

# Pennine View

Summer 2018



## Building and leading your winning team

Even those of us not usually into football have been gripped by the England team's success this summer. And much of this is attributed to Gareth Southgate's management style. He has quietly and confidently built his young players into an effective team that works together and is genuinely enthusiastic about the job in hand.



Closer to home, David Wagner has followed a similar pattern with Huddersfield Town. Appointed in November 2015 with the team near the bottom of the Championship, he invigorated his squad of players, bonded them into a unit and achieved promotion to the Premier League against all the odds.

So what can we small business owners learn from successful sports team managers like Southgate and Wagner?

Like them, we have teams with a mixture of skills and qualities that need to be organised and focused on achieving results. Whether the environment is sport or business, a well-managed and motivated team with a shared sense of purpose will be more successful.

The following tips will help you focus your team on improved business performance:

**Set the tone from the top:** By setting a positive example you will build trust and respect and your team is more likely to follow your lead. Your attitude, even-handedness and ethics will play a large part in how your team responds to you and how they themselves behave.

**Set ambitious targets:** Achieving challenging objectives brings a sense of fulfilment and satisfaction. Competence breeds confidence

and achieving ambitious goals motivates people to do it again. Providing regular, honest and constructive feedback is essential to this process.

**Share your goals and vision:** Both Southgate and Wagner are ambitious managers and have set out clear goals for success. By sharing these with their teams they have made sure that everyone understands the part they play in achieving the vision. Similarly, aligning your business's performance management systems with your business goals will help you build a better and more successful business.

**Celebrate successes and achievements:** Elite sports stars are very well paid but they also need the motivation to succeed. In football, the support of the fans and their celebrations of success contribute to the feeling of wellbeing in the club. As business owners, we should celebrate our own successes with employees (and the wider world) and mark their achievements in a tangible and meaningful manner.

We provide training and support to supervisors and managers to gain skills and confidence and become even more valuable employees – for more information call us on **01484 841776** or email [lynn@penninebusinesspartners.com](mailto:lynn@penninebusinesspartners.com)

Want to find out more?

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## Abolition of **Child Care** Vouchers



The government has delayed scrapping the workplace childcare voucher system which was due to close on 5 April 2018 by six months following a vote in Parliament. The abolition is among changes to be made as part of the rollout of universal credit.

The employer-backed vouchers are to be replaced by a new system of tax-free childcare, entitling families to claim up to £2,000 per child.

## Employment Law Update

The UK's legal landscape is shaped by Acts of Parliament, government legislation and precedents set by the courts. Employment Law is one area where the legal boundaries are more fluid as Employment Tribunal rulings are appealed and escalated through the appeals process.



The most recent major legislation change affecting HR is the GDPR which came into force on 25th May and has implications for how employers store and manage personnel data. We recommend that your compliance procedures are documented in an employee privacy notice and the employee data protection policy in your staff handbook.

Case law and precedent is having a significant impact on issues relating to the “**gig economy**”, where businesses use contracted individuals to work under their brand without being classified as being employed. In recent weeks, several high profile cases involving *Hermes*, *Deliveroo*, *Pimlico Plumbers*, *Uber* and *City Sprint couriers* have all gone in favour of the individuals. The trend is towards gig economy workers

being viewed as employed staff in relation to benefits such as holiday and sickness pay. This is an area that businesses who regularly use the same sub-contractors should pay close attention to.

Another recent ruling, this time by the Supreme Court, has implications for all employment contracts. It ruled that because a worker didn't open her notice of termination letter until after a key date (because she was on holiday) it didn't take effect when posted but when read. This means that unless expressly stated in the contract, notice will be deemed to have taken effect when it has been received and read by the employee when they have had a reasonable opportunity for doing so.

## NEW Starter Welcome Aboard!



We are delighted to announce the appointment of Elizabeth Aben who has joined us as an HR Consultant.

A CIPD qualified senior HR professional, Elizabeth has a strong commercial focus which has been gained in the Blue-Chip business environments of Ernst & Young and PWC.

Elizabeth started her career in general management before moving up the career ladder and into Human Resources so, like the rest of our team, Elizabeth has the practical experience to apply her HR skills in the real world.

Key areas of her expertise are employee relations, pay & benefits and recruitment.

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CLIENT PROFILE



**B** BARNSELY OPTICAL LTD  
supplying prescription lenses since 1948



We are delighted to be working with Barnsley Optical Ltd who came on board as clients in May 2018 following a referral from our accountant Steve Hunt of AIMS Accountants for Business – thanks Steve!

Barnsley Optical are a family business that has been manufacturing prescription lenses since 1948. They pride themselves on providing high quality products backed up with great service which results in high levels of customer satisfaction.

Director Steve Graham said “we initially wanted Pennine Business Partners to support us with a specific issue which was causing us some concern. This was resolved swiftly and professionally, and we were happy to sign up for a retainer package which means all our personnel information is secured in their cloud environment and we have the peace of mind of their specialist support on the end of the phone whenever we need it.”



# Employment Tribunal Update

Employment Tribunal fees were abolished in July 2017, following which there was an immediate increase in the number of tribunal claims being raised. The Government has just released the latest figures which show a 118% year on year increase in claims for the period January to March.

At the same time as abolishing fees, The Government promised to pay back fees that were paid in the period they were in place. To date, **7,700** refunds totalling **£6,555,600** have been made.

The best way to avoid a tribunal claim is to have effective policies and processes in place and to follow them closely.

*If you have any concerns please contact Lynn Bradley on 01484 841776 to arrange a free HR Health Check.*

# Pennine View

## That was an ACE shot!

Our director Steve Bradley recently celebrated the shot that golfers dream about – a Hole in One!

Playing the 131-yard par three 5th at Crow Nest Golf Club, Steve struck a nice looking 9 iron into the setting sun and saw his ball heading for the flag, but because of the glare couldn't see it land. He was naturally delighted to see the ball nestling in the hole when he got to the green.

Sadly for Steve, his good fortune didn't continue because he lost the match he was playing in.



Pennine  
**Business**  
Partners

### *Outsourced HR Services*

Pennine Business Partners provide HR support, guidance and advice which is delivered by qualified and experienced professionals who understand your business. We work closely with our clients to ensure our advice is accurate, timely and above all practical.

**Our support is tailored to help you manage your business the way you want to.**

#### **HR SUPPORT**

We take the stress out of managing people. Whether you are taking on your first employee or have an established workforce, we can help you through the day to day challenges of managing people.

#### **TRAINING & DEVELOPMENT**

We provide specific training to help your employees become better managers. Our practical courses are tailored to your business and help your management team become even more valuable employees.

#### **STRATEGIC HR**

We help you focus on resourcing issues, the evolving nature of work and your workforce in the context of your growth plans and ambitions.

# Business Award Sponsorship Renewed

**Examiner**  
BUSINESS  
AWARDS

Having sponsored the inaugural award for Employee of the Year at the 2017 Examiner Business Awards, we are delighted to be sponsoring the same award this year. Organised by the Huddersfield Examiner these are our town's most prestigious awards and we are pleased to be able to highlight and recognise employees who make an extra special difference.

There are 12 awards categories and entries close on 18th August 2018. The presentation will take place at a gala ceremony on Thursday 1st November. For more information and to enter go to [www.examinerbusinessawards.co.uk](http://www.examinerbusinessawards.co.uk) GOOD LUCK!



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