



Prospero

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the Source

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The end of any year gives time for reflection and forecasting and, more often than not, repetition!

At the end of 2015, we were looking ahead to three major events for the region, the country and the world: a decision on runway capacity, the EU Referendum and the US Presidential Election.

Now, at the end of 2016 I find myself looking forward to ... the consultation on Heathrow's ability to build a third runway (and what happens if they can't) ... the negotiations for Britain's extraction from the EU (and what that means for our

business community) ... the first year of President Trump (I have nothing to add)

I think most would agree that, whilst our immediate regional economy is well protected, there are going to be difficult times ahead as the Public Sector is further squeezed and geo-political uncertainty becomes the 'norm'.

However, we are a resolute group and I know that business will continue to grow, seeking out opportunities and delivering quality, value and service.

For Gatwick Diamond Business it has been, to quote many a football manager, a year of transition. We said farewell to Lee-Ann and Sophia and welcomed Mandi and Shelby while Val bravely assisted in the interim period.



I am delighted with the way the team have settled in under Sally's guidance and are working hard to drive the organisation forward. In September and October we had two of the best months I've ever seen for membership growth while delivering around 80 events across the past 12 months.

I would also like to extend my personal thanks to the Executive Council, Chairman, Treasurer and Directors who have all supported us through an occasionally challenging time.

I have set the team some fairly strong targets for 2017 and, along with our events programme, the Business Awards, the Charity Challenge and the Speakers Conference, there will be many more opportunities for you to network.

We collaborate, get your voice heard, make connections and get business done. I hope you continue to make the most of every event we run.

I look forward to working with you in 2017

Chairman's Column

Welcome to the first Source magazine of 2017 and my first column as gdb Chairman.

As an environmental management consultant, I work with large & small businesses to help them become more efficient & meet their objectives. That's what I want to contribute as Chairman of gdb.

We are in a period of uncertainty arising from Brexit & US elections, which will affect our businesses in the short term & beyond. We need to understand & act upon the risks we face, & also the opportunities presented to us.

Members of gdb have a good history of collaboration and this is even more important nowadays. We don't just represent the business community - we are a community of businesses.

In the Annual Survey, we ask members what their objectives are for joining gdb, with a whopping 96% saying to network and build business contacts.

I've spoken to a lot of members recently to understand more about this & the value they

get from gdb. I particularly like how Andrew Hookway of Extech summarises his three reasons for membership:

- Awareness & learning opportunities
- regional/economic issues, business learning - to make my business more robust
- Build my contact base - so I have them when I need them
- Raise the profile of my business.

We are currently writing gdb 2020, the business plan for the next three years, which will focus on delivering on these issues, so that we all get the best from our membership.

I'd be delighted to meet as many gdb members as possible - please do get in touch.

Anya Ledwith
ESHCon Ltd
info@eshcon.co.uk





SHINE BRIGHT LIKE A DIAMOND

As we celebrate the best of business 2017

THE GATWICK DIAMOND BUSINESS AWARDS 16TH MARCH 2017

Join us in the Millennium Suite of the Copthorne Effingham Park for a pre-dinner reception hosted by Irwin Mitchell, before taking your seat for a sumptuous three course dinner with wine.

Our presenter for the evening will be the acclaimed actor Stephen Mangan, who has appeared in some of the UK's best TV comedy of recent years, including Episodes, with Matt LeBlanc.

This Strictly Black Tie event will see the very best of the Gatwick Diamond Business community come together in celebration of the World-Class businesses operating in this World-Class destination.

6.30pm - Evening starts with Pre-Dinner Reception Sponsored by Irwin Mitchell

7.15pm - Take your seats for Dinner

9.30pm - Stephen Mangan

10.00pm - Presentation of the Gatwick Diamond Business Awards

11.00pm - After-Show Party

01.00am - Carriages



For more information and to download an entry form, visit:

WWW.GATWICKDIAMONDBUSINESSAWARDS.COM

PVL award winning car



PVL UK are delighted to announce that we are the 2016 winners of 'Wrap of the Year' at the prestigious, British Sign Awards.

We beat off a selection of fantastic competition with our unusual 3D, Lego styled design of one of our projects; designing and wrapping the Gatwick Diamond Business Pool car. Sponsored by Gatwick Airport, the GDB car is frequently spotted out and about

around the Sussex area and even has its own Twitter account. (@thegdbcar)

Presented by Bill Turnball, the British Sign Awards said "PVL(UK) very cleverly included a 3D effect – by mounting PVC discs to the body and roof and then wrapping over the top. People now want to touch the car to see how the 3D effect was achieved – making it possibly the first ever interactive wrap."

After agreeing a suitable, innovative and eye-catching design, the car had 3D blocks carefully applied to car first, to resemble popular plastic building blocks, and was then wrapped in digitally printed 3M IJ180 and 3M 1080 gloss white vinyl with cut vinyl lettering applied on top. We used Contravision one-way window film on the passenger windows.

www.pvluk.com

Previous Meetings & Events: November / December

The past two month's meetings were:

How to Win Awards & Influence People hosted by KPMG
www.kpmg.com

Elevenes & Networking hosted by Reigate & Banstead Borough Council
www.reigate-banstead.gov.uk

Diamond Lunch with Sussex Police hosted by Irwin Mitchell LLP
www.irwinmitchell.com

Networking at Ease hosted by The Arora Hotel
www.arorahotels.com

November Members Meeting hosted by Farleigh Golf Club & Restaurant
www.farleighfox.co.uk

Festive Afternoon Tea hosted by Holiday Inn London Gatwick Worth
higatwickworth.co.uk

After Work Christmas Cocktails hosted by Xenia Latin Lounge
www.xenialounge.co.uk

gdb Christmas Lunch hosted by Holiday Inn London Gatwick Worth
higatwickworth.co.uk

All of these events were very well attended and presented great opportunities for Members and others to gain new contacts.

Norwegian

Low-cost airline Norwegian is expanding its award-winning low-cost long-haul network with a 55 per cent increase in the number of flights to the US from next summer. Brits will have more affordable choices to visit the US with a sharp increase in the number of flights from 22 to 34 flights per week on Norwegian's popular long-haul routes from Gatwick Airport.

The airline has more than doubled its long-haul passengers from London Gatwick in the past year and will continue its rapid UK growth in 2017 by introducing:

A double-daily service on the flagship New York JFK route from August. Norwegian's daily service from London Gatwick to New York will double, with two flights per day now being offered. The additional daily flight will offer a 9am arrival time in New York, allowing business travellers to attend all-important meetings throughout the day and depart the same evening.

A daily service to Los Angeles from April 2017, becoming Norwegian's second US destination to be served daily.

Five-weekly departures to Oakland-San Francisco also from April. Flights to Oakland-San Francisco will climb to five-



weekly departures giving even more options to visit the Bay Area in time for the 50th anniversary of the Summer of Love.

Three-weekly services to Orlando and two-weekly flights to Ft. Lauderdale from April offering the most affordable route to Miami and fast access to cruise ports.

Norwegian launched three new direct routes from London Gatwick to the US this year with the addition of Boston, Oakland-San Francisco – where Premium passengers now receive complimentary access to its brand new airport lounge and Las Vegas, which became Norwegian's newest US destination this winter.

Seats are available to book now at www.norwegian.com/uk or by calling 0330 828 0854.

Cathay



The airline's four-times-weekly service to Gatwick, which launched last September, will increase to a daily service starting June 1, 2017. The expanded service, in addition to Cathay's existing flights to Heathrow, will see the airline operate more non-stop flights between Hong Kong and London than any other carrier at a total of up to six daily. Cathay currently operates 43 non-stop flights to the UK per week.

Speaking about the enhancements, Cathay's chief executive Ivan Chu said: "The UK is a very important market for us, one which we have served for over 35 years. Our additional Airbus A350-operated frequencies to Gatwick and Manchester underline the deep-rooted commitment we have to providing both business and leisure passengers with increased convenience and superior in-flight products, which give travellers even more reasons to choose Cathay Pacific."

Visit www.CathayPacific.com to find out more

Route News from British Airways



There are three new destinations for British Airways on the Gatwick Route Map for 2017.

British Airways is launching a new service to Oakland, San Francisco Bay from March 2017. It will be the airline's first route from Gatwick to California, and its fifth service from London to the 'golden state'.

Oakland offers close connections to world-famous landmarks including Napa Valley, Carmel and Yosemite national park. The airport will also provide easy access to



other parts of the Bay area, in particular San Francisco which is just a 30-minute ride by train or a 34-minute drive by car.

From May next year British Airways will launch summer season flights from London Gatwick to Limoges in western France.

Limoges boasts a large historic quarter with scores of half-timbered houses, built after the city became rich off the back of its fame for fine porcelain and as a centre of arts and culture.

And finally, British Airways is launching a new service to Fort Lauderdale from July 2017.

One of the largest cities in Florida, which is situated just 28 miles north of Miami, Fort Lauderdale enjoys average year-round temperatures of 25 degrees and basks in 3,000 hours of sunshine every year.

Visit www.britishairways.com for these and other great Gatwick connections.

Sandman Signature London Gatwick Hotel

The Sandman Signature London Gatwick Hotel wanted to inform you of the next phase of our refurbishment project.

We are very pleased to inform you that all 151 bedrooms, conference and meeting rooms, and public washrooms have all now been completed and we are very happy with the result, which we hope you are also.

Our next phase of refurbishments will be the week commencing 31st October 2016 where the swimming pool will be

taken out of service we aim this area to be completed and re-opened in January 2017 if all goes to schedule, the swimming pool will see a drastic makeover of the pool area, changing rooms and new fitness facility, we are also very pleased to announce that the steam room will be reinstated for our guests use during this time too.

The ground floor and lobby will also see the refurbishment project before the end of this year please be informed that the hotel will be closed from 23/12/2016

and re-open on 31/12/2016 during this time we will be able to undergo extensive refurbishment works without having to disturb our guests.

We are very excited to show you these areas once completed, we thank you for your loyalty and co-operation during these works we shall keep you updated with any further information in due course.

www.sandmansignature.co.uk

The Business Doctors

American Victor Kiam liked the shaver so much he bought the company.

Closer to home, a group of Business Doctors franchisees have taken inspiration from the Remington entrepreneur and have done the same.

The Business Doctors 'gang of six' were no longer content to just run their highly successful individual franchises and wanted to be part of the company in a bigger way. The half dozen, including bfa HSBC Franchisee of the Year finalist Andy Mee, proposed to buy into the company as regional directors.

After some discussion, franchisors Matt Levington and Rod Davies agreed to their offer of investment and are now welcoming six new members to the board. Each has received a one percent share in the business.

Kevin Cook will now oversee the North West, West Yorkshire & North Midlands, Andy Mee, the home counties, SE Midlands & the East, Graham Robson, the North East, North & East Yorkshire, Lincolnshire & Humberside, Chris Simpson, the South East and Richard Tidswell and Paul Neck, the South West.

Chris Simpson said: "When I made my original investment in a Business Doctors franchise in early 2013 it was because I wanted to find an outlet for the full range of my experience and the energy I have for helping business owners grow and prosper. I was lucky to find Rod and Matt when I did as they share my views on the "how" and the "why" of business support. This further investment marks a new phase in the structure of the network but is very much a continuation of the same mission

www.businessdoctors.co.uk

A new Data Centre for Gatwick



Great news, a data centre is coming to Manor Royal! So what you may ask yourself, isn't that some place big companies store their data? In some instances, it is, but the new data centre being built by Surrey based (and now Sussex as well), 4D, will be opening up the opportunity for local businesses to supercharge their IT. Unlike an enterprise data centre, which is owned and operated for one client, this will be a 'colocation data centre' – think Big Yellow Storage, but rather than putting your archived paperwork, you can move your in-house servers into it instead.

4D's colocation data centre on Kelvin Lane, has standby generators, super-fast diverse fibre, and 24x7 on-site security and tech support, which means their clients servers will stay online regardless of any issues with local power providers or ISPs. As well as colocation services, 4D will be bringing ultra-fast (1Gbps+) broadband to local businesses as well as reliable and cost effective cloud solutions, with the added bonus of 24 x 7 Surrey or Sussex based technical engineers on the end of a telephone line.

Managing Director of 4D, Jack Bedell-Pearce, said "We're very excited about our

new data centre opening in Manor Royal. We've had clients in the Gatwick Diamond area for a number of years but recognised Crawley would benefit from a facility like this as companies become more reliant on their servers being online 100% of the time."

As well as being an infrastructure provider, 4D will be bringing their networking and technical briefing events to the local area which will give business owners and senior technical engineers a chance to chat and exchange ideas. Look out for 'Sussex Tech Heads' in the New Year or check out www.4d-dc.com.

Prospero, Redhill

McKay Securities PLC has completed a new office development of 52,000 sq ft on London Road, Redhill. The scheme, being marketed as Prospero, is the only new office development available in the Redhill/Reigate market and the first to be completed in the last 10 years.

The 4 storey building has large floor plates and a high quality specification that has set a new benchmark for quality in the town designed to accommodate an occupational density of one person per 8 sq m in order to maximise the benefit of open plan working.

Top floor roof terraces offer impressive panoramic views of Memorial Park and the North Downs. As with all McKay schemes, environmental considerations played an important part of the design process. Occupiers will benefit as a result of the excellent eco credentials of BREEAM 'Excellent' and EPC A with intelligent LED lighting, high levels of insulation, low u

values and photovoltaic panels on the roof ensuring low energy costs. There are even 10 electric car charging points. Car parking and bicycle spaces are provided in a secure basement with contemporary changing rooms including with showers, lockers and drying areas.

Redhill is a key commercial centre at the northern part of the Gatwick Diamond on the southern M25 close to the junction with the M23. The town provides a public transport hub at the intersection of the London to Brighton (North/South) and Tonbridge to Reading (East/West) railway lines. It is 11 minutes by train from East Croydon and 7 minutes from Gatwick Airport.

There are also significant regeneration projects underway in Redhill town centre. Highway works have improved the town centre traffic flow, including conversion of the one-way road system to two-way, with improvements to pedestrian and cycle routes to make the town centre more



attractive and safer. The Memorial Park that is directly opposite Prospero has had a £1.4m make-over with a new café and sports facilities. The Warwick Quadrant retail is also being upgraded to include a landmark development with much larger Sainsbury's and new hotel/gym.

McKay Securities are welcoming interest in either the whole building or individual floors and the development should therefore be of interest to any companies with a headcount of 80 people upwards. Letting agents are Strutt & Parker from London and local agents Altus Group from Reigate.

www.altusgroup.com

What really is Internal Audit?

While most SME's are familiar with External Audit (KPMG/PWC etc., who come in annually, to review and sign off their year-end financial statements) they may not know how internal audit could help them. Internal auditors review all the day to day operations and not just finance but also sales, supply chain, management reporting, IT systems/data, admin, etc.

They map business processes, assess risks, review controls and can give really useful advice to help improve business operations and profitability. Whilst larger enterprises (typically >£100m turnover) may well justify

having their own 'full time in-house' internal audit function, which is usually more for governance, compliance, risk management and internal control, SME's generally don't think this is a necessary FT overhead cost to carry.

Experienced internal auditors tend to be used more for cost reduction, profit improvement, strategy development, sales function and asset optimisation and can bring really valuable benefits to SME's.

Some business owners may feel confident they already have everything operating effectively

and efficiently but it can still be reassuring to have someone really experienced from outside the business come in and give an independent assessment/endorsement.



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Creative England and Barclays join forces to boost growth in the UK's creative technology sector

Creative England and Barclays has announced a new partnership that will focus on boosting fast-growing, creative technology businesses. The accelerator will be based in the Brighton Eagle Lab.

Together, the organisations are launching a new accelerator, providing creative technology entrepreneurs with the support and help they need early on in their business lifecycle. 'Barclays' Eagle Lab – Flight' will be implemented through Barclays' successful Eagle Labs programme and led by Creative England.

A twelve-week intensive accelerator consisting of workshops, masterclasses and mentor programme, aiming to unlock creativity for aspiring businesses and provide business acumen. It will cover topics such as business planning, sustainability, leadership, culture, global impacts and markets and audiences and evaluation. With a focus on creative thinking and cross collaboration, participating companies will learn how to scale-up and define their product, with input from industry thought leaders, Creative England and Barclays experts.

The accelerator is another milestone in Barclays' commitment to support fast-growing businesses and help them at every stage of their journey to scale up. Under Barclays' High Growth & Entrepreneurs, the bank provides end-to-end support helping businesses through every stage of their journey and through a dedicated relationship team, providing access to a range of innovative funding, services and networks for the most ambitious businesses.

www.home.barclays

asb law acts for the shareholders of Big Box Self Storage in its sale to StorageMart

asb law has acted for the shareholders of long-term client Big Box Self Storage in its sale to US operator StorageMart for in excess of £100 million. A deal which is believed to be the largest-ever single self-storage transaction in the UK.

Big Box has 15 storage centres across the South East of England, totalling nearly 700,000 square feet of storage and employs over 50 staff. The business has been sold to StorageMart, which is the world's largest privately-owned storage company with 189 storage facilities and 12.4 million square feet of rentable storage space in the US, Canada and now the UK.

The multi-disciplined legal team at asb law was led by Partner, Claire Williams, supported by Corporate Finance Solicitor,

Nikki Ashfield, and Real Estate Solicitor, Lauren Kelly. Claire Williams, commented: "We are delighted to complete this complex deal for our long-term client, noteworthy for its size and cross-border investment. We've been working with Big Box since its inception, supporting continued revenue growth and portfolio expansion across the South East. It was great to see the results of this work culminate in a successful sale to StorageMart, which takes the business into its next stage of development."

Cris Burnam, President of StorageMart, commented: "Big Box is an important entrance into the United Kingdom for StorageMart. We plan to use the substantial self-storage platform to grow within the UK. These are great locations in solid markets, and we look forward to applying



our technology platform and revenue management strategies at these stores."

asb law and Jones Lang LaSalle advised Big Box. StorageMart was advised by Clifford Chance.

www.asblaw.com

Health and safety is strategic now!

For many businesses H&S has become a strategic risk. This is because recent changes in the sentencing guidelines mean the financial impact of getting it wrong can now affect the achievement of strategic objectives.

Examples of the sentencing change can be seen in two cases. In September 2016, a local highways company with a turnover of approximately £20m and based close to the Gatwick Diamond in Kent, was fined £660,000 for a non-fatal accident. On a larger scale, in June 2016 a local tyre repair and supply company with a similar turnover was fined £1,000,000 following a fatal accident. This demonstrates that H&S has become

a strategic risk as the fines are significant. The question for company directors is "How should we address this now strategic, risk?"

The problem for companies is that H&S management requires specialist knowledge and is typically seen as an overhead as it is not directly aligned with the company's purpose. This can result in two things. Firstly, directors not appreciating their exposure as they are not current on legislation and industry best practice; secondly, poor oversight, management or use of in-house or ad-hoc H&S professionals. It is these types of problems that directors should be evaluating when considering how to address the risk.

Manor Royal-based Onus Risk Management Limited, address potential H&S problems by providing directors with services that allow the strategic risk to be managed. In a recent example, Onus RM were engaged by the Port of Sheerness to provide H&S management for the £37m project to redevelop the Sheerness steelworks site. This 3-year engagement demonstrates how organisations can manage H&S risk and look to streamline the effectiveness and efficiency of their H&S activities by working with an organisation whose business is H&S risk management.

www.onusrm.com

The Careers and Enterprise Company

Senior Enterprise Coordinator, Georgina Angele has been busy developing a strong team to support the Coast to Capital region. There are now four Enterprise Coordinators (including Georgina) across the region with a further appointment imminent.

The Enterprise Adviser Network has completed its pilot year and is now working within the whole of the Coast to Capital LEP region which covers East Surrey and Croydon down to Brighton & Hove and across West Sussex to Chichester. The target is to have the EA Network within 100 schools and colleges in this area by the end of the 2016 – 2017 academic year.

Nationally, The Careers and Enterprise Company have a target to be working within

4000 schools and colleges across England by the end of this academic year. Locally, each of our Enterprise Coordinators work very closely with stakeholders and partners, including Gatwick Diamond Business.

The role of the Enterprise Coordinator is to recruit senior business leaders who are then matched with the Senior Leadership Team in a school or college. These much valued volunteers are our Enterprise Advisers who work with their linked school/college to develop a strategic plan to embed careers and enterprise across curriculum and to increase the number of employer encounters for every student.

We are actively engaging with the business community and inviting businesses to

THE CAREERS &
ENTERPRISE
COMPANY

participate in the EA Network. If you are interested in becoming involved in this excellent careers and enterprise initiative, either as an individual or as a whole organisation, please do get in contact with me! You can call on 07879 980444 or email me at georgina.angele@coast2capital.org.uk

gatwickdiamondbusiness.com

Two GDB members joined forces in December

A Potential Diamond, in partnership with Manor Green College and West Sussex County Council, supports young people with learning disabilities or autism into paid employment. Ad In Your Face is a mobile billboard advertising company that believes in the power of strong messages put over in a dynamic and eye-catching way. Tom Whiskin, Managing Director of Ad In Your Face told the Source Magazine: "Having met Richard, it's easy to see why he is so passionate about A Potential Diamond. It's clearly a win-win situation for all involved. Businesses get a focused, hard-working, member of staff and the young person benefits from a job that's ideal for their skills and abilities that can then blossom in a structured, supportive, environment".

Richard Lamplough, Managing Director of A Potential Diamond, said: "Tom's knowledge of the power of a targeted advertising campaign, professional approach, and understanding of what we are trying to achieve, made it easy for



me to decide to use Ad In Your Face get our message over to local businesses."

The poster features three young people, two of whom are employed locally: Blake Edwards who has worked at B&Q in Burgess Hill since 2013 and Liam Miller who joined JLC Aviation in Manor Royal four months ago. Both Blake and Liam were introduced to the respective employers by Richard who started by ensuring the "job fit" would match their talents as closely as possible and then continued to support both employee and employer for the early months, gradually

withdrawing as the young people became fully independent in the work place.

"I'd like to thank all the young people for allowing themselves to become billboard stars for a month," said Richard. "They are role models who can not only inspire other young people with additional needs to aspire to have paid employment but also show local employers the value of a largely un-tapped source of talent."

www.apotentialdiamond.org
www.ad-inyourface.co.uk

Securing Data in the Cloud

In today's techno world, clouds are full of data rather than rain; our reliance, for both personal and business use, has moved from our own PCs and servers to online cloud storage.

Storing our data in the cloud has captured our attention. There are many advantages for small and medium sized businesses, such as automatically backing up our data on multiple sites for resilience and being accessible from anywhere in the world.

Yet in essence, "cloud" actually means "somebody else's computer", which has significant implications for data security. Effectively by sub-contracting your responsibility for keeping the information

secure, the job of securing cloud data becomes a contract issue, not a technical issue.

Additionally, anyone with the right credentials can access your data meaning the credentials themselves need to be robustly protected. Many cloud providers now offer secondary authentication via either text or an app ensuring an extra level of security; a valuable addition in a world where hundreds of millions of passwords are stolen and traded almost every month.

Another aspect to consider is what country your data cloud is being hosted in. Many of the big players (such as Amazon, Google, etc) are hosted in the USA, meaning you

must ensure that your data is legally compliant with the Data Protection Act. The EU-US Safe Harbour Agreement is no longer valid, making export arrangements that rely on Safe Harbour registration in need of vital and urgent review.

Whether you are running key business systems such as CRM or accounts on the cloud or simply backing up contacts to the cloud, you need to consider how that information is secured and make sure your data isn't washed away by a cloudy storm!

For more information contact Tom Crellin, Consultant, on 01825 768980.

ABC for CPR

Businesses should heed the British Heart Foundation's warning that 10,000 people die needlessly in the UK every year because too few of us are trained in CPR.

Paul Lane, managing director of ABC Worksafe, who has seen lives saved as a direct result of workplace first aid, said investing in staff training was not only good for organisations, but good for the community.

"It's not just about organisations meeting their responsibility to have trained first aiders on site and ticking that legal box," said Paul.

"Equipping staff with the skills and confidence to take action when a colleague, family member or even a stranger in the street collapses contributes to morale, enhances people's view of the organisation and, most importantly, it could ultimately be responsible for saving someone's life."

Paul, a former Ambulance medic who set up his own health and safety at work training company in 2010, said simple first aid still remained a mystery for many people but bosses could make a significant difference.

"It's one of those things that as individuals,

people often say 'Oh, I've always meant to get trained in first aid, but I've never got around to it'. If more employers took the initiative to offer it to staff, there would be more life savers out there."

In the UK, less than 10% of resuscitations outside of hospital are successful – and there are more than 30,000 out-of-hospital cardiac arrests every year.

www.abcworksafe.com

Redhill Aerodrome – A Typical Day for the CEO



Running a small airfield involves the same tasks as a 'proper' airport – just at a (very) much smaller scale!

07.00 - Emails.

07.30 - Early meeting with my team upgrading the old Bristow House (renamed the 'Redhill Aerodrome Business Centre' (RABC)) to create small flexible office units and meeting rooms. We will have space suitable for start-ups and established companies ready early in the New Year.

11.15 - After monthly Management Meeting showed a new Director around the RABC;

new fuel bowser arrives, Air Ambulance takes off while I'm admiring the bowser.

12.00 - Meetings with Finance Manager to agree new rental terms for a tenant who is expanding.

13.00 - Quick lunch in the Pilot's Hub with a tenant (IT support company) about upgrading our phones and wi-fi (always use on site services where possible).

13.10 - Large (AW169) helicopter arrives!

14.00 - Meeting with the Project Manager to discuss design details and environmental

credentials for replacement for the old wartime block that housed the 'Chef on the Road' café and offices for around 20 companies and which burnt down last year. This will be finished in the summer and provide fantastic new offices and a new café / meeting space – a significant improvement on the old, leaky building that was too hot in summer and too cold in winter!

15.00 - Meeting with the Kent Surrey Sussex Air Ambulance Trust, (which provides such excellent emergency services across the region) about the repair work going on the ground floor of the RABC as a base for its new helicopter (an Augusta Westland 169) and the proposed expansion of its training operations for its own staff and other paramedic support services.

16.30 - Phone calls with lawyer about new leases and with fuel suppliers.

17.00 - Emails.

17.30 - Review business plan we are preparing and wrestle with the ongoing issue of viability of running an aerodrome with a grass runway then a few minutes grabbed to research the aerodrome's history which we are going to recognise in the new café.

Good day, sunny, 150 aircraft movements!
www.redhillaerodrome.com

Sustainable ideas from South of England Farming Conference

Over 250 farmers discussed and debated issues around sustainable farming at the South of England Farming Conference in Ardingly, laying bare the stark challenges that face British farmers today and coming up with creative ideas to address food security for a post-Brexit future.

Chaired by BBC presenter Charlotte Smith, speakers included Helen Browning OBE, chief executive of the Soil Association and organic farmer in Wiltshire; Robin Sundaram, head of responsible sourcing for Nestlé UK; and Jake Freestone, a Nuffield Scholar and farm manager at Overbury Farms in Gloucestershire, farming to the Linking Environment and Farming (LEAF) accreditation.

Doug Jackson, South of England Agricultural Society Trustee, said, "The debate was superb and we have reason to be optimistic that British farmers have the innovative ideas and drive to farm in a sustainable way.

"Our speakers on the night offered some excellent ideas around how to preserve

the countryside and our precious natural resources alongside farming and showed that our farmers are already coming up with creative solutions to the problems and issues that we face with a global population to feed which is expected to reach 9.5 billion by 2050."

Key issues on the day included questions as to why prices of products, such as milk and grain, were similar to what they were in the 1970s and questions were raised as to why the public and leading retailers are so unwilling to accept an increase in prices for quality food, with suggestions that this could be because of inappropriate marketing or because food is deemed as a commodity. With this in mind, some farmers asked how they could farm sustainably and still make money.

Sitting in the middle of 150 acres, the South of England Showground was the ideal venue to host the Farming Conference, in partnership with South East Farmer magazine and sponsored by Mayo Wynne Baxter, Complete Land



Management (CLM), Lloyds Bank and Richard Place Dobson LLP.

The South of England Farming Conference was generously sponsored by Complete Land Management, Mayo Wynne Baxter, Lloyds Bank, South East Business Systems and Richard Place Dobson LLP.

www.seas.org.uk
www.southofenglandeventcentre.co.uk

Royal seal of approval for British Airways i360

His Royal Highness The Duke of Edinburgh opened British Airways i360 in Brighton, and met the team which designed and created the world's tallest moving observation tower.

The Duke of Edinburgh enjoyed views across Sussex from the glass observation pod before unveiling a plaque and signing the Visitors' Book at the seaside attraction, which was conceived and designed by Marks Barfield Architects, creators of the London Eye.

With an overall height of 162m, and an observation pod that rises from ground level to 138m above Brighton beach, British Airways i360 is a feat of engineering which already holds the Guinness World Record for the World's Most Slender Tower, with a diameter of just 3.9 meters at its widest point. The Duke of Edinburgh has a particular interest in engineering. He was shown the control room and the operating winch, and spent time speaking with British Airways i360 chairman David Marks, vice-chair Julia Barfield and chief engineer Dr John Roberts.

Also present for the royal visit were the Lord Lieutenant of Sussex Peter Field, the High Sheriff of East Sussex Michael Foster, the Mayor of Brighton & Hove Cllr Pete West, the chief executive of Brighton & Hove City Council Geoff Raw and the chairman of the West Pier Trust Dr Glynn Jones.



The Duke of Edinburgh also met representatives of the British Airways i360 construction team, many of whom also worked with Marks Barfield Architects on the London Eye. These included Hollandia, which constructed the steel tower, Poma which created the glass pod, drive mechanism and ride control system; and Sussex-based civil engineer contractor JT Mackley which was responsible for the ground work and the British Airways i360 beach building.

David Marks continued: "Built at the landward end of Brighton's historic West Pier, British Airways i360 is a modern day 'vertical pier' that gives a new perspective on the city. Its purpose is simply to delight, entertain and inspire. Its design, engineering and method of construction are innovative, just as the West Pier was in its time. And just as the original pier invited Victorian society to 'walk on water', so British Airways i360 invites visitors to 'walk on air'". www.britishairwaysi360.com

Local agency 'Storm' helps prepare report for House of Commons

Handcross design and marketing agency Storm Creative Partnership are proud to help prepare an environmental report presented at the House of Commons.

Established in 1999, Storm is an award-winning integrated design and marketing agency with a proven track record for delivering memorable and effective campaigns. And now, once again, they can add helping to prepare a report for the House of Commons to their repertoire for the second year running.

The report, Castle Debates: environmental opportunities and threats 2015-16, Science, Law and Policy in a Post-Brexit World, was prepared by Castle Debates. Storm were responsible for the report's creative direction, including presentation and style.

Castle Debates provide an independent and impartial platform for environmental debates in the UK. Their report is a unique guide to environmental science, law and policy featuring contributions from distinguished lawyers, scientists

and policy-makers. It provides a digest of key environmental issues, including the effects of Brexit, natural capital, the need for housing and our right to a healthy environment.

Sponsored by the Society for the Environment, the report has been produced in partnership with DLA Piper UK LLP and Sykes Environmental LLP. It was presented at the Thames Pavilion at the House of Commons on Tuesday 22nd November. The event was hosted by Richard Benyon, MP and attended by eminent environmentalists in their fields including James Thornton CEO ClientEarth, Sir Crispin Tickell, Stanley Johnson, Baroness Kate Parminter and Martin Spray CEO Wildfowl and Wetland Trust.

Storm work for local, national and international clients, including Gatwick Airport, G4S and Eurovia Vinci. In the last 10 years, their experienced team has won seven awards.

This is the second year running Storm has helped Castle Debates prepare a report for the House of Commons.



Storm's Senior Account Manager, Kate Russell, said of the project: "The Castle Debates report was a very interesting and topical project. The design had to be engaging, complement the environmental debates, look professional and be easy to digest. It was an absolute pleasure to work with Pamela and her team at Castle Debates, who are devoted and committed to debating topical environmental issues which ultimately affect the world we live in."

www.stormmcp.co.uk

Roband demonstrates environmental leadership

Roband Electronics is pleased to announce that its Environmental Management Systems (EMS) has been successfully recertified to ISO 14001.

The EMS is used to manage impacts, reduce risk, identify opportunities for cost savings and address customers' needs. Carbon emissions have been reduced by 2%, waste by 4% and electricity by 9%.

The new ISO 14001 standard has extra requirements, including a strong focus on leadership & alignment to the business strategy. ESHCon guided Roband through the transition process starting with an ISO 14001 Gap Analysis.

Based in Charlwood, Roband is an independent British company specialising in the design, development, manufacture and support of electronic power supplies. Roband is celebrating its 60th anniversary this year.

Environmental and carbon management consultancy ESHCon helps companies manage their impacts and find commercial benefits.

ESHCon and Roband first met at a gdd Members' Meeting.



Andrew Gold, Managing Director of Roband, said: "Our ISO 14001 system has been useful in getting our staff involved & showing our commitment to environmental protection. I am delighted with the team's achievements."

ESHCon's Director Anya Ledwith said: "It's been a pleasure working with Roband,

seeing the EMS recertified to ISO 14001 this year is a great success. Reducing wastage, promoting efficiency and saving money - this is Effective Environmental Management."

info@eshcon.co.uk
www.eshcon.co.uk
www.roband.co.uk

Beauty goodies for loyal customers as spa launches new brochure

Beauty and bubbles were on the menu as Lingfield Park's Breathe Spa & Leisure Club launched its new brochure in an explosion of festive fun.

Customers were treated to Elemis goodie bags, fizz and canapes as they joined the Spa team in celebrating new products including Jessica and Mii cosmetics and tanning.

Breathe's Manager, Samantha Lomas, said she was delighted to welcome customers old and new to the evening.

'This was a perfect opportunity to celebrate Christmas and the launch of our new brochure,' she explained. 'We were able to offer some great festive treats on the night - as well as some promotions to the customers who have booked up for treatments over the festive season.'

'It was lovely to be able to spend some time with familiar and new faces and welcome them to the Breathe Spa & Leisure Club/'

The new brochure includes a range of new Elemis treatments available for both men and women, as well as the Spa'rtie Packages and new cosmetic range.



For more information please contact Deborah Hay, PR Manager at Lingfield Park

Resort, dhay@lingfieldpark.co.uk or 07584 487105.

Not-for-profit financial services firm B&CE strikes gold at customer service awards

Not-for-profit financial services firm B&CE, provider of The People's Pension, has struck gold by winning one of the biggest customer service awards in the UK.

The company, based in Crawley, finished top of the class for Best Overall Customer Service (the top prize) at the Top 50 Companies for Customer Service awards in Edinburgh last week.

B&CE beat a number of established household names from a variety of sectors to the top prize, awarded for performing consistently well.

The firm also finished top in the Best Insurance and Financial and Best Medium Call Centre categories.

Top 50 Companies for Customer Service is the only independent customer service benchmarking programme in the UK which uses genuine customer feedback from mystery shoppers to benchmark companies from different sectors against each other.

B&CE was benchmarked against firms like Royal Bank of Scotland, The Met Office, Nationwide and AXA, to name but a few.

Patrick Heath-Lay, Chief Executive Officer at B&CE, said:

"I am immensely proud that we have finished top in such a strong field. This is a fantastic achievement for us as a company, and one which really reflects the emphasis we put on consistently delivering excellent customer service for our members.

"This has not been an overnight success, and is the result of a long-term strategy to embed a culture within the organisation to really embrace and live our company values.

"We've got a great team of staff who should be very proud of what they have achieved."

www.bandce.co.uk

Kreston Reeves Financial Planning has been announced winner in 2016 Money Management Awards

Kreston Reeves, one of the leading accountancy and financial services firms located across London and the South East, is delighted to announce that Kreston Reeves Financial Planning has been announced winner at the Money Management Awards 2016, held by Wealth & Finance International.



Wealth & Finance International magazine is a globally renowned publication which provides fund managers and institutional and private investors around the world with the latest industry news and updates.

The Money Management awards were launched to recognise firms that successfully exhibit innovation, exceptional client service, professional acumen, drive for expansion and overall excellence in the industry that they represent.

David Hurst, Partner and Managing Director of Kreston Reeves Financial Planning commented, "I am delighted that we have been recognised in these global awards, especially in such a competitive industry climate.

Our team is dedicated to providing the highest standards of independent professional advice. We build long term relationships with our clients to ensure they achieve both their personal financial aspirations and business goals, especially important during these changing economic times.

I'd like to take this opportunity to say thank you to the wider team for their continued hard work, this award recognition is certainly a reflection their unwavering professionalism, strong sector expertise and commitment to client care."

To read more about the services offered by Kreston Reeves Financial Planning please visit www.krestonreeves.com/services/financial-planning.

Leith Mergers & Acquisitions Limited scoop two industry awards

Dorking based M&A Advisors, Leith Mergers and Acquisitions Limited (www.leithma.co.uk), are delighted to announce that they have recently been awarded two industry awards.

In August, the readers of Finance Monthly awarded Leith M&A, 'UK Mergers & Acquisitions Adviser of the Year 2016'. The Finance Monthly M&A Awards press release stated;

Every year the Finance Monthly M&A Awards recognise and celebrate the achievements of dealmakers, management teams, financiers and professional advisers who, over the 12 months, have demonstrated their deal making excellence when working on some of the most important deals across the globe.

All of our M&A Awards winners have demonstrated a deep understanding of market conditions and market forces, thus proving why the demand for expert dealmakers continues to increase year upon year.

This award was followed early this month by news that Leith M&A has also been awarded, 'Regional M&A Advisory Firm of the Year' at



the ACQ5 Global Awards 2016. Jake Robson, Group Editor of ACQ5 says,

"ACQ5 Global Award winners always represent the best of breed in the industry and have earned these honours by standing out in a group of very impressive finalists. Only nominees receiving an average 4-star rating or above achieved short-list status resulting in the 75,246 readership awarding Leith M&A UK Regional M & A Advisory Firm of the Year 2016."

Leith M&A's Managing Director, David Nelson commented, "We are incredibly proud to be recognised as a leader in the provision of quality M & A advice and thank the readers of ACQ5 and Finance Monthly for these accolades." www.leithma.co.uk

Martin Searle Solicitors win the Law Society Excellence in Business Development Award

Martin Searle Solicitors, specialists in employment and community care law, were winners of the Excellence in Business Development Award at the Law Society Excellence Awards Ceremony in October 2016.

The ceremony, hosted by BBC Radio 4 Today programme presenter Mishal Husain, saw ten firms and eight individual solicitors receive awards across the 18 categories, along with a further 21 highly commended entries.

Those judging Excellence in Business Development were looking for business development initiatives in the legal sector, which both challenged convention and created greater added value.

Martin Searle Solicitors were recognised for their innovative Services for Professional Deputies and Attorneys, which the judges said "stood out in the category". The service provides specialist casework support and advice to experienced private client solicitors who have responsibility, as Deputies, for managing complex financial and care arrangements for vulnerable clients. The Law Society award recognised that the firm's innovative legal care offering "benefitted care professionals as well as the vulnerable and elderly they serve".

Cate Searle, Co-Director and Head of the firm's Community Care Law team told



us: "Our team has diverse experience, including those with a background of working for Health and Social Services. We obtain excellent results and secure the best outcomes for our clients because we know how the system works, from the inside." www.ms-solicitors.co.uk

Rock'n'rolling IFA marks 15th anniversary

Mike Oliver Associates is turning 15 years old, and celebrating with the acquisition of independent mortgage advisory service Chase Mortgages.

It's a far cry from the seven years Geordie-born Mike spent in the late 1980s behind a keyboard, achieving local radio airplay with his rock band, One Two XL. "It was pop rock - big hair, white shirts and braces," he recalls. Having failed to hit the big time by the end of the decade, though, he swapped chinos for smart suits to retrain as an independent financial adviser (IFA).

The Haywards Heath-based IFA now advises private clients and commercial organisations across the South East with

a wide array of financial services: estate planning, mortgage advice, buildings and contents cover, equity release, savings, pensions, asset protection, later life advice, investments and taxation planning.

"Managing finances can be daunting but as we help clients realise their ambitions, it becomes so much more interesting for them!" says Mike, who outside the office is known for his unstinting support for local charities. He was recently presented with a special award from Mid Sussex District Council for services to the community by the High Sheriff of West Sussex, Mark Spofforth.

Like his transformation from rock musician to IFA, Mike reinvented the company after

the 2008 recession. He decided on a departmental approach, with advisers focusing on different customers' life stages.

The company's higher profile attracted the attention of local, family-run Chase Mortgages, whose proprietors were looking to retire.

"We have a lot to celebrate this year, but we've been too busy to enjoy it so far!"

Visit Mike Oliver Associates online at: www.moaifa.co.uk



Big 30 marks new direction for PR agency

One of the longest-established PR agencies in Sussex has marked its 30th anniversary by announcing a new direction for the company at a celebration for colleagues and friends.

The public relations and entertainment agency, established in 1986 by Susan Fleet in Burgess Hill, ushered in its fourth decade in style at Great Ote Hall in Wivelsfield, as a special guest of Carola Godman Irvine.

A showcase of the best and brightest entertainers on the Lea Graham books - including musicians Richard Bowen and Michael Hinton, performance poet Louise Taylor, singers Glen Richardson and Duncan Allen, magician Tony Charles and the agency's very own managing director, Susan Fleet,

performing with the Lea Graham Quartet - heralded a taste of things to come in 2017.

The night saw the introduction of new professional associates joining the team in January. It will extend the Agency's traditional PR and marketing services into broadcast media training, photography and illustration, team building, event management, web design and bid writing.

The new direction will be marked next month with the launch of a website and a social media teaser campaign running for the whole of December.

Susan Fleet, Managing Director, said: "This was an opportunity to celebrate our milestone



with media friends, colleagues and clients as well as the chance to showcase some of the best entertainment talent on our books. We are extremely grateful to Carola Godman Irvine for hosting us in her gracious surroundings which are now so popular for weddings and corporate events alike."

To celebrate its three decades, Lea Graham has been looking back at 30 memorable moments. Search Twitter for "#LGA30" to see the highlights. www.leagramham.com

Reigate & Banstead Borough Council and East Surrey College Entrepreneur Academy Final 2016

East Surrey College hosted the final of the fourth Entrepreneur Academy on Thursday 18 November 2016. The Entrepreneur Academy was originally set up by Reigate & Banstead Borough Council, in partnership with East Surrey College to support local entrepreneurs thinking of starting and developing their own business within the borough.

The eight members of the Academy pitched their ideas to a panel of Dragons to compete for a £5,000 investment grant provided by Reigate & Banstead Borough Council. As the talent was high again this year the grant was shared between two successful businesses.

Following an impressive pitch to the Dragons the winner of the 2016 Entrepreneur

Academy was Frances Black of FlaVit who was awarded £4,000 towards developing her business. FlaVit produces seasoning from wild Hebridean seaweed and has recently developed a range of seaweed crackers to supply to health food shops.

The Runner-up was Nazanin Nankali of PowerTutors UK. Nazanin was awarded £1,000 towards her business, which offers private tutoring both at home and online.

Simon Bland, Reigate and Banstead Borough Council said:

"The Entrepreneur Academy is the ideal opportunity for anyone who is looking for expert support and advice to get their



own business started. Since the Academy started, many members have gone on to launch successful businesses. The business ideas pitched to the Dragons this year were again of a high quality and it was a difficult choice to select the winner."

www.esc.ac.uk
www.reigate-banstead.gov.uk

Mazars Awarded Top 50 Tax Team of the Year

Mazars, the integrated and independent international organisation specialising in audit, accountancy, tax and consulting services, has been awarded the Top 50 Tax Team of the Year award at the 2016 British Accountancy Awards.

The awards ceremony took place on Tuesday 29 November at The Brewery on Chiswell Street in London.

The judging panel recognised, in particular, that the team from Mazars "looks to deal with the major challenges of delivering a modern-day tax service, that of transparency and ethics. Alongside their approach (the team) also illustrated their success with impressive figures."

Tim Davies, partner and UK Head of Tax at Mazars, commented: "On behalf of the team, we are delighted to have won this award. To be recognised for our thought leadership, commitment to clients, innovation and growth is true testament to our culture and commitment, as well as our expertise."

Senior Partner of Mazars UK, Phil Verity, continued: "Tax has always been an area that Mazars is known for. Tim and the rest of our UK tax team continuously work hard to deliver our services in a positively different way. A way that supports our clients and adds value, considers the specific needs of their businesses and the sectors in which they operate, and is reflective of immediate and long-term



changing market conditions. This award is very much deserved."

Mazars was also nominated for the National Team of the Year category at the British Accountancy Awards, having won the previous year in 2015.

www.mazars.co.uk

Best Companies - Huntress Wins 2 Star Accreditation!

A huge thank you to everyone at Huntress, over 90% of the company took the time to give feedback on what it's like to work for Huntress. I'm delighted to announce the results have already been released and this year we have achieved a two star rating! – Best Companies call this "Outstanding"!

This is the third year that our overall result has significantly improved but more importantly it supports the overwhelming opinion from everyone I speak to that Huntress is truly a fantastic company to be a part of!

I would personally like to thank all our managers and directors throughout the company for leading their teams with

passion and integrity and inspiring the next generation of Huntress Superstars. Equally, I would thank every single one of our staff for your hard work, enthusiasm and loyalty, this result reflects the overwhelming view you are all making a positive difference now and for the future.

This is a great achievement for the business and I hope everyone will agree that we should be very proud to be a part of Huntress. We have continuously improved over the past few years and value the feedback that help make Huntress a better place to work. Following the accreditation we will be looking at the results in more detail over the next few weeks and analysing feedback to look



at how we can further improve heading into next year.

Next stop... 3 stars!

Many thanks, Chris Leeson, Huntress CEO

www.huntress.co.uk

RPD Growing New Talent

Crawley based Chartered Accountants and Business Advisors Richard Place Dobson are delighted to welcome a new addition to their Trainee Programme, Ashley Londesborough.

Ash joins the team from NatWest where he worked as a Senior Personal Banker for two years. Whilst working at NatWest he started studying towards his AAT qualification in his own time. Prior to this, Ash completed an Economics Degree at the University of Plymouth.

Since starting at RPD, Ash has started studying towards his ACA qualification with the ICAEW and has already passed his first couple of exams. He aims to qualify within the next three years.

Ash has had the opportunity to get involved in a variety of different areas within the Firm however his main focus is on accounts preparation for sole traders, partnerships and limited companies. He has also been given the opportunity to expand his knowledge into charities as well.

Richard Place Dobson regularly takes on trainees giving them the opportunity to develop their skills and study towards relevant professional qualifications. The Firm provides a comprehensive study package including the cost of training courses, exam fees and study support.

The team welcomes Ash Londesborough and looks forward to watching his career grow with the Firm in the coming years.



www.placedobson.co.uk

VEGA Europe Director Appointments

It is with great pleasure that VEGA Europe announce two new Director Appointments.

Lucinda Fauchaux, who joined VEGA Europe over 4 years ago, has been appointed Supply Chain Director. "Since Lucinda joined us she has been a key member in the success and growth of our business" says Sales & Commercial Director Tim Dobson. Dobson continues, "Her tenacity in building relationships with our suppliers has been a key element to our success!"

Martin Bolitho, who also joined at the same time has been appointed Technical Director. Ian Wilks, Operations Director, added "Martin has been in the AV industry

for many years and his knowledge of design and understanding the latest technology has been fundamental in producing value-add solutions for our customers – it is an important part of what makes us stand out."

"The appointments of Martin and Lucinda demonstrate how our business has gone from strength to strength. By actively encouraging professional staff development, we have created an environment that endorses how important we value our employees – they are key to growing our business." says Dobson.

VEGA Europe focus on making your communications easy. Specialists in Audio



Visual and Video Communication and Collaboration, VEGA provide consultancy for the best unified communications strategy for your business. Being part of a global company, VEGA can offer a truly global service over 15 countries and 22 offices. Visit www.vega-global.eu for more information.

Southcoast Conferences expands Event Support Team

Southcoast Conferences at the University of Brighton have recently expanded its team with the appointment of Laura Williams as the new Conference Coordinator and Administrator. This new role was created to drive forward the sales and delivery of the Event Support Services after the department saw a 38% growth in revenue in the last financial year.

A key focus area for Laura will be the introduction of the Event Support Services to a wide range of external commercial companies. This service aims to assist companies with the organisation of conferences, taking on responsibility for the logistics, operations and the majority of the administration associated with the event.

Laura brings with her a wealth of experience from the academic world, having worked

most recently at Saïd Business School, University of Oxford focussing on the operational support and successful delivery of external conferences and events.

"I'm delighted to join the Southcoast Conference team and work in such a vibrant and creative city. We already have a pipeline of exciting academic events taking place both at the University as well as ones taking place offsite in London so it's certainly going to be a busy year for the Southcoast team! I'm especially looking forward to the British Science Festival which is coming to Brighton in September 2017. The festival is a five day event taking place across the University of Brighton and Sussex and will attract upwards of 12,000 visits which will make it the largest event we've worked with."



If you would like to find out more about Southcoast Conferences or wish to speak to Laura about how we can support your next conference please contact southcoast@brighton.ac.uk or call 01273 641389.

Walked the walk. Now could you talk the walk?

Last year the multi-award winning training company, McCrudden Training won several new contracts, including with the Natural History Museum and the National Army Museum. In 2017, the multi-award winning training company have plans to expand further. Could you join them?

"You might think it's strange for a training company, but we're not actually looking for trainers" says MD and brain-friendly training expert Nicky McCrudden. "Our style of training is quite unique – so we're looking for people with expertise and experience and the right personality to deliver our training. We'll teach them how to be a brain-friendly trainer."

The company is particularly looking for people with backgrounds in project/programme management, general management skills, sales, customer service and health and safety.

If you've been there and done that, need a challenge to energise yourself, have a lively personality and could fit a minimum of 8 days a year around your 'day job', then contact Nicky.



www.mccrudden-training.co.uk
01293 230236
nicky@mccrudden-training.co.uk

Ardingly Projects Ltd welcomes new team to become established Venue in West Sussex



Ardingly Projects Ltd (APL) is the subsidiary company to Ardingly College and is solely managed independently by a board of directors and focuses on commercial revenue through our "Venue hire" services during term time holiday periods.

APL are unique and the APL product is bespoke - it is not available in catalogues, on the internet or off the shelf in high street stores. Second hand versions cannot be found on EBay or fakes and knock off versions discovered on market stalls or at boot sales, what APL offer is original, its special and is tailored to everyone one of our customer's own specific needs.

In order to maintain APL's standards and to remain successful APL have appointed three new staff members to help drive the business

forward, raise awareness and increase the reputation for being an ideal Venue.

Arron Polton, has joined as the new Marketing Administrator. Bringing with him over 5 years' experience in Business Administration, Customer Service, Marketing & Communications, Commercial Lettings and Event Management. Rory Gillespie, has also joined the team as the Sales Administrator. As a previous student of Ardingly College, his passion and knowledge of the College is second to none along with his excellent customer service skills and experience of the Finance and Hospitality industry. Last but not least, Emily Sabin who has recently joined the team as the new General Administrator, brings with her many years of experience from throughout the customer service sector, retail excellence, and outstanding customer focus

If you would like to discuss or find out more about our Venue Hire service, please email venuehire@ardingly.com or call 01444 893030. Alternatively you can visit our website at www.ardingly.com/venuehire.

Find us on:

Facebook: www.facebook.com/ArdinglyHire
Twitter: www.twitter.com/ArdinglyHire

New face of the future at Bennett Christmas



With thousands of professional social networking posts, not to mention a company-wide rebranding under his belt and now a ground-breaking app in the offing, Liam Benson is proof that apprenticeships can be the start of a brilliant career.

The first apprentice to be taken on by Mid-Sussex Insurance Brokers Bennett Christmas, 20-year-old Liam has just planted his feet permanently under the desk as marketing assistant in the company's Burgess Hill HQ.

Having completed a Level 3 Diploma in Creative and Digital Marketing through work-based training specialists Creative Process, Liam now takes on full-time, in-house responsibility for social media, design and event handling across the company's retail and wholesale divisions.

"I was really keen to get on with the job and the beauty of this kind of training is that you can do it at the pace that suits you," says Liam, who gained his certificate three months ahead of schedule.

But the learning – and the fun – doesn't end there.

"There's so much more of social media to explore. I want to take it to another level," says Liam, who is planning to add a host of online courses to his CV, including Hootsuite accreditation.

He's been encouraged by the company's commitment to professional development and a board open to hearing fresh ideas.

A member of the brokers newly formed Futures Group, set up by management to encourage staff under 25 to think outside of the box, Liam is already busy working on a Bennett Christmas mobile app.

www.bennettchristmas.com

Beat the Goalie Challenge with Go Vauxhall

Go Vauxhall recently held a 'Beat the Goalie' Challenge at Hazelwick School, Three Bridges. The winner, 8 year old James Morrison, a pupil at Hazelwick School, was invited along with his family to the Crawley Dealership to collect his prize of a family ticket for the imminent England vs Scotland World Cup qualifier.

Sharp shooting by James enabled him to be entered into the prize draw and ultimately win the Wembley ticket, which was handed over to the keen footballer by Peter Morgan, Crawley's Business Manager.

Go Vauxhall continue their support of Grassroots Football across its eight dealerships in the South East off the back of Vauxhall's ongoing support of the Home Nations teams.

www.govauxhall.co.uk



Crowborough Business Tee's Off For Charity



Long standing, IT company, Newman Business Solutions have heralded their recent charity golf day in aid of Hospice in the Weald a success. Over 30 local businesses took to the fairways at Sweetwoods Golf club to battle it out on the course to raise much needed funds to help families in the Weald area cope with some of the toughest times of their lives.

Newman Managing director Andrew Deadman stated "Hospice in the Weald is a charity close to our hearts, as a family business and a local employer we have appreciated first-hand how valuable the work of Hospice in the Weald is to easing the pain at a difficult time. We hoped that by holding a fun Golf day it would raise awareness of the work the hospice do and help them to continue to deliver specialist care, support, rehabilitation and training."

The Golf day raised £5000 for Hospice in the Weald who strive to ensure that the community has access to compassionate, individualised, holistic and supportive care for all patients with a terminal illness, their families and carers. The representative of Hospice in the Weald, David Briggs who attended the event said the hospice were "incredibly grateful for the generosity of all involved in the day". Winning Captain of Team 'Just in Time' Richard Gibbons, said "It was incredibly close, with just two points separating us from second place. We had a great day, amongst great players, in a well-run

event with the personal touch delivered successfully by Newman... we all had a fantastic time."

Deadman continued "we are incredibly grateful for all the support given to the event especially our sponsors; Trade Paints, Jigsaw, DLL, Sharp, Brother, Kyocera, Page & Wells, Wood & Pilcher, Redwing Roofing. We look forward to hosting another event next year".

The vision of Newman is to help organisations streamline their office processes, encouraging greater efficiency through an integrated range of IT, managed print services and speech processing solutions that enable companies to work in a better way.

www.newmanbs.co.uk

Follow
@gdbevents
for the best
networking
in the diamond

Assurity Swimarathon

Horsham Lions Club are holding their annual Swimarathon on Sunday 12 March 2017, and this year they are supporting Chestnut Tree House. The event, sponsored by Gatwick Diamond member, Assurity Consulting, promises to be a great day of fun and competition!

So how can your business get involved? It's very easy, there is no entry fee and teams can consist of up to six people, aged 8 to 70 inclusive. Teams swim lengths in relays, and try to achieve the highest number of lengths they

can in 55 minutes. Your team collects sponsorship for your challenge.

Half the money you raise will come to Chestnut Tree House, the Horsham Lions Club chosen beneficiary charity for this event. The other half, you are free to donate to any cause you choose. You are of course, very welcome to donate that to Chestnut Tree House as well!

So grab your swimwear and register your team at www.horshamlions.freeuk.com and click on Swimarathon 2017.



Richard Place Dobson Raises Over £4000 for St Catherine's Hospice

Richard Place Dobson, one of Sussex's leading firms of Chartered Accountants and Business Advisors, has raised £4,059.48 for St Catherine's Hospice in a series of fundraising activities for the charity's annual Dragon Boat Festival.

The Dragon Boat Festival, which took place on Sunday 4th September, gave local businesses the opportunity to compete in a series of dragon boat races to raise money for St Catherine's.

As well as competing in the Dragon Boat race itself in Ghostbusters fancy dress, over the last few months Richard Place Dobson have also held a charity car wash, bake sale and quiz night with all profits going to the Hospice. RPD

managed to raise more than £1,500 over their original target of £2,500.

St Catherine's Hospice are a local charity that provides specialised end of life care and support to people living in Crawley, Horsham, Mid Sussex and East Surrey. They rely heavily on the support of local people, businesses and trusts to raise the £6million a year needed for them to continue to offer the high level of support to families in their care.

RPD is recognised within the local community for its ongoing support and contributions to local charities. The firm also specialises in charity and not-for-profit organisations.



Matthew Tyson, Director at Richard Place Dobson, said, "Our target was for £2,500 but our staff, clients and contacts have been brilliant in supporting our effort – we suspect many just liked seeing accountants getting their hands dirty!"

www.placedobson.co.uk
www.stch.org.uk

Chestnut Tree House's Snowman Spectacular Ball

Chestnut Tree House's Snowman Spectacular Ball on Saturday 3 December celebrated another fundraising success for the Sussex children's hospice with an incredible total of £532,314 on the night, smashing last year's total of £455,011.

The 540 guests enjoyed an exclusive evening of magical entertainment in a winter wonderland setting inspired by the charity's Patron, Raymond Briggs' iconic Snowman. It would not be possible to put on a Ball of this scale without the wonderful support of our sponsors. This year the headline sponsors from the GDB were Bloc Hotels and Irwin Mitchell, as well Creative Pod being our social media sponsor.

£532,314 is an incredible sum and will pay for over 11 weeks of care provided by Chestnut Tree House both at our children's hospice and in families' own homes across East and West Sussex. The number of children who need our care is increasing, our



care costs continue to rise and fundraising has proved extremely challenging this year.

To put it into perspective, this year's Ball raised twice as much in one evening as our

annual grant from central government, so this really will make a huge difference to the children and families in Sussex who so desperately need our help.
www.chestnut-tree-house.org.uk

Know you zebras from your warthogs!



Who are my customers? Where do I get them? Which ones do I approach?

These are the 3 most common questions that my clients have asked, as they struggle to find out who are their high value customers and how they should go about pulling them into their sales pipeline.

First a story, a pride of lion's needs approximately 1 ton of meat for its survival and it is the senior lionesses who are responsible for planning the hunt, in order to satisfy the short-term hunger and secure the long-term future of the pride.

So, what has this got to do with getting more customers?

Well, the lionesses worked out a long time ago that chasing a 22kg sinewy warthog with dangerous horns across the hot savannah with only a 50% chance of success, was not the best return for the hunting lionesses.

Whereas, the hornless and meaty 250kg zebra can sustain the pride for a few days.

Using this analogy, you can now start to build a picture of your high value customer (zebras) and build your strategy around targeting them, creating a steady flow of zebras to your door, rather than your low value, time consuming and unprofitable customers (warthogs).

For my firm, our high value customers are 10+ employees in the following sectors



- Family owned businesses
- Professional service firms
- Not for profits

And remember 25 warthogs, doesn't make 1 zebra!

Taylored Resolutions is a business advisory practice, utilising 30 years' experience of running a multi-million pound company, as Finance Director, advising SME clients as an Audit Partner and Tax Advisor and running my own micro business, which I sold after 9 years at the helm.

Contact Paul Taylor at Taylored Resolutions 01403 713111 or paul@tayloredresolutions.com

How much can a business lose through PC downtime?

It never occurred to me how much money is involved with PC downtime; that is, until it happened to the business I was working for. I was working in a previous employment in the accountants department for a property management business.

Like many of businesses, it was incredibly important our work and data was secure, safe and supported. A backup happened once a day on an internal server to make sure of this. Everything up until then had been running fine and smoothly, but one night the server failed.

This resulted in us losing 3 days of saved work and data. We had to go back 3 days to the last successful backup. 4 accounts clerks lost 3 days of work. The cost of this server failure was much more than I could have expected. The pricing is as follows:

- 4 accounts clerks lost 3 days' work. Total wasted labour £960.

- Overtime to redo work: 4 clerks, 24 hours each at time +25% £1200.
- 2 X Temp's employed for 4 days to filter emails/ calls £640.

Other costs to company

- Computer engineer to set up external cloud based server and increase security
- Damage to company reputation- poor customer service. Failing to respond to customers on time. Loss of customer basis
- Staff morale low due to stress of extra work - staff leave, training costs of new staff

I learnt from this experience that your business can only grow once it's on top of everything. If a technical problem happens, it breaks the momentum of your business growing. That means a lot of time, money and effort is spent trying to get the momentum back.

Make sure you have disaster recovery systems in place and that you back up your

servers if you don't use the cloud.

Having a Private cloud is like having your very own secure IT system accessed through the internet. It's similar to the traditional method of having your server at your office; you still access it in the same way, it's just located offsite in a secure location. This secure data centre has backup generators and banks of batteries to protect your data.

Written by Helen Collier - Accountant

Computer-Eyez work with businesses that recognise how selected use of new technology can improve efficiency and reduce the time staff spend on IT issues. For further information, call 01273 806211 or go to www.computer-eyez.com

Kogo ransomware



Ransomware. It's the word whispered in fear by cybersecurity experts and business owners alike; but does it deserve its reputation as the IT boogeyman?

Ransomware is a form of malware that has been heavily funded by cybercriminals, increasing its potency and reach. How does

it work? Essentially, once you are infected with ransomware it silently encrypts your files, rendering them useless to you. Once your files have been encrypted, the program then opens up a window offering you your files back – for a price. Most strains of ransomware will then begin deleting your documents and increasing the price, forcing you to act quickly. Of course, even if you pay there is no guarantee your files will be restored – either through malice, incompetence, or intervention by authorities there is a chance paying will have no effect at all; except losing you money.

While this happens, most ransomware will be trying to spread across networks or via email; creating new infections elsewhere to extort more money and propagating itself further.

Where does ransomware come from? All over – because it is so profitable for cybercriminals, they put a lot of money into developing new ways to infect your machine. Seemingly safe websites, ads, emails, and hardware can all be vectors for infection. Advanced strains of ransomware also hide from standard antivirus and firewall software, meaning these programs can lead to a false sense of security for employees.

If you're interested in learning more, Kogo Ltd has started a series of informative blogs on what ransomware is, where it comes from, and how to stop it in its tracks. You can see the first post here - <http://bit.ly/whatisransomware>

Engage and enthuse your team for the year ahead

January can be a tough month: short days, cold mornings and months till their next holiday can make it a struggle to keep your team motivated again after the Christmas break.

It only takes one or two reluctant team members to 'infect' the entire team. And of course this then rubs off on your customers' experience...and ultimately your bottom line.

Here are my 7 top tips to engage and motivate your team on their return from their Christmas break.

1. Play from a 10

It's a self-fulfilling prophecy; if we think it's going to be tough getting back into the swing of things the chances are it will. Behaviour breeds behaviour, so if we mooch around all day resenting being back at work we're far more likely to elicit negative emotions, than if we're confident, enthusiastic and energetic.

2. Say thank you

If your team were working hard right up until Christmas (and maybe over the Christmas period itself) don't forget to tell them how much you appreciate their efforts.

3. Celebrate and share successes.

Update your team on your achievements for the past 12 months. What milestones has the business achieved, what were the highlights, and what's been their contribution? Give praise where it's due to create a buzz for the year ahead!

4. What's next

Update your team on your plans for the year ahead, so they've a sense of purpose and focus.

5. Set mini goals

It can often feel you're not achieving much in the first week back at work. Allocating specific short term projects or goals enables everyone to get stuck in and see some results within the first few days.

6. Time for reflection

Time off often gives people time for reflection and can prompt them thinking about other options, career moves or even career changes.

Quash any feelings of insecurity. Schedule 1:1 reviews as early as possible to discuss individual contributions and where they fit in with your plans for the coming year.

7. New challenges

Not everyone wants to progress, but that doesn't mean you let them stagnate. A bored employee is unlikely to wow your customers so be prepared to discuss how you can add variety, set new challenges or stretch them.

Investing a little time now to show your team how much you care about them will certainly pay you back in how much they care about your business and your customers.

Caroline Cooper, Naturally Loyal



For more tips on getting the best from your team and giving your customers a great experience visit www.naturallyloyal.com/blog

Top Tips on Restructuring

Business owners and managers continually review their operations to see if there are changes they should be making to improve efficiencies or profitability. Often this will involve altering the workforce in terms of numbers of staff or their responsibilities. However, employers need to be aware of potential pitfalls.

Contractual changes

If a change to responsibilities is sought the starting point is whether this is permitted under the contract of employment. If the change is beyond any reasonable interpretation of the clause or not provided for in any other way then it will be necessary to consult and seek the agreement of the employee.

Changes where no agreement can be reached

If the business has decided that variations of contract are necessary and these can't be agreed with staff it is possible to enforce them lawfully. As long as reasons have been fully explained and especially if some employees have agreed to them it would be lawful to give notice to the outstanding staff and offer to re-employ them on the new terms and conditions.

Reducing numbers

If changes mean that there are going to be fewer staff this will be a redundancy



situation. Before staff can be dismissed fairly there should be warning that their job is a risk, consultation and fair selection if some employees are being selected from a pool and consideration given to whether there is suitable alternative employment available for those at risk.

20 or more

If 20 or more employees are potentially affected by changes to terms and conditions or possible redundancy, then the collective redundancy regulations apply. Under these the employer must consult with appropriate representatives at least 30 days before any dismissal can take effect (or 45 days if over 100 employees). The Secretary of State must also be notified.

Be aware of TUPE

If there is an intention to outsource or sub contract roles to other companies the Transfer of Undertakings regulations may apply. These serve to transfer the

affected staff to become employees of the new service provider. There are also obligations to inform and consult with penalties for failure similar those for collective redundancies.

Forward planning is key to making any changes so that all options can be considered and the appropriate steps taken. This should include taking legal advice to ensure that the company is meeting its legal obligations and duties.

In partnership with Community Works Brighton and Hove, Fiona Martin of Martin Searle Solicitors will be delivering training on 'Restructuring and Changing Contractual Terms' for charities and not for profit organisations on 26 January 2017. If you want to access this training please contact Hazel at Community Works on 01273 234 031.

For more please contact Martin Searle Solicitors on 01273 609911, or email info@ms-solicitors.co.uk.

Strategy + Execution = Success

Are Strategy and Execution Interdependent?

Thinking we can separate strategy from execution is one of the biggest myths of execution. Strategy is about choices – how a company creates and sustains value. Failure to execute often starts with failure to make and communicate those tough choices.

The Double Diamond Process Map (British Design Council), highlights this interdependency and the need for joining up strategy and execution. Defining strategy is not a static exercise or a linear process.

Are you sure you have a strategy?

"We're pursuing a global strategy", is not actually a strategy. When business leaders call everything a strategy, they create confusion and a lack of business integration. How does knowing that the

organisation is pursuing a "global strategy" help the vast majority of managers motivate their teams?

The Strategy Diamond (Hambrick and Fredrickson) is a crisp way to analyse, visualise, summarise and share strategy with your stakeholders by looking at a number of areas including Arenas, Staging, Differentiators, Vehicles and Economic logic.

"70% of strategic failures are due to poor execution of leadership" Ram Charan.

Even if you have a clear strategy, getting everyone on the team to engage maybe a challenge as most strategic initiatives require behavioural change. The #1 Business Bestseller Wall St Journal "The 4 Disciplines of Execution" highlights the following:

1. Focus on what is Wildly Important – 2/3 goals only at one time
2. Leverage high impact activities to reach your goals
3. Engage the teams in creating their own winning or losing scoreboards
4. Accountability sits with everyone in the team

as the four essential Leadership behaviours for Execution Excellence in today's changing world.

Contact WDR to explore how we can help your business teams with their Strategy & Execution success.

e: learning@wdr.co.uk
p: 01403 268251
w: www.wdr.co.uk

How good is your headshot?

In his book *LinkedIn Riches*, the author John Nemo shares with us how to set up a killer LinkedIn profile. The very first step he says is getting a really good professional profile picture.

"You have to have a great photo on LinkedIn, and what I mean by that is a professional high quality headshot, one where you are smiling, friendly, attractive; really at your best."

People do business with people they think they can work with; the photograph of you on your LinkedIn profile is that first step to someone making contact with you, so it is really important that you upload a good one. So what is a good profile picture?

LinkedIn reports that people with profile pictures get 14 times more hits than those without. People like to see pictures.

It takes a tenth of a second for someone to make a judgment about you just by looking at a picture of your face. Think of your own profile picture right now; is someone likely to pick up the phone to you to do business or

offer you that new job or are they more likely to move on to the next person on their list?

It goes without saying that your approach to your profile picture reflects your attention to detail and professionalism. A shoddy picture equals a shoddy professional outlook.

In an interview for CEO, Californian portrait photographer Emily Bourdage explains the importance of the professional profile picture. She says "When recruiters look online it helps the job seeker come across as being somebody who cares about their professional appearance enough to invest in it. It takes your standard black and white resume and turns it into a real-life human being."

To see the full interview go to <http://www.c-e-o.org/news/how-your-headshot-the-importance-of-a-professional-image>

A trawl through LinkedIn reveals countless profile pictures which are not up to the job; the one of you with the family dog or a child under one arm and a glass of wine in your hand. Even worse, you on the beach, or next to the face of



your friend who you have badly cropped out. You get the picture; sure it says fun, sociable, fit, busy but it doesn't project 'professional'.

So don't risk missing out on whatever opportunities there are out there for you. Book on-line to see us now; fabulous profile pictures at an acceptable cost; it's a no-brainer!

www.yourbestselfheadshots.co.uk

Start the New Year off with a legal health check of your commercial contracts



A start of a New Year is often viewed as a fresh start, a time to make a New Year resolutions list. Joining a gym and de-cluttering your office are common resolutions, but what about a resolution to get your business contracts reviewed to ensure that they are up-to-date and, importantly, still protect your business? This is not something that businesses often think about and although the pace at which contract and common laws move on isn't always fast, when they do it can, and often does, have a significant impact on your contract terms.

This impact could transpire in a number of ways, including:

- a previously enforceable provision becoming unenforceable: for example, if an exclusion of liability clause becomes unenforceable you could be faced with unlimited financial liability
- a previously reasonable clause becoming unreasonable: meaning it may not be enforceable and you may be financially exposed

- terms being implied into a clause to fill a gap: you could be responsible for something that you hadn't intended, or might not be aware of.

It is for these and many other reasons that it is important to ensure that your contract terms protect your business as opposed to exposing it to unnecessary risks and liability. By keeping your contract terms up-to-date, you will protect your business from uncertainty and challenge. We recommend a yearly legal health check to identify what changes (if any) need to be made to protect your business. This doesn't have to be, and very often isn't, expensive.

If your contract terms haven't been legally reviewed for more than 2 years and you'd like to understand where you might be exposed, please contact Lisa Downs at Rawlison Butler (ldowns@rawlisonbutler.com or 01293 558593).

This document is provided for information purposes only and does not constitute legal advice. Professional legal advice should be obtained before taking or refraining from taking any action as a result of the contents of this document.

What Are Research & Development (R&D) Tax Credits?



R&D tax credits enable SME companies that incur costs in developing new products, processes or services to receive a cash payment or tax deduction.

R&D tax credits can be an incredibly valuable source of funding for many businesses.

The R&D tax credit scheme is a HMRC incentive designed to encourage innovation and increased spending on R&D activities by companies operating in the UK.

The two key criteria in determining whether an innovative company is eligible for R&D tax credits are 'advancement' and 'uncertainty'. This checklist will help you see if you are eligible:

- I have a limited company based in the UK
- I employ less than 500 people

- My turnover is less than £85 million a year
- I'm working on something new and different and think my competitors would use it if they could

If the answer to all the above questions are yes, then it is possible to claim relief on revenue expenditure, and in some cases also capitalised revenue expenditure, across three main areas;

- Staff costs (gross salary, employers NIC, pension contributions etc.),
- Subcontractors/freelancers
- Consumable items (i.e. heat, light & power, materials and equipment 'used' and/or 'transformed' by R&D process).

For SMEs, from 1 April 2015, the R&D tax claim enhancement (the enhanced deduction) was increased to 230% of the qualifying R&D expenditure incurred.

Therefore, where an SME incurs expenditure of £100,000 on qualifying R&D, it can deduct £230,000 when calculating its taxable profit, or loss, for corporation tax purposes. As the £100,000 would already be accounted for in its accounts, the balance of £130,000 would be an additional deduction from its taxable profit and the corporation tax saving would be £26,000 (at a corporation tax rate of 20%).

The equivalent of the company receiving 26p from HMRC for every £1 they spent on R&D activities.

For a profitable SME a R&D claim would reduce its profits chargeable to corporation tax for the period, by the amount of the additional deduction.

Where an SME makes a loss for corporation tax purposes, the total amount of the loss arising after the R&D claim can be carried back to the previous accounting period (assuming there is a taxable profit), can be carried forward to be offset against future profits (as and when they arise) and/or be surrendered to HMRC in return for an R&D cash credit to bolster cash flow.

Blackman Terry has had great success with claiming R&D tax credits. One client told us they "were thrilled and surprised with the size of the cheque they received from HMRC".

If you would like to discuss this further, please email or call Blackman Terry Accountants – enquiries@blackmanterry.co.uk / 01444 882381, www.blackmanterry.co.uk

Business Doctors – 10 steps to Business Growth

Following on from his previous article, Chris Sowerby, local Business Doctor, takes us through the remaining 5 steps of the Business Doctors' 10-step plan for developing a strategy for breakthrough growth in a business.

6. Identify opportunities – recognise that there are opportunities everywhere, but don't overlook the easy wins with existing customers. As well as looking deeply at the business's immediate market this step also requires a STEP analysis of the wider environment.

7. Look in the mirror – this step asks the business owner to conduct a GIVES analysis. Where is the business Great, where can it Improve, where is it Vulnerable and where does it get its Edge? Then ask if the business offering passes the "So what" test? Are you offering what customers want, when they want, where they want and how they want?

8. Find your edge – whilst most SME's do not have the buying power or economies of scale to compete purely on cost, they

can identify areas of differentiation for their product or service and/or a niche market for their output. Having an edge, a sustainable competitive advantage, is essential to keeping out of the "killing fields".

9. Surround yourself with the right people – as businesses grow the structure often evolves in a chaotic manner and ends up with "square pegs in round holes". This step involves taking a blank piece of paper and drawing up the ideal structure for the business as it is today and comparing that to the current structure to identify gaps. The owner needs to acknowledge their own limitations and what complementary skills are required in the business.

10. Press the reset button – having identified the ideal structure it's time to follow the 4R's - retain, retrain, release, recruit. Restructuring the workforce to reflect the ideal structure identified in step nine is easier if the staff have been taken on the whole strategy review journey and been consulted and kept updated on what is happening and why.



www.businessdoctors.co.uk

Notable Employment & HR Developments

Bhavna Patel of pdsolicitors provides a snapshot of some interesting areas of development.

51 year old rejected for being over-qualified and over-experienced not because of his age

Mr Jones ("J"), 51, was unsuccessful with his Marketing Sales Executive application. The successful candidate was 29. J claimed direct discrimination, arguing less favourable treatment because of his age.

The employer argued that the successful candidate achieved a higher score than J in his respective interview responses and scores, as J's skills went beyond the role's demands. Also, the employer firmly believed J would become frustrated and leave early, since J's desire for advancement could not be met given the nature of the role.

The Tribunal rejected J's claim. There was genuine concern that J's previous senior roles, high-level qualifications and extensive experience might unbalance the team. The company had sufficient non-discriminatory reasons, entitling them to make their decision.

The case is insightful in terms of the legitimate business reasons a business can

give when dealing with a senior applicant. FTSE Boards is not reflective of ethnic diversity in UK

The Parker Review report, "Beyond One by '21", has recommended that each FTSE 100 Board should have at least one director of colour by 2021, and each FTSE 250 Board by 2024. (The Government appointed Sir John Parker in 2015 to chair an industry led review to address the absence of minority ethnic leaders in UK's largest companies).

The review reveals that out of 1,087 director positions in the FTSE 100, only 8% of positions are held by directors of colour, of which 1.5% are UK citizens, even though 14% of the total UK population is from a non-white ethnic group. Added to which, the review makes a series of recommendations for increasing the ethnic diversity of UK Boards including nomination committees of all FTSE 100 and 250 companies to have HR to identify qualified people of colour to be considered for Board appointment as and when vacancies arise.

To discuss any HR or employment issue please feel free to contact Bhavna Patel on 01403 831265 or bpatel@pdt.co.uk

Do employers 'get' flexible working?

Just 6% of quality job adverts in the UK mention flexible working. So why aren't more companies adopting this valuable employee benefit?

It's possible there's still confusion around what flexibility actually means. It certainly doesn't mean that your employee will disappear into the sunset and start to reduce output. It doesn't mean they care less, and it certainly doesn't mean they won't be 'as good' as full-time members of staff.

According to ACAS, flexible working can describe a place of work, for example homeworking, or a type of contract, such as a temporary contract. But it can also describe part-time working, flexi-time, job sharing and shift work.

Reducing absenteeism

Flexible workers are people who don't work a five-day week in usual office hours. In the case of a homeworking example, your employee might still do five-days, but one might be worked at home to help them avoid a hellish commute one day a week.

In that case, your employee will be more motivated, happy and even healthier for

having greater rest by saving time that would otherwise be spent on a long journey.

By offering flexible working in this type of situation, you are potentially cutting down on absenteeism and providing employees with the motivation they require to excel at their role. It's a cliché, but a happy worker is a productive, and often more loyal, worker.

A better balance for everyone

Here at Ten2Two, many of our clients are repeat customers, so once you've discovered the benefits of recruiting flexibly, you might find it's the ideal option for your business.

And as a company, you'll also be leading the pack as a forward-thinking employer who understands the huge benefits of flexible workers and how they're essential to driving the UK's economy forward.

Please get in touch with us at www.ten2two.org/sussex or email: emma@ten2two.org or sharon@ten2two.org



43% of companies never reopen following a major loss of business data

More and more companies are becoming victims of data loss, many don't realise how valuable and important their data is until they lose it. Some don't even know it's been lost until they need it. But....did you know the top reasons for data loss?

E-mpower.IT – your IT Support provider for SME'S have compiled the top 5 reasons for data loss in the work place.

In reverse order...

5. Theft of computer – There is always the danger that burglars will break into your business or home, targeting electronic devices, but what about the risk of your laptop being stolen or lost when you're out and about? How easily and quickly can you replace the data they hold?
4. Power failures – Either directly – you lose a piece of work that you have not saved or, indirectly – your PC shuts down automatically without proper shutdown procedures, this can result in problems with rebooting your operating system or may mean you can no longer access your data
3. Mechanical damage of hard drive – due to the high number of moving parts inside hard drives, it is the most fragile part of a computer and the part that breaks down more often than any other device connected to computing. If this gets damaged there's a high chance your data will too
2. ...oops we've lost some data.....don't worry it's been recovered to our website: e-mpower.it go to our 'Blog' and you'll find the remaining top two reasons for data loss

If you need help in preventing data loss, speak to e-mpower.IT, offering IT support and guidance for SME's in the South East

We are the specialists in handling your IT needs including: antivirus, Cloud services, backup, software, hardware and more. Call 01444 250404, sales@e-mpower.it

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Corporate Head Shots

Booking information

Please email or telephone to book. (If you turn up without booking, we cannot guarantee that we will be able to cater for you). Where there is no price stated events are free for members to attend.

Send booking requests to:

events@gatwickdiamondbusiness.com

Bringing Guests

If you know of someone who would like to attend a members meeting, please do check with the office first. Guests are welcome to attend one meeting to see how membership can work for them, but places are limited and we do have to turn some away. The fee for a guest is £30 (which includes VAT).

Remember!

To let us know if your plans change and you cannot attend so that we can offer your place to someone else. Thank you.

Referral thanks

- David Shore from Time 24 Ltd for Samphire Design Limited
- Matt Saunders from Storm for Mary-Ann Carter HR
- Nicola Blake from Creative Funding for Cavendish Communications
- Nicola Blake from Creative Funding for First 4 Vans
- Paul Lane from ABC Worksafe Ltd for Your Best Self Headshots
- Paul Roe from Kreston Reeves for Ad In Your Face



Forthcoming events

12th January 2017

What's The Point?

Basepoint Business Centre, Crawley
5.15pm-6.30pm
Free for members & non-members

13th January 2017

Eleveners & Networking

Welland Medical
10.30am-12pm
Free for members

19th January 2017

Express Lunch

Crowne Plaza Hotel, Gatwick/Crawley
12pm-2pm
£25inc for members
£35inc for non-members

27th January 2017

January Members Meeting

Roffey Park
11am – Jan Educational Seminar –
Achievement Through Adversity
12pm-2.30pm Members Meeting
Free for gdb members
£30inc guest fee

2nd February 2017

Afternoon Tea

Ockenden Manor Hotel & Spa
2.30pm-4.30pm
£25inc for members
£35inc for non-members

10th February 2017

Networking at Ease

Arora Hotel
12pm-2.30pm
£40inc for members
£50inc for non-members

14th February 2017

Pastries & Networking

pdt Solicitors
8.30am-10am
Free for members

24th February 2017

February Members Meeting

KPMG
11am – Feb Educational Seminar –
The Apprenticeship Levy and Funding
Reforms 2017
12-2.30pm Members Meeting
Free for members
£30inc guest fee

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Editor: Jeremy Taylor

Basepoint, Crawley, RH11 7XX

Membership of Gatwick Diamond Business, brings you real opportunities to grow your network of business contacts as well as lobby those who control the region's economy.

65% of members have gained business as a direct result of joining.

Find out how by calling 01293 440088

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twitter.com/gdbevents

Gatwick Diamond Business
14 Basepoint, Metcalf Way
Crawley RH11 7XX

Seminars

27th January 2017

Achievement Through Adversity

Presenter: Jules Walker, former Royal Marine and participant of Ride London on behalf of the Invictus Games Foundation

"A former Royal Marine of 17 years' service, Jules Walker was medically discharged with service related injuries. Eventually settling in Kent, he started a Stud farm breeding high end Dressage horses. After selling a 7-year-old Stallion for £1.2 million to an International Olympic rider, his world was about to come crashing down around him.

Taking head on, a grade 4 cancerous tumour in his throat, would his training and mental state of mind give him the edge to become a survivor and not a statistic?"

Starting, running and succeeding in business can be extremely challenging. Successful business leaders, and people in general, don't give up when adversity strikes. They find the ways and means to carry on. Come and join other gdb Members and hear Jules relay his inspirational story.

24th February 2017

The Apprenticeship Levy and Funding Reforms 2017; Are you Ready?

Presenters: Donna Carr, Chichester College and Stephen Drummond & Gail Shenton, JACE Training

In spring 2017 the way the government funds apprenticeships in England is changing. Some employers will be required to contribute to a new apprenticeship levy, and there will be changes to the funding for apprenticeship training for all employers.

Find out about the benefits apprenticeships can bring to your organisation and about the ways apprenticeships are being reformed.

To book on either or both seminars please email events@gatwickdiamondbusiness.com



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