed Funds Programme, prospective investors will be able to access high quality venture and growth capital funds that will be investing in the success stories of tomorrow."



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Small UK businesses are chasing £14.9bn in late payments, according to recent survey

Research finds significant aged debt is preventing small businesses from growing to their full potential

Liberis' research finds significant aged debt is preventing small businesses from growing to their full potential.

- Small UK business are chasing £14.9bn in late payments, almost a 1bn increase compared to 6 months ago.
- 58% of SMEs are currently owed up to £10,000, with 27% owed over £20,000.
- 50% of respondents said that aged debt has hindered them from investing in their business.
- 72% spend three days a month chasing money they're owed.

Research by Liberis, a leading small business finance provider, has revealed that 72% of SMEs are spending up to 3 days every month chasing money

they're owed. This is costing each business an average of £5,000 per year in time spent trying to recover these funds.

The survey also found that a quarter of SMEs are chasing 'aged debt' of over £20,000. But on average, survey respondents are owed £11,000, so to put this into context using official figures, there are 5.7 million SMEs in the UK, meaning business owners are potentially chasing £14.9 billion in late payments. The resounding effect of this has led to SMEs not being able to invest money into their own businesses.

The problems with aged debt

Over a third of surveyed SMEs say aged debt is affecting their cash flow, with half of all respondents stating that unpaid bills have prevented them from investing in their business. Some of the key issues respondents

mentioned were: "Not being able to buy new equipment", "Not being able to pay or hire staff" and having to "Put plans to expand their business on hold".

What role do small business owners play?

40% of businesses explained they don't have a clear debt recovery process. In addition, 30% of small businesses said they have or would consider sourcing additional business finance to cover cash flow issues from debtors. Add to this that 72% of the SMEs spend up to three days a month chasing invoices and it becomes clear that smaller businesses are frequently surviving on slim profit margins, with a limited amount of time to invest in growing their business.

Small businesses want to be able to maximise their buying power for greater profitability, but don't have the

initial investment required. Seeking a business cash advance is one short term solution to plug a cash flow gap but changing payment terms and being stricter with credit control can ensure that businesses aren't chasing mounting unpaid bills in the future.

Retailers are the most affected by aged debt

Those most affected by unpaid debt (21%) were from the retail industry, double that of small businesses in the IT and tech sectors (8%). Both of these industries rely heavily on the performance and quality of their technology, and with the majority of respondents saying that the amount of outstanding debt prevents them from investing in equipment, this suggests that debt is more than just a cash flow issue: it stops businesses from seizing opportunities to grow.

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review

Theo Pap the Many at the National

The Royal Manchester Children's Hospital Charity's business fundraising campaign, spearheaded by renowned business entrepreneur Theo Paphitis, got off to a flying start with over 40 companies attending its launch event at Manchester's National Football Museum in April.

Now in its sixth year, the 'Many Hands' campaign was first launched by the charity in 2008, and encourages north-west businesses to support their local children's hospital by signing up to a fundraising target of £1,000.

Participating businesses will be challenged to come up with a unique and innovative fundraising initiative to raise their £1,000 over a six month period, with the aim to collectively raise over £50,000 towards the hospital's Child and Adolescent Mental Health Service Unit.

Retail magnate and entrepreneur, Theo Paphitis made a guest appearance at the launch event, taking part in a Q&A session, followed by an interview with GM Business Connect. Commenting on the launch, Theo said:

"I had a brilliant evening; it was

great to meet so many businesses who are keen to get involved in the campaign, and fundraise for such a worthy cause.

"Many Hands is an excellent initiative which affords small and medium-sized businesses the opportunity to make a tangible contribution to their local hospital charity. It demonstrates how working together they can make a huge difference to the children treated at the hospital's Child and Adolescent Mental Health Service Unit. I'm already looking forward to the finale event."

Businesses at the launch also heard from Briege Gates, Service Manager at the Winnicott Centre, home of the Child and Adolescent Mental Health Service at Royal Manchester Children's Hospital who spoke about the project this year's event is fundraising for.

All funds raised by this year's campaign will be used to complete the refurbishment of the Winnicott Centre. The Centre treats children and young people aged between 3 and 18, with conditions including depression, eating disorders, Obsessive Compulsive Disorder and self-harm. Participants in this year's Many Hands Campaign will collectively support the provision of artwork throughout the centre, including the reception area, consultation rooms





royal manchester children's hospital **charity**
many hands campaign
joining together to make a difference

hitis kicks off Hands campaign Football Museum

and the Family Group Room.

The artwork will incorporate characters and a storytelling narrative, with a sensitive and creative approach to colour, aimed at reducing anxiety and increasing self-confidence for the young service users during intense and distressing times of their lives.

The last five Many Hands campaigns have collectively raised £300,000 and seen over 180 companies get involved from across the region. It has seen companies come up with a diverse range of fundraising initiatives from home-grown festivals at the foot of Snowdon to gruelling cycling challenges.

Last year's campaign certainly captured people's imagination and after a hotly contested pitching process, the crown was won by Manchester's family-run gin hotspot, Atlas Bar.

The bar staff used their expertise to sell special bottles of Zymurgorium Manchester Vigil Gin to raise funds on the Manchester to London Virgin Train, for World Gin Day last June.

Theo took part in a question and answer session, which was followed by a catch-up and chat with ourselves on what has been a regular event for the magazine over the years:



How do you approach running a business?

"A business isn't complicated - we complicate business. It's all about logic and being honest about yourself and the colleagues that you work with."

"If you understand that, you don't need a fancy qualification to work out how best to run a business."

That's the same whether you are just a single person business dealing with external suppliers and customers or a sizable operation

employing thousands of people.



Article continues on next page

For more information on how to get your business involved with Royal Manchester Children's Hospital Charity's Many Hands campaign please contact:
Lucy Tunn, Corporate Fundraising on **0161 276 6936** or by email **Lucy.Tunn@mft.nhs.uk**



Maurice Watkins CBE, RMCH Charity Chairman



Briega Gates, Service Manager at the Winnicott Centre



interview

Interview with a



Every set of figures we see suggest the high street is moving closer and closer to the precipice, with more and more closures. What is your prediction for the future of the high street?

"It's tough. We've never been in such a fast moving world where consumers are fickle and their habits are changing rapidly along with technology. Our sector has been hit hardest in terms of technology advancement over recent years.

"The high street - physical shopping rather than online - is something that needs to move in tandem with online retail. However, I feel UK tax legislation is so far behind it can't keep pace with the fast-moving changes we're seeing in the retail sector. The latest rates review has just increased the cost of trading in a physical manner on the high street, and with 25% of retail done online and growing rapidly, it seems there is a real lack of balance in the way physical and online retail businesses are treated."

How do you ensure gender pay equality in your businesses?

"Gender pay gap and parity are two different things. There has been a lot of confusion, especially in the media, around this. I have three retail businesses and two of these are well below the industry average. However, you need to look at the fundamentals of a business and the marketplace that it serves.

"One of my businesses is a business run by women, for women, where the number of salaried women outnumber men 6 to 1. This does not reflect an effective model for such a gender specific sector, as there are not enough males in the business to have a statistically meaningful average.

"This shows how the current survey is a very blunt instrument, and

although it is a good place to start, it shows that we can't be perfect. I criticise it from my perspective owning a female-orientated business (both in employees and customers), but we have to start from somewhere and hopefully every year we can fine tune this to properly reflect the end goal."

On reflection of the aims of this year's Many Hands campaign, what do you do in your businesses to look after people with mental health issues?

"It's one of the hardest and most difficult things to manage in any business. Mental illness is often unseen and can be hard to identify and diagnose. People often don't tell business owners or bosses about their difficulties and the concern is that by the time such an illness presents, it's often quite late and we might even have unintentionally compounded the issue. It's important to see mental health just as we do physical health and have an openness about it - which we encourage in order to be aware and provide support."

What makes a Many Hands pitch stand out to you?

"That's easy - it's all about the people. I enjoy people's company so I ask myself "is he or she someone I want to spend time with"? Going back to Dragons' Den, no matter how good the business idea was, I would have to ask the question whether I'd be comfortable working with that particular person? Business is not simply about making money, it's got to be a process that is both challenging and ideally ultimately rewarding. The same process can be applied to the Many Hands presentations. The successful campaigns that stand out are down to the passion and commitment of the people taking part."

What do you think about business loans?

"Horses for courses. Every business is different. Every person is different. You have to do what's right for you and your business. Whether you 'explode'



Continued from previous page

Theo, you recently interviewed John Roberts, CEO of AO.com who advised business owners to treat customers like they would 'their own Grandmothers'. What's your one piece of advice for aspiring entrepreneurs?

"John is an incredibly talented individual, and he recently appeared

at our #SBS Small Business Sunday event - part of an initiative I started to help give small businesses a boost and access to like-minded businesses.

"My advice is that it's not just about your customers (who are hugely important), it's about your colleagues. If you do a good job looking after the people you work with, they'll do a great job looking after your customers. For me it has always been about ensuring that the people you work with are as motivated as they can be."





royal manchester
children's hospital **charity**
many hands campaign

joining together to make a difference

Dragon

on to the scene or you grow your business gradually, at the end of the day it's about longevity, achievement, sustainability.

"If your business needs capital to grow and by doing so the growth is sustainable, you should take out loans. Equally, if by injecting capital into your business just gives it a temporary 'wow' factor which burns out with nothing to show, then you should avoid taking out loans that would ultimately damage your future growth. You have to have a clear and sustainable business plan."

If you were starting from scratch, what would you choose as a new business to invest in?

"The fastest, easiest way to start and grow a business that doesn't have a barrier to entry is by going online. We talked about the high street earlier and we are going to lose more of it over the next 24 months; these are businesses where there were significant barriers to entry, for example distribution, multiple premises, employees and management, etc. With e-commerce there is no barrier to entry - you can be at home sat in your pyjamas growing and making a profitable business work.

"These businesses come in many forms - services, programming, manufacturing, retail and so on. You can trade without even having to handle any products using drop-shipping earning for instance 15% commission without the need for a warehouse, a shop and so on.

"I tell my kids to get involved. There are young people earning huge salaries without the need for years of experience. In a digital world e-commerce is looking like a fast track for retail success."

What do you think of the importance about a physical presence of a retail brand on the high street?

"What we have to offer as a physical retailer is 'the experience'; customer service as experienced when visiting a store. Retail used to be a leisure

activity. It still is a leisure activity. People enjoy going to a shopping centre to browse as well as buy. In a physical shop it's all about 'giving something extra' - which is service and experience.

"People are incredibly price sensitive though and will still buy online. When we have huge International operations with different taxation situations, they can afford to go and buy market share and drive prices to be as low to the bottom as needed. Then it's all about the last man standing. This is a gamble that larger organisations, particularly online businesses, can make because they are betting on being that last man.

"Investors will make money until the music stops - and it will stop. The barrier to entry - even for those guys - will turn on its head."

What is the advantage of creating the Theo Paphitis Retail Group?

"Well we actually run the brands quite individually because we get more passion and direction when doing so. When all HR is run by one HR division, the same with IT and Marketing for example - it's difficult to make decisions accountable for specific needs of individual businesses, so we like to encourage autonomy.

"However, there are obviously a few common services that we run - the rest we put back in to the brands because people get more involved, passionate and have a certain 'agility' in doing what they need to do."

The government are trying to get small businesses to start working with them - to start tendering for more public sector contracts. What is your view on that?

"It's fantastic. As long as the government have an open mind and the businesses can deliver

then why not? It's much healthier when the barriers to public sector tendering are loosened giving a better chance for smaller businesses to grow, and in turn offer what is often a much better return for public expenditure."

How are you finding GDPR?

"Bureaucracy, administration and changing work practices is very difficult but it is important to appreciate data protection - 'my data, my right'. It has to be done so we can make sure that people's data and privacy are protected."

Given what's been said about the disappearing high street, what are you doing to future proof your own high street businesses?

"I'm trying to compete on an uneven playing field, to be frank. Like I said, many businesses will disappear and sometimes we need to join those in advantageous areas - we are growing our online businesses and it's very difficult to maintain all our store portfolios. Unless the government wakes up, the soul and fabric of many communities will be lost."

Regarding BREXIT, now that some time has passed, how do you think it has affected the UK economy?

"It will still have an effect until businesses know the outcome. There are plenty of indications though that intentions will be decided soon and fingers crossed we're looking in a year's time to perhaps have a clear plan in place. Once the uncertainty is settled and we can make definite and informed business decisions for the mid to long term then I predict UK businesses will be far more confident in the future growth."



interview

Redefining office space

Recently GM Business Connect caught up with Jason Davenport, New Business Development Director at The Offices - a new brand offering a very different approach to office letting.

The Offices currently offer two prime City Centre sites at Barton Arcade and King Street - both prestigious addresses in their own right.

Jason and his team have worked hard over the last year in creating a unique approach to letting office space, offering far more than managed space, and so far has created quite a growing sense of expectation in The Offices' customer-centric business model.

Jason himself is no stranger to looking beyond standard business definitions, and as a serial entrepreneur with a fascinating personal history reflected in his successful portfolio of businesses, we caught up with him at 53 King Street to find out more about The Offices:

Jason, please tell us how you see The Offices as a brand developing?

"My goal is to enhance the brand of The Offices and create a culture of client retention. Over the next 12 months we plan on having The Offices brand known not just for letting office space, but also as a networking hub and a facilitator in terms of growing our client base."

What does your daily office routine consist of?

"I manage credit control on a day-to-day basis alongside interactions with new and existing clients. I manage all training and legal procedures within The Offices for staff and client welfare. My team and I also work very closely with the owner of the building."

What do you love about your job?

"Interacting with different types of clientele, understanding how their business operates and how The Offices can accommodate their needs."

You have a great team supporting you. Tell us about them?

"We run The Offices as a family and we all have unique skills and experience that we bring to the table. The team consists of specialists in their field, all of whom are committed to giving that 100% customer focused experience. We have regular team meetings and brainstorming sessions."

How important is helping businesses grow to you?

"Eighteen years ago, my first business was funded by the Prince's Trust and still operates today. From our mentoring via the Prince's Trust, it is instilled in us and our company ethics to help as many businesses as possible. Whenever I help to make a change in businesses, it always gives me a shiver down

my spine as I know that I have done something good."

What type of businesses do you have within The Offices?

"We have a variety of clientele from law firms to sole-trader business owners. We thrive on working with all types of businesses, regardless of their size."

What can tenants expect in terms of services when they join The Offices?

"Over the last nine months we have been working closely with BT and Manchester City Council to install a 1GB line directly into our flagship city centre building on King Street (not from the cabinet), making us one of the only business centres with over 1GB

dedicated internet line. We are delighted to be introducing this latest service to our flexible, fully serviced workspace solutions alongside our other services which include an on-site gym (complimentary for all tenants), our Business Lounge and meeting rooms. In the coming weeks we will also be launching our new co-working space."

For anyone looking for available office space, what are the advantages of The Offices?

"We offer flexible contracts, located in any of our flagship locations. We also provide a professional and dedicated Front of House team to welcome all tenants and clients."



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in Central Manchester

Can you give us a brief history of the building we're in?

"53 King Street is located in Manchester's exclusive banking district. An elegant Edwardian baroque grade-II listed building designed by Charles Heathcote it opened in 1913 and stands on the site of the old Manchester Town Hall. Our premier boutique style offices offer businesses everything they could possibly need in stunning and sought-after surroundings."

The Offices gets involved in charitable initiatives in and around Manchester. Can you tell us about this?

"We work closely with various homeless charities including Not Just Soup and Coffee for Craig. We are currently in talks with several other charities, such

as Forever Manchester with a view to helping them expand by hosting their events in our Business Lounge. This activity is to help other businesses network and grow their contacts. All organisations (internal and external) are welcome to attend these free ticketed events."

Manchester is becoming a hub for creative businesses. How do you plan to be a part of this exciting development?

"In the coming months, we will be working closely with our Head of PR & Communications Lisa Maynard-Atem with a view to connecting via all platforms and collaborating with different businesses to expand their referral network. Our soon to be open co-working space will play a key role when it comes to tapping

into the creative business scene."

In terms of technological advancement, how are you developing as a business?

"Well obviously our 1GB line is key to our advancement. We are also in the process of redeveloping our communications channels. Experience and knowledge-base sharing with all new and existing businesses is key to our strategy going forward."

Are there any exciting plans in the pipeline for The Offices that you can share with us?

"As mentioned earlier, our co-working space is in development. We will also be further developing our networking events (once every two months)

which will include great speakers from organisations such as O2, Manchester Chamber of Commerce and Forever Manchester."

As a successful entrepreneur, what advice would you give to someone wanting to follow in your footsteps and set up their own business?

"Research, research, research. Always listen to your gut instinct. Listen to your customers. Look after your staff. Most importantly, manage your accounts forensically. If your books are not in order, your business will not operate as it should. Your accounts are the backbone of your business. And finally, enjoy what you do - wake up everyday and look forward to going to work. I know I do!"



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interview

Driven by a D

Ed Hollands is a budding entrepreneur from Derby in his early 20's. Like most people his age Social Media and building and maintaining a connected community online seems to come second nature. Couple that with Ed's natural flair for creating a business opportunity and bringing it to fruition made a natural fit for the investment of both a mentor and investor.

Already comfortable with the value of a mentor (Ed had already had one from before he left Derby University), it was almost inevitable that Ed sought the investment of both advice, cash and contacts from the iconic Dragons' Den for

his truck advertising business, DrivenMedia.

GM Business Connect caught up with Ed at The Offices in King Street for chat about his experience through Dragons' Den and how things have developed since his investment by Dragon Jenny Campbell who hails originally from Hyde in Greater Manchester:

What made you apply to go on Dragon's Den?

"Multiple Reasons. I grew up watching it so I was aware of its impact and thought it'd be great to go on. Also, we were really struggling with awareness and

needed to let people know that they could be advertising on the sides of trucks.

"So, we wanted to get on the show even for 10 minutes of TV airtime - and of course potential investment."

What inspired your business idea?

"Walking down the A38 in Derby! In rush hour traffic, I realised that during traffic standstills, everyone was looking straight at the trucks."

The producers edited 2 hours of your time down to ten minutes. Did that time seem to go quickly for you? What did you cover that wasn't aired?

"It was lots of things really. There were questions that were commercially sensitive so not suitable for broadcast. A lot of numbers, them getting to understand me, where I want to go and what I'm looking for. The final edit was kept a secret but I think they did an amazing editing job."

You asked the Dragons for a £30,000 investment for 10% of the business, but snatched the offer of 20% without any negotiating with Jenny Campbell. Why was that?

"I had had a meeting with my mentor the day before and we decided that the ideal offer would be £30,000 and 20%. Any more and we'd have to think about.

"People have said that I could or should have got more investment and gone down to 15% but I don't need more, and I am happy with 20% as Jenny's involvement is more than the money she brings. Her experience in scaling business is worth it. She will drive the business forward, allowing us to employ others and growing our sales force. The business has gone from 'one and me' to a team of maybe ten and me!"

How often do you and Jenny Campbell meet up? Or, do you now work with her team?

"Most contact is through Stefan her Investment Director but should I need to contact her for advice I have her email and phone number. Most of the time it's better to run things past Stefan as he has great arranging capabilities.

"We try to meet four times a year to review where the business is going and since the show has been aired, it's been brilliant. It's been a year since my two hours in the Den. There was a 9 month gap between participation in the show (securing the investment) and the show being aired, during which we had to arrange, finalise and commit to terms - all the while keeping it a secret."

"I couldn't tell any other potential customers about the Dragon's Den deal nor have it leak on Social Media - it was a killer! Jenny too was bound to the same terms of media non-disclosure so business really took off after the airing."

When you were in the Den, you valued the business at £300,000. What do you value the business at now that you have the investment from Jenny?



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Ed Hollands with Jenny Campbell

ragon



Jenny Campbell

"Through Jenny's investment, the business was valued at £150,000; we also have that amount in actual sales currently, bringing the actual value a year later to £750,000. This is mostly through Dragons' Den and Jenny's support and from those who would also believe in me to deliver.

"My original mentor Graham is also an investor. I met him through the University of Derby where he was speaking to young entrepreneurs. As well as mentoring, he also has invested on an ongoing basis by funding things like branding, trade stands, etc."

Would you have carried on the business if you hadn't gained Dragon investment?

"That's a tough one. I don't know if the business would have survived from May until the airing - it was actually make or break time. We needed the exposure and investment. We invested in advertising ourselves in a fleet of our own, now driving around the UK. Jenny's investment went on these and the new website, so a lot of things were put in place before we were on TV."

What mistakes have you learned in business and how have you overcome them?

"In general, when I set the business up I did it the wrong way. I didn't really know what people would be wanting. I had some curtains made up with advertising that didn't work. The branding was wrong - 'The Advert Man'. I wish I had actually spoken to people in advance about what was wanted and that I had spent the money with a professional branding firm to come up with design work that actually suited us being an agency rather than being perceived as a one-man operation."

Who in business inspires you?

"Jenny of course. It is inspirational to work with her on a personal basis. Also Richard Branson because he has a different way of looking at business where it doesn't have to be a rigid structure and I can learn by trying new ideas - whether they work or not."

Do you have any new business ideas in the pipeline that you wish to pursue? Either alongside DrivenMedia or separately?

"We have been exploring for about 6 months the possibility of putting digital billboards on the back of trucks. This will be obviously linked to DrivenMedia but it might have to be a separate business as DrivenMedia is all about actually selling the advertising space rather than providing the media. We are looking at what we can do ourselves and what potential media partners we might consider."

What is the business plan for expansion? White vans? Trains?

"I'd love to keep it trucks and its good for us - buses, taxis, etc are oversaturated. I love doing what I already do. Out of a fleet of 600,000 trucks on the road in the UK 150,000 are suitable for our curtains and services due to sizes and running times.

"Customers have bespoke curtains designed and printed up for their allocated truck. It costs £8,000 - £8,500 for customers to have a truck wrapped in their advertising for a year giving them exposure to 55,000 people a day with our curtained vehicles, which are GPS tracked to show the number of hours on the road.

"We have HGVs, LGVs and vans in city centres. I love lorries though - working with the curtain-siders, and also knowing that lorry drivers are specially licenced and take pride in their vehicles really helps to have confidence in the end result when placing the campaigns."

Jenny Campbell commented on teaming up with Ed and DrivenMedia:

What drew you to Ed?

Ed's passion and enthusiasm for his DrivenMedia and outdoor advertising market in general. Also from his tenacity, I could tell he wasn't going to give up and grow this business despite the usual startup hurdles.

Was it just Ed or the business model that drew your attention the most?

At an early stage of investing it is 90% about the people and only

10% about the idea. I am a strong believer in giving people the platform to grow and thrive, the rest will take care of itself.

DrivenMedia has the team and the idea, hence I believe it has a potential and we hope that with some of our support and guidance Ed can deliver the business plan.

It's becoming an excellent business model and we're slowly building the best team around him.

How do you see DrivenMedia developing in the future?

There are numerous avenues and innovations we could explore and adapt. Right now we're building strong foundations and focusing on one core product where we see growing demand - Traceable Truck Advertising.

We believe that truck advertising will become a major part of the marketing budgets for the blue chips and mid-sized companies looking for new trackable, above the line marketing channels.



review

Smart cities + thinking differently

April featured two great speakers to K-Club's regular Salford networking event: Kevin Doran, Managing Director & CEO of AJ Bell Investments and Tim Griggs, Associate Director at Arup in Manchester.

So, after the usual excellent breakfast courtesy of hosts AJ Bell Stadium, it was time for the speakers.

Kevin Doran was the first speaker who gave a presentation entitled 21st century Asset Management with a theme of challenging common conventions. Whatever industry you are in, examining the conventions, the accepted norms and challenge them to a new way of thinking - and doing. He cited the case of Jeffrey Seder, a specialist in biomechanics and data analysis who turned the physics of the Olympic bobsleigh on its head. He challenged the convention of putting 4 heavy men in a bobsleigh (to take advantage of gravity) as he noticed the common winning trait was efficiency, not mass. Instead of heavy-weight riders, he retained the driver but recruited ballet dancers, eliminating hidden issues such as friction, from the efficiency equation.

After this success he turned his mind to his passion of horse-racing, measuring every aspect of race horses. Looking at the factors involved in the selection of horses to buy, and examining the common factors, he bucked the industry's trend for buying horses that were selected for bloodline - noticing that the only true correlation was bloodline and price - not success. He noted that there were 2 features that were statistically significant for successful horses: a horse's ability to change gait whilst travelling around a corner and secondly, the size of its

left heart ventricle. With this, he was able to advise on buying horses for unprecedented winning.

Kevin urged the audience to digest this allegorical story and take time out, think critically, create something unique and to 'take your success'.

Next to take to the rostrum was Tim Griggs with a talk on future-proofing all of our lives.

Tim addressed the audience with his insight on Smart Cities. Discussing their pros and cons he advised on how Manchester could adapt to become Smart(er) just like global competitors such as Singapore or New York.

Tim began using Singapore as a benchmark with a goal of demonstrating that being Smart is more than technology - it's about how they perform. 'Data is everywhere - the scale of it is mindboggling'. He went on, 'where 90% of digital data has been generated in the last two years and Google is holding 15 thousand million gigabytes of data'. Bringing these statistics in to focus, he pointed out that this abundance of information could be used to improve our cities.

Tim explained that there is a current shift toward machine learning, AI, robotics and automation, which will lead to an estimated 15 million UK jobs being taken over by data driven services, changes and creating new jobs and roles - meaning that adaptation of our city is needed. There are also, he reflected, the underpinning issues that already exist such as the UK's productivity problem - cities outside London and Aberdeen are struggling to keep up. We also have a social mobility problem where life expectancy is affected simply by geography and, furthermore that a person's wealth is 95% determined by that person's



Kevin Doran



Tim Griggs

parental income.

The UK has a planning issue too he continued, where most cities have a 'ring' around the city centre which encourages deprivation and those who live near huge transport assets become the unfortunate citizens who will have lower life expectancy.

In regard to developing a Smart City, Tim proffered his view that it is not about having the most technology or gadgets but instead it is recognising that our minds are impacted by design and that technology can be used effectively to enhance people's lives. He outlined 4 areas we can tackle: Displacement, Data, Innovation, Digital Economy.

Regarding displacement, Tim explained that the arrival of the Mobike in Manchester created a sense of displacement - provoking cynicism, disregard and theft. Contrary to attitudes in other cities that have successfully adapted to become Smart. 'Data is everywhere' Tim said pointing out that the information on Traffic itself is immense and highlights both the benefit and drawback of such data being harvested. On the one hand, our individual travel analytics of what happens on the M6 might help improve road design yet on the other, it also might infringe on privacy.

"It's about influencing outcomes and we need to think carefully about how

far we want to go with this.

"Innovation means different things to different people," and Manchester is great as it is securing a lot of funding from Europe to fund programs such as city demonstrators, graphene, the northern powerhouse, rail upgrades and many others. He became rather reflective on this, citing concerns that despite appearances perhaps the funding doesn't filter down to the citizens because much of the money flows to large international companies.

Rounding off with the potentially most important of the four elements, the Digital Economy, Tim stated that cities thrive through encouraging entrepreneurship and start-up organisations - and that digital was the easy and accessible way to do so.

In contrast to the gap in productivity mentioned before, Manchester is regarded as the city having the fastest growing digital economy in the country. Ultimately, Tim summed up by stating that although Manchester is attracting investment and we are innovating, we are behind other main cities (e.g. London, Birmingham and Leeds) and this needs to change.

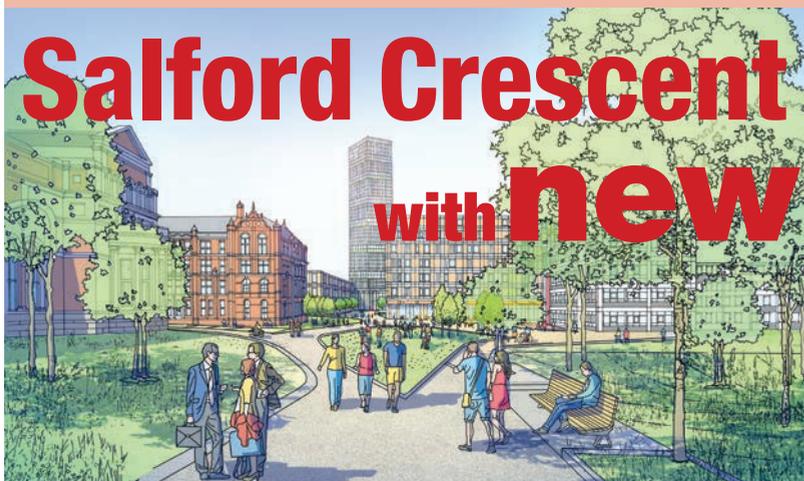
Perhaps by shifting focus from big business to developing products that can be taken to market, we can think about our citizens, consider the data, and transform to a leading Smart(er) city.



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

Salford Crescent with new



to be transformed masterplan

The vision for the next two decades

A hugely ambitious masterplan to create a new city district situated between Greater Manchester's Central Business District and Salford's MediaCityUK, transforming the University of Salford campus and surrounding areas, has been agreed between the University and Salford City Council.

The plan sets out a vision for the next two decades enhancing connections with surrounding neighbourhoods and communities and tapping in to the area's unique potential to deliver an unrivalled place to learn, live, work and visit.

The joint approach will link education with local industry, arts, culture, heritage and residential across 240 acres offering one of the largest investment and development opportunities in the region.

Designed by 5plus Architects it identifies three 'zones' of investment: the Adelphi and Crescent neighbourhood; Peel Park and Frederick Road (Main University Campus); and the Frederick Road North Industrial Collaboration Zone.

Potential to deliver

Across an area extending to 240 acres (99ha) it has the potential to deliver:

- £800 million investment opportunity,
- 2,500 residential new build - apartments and houses and
- 300,000 sq ft of modern student residential accommodation,
- 25 hectares of transformed, historic parkland – this is more green space than found in the whole of Manchester City Centre and the 2 football grounds combined!
- 1.6 million sq ft of new commercial innovation floorspace for industrial

growth sectors – building on the University's Industrial Collaboration Zones (ICZs) in: Digital and Creative, Engineering and Environments, Sport and Health, Wellbeing and Society,

- 1.1 million sq ft of new educational floorspace within a 21st century campus with new leisure facilities,
- New hotel and bespoke conferencing suite,
- 2,000 space multi storey car parks across the neighbourhood,
- A new school,
- Local retail and health services,
- New commercial arts workspaces, live-work accommodation for Salford's creatives, public facing, inspiring culture,
- Nearly 2 million sq ft of public realm, green landscaped routes, 5 miles of running tracks, 1.5 miles of cycleways and 1,000 trees,
- Ensuring the future of six heritage buildings.

Industrial Enterprise Zone

Plans are in place to create a newly-built innovation district on Frederick Road, in close proximity to the University. The area will be regenerated, making way for new, high-quality enterprise and business-led developments. Having the proposed site on our doorstep will be a big asset for the University, and provide opportunities in line with our industry-focused strategy. It will also provide an economic boost to the community.

Transport and Infrastructure

The Masterplan is keen to make positive changes to the transport connections and infrastructure of the area.

Improved pedestrian connections will be key to this with tree-lined

boulevards, public squares and a generally more well-defined network of routes and open spaces.

The potential for a new 'Crescent Station Hub' will also be established providing an opportunity to link rail, bus and cycle facilities.

Helen Marshall, University Vice Chancellor

Helen Marshall, Vice Chancellor of the University of Salford, said: "These exciting plans for Salford Crescent represent the next step of a journey that started with the construction of the first of our University buildings - the Peel Building - in 1896.

"Working in partnership with the council and 5plus Architects, we have developed this masterplan to ensure

that our campus is fit for purpose for the next twenty years, providing a great experience for our students and investing heavily in the future of the City of Salford.

"The new facilities that are part of the package of redevelopment will enable us to carry out the industry-led teaching and research that is key to our strategic aims of preparing our graduates for the modern world of work and delivering economic growth for Salford, Greater Manchester and beyond."

For more information about the proposed developments from the University of Salford please contact **Sam Wood** on **0161 295 5361** or email **s.e.wood@salford.ac.uk**



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round table



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Mental Health challenges - it's OK

by Michael Taylor

There's been a real shift in awareness of mental health issues. The launch of Greater Manchester's Mental Health Awareness Week in May hit a chord in the public imagination, with some compelling and inspiring testimonies from a wide range of people.

There's an acceptance that a sizeable proportion of the population will at some point suffer from depression, anxiety or any number of other conditions that affect their ability to function normally.

But the scale and size of the challenge for younger people is only just becoming appreciated. While awareness of the issue and a genuine will to tackle the task ahead is one thing, it's asking even more of schools.

We gathered a group together from employers, but also from people working in schools and in community groups with children. What emerged was a system creaking at the seams with scarcity of resources, a backlog of cases, paralysis and competing demands.

The starting point was to get across the same consistent point to kids in schools as it is to employees in a work setting, namely that "it's OK." But also to humanise the services and the language around mental health, to be flexible in the delivery of services and follow-ups and be more responsive to need.

As Sandy Lindsay, founder of Tangerine and the Juice Academy said: "Everybody has a physical health and a mental health, but there's still an underlying fear about talking about the latter."

Jane Fahey from Whalley Range High School said she has been doing a lot of work on the curriculum,



A round table at Kennedys brought together to discuss the work being done in schools around mental health, resilience and exercise and how it's all connected.

introducing wellbeing and working hard to support students in the build up to exams. Amanda Ram from The East Manchester Academy described how counselling and support is changing to match need.

Liz Henning from Inspire and Train described how there is greater emotional literacy in schools, kids do bring problems with them from home, however there is a real powerful sense from some young people that they want to achieve, but can't express it in any way but anger. What was also abundantly clear was a profound sense of mission to build resilience amongst young people, to widen their networks of support and co-existence. But as Jane Delfino from Manchester Academy said, "It's also important not to keep on reinventing every service all over again."

Both Michael Brennan of Toot Toot and Lydia Grantham from The School Bus shared important stories about strategies that schools need to deploy to address bullying and intimidation and how that affects student wellbeing. There was also an acknowledgement that social media has made the problem even more acute. Bullying of children used to stop when the kids got home, that was their safe haven. Now it is as

likely to take place over social media or using the power of smart phones between the hours of 10pm and midnight.

It all points to a truism at the heart of education, life is a series of transitions, from one school to another, to college, to work, to training providers, moving around and beyond a community into the unfamiliar. Evidence proves that children benefit from contact with businesses, taking away the mystique and the fear of dealing with adults in such a setting. Do employers appreciate the journey that young people they are looking to employ have been on? Do they know what the qualifications mean and whether that in any way prepares them for the awesome responsibility of taking someone into their business and taking on that duty of care. Schools are expected to create six contacts per pupil with a business (or any employer), but it can be an important two-way process on that journey of transitions and of making everyone realise we all occupy the same space together and can work together.

The conversation turned to sport and exercise. With sport, there is the fear that kids are put off exercise and activity because it's so closely aligned with competitive team sports? No

city has ever built a legacy programme after a games that has resulted in more activity amongst the wider population.

Elite sports facilities like the velodrome might benefit cycling, the Manchester City Etihad campus undoubtedly is a valuable addition for kids who play football to a high standard, but beyond that?

Sara Tomkins who has some experience working across the Greater Manchester public sector and has seen how the system has begun to take the view that tackling the health problems of the region requires broader thinking and action. Preventing diseases like diabetes through campaigns like daily mile, which build the habit of exercise.

"It comes down to leadership, some of the levers are in place to make interventions that have an impact," she said.

Alison Loveday, partner at law firm Kennedy's, who hosted the discussion, said: "The Greater Manchester Strategy highlights where Manchester can be a fabulous place. If we have the right attitudes and learning environments.

"We had a wide ranging discussion which demonstrated the need to focus on mental health and well-being, not simply physical health – at all stages of our lives. Schools have a great opportunity to equip children with the life skills that they will need to promote their well-being, as do employers.

"The more we can link in businesses with schools, the more likely it is that children will feel supported and keen to get out into the world of work. pro-manchester has the ability to drive this type of engagement."



pro-Manchester is a corporate membership organisation representing the 240,000 employed in the financial and professional service community in and around Greater Manchester.

Boasting more than 300 corporate member firms, pro-Manchester engages with over 5,000 individuals. For more details call **0161 833 0964** or email: **admin@pro-Manchester.co.uk**

gdpr

The challenges and benefits to small businesses

By the time you read this the General Data Protection Regulation will have come into force.

The regulations present one of the most challenging overhauls that many marketers will have ever faced. Nowhere is that truer than in small businesses.

The ICO's national radio campaign

The Information Commissioner's Office recently launched a National radio campaign aimed primarily at small businesses.

The ICO's radio campaign called 'Making data protection your business', tells people about the GDPR, what it means and who it applies to, including small businesses.

It explains that businesses need to protect the personal data that they hold, which may belong to customers, suppliers, employees and others. If the data is lost, hacked or misused, then innocent parties may suffer and the business may face harsh penalties under the new legislation.

Research from the Federation of Small Businesses (FSB) suggests most SME's are cutting it fine when it comes to meeting the deadline.

In late February 2018, it found 90% of small firms were still not fully

prepared, while a third hadn't even begun preparing and 35% were only in the very early stages.

Mike Cherry, FSB national chairman, said: "The GDPR is the biggest shake-up in data protection to date and many small businesses will be concerned that the changes will be too much to handle. It's clear that a large part of the small business community is still unaware of the steps that they need to take to comply and may be left playing catch-up."

The blind leading the blind

Many SMEs will be relying on partners such as trade or professional associations, agencies and law firms for GDPR guidance. However, many of these organisations are often faced with the same predicament, often being cast as 'the blind leading the blind'.

Even the Information Commissioner's Office are unable to provide hands on guidance, instead issuing a series of factsheets and templates that pass the responsibility for compliance back to the small business.

While many SMEs are finding that outsourcing or at least relying on external expertise is the kick-start needed to get the compliance

train rolling, it's clear that someone internally has to take ownership of compliance - as well as bringing the rest of the organisation with them.

There are massive benefits to be gained through cleaning up databases, deleting unused and outdated information, along with recognising where sensitive data resides within the business and how that data should be protected.

From a marketing viewpoint, firms will become more efficient by not spending effort in sending massive email blasts or following up lines of enquiry that have no chance of success.

Better yet to devise a focused and targeted sales campaign based upon screened data and engaging directly with genuine prospects.

Jeremy Martin, Director at GDPR Analytics Ltd states that "The fines are the stick but the carrot is that databases become more focused, contacts that want to receive messaging get it and there's real value in giving customers what they actually want."

Helping your business comply with GDPR

To address this issue, the GDPR Data Mapper app from GDPR Analytics Ltd has been developed

to assist SME's begin their journey towards compliance. At a one-off payment with no subscription needed, the GDPR Data Mapper is a low cost, easy to use app that has been thoughtfully designed by data security experts to help small businesses to understand, manage and report upon the way in which personal data flows into, through and out of their business, which are the initial, important steps towards GDPR compliance.

An accompanying website - www.gdprdatamapper.com - provides full instructions on how to use the app, GDPR compliance guidelines and cross references to GDPR points of law.

Also, to buy the app at a discounted rate please visit www.gdprdatamapper.com/gmbc



Jeremy Martin

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- **Classification** of your data and assessment of sensitivity
- **Discovery** of where the different types of data are stored, transmitted and processed
- **Report** on the first three elements will provide a comprehensive data inventory matrix

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employment law

Treating disabled employees with **care** and **respect**

This edition we take a look at the recent case of City of York Council v Grosset and what lessons can be taken from this should your business face a similar issue, there is also a brief reminder to businesses, just in case your heads are still buried in the sand, that the GDPR are now in force!

Considering disciplinary or performance management of a disabled employee - then take care!

City of York Council v Grosset is a timely reminder to employers when considering disciplinary action against a disabled employee.

Getting this wrong could mean a significant financial penalty for your business.

In this case, the Court of Appeal decided that a teacher was discriminated on the grounds of his disability when he was dismissed for showing a horror film to vulnerable students.

The facts

Mr Grosset was a teacher who suffered a disability (cystic fibrosis).

When he began employment at the school, the employer was aware of his condition and they made reasonable adjustments.

When a new headteacher was appointed, he was not informed of Mr Grosset's disability, or the reasonable adjustments that had been agreed. In addition, there was an increased workload which, Mr Grosset claimed, led to an increase in his levels of stress.

Mr Grosset raised his concerns with the school and he was referred to Occupational Health.

While under this level of stress, Mr Grosset showed a small class of 15-16 years old an 18-rated horror film. Disciplinary proceedings were brought against Mr Grosset who was subsequently dismissed for gross misconduct.

Mr Grosset brought a number of claims to the Employment Tribunal, including unfair dismissal and discrimination arising from his disability under Section 15 of the Equality Act 2010.

Mr Grosset claimed that his actions were an error of judgement which was brought about by the stress that he was experiencing by the school's failure to make adjustments to his role to accommodate his disability.

Under Section 15, an employer will not be liable if they did not know or could not reasonably be expected to know that the

person had a disability.

The Courts' decision

The Employment Tribunal rejected the unfair dismissal complaint but upheld the claim of discrimination arising from disability.

It concluded that Mr Grosset's actions were a result of the stress that he was experiencing. His dismissal was therefore an act of discrimination arising from his disability.

The employer appealed, arguing that it was unaware of a link between Mr Grosset's misconduct and the disability at the time of his dismissal.

The case reached the Court of Appeal who confirmed the Employment Tribunal decision.

The Court of Appeal ruled that Section 15 continues to apply even if the employer was unaware that the disability was linked to the misconduct in questions.

What can my business learn from this case?

The case is a timely reminder of the importance of obtaining up to date occupational health reports in situations such as this.

The courts have made it clear that it is not for the employer to conclude whether the disability has a causative effect on the misconduct or performance; this should be decided objectively by a medical professional.

Additionally, the Court of Appeal commented that Mr Grosset's act of misconduct (showing the film to the pupils) was unlikely to have happened if the school had made the adjustments that he had requested to reduce his stress levels.

If you are aware or suspect that an employee may suffer from a disability, before taking any

action in respect of a disciplinary or performance management it is always best to seek specialist advice.

Employers are reminded that any compensation awarded in a successful discrimination claim is uncapped!

GDPR - don't forget about your employees!

Finally, we couldn't end this article without mentioning the dreaded GDPR.

As we are all aware, the new regulations are now in force and businesses need to ensure that they are compliant. Without adding to the scaremongering, remember that if you have employees or use workers, then you will also be processing their personal data.

Employers need set out in a privacy policy how they deal with personal data from recruitment, all the way through the employment cycle up to and including the termination of employment.

Staff or external suppliers (such as any outsourced payroll) should be aware of your privacy policy and agree to abide by it. Remember that you as the employer will be responsible should any member of your staff commit a data breach in the course of their employment.

If you need any help with updating or drafting of policies, do not hesitate to get in touch.



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finance

Drive off with tax benefits for ultra low emission vehicles

The convenience of driving your own vehicle typically offsets the costs of owning a vehicle.

With the recent announcement from the Office of Low Emission Vehicles that drivers of ultra-low emission vehicles (ULEVs) stand to receive tax benefits, now could be the time for private and business car drivers to consider switching to a ULEV to lower the costs of driving and help to reduce greenhouse gas emissions and air pollution on UK roads.

What are the tax benefits of driving a low emission vehicle for individuals?

FUEL DUTY:

ULEVs, like plug-in electrical cars, will be exempt from the fuel duty applied to each litre of fuel used by vehicles with combustible engines, including hydrogen used in an internal combustion engine.

VEHICLE EXCISE DUTY (VED):

Vehicles emitting less than 100g CO₂/km are considered zero emission cars.

Zero emission cars, valued at less than £40,000, are exempt from vehicle excise duty.

All other vehicles registered on or after 1 April 2017 are subject to new rates of this tax, including an initial flat rate followed by an annual standard rate, which are determined by the vehicle's level

of CO₂ emissions.

Diesel cars and cars emitting more than 75g CO₂/km, will see a higher rate of VED.

VALUE ADDED TAX (VAT):

VAT is a consumption tax that applies to the price of vehicles, their fuels and electricity.

Plug-in vehicles recharged with electricity at home pay only a 5% level of VAT for domestic, non-business and charity use, compared to road fuels, including hydrogen, or electricity used for business, at 20%, regardless of their CO₂ emissions.

What are the tax benefits of driving a low emission vehicle for businesses?

TAXATION OF COMPANY CARS (CCT):

From 2020-21, company car tax bands will accommodate more ULEVs. Businesses using ULEVs as company cars use two bands of company car tax at 0-50g/km and 51-75g/km, which are charged at a lower rate, based on their list price, than vehicles in higher bands.

SALARY SACRIFICE FOR THE PROVISION OF BENEFIT IN KIND (BIK):

Employees who accept a ULEV as a benefit in kind from their employer, stand to gain from lower Income Tax and National Insurance (NI) if they agree to reduce their salary

through a salary sacrifice scheme.

ULEVs remain exempt from salary sacrifice reforms due to their environmental benefits.

VAN AND CAR FUEL BENEFIT CHARGE:

Electricity isn't a fuel, so there is currently no fuel benefit charge for battery electric cars or vans.

However, it can apply to plug-in hybrid cars or vans. Employees receiving free fuel from their employer pay a car fuel benefit charge as a benefit in kind, so the employee pays Income Tax and the employer pays National Insurance Contributions on the cash equivalent amount.

VAN BENEFIT CHARGE:

The 2018-19 van benefit charge is set at a flat rate of £3,350 and is levied when an employer provides an employee with a van for private use (not for incidental travel or daily commuting).

The employee pays Income Tax on the amount and the employer pays National Insurance contributions. Zero emission vans are only liable for a proportion of 20% of the van benefit charge.

ADVISORY FUEL RATES (AFR):

AFRs offer a pence-per-mile rate based on the engine size and fuel type of the car. Employees can reimburse employers for the cost of private mileage where an employer provides free fuel for a company car, or employers can reimburse employees when they buy the fuel for their company car (this is not considered to be a taxable benefit).

There is no AFR equivalent for battery electric vehicles.

ENHANCED CAPITAL ALLOWANCES (ECAs):

Businesses that purchase cars which emit less than 75g CO₂/km, zero emission goods vehicles, or ULEV recharging or refuelling infrastructure, are eligible for 100% first year allowance.

APPROVED MILEAGE ALLOWANCE PAYMENT (AMAPs):

Electric and hybrid cars are treated in the same way as petrol and diesel cars when it comes to AMAPs. Employers can reimburse their employees who use their own vehicles for business mileage, using HMRC rates without liability to Income Tax or National Insurance Contributions.

Excess reimbursements are reportable to HMRC.

Self-employed taxpayers cannot claim capital allowances or running costs and mileage rates simultaneously.

MILEAGE ALLOWANCE RELIEF (MAR):

For the purposes of MAR, electric and hybrid cars are treated in the same way as petrol and diesel.

If an employer does not fully reimburse an employee for the cost of business mileage in the employee's own car in accordance with the AMAP rules, that employee is entitled to apply to receive MAR on the remainder of this amount.

If you're a business owner or an individual tempted by tax breaks, or simply fancy a fuel change, speak to the Tax team at LWA on **0161 905 1801**.

We'll help ensure you're accessing the full range of tax benefits available for drivers of low emission vehicles and let you know how you could save money, and the environment, in the long run.

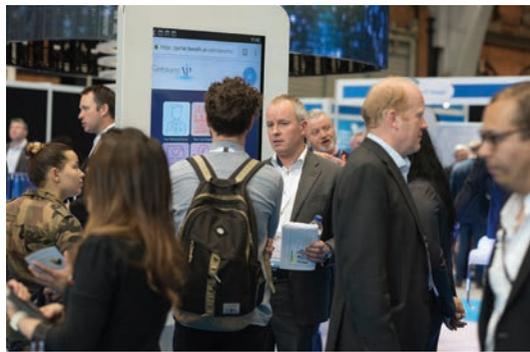


Les Leavitt

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www.lwaltd.com

expo

The Northern Business Exhibition makes an impact at Manchester Central



April saw the much-anticipated return of The Northern Business Exhibition to Manchester. GM Business Connect were proud to be media partners with the event, and we also exhibited at the expo.

The two-day event moved to a bigger venue for its 3rd year, taking over the Manchester Central Convention Complex, and providing entrepreneurs and business owners with a unique opportunity to discover the latest industry innovations and network with their peers.

Just over 100 industry-leading suppliers, including show partners Yell Business, showcased their latest products and solutions to thousands of business professionals from across the country.

As a leading business exhibition in the North of England, the seminar and workshop line up didn't disappoint and provided a comprehensive program of guidance, inspiration and up-to-date information.

The keynote seminar hall hosted more than one hundred and fifty seated delegates with many more crowded around the show for speakers including ex-BBC Dragon Rachel Elnaugh and social media marketing guru, Steven Bartlett. The 25-year-old CEO of global social media agency, Social Chain, explored the changing landscape of online marketing and how businesses can capitalise on micro-influencers.

Another highlight was Richard

Hanscott, CEO of Yell, opening the exhibition with his very popular seminar on how to build a successful digital business, drawing on his own experience in leading the digital transformation of Yell and sharing his tips.

The workshop halls were as popular as ever, covering digital marketing, finding business funding and the secrets of sales. International speaker and senior business advisor, David Tovey, hosted two packed out workshops on the Secrets of sales success, presenting a new approach to selling in order to build long-term profitable relationships.



David Tovey

The event attracted thousands of ambitious business professionals and entrepreneurs from across the country, keen to network, find new suppliers and stay up-to-date in a constantly evolving world; from established business owners looking for cost-effective ways to grow and develop to budding entrepreneurs taking part in the NBE18 Win Your Business in a Box competition.

This year's winner was David White, founder of BGR Training; a multi-award winning start-up fitness company with the ambition to become the market leading brand for bodyweight fitness training.



Steve Bartlett



Carl Reader

David pitched against a number of other business ideas to win the grand prize of £5,000 cash plus a huge range of business products and services donated by exhibitors to get him up and running.

Excited to be back at the Manchester Central in 2019, the Northern Business Exhibition promises to build on the success of the last show and bring you more expert speakers, leading exhibitors and dedicated workshops than ever!



Would you like to be involved in NBE19?

Get in touch now to secure your exhibiting spot and be part of the biggest business event in the North!

The exhibition will be taking place on **12 & 13 March 2019** at Manchester Central.

Exhibitor enquiries
0330 1222 049
or email sales@newstartexhibitions.com

leadership



**LEADERSHIP
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Business holds enough 'Gambling' - reduce the odds on Recruitment and Talent Management...



Case-study:

A client of ours has grown its business in the last 10 years rapidly.

This meant that many people who joined the organisation at its infant stage, suddenly were asked to step up and become 'Managers' of other people. In addition, the business was forced to hire large numbers of new staff to cover its ever-increasing expansion needs.

As a result of this rapid growth and expansion they were faced with the following conundrums:

- 1) Being great at what you do as an individual does not automatically mean you will be equally great as a Manager (where you have to achieve tasks through other people). As a result, a significant number of these Managers lacked the managerial skills and/or potential to do the job.
- 2) The most common way to hire a great number of people is interviews. We all do them, we like them, they are fast and cheap. However, they are also the least effective (in terms of reliability and validity) method of selecting external or internal candidates. This results in hiring people that may not fit with our culture, they may leave in a short period of time, etc., which all are costing the business.

To resolve and stop this from happening in the future we worked with the business and created a method that will **a)** ensure that they promote from within the ones who really have the potential and also create an individual development plan to support them and **b)** have a

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.

robust selection process in place for future hires.

The term Development / Assessment Centre does not refer to a physical place, instead it describes an approach, during which, behaviour is being observed and measured according to pre-agreed criteria and /or competencies.

USES:

- Selection of internal and/or external candidates for new or existing positions.
- Identification of high-potential employees.
- Creation of Customised, Individual Plans for your employees.

ADVANTAGES over traditional methods (i.e. interview):

- Increased Validity and Reliability of Results and predictive of future performance.
- Speed - several participants in one go.
- Perceived as fair by participants.

It offers increased reliability and validity of results due to what is termed 'triangulation process', i.e. several assessors/observers and use of specific psychometric tools, exercises, activities as well as structured interviews, all of which have the objective to minimise human bias and enforce a more scientific and hence more objective approach.

Research has shown that carefully designed Development/Assessment centres are more likely than most other selection measures to produce reliable assessment information

which can be predictive of future performance in a role.

In addition, multiple assessments are made at an assessment centre, so it also lends itself to fairness, as candidates are given a number of opportunities to demonstrate their strengths.

Often organisations struggle to distinguish between High-Performers and High-Potentials.

High-Performers give immediate return on investment, with estimates averaging from more than 50% additional value, to as much as a 100% increase in productivity over average performers.

High-Potentials are typically defined as those individuals demonstrating

high-level contributions, organisational values, potential to move up to an identified position within a given timeframe, and potential to assume greater responsibility.

For example, some organisations operationally define high-potential employees as those who are able to assume greater responsibilities within the next two years and who exhibit a history of high-performance and leadership potential; also may be defined as employees who are able to advance two leadership levels within 4-8 years and who score well on various assessment criteria.

All these qualities **CAN BE IDENTIFIED** during a Development/Assessment centre.



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:

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social media

10 LinkedIn essentials

Just a few weeks ago LinkedIn celebrated it's 15th Birthday.

Never really having it's moment in the spotlight as the trendy new platform, quietly LinkedIn has grown to a huge 530 million users.

With 60% of the UK workforce on LinkedIn it's the social network that you can't afford to ignore.

In our latest article we look at 10 essential things to remember when using LinkedIn:

1. LinkedIn isn't just for job seekers

Of course recruiters and job seekers are on there - you'd be mad not to with 60% of the UK workforce there as well. But there's a common misconception that LinkedIn is just for jobseekers and hence people don't feel there is value for them as a business owner or a senior decision maker.

If you do business with people, there is real value on being on LinkedIn...

If you want to win more clients there is a value to being on LinkedIn...

If you want to collaborate with partners there is a value to being on LinkedIn...

The CV and Profile element of LinkedIn is but a small part of a much bigger picture.

2. About 20% of LinkedIn's users are MAU

LinkedIn does not specify monthly or daily "active" users - just users in general. The last figure announced was in Q3 of 2016, which was 106 million at the time.

That LinkedIn have not publicised monthly active users since then hints that whilst growth on the platform has happened, MAU have stalled a little.

For those that are active on the platform this means you're more likely to be visible. For those that have a profile, but are inactive, it means your missing out in a big way.

Tip of feed means tip of tongue

3. Your profile photo is the first thing people will see

The first thing people will see on your LinkedIn profile is your profile photo, and people will make a judgement on that if they've never met you before.

Within seconds they will play word association games with yourself.

Does your profile photo portray yourself as professional, friendly and approachable?

or

Does your profile photo portray yourself as unprofessional, awkward and unapproachable?

4. LinkedIn endorsements are pointless

A few years ago LinkedIn introduced something called endorsements.

Have you ever been endorsed for something you do?

Have you ever been asked to endorse people for skills you didn't know they had?

Have you ever looked at someone's profile and wondered how they got so many?

Don't worry - LinkedIn endorsements are entirely pointless and no one takes them seriously.

It's just LinkedIn's way of adding a gamification element to the platform.

5. LinkedIn recommendations are everything

If LinkedIn endorsement are pointless... then LinkedIn recommendations are everything.

Your online reputation is your Social Currency.

LinkedIn recommendations are the second most trusted form of recommendation - the only thing more trusted than a LinkedIn recommendation is a video testimonial.

Let's say for instance someone is looking for Social Media training or management.

They look at my own profile - they see I have 270 LinkedIn recommendations (and a large percentage are from people they know).

And they look at one of my competitors profiles - and see they have zero recommendations.

Which Social Media marketer do you think they'll choose?

LinkedIn Recommendations are EVERYTHING!

6. Relationships matter

You go to a networking meeting, you chat to people, swap business cards and then never chat to the person again.

You wouldn't operate in business that way.

But that's the same as having a LinkedIn profile, connecting with someone you meet and then never chatting to them again.

That is what people do with LinkedIn.

They're obsessed with the number of connections they have, but they never count the conversations they had.

7. Lurking is not a strategy

"I have a LinkedIn profile, but I just look and never post."

It's one of the most common phrases we hear prior to our LinkedIn training.

After our training they never act the same way again.

Lurking is not a strategy

It's like going to a networking meeting and standing in the corner not chatting to anyone.

You need to be active on LinkedIn and share updates, otherwise it's pointless in using LinkedIn.

8. Don't scrape email addresses

You might be aware of a think known as GDPR.

Ok, I know you're sick of hearing that phrase at the start of emails by now, but remember this -

connecting on LinkedIn does not give you the right to scrape email addresses from profiles and add them to your database.

This has never been ethical and it's certainly not in 2018.

9. Links are demoted in the newsfeed

LinkedIn has changed.

If you wanted to present yourself as a 'thought leader' or 'expert' pre-2017 on LinkedIn you shared interesting news stories and maybe offered your opinion.

Generally that doesn't work now with the LinkedIn algorithm

Links (which take people away from LinkedIn) are demoted in the newsfeed.

Why? Like Facebook, LinkedIn would naturally want you to stay on LinkedIn rather than go elsewhere.

In 2018 you have to focus on content that sits and works within the platform.

10. Automation is a no no

LinkedIn is for humans, not robots.

Automation on the platform is a BIG fat no no.

If you think you can automate the following and build real relationships then expect to lose:

- LinkedIn connection requests
- LinkedIn profile views
- LinkedIn messages

It takes longer to build relationships organically, but the results speak for themselves.



Alex McCann

Altrincham HQ

www.altrinchamhq.co.uk

apprenticeships

Salford City College

are developing **talent** within Greater Manchester businesses

Apprenticeships are the perfect way of developing talent within a business. Salford City College, who are within the top 13% of all Further Education colleges in the UK for apprenticeship delivery, are currently working with over 400 regional and national firms, supporting them in developing their staff talent through a wide range of apprenticeship schemes.

Economic forecasts predict that the majority of Greater Manchester's key sectors are set to grow over the next decade and competition for talented staff will increase,

as will the costs associated with recruitment.

With that in mind, forward thinking organisations are already managing their talent by upskilling their workforce, ensuring they have the staffing expertise they require in the future.

It is a common misconception that apprentices are new, young people within a company - that's not always true.

An apprentice can be anyone aspiring to climb the career ladder, anyone who wants to develop their

skills, knowledge and behaviours to excel. These include current employees and new alike.

Mandy McMahon, Education and Learning Apprentice, was already a teaching assistant at Chatsworth High School, but decided to undertake an apprenticeship with Salford City College to develop her skills. She said: "Even though you do a job, and have done it for years, an apprenticeship helps you reflect on your practice.

"Through my apprenticeship, I've learnt the theory behind my practice and it has made me stop and think what I'm doing right and what I could do better."

Flexible Delivery

Salford City College are an outstanding apprenticeship provider with a superb team of industry experts who specialise in delivering apprenticeships within the workplace.

The college delivers a wide range of apprenticeship programmes, especially in the business, professional and financial services sector. Most of the programmes are designed to be delivered in the workplace with minimum impact on operational requirements.

Design of delivery for companies can be agreed to incorporate specific requirements.

Currently at Salford City College, programmes are available in the following:

- Leadership and Management
- Team Leader/ Supervisory
- Accounting
- Financial Services
- Customer Service
- Business Administration
- Project Management
- Digital Marketing



Mandy McMahon,
Education and Learning
Apprentice with
Richard Wilkinson,
Assistant Headteacher,
Chatsworth
High School

Making the most of the Apprenticeship Levy

All companies with a wage bill of £3 million+ are paying 0.5% of their PAYE costs into an apprenticeship levy fund.

This statutory requirement was implemented in May 2017 and impacts around 22,500 companies in the UK. The fund remains under the company control for a rolling 24 months, with money entered in May 2017 being taken in May 2019, but can only be used to pay apprenticeship training costs.

In the first year since the levy was introduced, only 8% of the total value of the apprenticeship levy paid has been utilised by businesses, the remaining £1 billion remains unused.

Salford City College have a team of experts to support businesses in maximising the benefits of their apprenticeship levy.

They also have a team of apprentice finance coordinators at the end of the telephone waiting to help firms set up and establish the processes needed to use their digital apprenticeship levy account.

To arrange a call back or for more information, please call **0161 631 5555**.

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debt recovery

Why is **listening** essential for **Debt Recovery?**



Commercial Debt Recovery: Should You Put People First?

There are unfortunately enduring myths around commercial debt recovery, not least that it is all about leaning on people to get results. However, in fact, the most crucial quality in debt recovery, and credit management, is listening.

There are reasons behind late payment, or a failure to pay at all. Discovering what these reasons are is an essential starting point for a strategy to recover this debt. The more you listen, the more likely it is that you will get the debtor's cooperation earlier on in the process

Obviously, this is not foolproof, but it is an approach that underlies the principle of working with the debtor to resolve the issue. The idea of sensitive debt recovery may, to some, seem unlikely, but empathy is a key quality in achieving faster, more effective results.

A process of negotiation

Every interaction with a debtor is,

essentially, a negotiation. What this means is that it is always a process, and a key skill of a debt recovery agent is in managing this process.

The debtor may not see it as a negotiation as such, but if the agent is skilled enough, they should be creating a dialogue where this kind of exchange can more comfortably take place.

This must inform how the agent makes contact. A brash,

overconfident approach to someone who is already feeling the pressure of mounting debt is unlikely to help them feel open to a discussion. It is not a sales pitch.

There is a form of subtle selling going on, which is selling the idea of cooperation, of coming to an agreement. This is why people skills are so critical in this process.

Keeping cool under pressure

The pressure is not all one-way.

Frequently, debt recovery agents face hostility and aggression, as well as evasiveness. So, alongside a degree of openness must come resilience.

This helps agents be methodical and diligent under pressure. The devil is in the detail, because compliance is another crucial factor.

Ultimately, it is about combining a customer-facing, open approach with excellent negotiating skills and an ability to be understanding and assertive.



Paul Daine

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Website: www.premiumcollections.co.uk



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Telephone: 0161 962 4695

wellbeing

Is It time to ask for help?

Many of us feel disinclined to ask for help. Even asking for directions can require a huge effort. We may be loathe to appear vulnerable or incompetent, telling ourselves, 'I'll be fine, we must be nearly there by now, it will all work out in the end'!

But whilst we may feel that asking for help is a sign of weakness, the reality is it can often be a sign of strength. Appreciating the value of additional support or input can positively influence our chances of success, saving us time and allowing us to maximise our resources. There's nothing weak about doing that!

Here's to recognising that it's time to ask for help.

Feeling overwhelmed, out of our depth, not sure where to start or how to proceed is an important indicator that it's time to ask for help.

Whether we're in a study, work or domestic situation it can be frustrating and futile to fritter increasing amounts of time not knowing where, what or how to begin.

Overwhelm can result in anger, frustration and feeling de-motivated, especially if we're new, young or lacking in confidence. If we're unable to determine the way forward we may end up feeling stupid, useless and choose to walk away.

Asking for help from the outset means we potentially start with a clearer overview and directions or instructions from day one. We're able to make notes and continue using

any of the channels of communication we've opened, so helping us become more confident about speaking up if and when required.

There may be areas of our life which really cannot be ignored any longer.

A team may be struggling to bond, a disruptive relationship may be causing havoc or staff development may not be as successful as was planned. Outside help may provide a better, more neutral perspective, see things differently and be able to work effectively to bring about positive results.

If our personal relationship is struggling, outside help can be beneficial in the form of relationship counselling. This can be a good decision even when the only option left is to split, facilitating a more respectful resolution, especially when there are children to consider.

Stress often builds up over time, perhaps being triggered by a catalogue of day-to-day pressures, unhappy mindset or precarious physical wellbeing.

Learn to recognise the signs that your stress symptoms are starting to appear. Signs may be poor concentration, accidents and mistakes, not sleeping well, losing your joy in life, each alerting you to the need to start saying 'no', develop better coping strategies and start asking for help.

Counselling and hypnotherapy can be a good way to deal with

old unhelpful habits, support good decision-making and introduce effective stress management strategies.

Find time for fun, things that you're good at and commit to taking regular breaks.

What about those occasions when we're already doing too much, yet still agree to take on more, rather than say 'no'!

Such behaviour can come from a fear of appearing incapable, inefficient, not coping or we don't want to disappoint or risk losing a client. We may want to do it all, be keen to be involved in every step of the process, perhaps not trust others to do as good a job or prefer to micro-manage everything.

Asking for help allows others to feel included, part of the team and so enable them to develop and even suggest better working practices.

Or there may be some real value in forming alliances with other associated businesses and offering a more comprehensive menu of goods and services, a win/win for all involved.

You gain by having additional time for other, perhaps more important things, or free up some time for fun activities. It might be viable to pay for help with domestic chores, like gardening, ironing or cleaning or engage business expertise to support your accountancy, social media, admin needs; all could be money well spent.

Perfectionism is often a barrier to asking for help. Easing our stress levels through constant checking may bring its own temporary reassurance, but it's often short-lived.

Learning to move on from one piece of work when it's finished, good enough, can save a lot of time and stress. Besides that, going over something repeatedly often means we become de-sensitised and word-blind to any flaws or errors.

A fresh pair of eyes can often zone in on something straight away.

Trust other people's areas of expertise. If you know someone who's already practiced or familiar

with what you're attempting to do, invite them to share their experiences with you.

Chances are they'll be only too happy to help and you may be able to reciprocate at another time. Alliances like this can bring advantages to all involved.

Our business skills or personal capabilities may benefit from the introduction of a coach, trainer or mentor to provide guidance, motivation and accountability.

Soliciting help can move us out of our comfort zone and take our personal and professional development to the next level. When our aim is to grow and develop it's often important to ask for help.



Susan Leigh MNCH (ACC)

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

She's author of 3 books, 'Dealing with Stress, Managing its Impact', '101 Days of Inspiration #tipoftheday' and 'Dealing with Death, Coping with the Pain', all on Amazon and with easy to read sections, tips and ideas to help you feel more positive about your life.

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diary dates

4 Networking

Cheadle - Fridays Fortnightly
- 22 Jun, 6 Jul, 20 Jul... 8.00am - 10.00am
Venue De Vere Hotel Cheadle, Cheadle Royal Business Park, Cheadle SK8 3FS
Cost £15
Contact Paul McGowan 07971 289686

City Centre - Fridays Fortnightly
- 22 Jun, 6 Jul, 20 Jul... 12noon - 2.00pm
Venue Manchester Bierkeller, Printworks, Withy Grove, Manchester M4 2BS
Cost £15
Contact David Thorpe 0161 660 6756

Stockport - Fridays Fortnightly
- 15 Jun, 29 Jun, 13 Jul... 8.00am - 10.00am
Venue Bredbury Hall, Osborne Street Bredbury, Stockport SK6 2DH
Cost £15
Contact Rebecca Moloney 03300 102024

Bolton - Tuesdays Fortnightly
- 19 Jun, 3 Jul, 17 Jul... 8.00am - 10.00am
Venue Last Drop Village, Hospital Road, Bromley Cross, Bolton BL7 9PZ
Cost £15
Contact Ann-Marie Clare 07740 929052

Salford Quays - Wednesdays Fortnightly
- 20 Jun, 4 Jul, 18 Jul... 8.00am - 10.00am
Venue The Beekeeper, 11 The Quays, Salford Quays M50 3SQ
Cost £15
Contact Alexandra Dunton 07792 472600 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 - includes full breakfast
6.45am - 8.30am
Venue Mercure Bowdon Hotel, Langham Road, Bowdon WA14 2HT
Cost £10
Contact Members@BowdonBusinessClub.co.uk

Business for Breakfast

Networking - Fortnightly
Venues Events are held at Bolton, Bury, Stockport, Heaton Park, Didsbury, Littleborough, Manchester, Oldham, Stockport and Whitefield
Cost £10
Contact www.bforb.co.uk or email centralservices@bforb.co.uk

Business over Breakfast

Networking - Fridays fortnightly
15 Jun, 29 Jun, 13 Jul... 7.00 - 9.00am
Venue Cloud 23, Hilton Hotel, 303 Deansgate, Manchester M3 4LQ
Cost £15
Contact Tracy Heatley 07812 076946

DataCentres North

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Dynamic Networking

Free Business Networking
Bolton - 4th Tuesday monthly
26 Jun, 24 Jul, 28 Aug, 25 Sep...
5.30pm - 7.30pm
Venue Last Drop Village, Hospital Road, Bromley Cross, Bolton BL7 9PZ
Cost FREE

Sale - 3rd Tuesday monthly
19 Jun, 17 Jul, 21 Aug, 18 Sep...
5.30pm - 7.30pm
Venue The Boathouse, Sale Water Park, Rifle Road, Sale M33 2LX
Cost FREE

Wilmslow - 1st Wednesday monthly
4 Jul, 1 Aug, 5 Sep, 3 Oct... 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, 12 July 9.30am - 11.30am
Venue Pembroke House, Carrington Business Park, Manchester M31 4DD
Contact 0161 776 4000 info@cbpl.co.uk

Federation of Small Businesses

Network Sale
19 Jun, 24 Jul 6.00pm - 8.00pm
Venue Sale Golf Club, Sale Lodge, Golf Road, Sale M33 2XU
Cost FREE

Networking Altrincham
18 Jun, 16 Jul, 20 Aug, 17 Sep...
6.00pm - 8.00pm
Venue altspace, Kennedy House, 31 Stamford Street, Altrincham WA14 1ES
Cost FREE

#FSBConnect Bolton
6 Jul, 3 Aug, 7 Sep, 5 Oct... 8.00am - 9.30am
Venue The Watermillock, Crompton Way, Bolton, BL1 8TJ
Cost £10 (includes breakfast)

Network Media City
2 Jul, 6 Aug, 3 Sep, 1 Oct... 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
4 July, 1 Aug, 5 Sep, 3 Oct
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

First Friday Connectworking

City Centre Business Networking with GM Business Connect Magazine in association and support of Forever Manchester Charity
6 July 4.00pm - 6.00pm
Venue Artisan, 18-22 Bridge Street, Spinningfields M3 3BZ
Cost £15

3 Aug, 7 Sep, 5 Oct - Venue to be confirmed

Contact Paul Mirage 07708 987518 paul@businessconnectpublishing.co.uk www.gmbusinessconnect.co.uk

Tickets on Eventbrite: [First Friday Connectworking](#)

Greater Manchester Chamber of Commerce

Action4Business Networking, Sector lunches, Economic Updates
Full listings can be found on: www.gmchamber.co.uk
Contact 0161 393 4321

Handbags & Briefcases

Aspirations and Inspirations
19 Jun 12.00noon - 2.00pm
Venue Curzon Ashton FC, Richmond Street Ashton-Under-Lyne OL7 9HG
Cost £10

Summer Social
11 Jul 6.30pm - 8.30pm
Venue Est.14, 2 Ashfield Road Altrincham WA15 9QJ
Cost £10
Contact Jenny Matthews 07984 872325 info@handbagsandbriefcases.co.uk

High Peak Business Club

Regular monthly breakfast networking with high calibre speakers 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

innov8-live The Gin Garden Party

Business Networking + entertainment
20 Jun 7.00pm - 10.00pm
Venue Hotel Football, 99 Sir Matt Busby Way, Old Trafford M16 0SZ
Cost £25+VAT
Contact innov8 Conference Services 0161 300 6396 https://innov8-conferences.co.uk/

K-Club Manchester

Women's Evening Event + Speaker

19 Jun 5.30pm - 7.30pm
Venue Addleshaw Goddard LLP 1 St Peter's Square Manchester M2 3DE
Cost £31.79

Entrepreneur's networking breakfast

2 Speakers + Full English Breakfast
5 Jul, 27 Sep 7.30am - 10.00am
Venue AJ Bell Stadium, Barton-Upon-Irwell, Salford M30 7EY
Cost £38.03

Women's Business Lunch + Speaker

19 Jun 5.30pm - 7.30pm
Venue JMW Solicitors LLP, 1 Byrom Street Manchester M3 3HG
Cost £31.79

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 Curry Club

Three course lunch and networking
27 Jun, 25 Jul, 29 Aug, 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
13 Jun, 27 Jun, 27 Jul... 9.30am - 11.30am
Venue The Coach House, Wilderspool Wood, Trafford Centre M17 8WW
Cost £10

Thursdays Fortnightly

21 Jun, 5 Jul... 9.30am - 11.30am
Venue The Sandbrook, Sandbrook Way, Rochdale, OL11 1RY
Cost £10

Contact Bill Dove 07932 044 743 https://m62connections.co.uk/

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

Shares - Investor Evening

Shares Magazine & AJ Bell Investments
4 speakers from listed PLCs
27 Jun 6.00pm - 9.30pm Drinks and Canapes
Venue Macdonald Hotel, London Road, Manchester M1 2PG
Cost FREE
Contact www.sharesmagazine.co.uk/events

Greater Manchester Business Awards

8 Feb 2019
7.00pm - late
Venue Radisson Blu Edwardian Hotel, Free Trade Hall, Peter Street, Manchester M2 5GP
Cost £100
Contact innov8 Conference Services 0161 300 6396 https://innov8-conferences.co.uk/

The South Manchester Business Association

Weekly networking breakfast every Wednesday
6.45am - 8.15am
Venue Mercure Bowdon Hotel, Langham Road, Bowdon WA14 2HT
Cost FREE
Contact 0161 962 5195 http://smba.org.uk/

The Business Network Manchester

Business Lunch 19 Jul, 30 Aug, 27 Sep, 13 Dec
12noon - 2.00pm
Venue The Lowry Hotel, 50 Dearmans Place, Chapel Wharf, Manchester M3 5LH
Cost £42.50
Business Lunch 31 Oct, 21 Nov
12noon - 2.00pm
Venue The Midland, 16 Peter Street, Manchester M60 2DS
Cost £42.50
Business Lunch 20 Jun
12noon - 2.00pm
Venue The Mere Golf Resort & Spa Chester Road, Mere, Knutsford WA16 6LJ
Cost £42.50
Contact Helen Bennett 0870 751 7523 helen@business-network.co.uk

The Business Network South Manchester

Business Lunch 6 Sep, 4 Oct
12noon - 2.00pm
Venue Alderley Edge Hotel, Macclesfield Road Alderley Edge, Cheshire SK9 7BJ
Cost £32.00+VAT
Business Lunch 12 Jul, 9 Aug, 1 Nov, 6 Dec
12noon - 2.00pm
Venue Marriott Hotel Manchester Airport, Hale Road, Hale Barns WA15 8XW
Cost £32.00+VAT
Contact Simon Coy 07860 121773 simon@business-network.co.uk

The Northern Business Exhibition

2 Day business Expo
12+13 March 2019
10.00am - 4.00pm
Venue Manchester Central, Windmill Street, Manchester M2 3GX
Cost FREE (pre-registration required)
Contact www.northernbusinessexpo.com 0330 1222 049

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

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
Jun 20, Jul 11, Sep 12, Oct 10...
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 Adamson House,
Towers Business Park,
Wilmslow Road, Didsbury M20 2YY
Contact 0161 955 4200

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

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

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

Facilities Business Lounges,
Meeting Rooms, Offices

Runway Visitor Park

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

Sam's Chop House

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

St Anthony's Centre

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

St James Club Manchester

Address Eleventh Street, Trafford Park,
Manchester M17 1JF
Contact 0161 848 9173
Facilities Private Members' Club,
Function Rooms, Business Suite

San Carlo Fiorentina

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

The Coffee House

Address Warburton House, 14 Eagle Brow,
Lymm WA13 0LJ also at
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

The Offices

Address 53 King Street, Manchester M2 4LQ
Address 46 Barton Arcade, Deansgate,
Manchester M3 2BW

Contact 0161 835 9560
Facilities Meeting Rooms, Hot Desks,
Business Lounge, 1GB Wi-fi, Gym

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



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First Friday



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#CONNECTWORKING

First Friday business networking is back!

Join Manchester's business community for our regular monthly networking event, in association and in support of **Forever Manchester Charity**.

Entry includes Forever Manchester Tombola ticket plus bring your business cards for our **FREE DRAWS** to win some **FANTASTIC PRIZES!**

Friday 6 July • 4pm - 6pm • Artisan, 18-22 Bridge Street, Spinningfields M3 3BZ

Also on August 3, September 7, October 5...onwards!

Please see www.gmbusinessconnect.co.uk for ongoing details.

Tickets **only £15** from Eventbrite: **First Friday Connectworking**

Don't forget your business cards!



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