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Cover image

People and partnerships

February's theme

Transport and infrastructure

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DECEMBER 2019

Focus on **People and partnerships**



Anything but by the book



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A partnership approach



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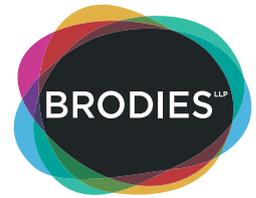
Our partners

As well as helping our member businesses to be better through a range of activities, the Chamber is committed to investing a significant amount of energy in moving forward the economic growth agenda and lobbying for change on key issues to create the conditions for success. Our regional renaissance.

Without the support of our Premier Partners, we would not be able to undertake much of the good work that we do. Their engagement is hugely valued and appreciated.

If you'd like to find out more contact our membership and events director, Seona Shand

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2020 vision

WELCOME to the final edition of the Business Bulletin of 2019 and, given the role of the Chamber, what better topic to focus on than people and partnerships.

'We have our members at the heart of everything we do, creating a powerful and cohesive force, enabling us to achieve together what we could not individually'.

At the recent State of the Cities conference, the independent policy panel confirmed that the city region is collectively making good strides in its response to recent economic challenges but much remains to be done if we are to be successful in delivering our shared renaissance region vision.

This month we take the next steps towards this as a group of partners meet to refresh and reprioritise our regional economic strategy to reflect the progress being made and the dynamic environment that we are operating in. We are building from a solid base but how can we seriously change the game as opposed to edging the bar a bit higher? Firstly we must ensure that, as in all the best placemaking case studies, our plans are for the long term and not diverted by political whim.

Based on the evidence of our strong delivery of the City Region Deal, one of the central planks of our strategy is the 'ask' that greater meaningful fiscal powers are devolved from national governments to this region, enabling us to adjust policy to reflect challenges and opportunities at a local level, in line with the model of many successful nations around the world.

But with resources tightening, to successfully deliver on our aims, I believe we need to start by devolving power...to each other.

We must adopt a North-east PLC approach where partners are treated as equals in the regional leadership team. In the same way as would happen in any successful business, overall strategy, direction of travel and SMART responsibilities are collectively agreed and then trust is placed and tasks delegated

to the experts in their own functions. Over-control, conflict and crossed wires will only serve to aid our competitors.

Of course, in any change programme it is vital that we take our people with us on the journey, ensuring a wide diversity of views are captured to enable us to deliver the inclusive growth that will secure the well-being of the area; an even better place to live and work for our children and grandchildren.

The Chamber's response to this has been setting up the Vanguard programme and we will continue supporting our future business leader volunteers in generating new ideas and making good stuff happen in the region that otherwise would not.

And skipping to another generation, the Developing the Young Workforce programme hosted by the Chamber aims to provide the inspiration and opportunity for our young people to pursue a range of rewarding careers reflecting our diversifying range of sectors and roles.

Thank you for your ongoing support. If you can, please add this to your list of resolutions: Don't just join the Chamber but **join in!** It's only by working together that we'll achieve our aims.

And so this is Christmas, another year over and a new one just begun. Let's hope it's a good one, successful and fun. Very best wishes to you, your families and colleagues for an **Absolutely** fantastic festive period and great 2020 from everyone at team Chamber.



Russell Borthwick
chief executive





Members of the new industry council signing the charter

Engineering companies standardise competency

LEADERS of major engineering companies in the oil and gas sector have joined forces to improve competency assurance across the supply chain community.

Managing directors from companies including Aker Solutions, Bilfinger Salamis, Petrofac, Stork, Wood and Worley have signed an industry charter in which they agree to mandate the Connected Competence programme as a pre-requisite for employment with them as of April 1, 2020.

Connected Competence aims to standardise and assure competence requirements for the contractor workforce. It was created by Government-sponsored skills body, the Engineering Construction Industry Training Board (ECITB) and major contractors in the upstream oil and gas sector to address the inefficiencies and workforce inflexibility caused by operators differing demands for base level technical competence.

The companies, which provide a significant majority of the manpower required to maintain critical assets in the North Sea and beyond, are part of a new industry council to improve competency assurance across the supply chain community.

Record total for Johnston Carmichael team

JOHNSTON Carmichael's construction and property incentives team advised on a record £290m of commercial property projects last year. Among the notable projects it supported were the Radisson RED Hotel in Glasgow, the Glenrines organic gin and vodka distillery near Glenlivet and a large industrial portfolio on behalf of a major UK property fund based in London.

The team was formed in 2013 to provide strategic advice on capital allowances in the built environment and to date has advised on projects totalling £1.6bn.

In its last fiscal year office projects accounted for the greatest proportion of the work it advised on, contributing £70m of the total, followed by industrial at £46m and hotels at £45m.

Bridging the construction industry skills gap

GRAMPIAN Construction Training Group has held the first in a series of construction, engineering and building services challenges, designed to highlight the varied and exciting careers within the North-east construction industry.

The Build Your Future challenge offers a unique opportunity to bring the sector together, with the main aims of addressing the skills shortage, and showcasing the full range of career opportunities within the industry to students, parents and teachers.

Every secondary school in Aberdeen city and Aberdeenshire has been invited to submit a team of 10 pupils, with heats taking place at colleges, universities and construction companies across the North-east. Thanks to funding from Construction Industry Training (CITB) and sponsorship from Halliday Fraser Munro, Glulam Solutions and K R Group, schools can take part at no cost and all transport is covered.

During the heats, pupils will compete against each other on a range of tasks which include a plumbing obstacle course and a task where pupils will be asked to design the smart city or rural village of the future.

The challenge ends with a final one-day event in January 2020, where the 10 top scoring teams are invited to take part in a series of fun but demanding challenges, after which an overall winner will be announced.

Residents asked to be prepared

ABERDEEN'S emergency services and the city council have joined forces to ask people to be prepared for winter weather conditions.

Residents are asked to first of all consider whether their journey is necessary and to have a plan B if possible, such as working from home in particularly bad conditions. The safety message also includes checking weather forecasts before going out in a car or on foot, wearing appropriate winter clothing, ensuring vehicles are safe to drive in hazardous conditions, and be neighbourly and check on older or more vulnerable neighbours.

Early morning and standby gritting operations started on November 11 and will run through to March 15, conditions depending. Weather forecasts are closely monitored throughout the day and night, and gritters and ploughs can be out 24/7.

Aberdeen City Council chief operating officer Rob Polkinghorne said: "Our early morning gritter drivers are usually driving to work themselves on untreated roads before they start work at 4.45am to ensure the main roads are gritted for most people as they start their day. Almost half (47%) of Aberdeen's roads will be treated before 7.30am under the plans, with 590 miles of roads in the city - more than the distance from Aberdeen to London.

"We cannot be everywhere around the city at the same time and ask residents to be prepared themselves by carrying out journey planning having an alternative plan for transport if possible, keep a close check on weather forecasts, plan appropriately and adhere to police and travel advice."

Aberdeen's largest office deal for three years

PROPERTY consultancy CBRE's Q3 2019 office market figures show the biggest deal in Aberdeen for three years, the highest level of Q3 take-up in Glasgow in more than a decade and Edinburgh investment levels ahead of the long-term 12 month average.

During the third quarter of 2019 there was 122,770sq ft of office take-up in Aberdeen, including the city's largest deal in three years with the letting of 51,356sq ft at B3, Aberdeen International Business Park, to Oceaneering. The figure represents an increase of 27% compared to the 96,819sq ft transacted for the same period in Q3 2018 and brings the total for 2019 up to 266,466sq ft.

Derren McRae, head of CBRE in Aberdeen, said: "Momentum in the Aberdeen office market continued into the third quarter. The acquisition of 50,000sq ft at B3, Aberdeen International Business Park in Dyce by Oceaneering was part of a wider consolidation exercise by the company which will also see it build a new purpose built 88,000sq ft industrial facility at D2 Business Park. This deal demonstrates that there continues to be excellent opportunities in the market for occupiers to upgrade their accommodation without necessarily having to increase occupational costs.

"Looking ahead to the end of 2019, we are of the view that the 400,000sq ft mark recorded in previous years will be surpassed as a consequence of transactions scheduled to complete in Q4."

New investment for Well-Safe

WELL-SAFE Solutions has secured a £66m investment to fund the next phase of its journey as a tier one well decommissioning company.

MW&L Capital Partners has led the new round of investment, bringing together a consortium of private investors to acquire a major stake in the business. Expenditure on decommissioning in the UK Continental Shelf is forecast to be £15.3bn in the next decade. Well decommissioning accounts for approximately 49% of total spend, equating to £7.5bn spend over the next decade. Around 5,000 wells, of which 1,000 are subsea, require to be decommissioned in the North Sea.

Well-Safe chief executive Phil Milton said: "This significant investment marks the beginning of our next phase of planned growth. The initial private funding from our original shareholders has enabled us to build strong foundations. We have amassed the largest concentration of well decommissioning expertise in the North Sea, secured major plug and abandonment contracts and are generating significant revenues from our engineering business.

"In addition, we have acquired our first asset, the Well-Safe Guardian which is currently being upgraded and converted into a bespoke P&A asset for the industry. With the backing of MW&L and existing shareholders, we'll be bringing the Well-Safe Guardian into operation in the first half of 2020 and looking to acquire further assets as planned to accelerate the delivery of our campaign-based approach to the plug and abandonment of wells in the North Sea and Continental Europe."



Alison Wishart

Fellowship status for Alison

ALISON Wishart, chartered paraplanner at Anderson Anderson & Brown Wealth (AAB Wealth) has been awarded the Personal Finance Society's Fellowship status.

Fellowship of the PFS is the most prestigious qualification awarded to those working in the industry and is an accolade that recognises dedication to work, self-improvement and ability. It shows commitment to further self-improvement and is awarded to individuals who consistently demonstrate high levels of ability, skills and knowledge.

To achieve the award, Alison has studied over the past 20 years after entering full time employment straight from school. After gaining Chartered status in October 2016, Alison spent three months dedicated to attaining Fellowship status.

Peterson and Premier strengthen links

INTERNATIONAL energy logistics provider Peterson has strengthened its relationship with Premier Oil having renewed a long-term contract worth more than £20m. Peterson has worked with Premier since 2010 providing integrated logistics services to support its North Sea activity.

The new contract, which Peterson won following a competitive tender, will involve Peterson supporting Premier for up to a decade, with the first five years confirmed and an optional five year extension.

Peterson will extend the services it already provides to Premier, co-ordinating and managing resources, capabilities and technology; and applying intelligent logistics to deliver value through increased transparency and efficiency.

It will support Premier through bases and quaysides across the UK - including Aberdeen, Lowestoft and Shetland.

Bilfinger Salamis signed up for seven years

INDUSTRIAL services company, Bilfinger Salamis UK Ltd has renewed its Training Managed Service (TMS) contract with AIS Training to manage and deliver the company's UK training for the next seven years.

As part of the contract AIS Training will provide more than 450 industry-accredited technical and safety-critical skills courses in areas such as offshore survival, emergency response, crisis management, rope access, rigging and lifting, scaffolding and fabric maintenance. It will also continue to provide a full training and competency management service using digital and online systems to manage course bookings, scheduling and certificate renewals.

AIS Training has worked in partnership with Bilfinger Salamis since 2016 after the company decided to outsource all training to one external provider. In 2018, AIS Training became part of the 3T Energy Group, which includes energy training specialist, Survivex, simulator developer Drilling Systems and virtual reality and software developer NeutronVR.

Improved optimism for the regional economy

THE Aberdeen City Region's economy is showing signs of modest recovery and is forecast to grow in the years ahead, despite difficult global trading conditions and ongoing political uncertainty.

An independent report assessing the challenges and opportunities ahead, and carrying recommendations about how to respond, was launched at the State of the Cities Conference hosted by Aberdeen City Council at P&J Live.

Published by the Aberdeen Economic Policy Panel, the report examined the Regional Economic Strategy's response to the recent oil downturn and in doing so reaffirmed the cautious optimism of last year's inaugural report.

The latest data shows the Aberdeen City Region economy stabilising after a challenging few years. Recent indicators suggest that growth, albeit modest, is likely to have returned during 2018 and 2019. The region continues to perform strongly on key indicators, such as Gross Value Added (GVA) per head, relative to other parts of the UK; and our economy is predicted to grow by 1.5% per annum between 2018 and 2028.

The report underlined the continuing significance of the oil and gas sector but stressed the need for diversification within both the energy sector and the wider North-east economy whilst welcoming the increasing focus on renewables, digital, life sciences, culture and tourism.

The panel identified key challenges, including the transition to a net zero emissions economy and population ageing and called for bold action across the public, private and university sector in the region to meet these and to seek out new opportunities.



David Millar

Equinor joins TechX accelerator programme

THE Oil & Gas Technology Centre (OGTC) has officially launched the third year of its award-winning accelerator programme, TechX, with the announcement of new industry partner Equinor.

The TechX Pioneer Programme - a unique technology accelerator and incubator - helps ambitious start-ups take their solutions to the energy market faster. To date, 21 companies have graduated from the award-winning programme, developing ground-breaking technologies including a Lab-on-a-chip (RAB microfluidics), machine learning seismic imaging software (Optic Earth) and a complete oil field well surveillance technology (Ai Exploration).

In just two years, £2.8m has been co-invested into these pioneering companies with a further £1m of additional investment being secured post-graduation from the programme. Collectively, three field trials have been completed with seven planned over the next year and another 10 on the horizon, while 13 new jobs have been created and two new facilities have been opened.

David Millar, TechX director at the OGTC, said: "We're excited to be partnering with Equinor, to harness their passion, entrepreneurship and technical innovation in mentoring this next cohort of pioneers.

"While they have already supported the TechX programme during the customer validation stage, this strategic partnership will also allow us to align and broaden our focus on the Norwegian ecosystem, exposing UK-based start-ups and entrepreneurs to an important overseas export market that is leading the way for net zero carbon technologies."



Calum Sinclair, Barbara Massie and Gordon Mitchell

NorDan prepares for expansive growth

NORDAN UK's Aberdeen branch will soon be welcoming two long-standing employees to its board of directors. Barbara Massie and Calum Sinclair have both recently been promoted as part of an overall restructuring to accommodate for Aberdeen's expansive growth within the UK market.

The regional director of NorDan Aberdeen, Gordon Mitchell, said: "NorDan is delighted to support the development of our own people. This has led to two of our longest serving, loyal employees coming through the ranks to join the board, which will support the continued growth of the business."

Barbara Massie joined the company in 2005, beginning as a trainee project coordinator, before working as a project coordinator, sales consultant and eventually as sales manager. Barbara will be serving as

the new sales director from January 2020.

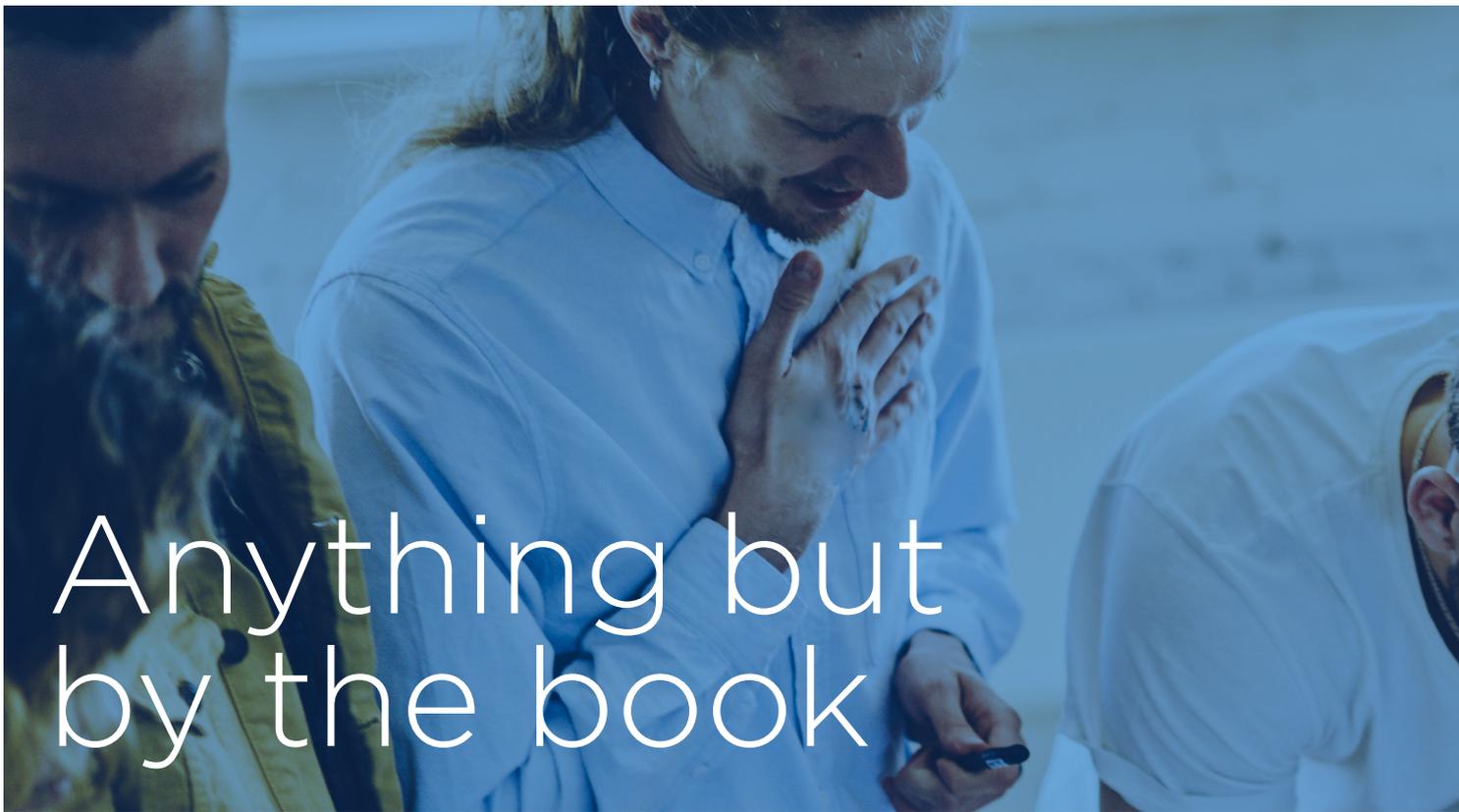
She had this to say about her many years working at NorDan: "I have always had a passion for people, building relationships and sales, and have been fortunate enough to forge a successful career within NorDan UK. I am inspired by their culture of developing people and driving growth through the business. NorDan UK and its leaders have been like a second family to me, and I am very grateful and excited to develop our team for the future."

The second person to be joining the board at NorDan Aberdeen is Calum Sinclair, who also began with the company as a trainee project coordinator. Joining in 2010, Calum went on to become a commercial manager, then general manager and has now been appointed as operations director, also starting in January next year.

"Having spent most of my professional career with NorDan," Calum says, "I welcome the opportunity to further advance within this family run organisation, which has already afforded me so many great opportunities. I'm excited at the prospect of strengthening the team to allow us to realise our ambitions for the future."

NorDan as an organisation is continually committed to valuing its employees and supporting their career paths within the business. We believe that this strengthens the expertise and skills of our team, which gives them the edge in both commercial and residential sales.

Everyone at NorDan UK would like to extend our congratulations to Barbara and Calum and look forward to having them in their new roles within the NorDan family.



Anything but by the book

A PARTNERSHIP between Robert Gordon University and Aberdeenshire Council is providing a major boost for entrepreneurs in rural North-east Scotland.

The university and the council have launched Library Innovation Network Aberdeenshire (LINA) which is providing entrepreneurs with not only a collaborative environment in which to thrive but also professional support including mentorship and skills development opportunities.

The idea emerged as a result of the range of activities which RGU has introduced to stimulate and foster an entrepreneurial mindset amongst its students, staff and alumni, ranging from accelerator programmes to lunchtime innovation skills classes.

“Many early stage entrepreneurs have to work in places like a coffee shop or in their own home but you don’t get to meet anyone,” said Chris Moule, head of RGU’s Entrepreneurship and Innovation Group.

“In cities there are incubators, accelerators, places like the ONE Tech Hub where you can interact with mentors, fellow creatives and entrepreneurs and go to events. But this is the case only in the cities.

“However, we realised that rural entrepreneurs have far less access to those support networks, those ecosystems. There are an incredible number of people residing in the Scottish countryside and coastal regions who don’t have much access to that support and many work in isolation and are quite lonely.

“We spoke to one entrepreneur in Peterhead, for example, who said that when her husband goes off in the morning she works on her business during the day and doesn’t see anyone for eight hours until her husband comes home.

“We thought there was a real opportunity to partner with Aberdeenshire Council to fund the LINA and we have managed to get some LEADER (Scottish Rural network) development funding to help do it.

“We want to establish creative environments which attract entrepreneurs, inventors, innovators and the local SMEs so they have the opportunity to meet to share best practice, to learn from each other and to create new ideas.

“We are delivering collaborative facilities and entrepreneurial knowledge in the heart of rural communities, helping to support

business creation and drive economic development in Aberdeenshire.

“We have access to spaces in the libraries which are the hub of many of the communities and which are rethinking their own strategies for the world of digital information. I think they see innovation and entrepreneurship as a pillar of what they can give the local communities.

“They are buildings of knowledge. As Andrew Carnegie said: ‘A library outranks any other one thing a community can do to benefit its people. It is a never-failing spring in the desert.’”

“

“We want to establish creative environments which attract entrepreneurs, inventors, innovators and the local SMEs so they have the opportunity to meet to share best practice, to learn from each other and to create new ideas.”

Chris Moule, head of entrepreneurship and innovation group, RGU



Throughout the current first phase of LINA, RGU is delivering a series of standalone one-day workshops for budding entrepreneurs covering the entrepreneurial mindset, core business skills and knowledge.

Following these 'tasters' there will be more in-depth programmes of six workshops, each exploring different aspects of setting up a business. Local entrepreneurs will also be able to benefit from expert entrepreneurial support through RGU's Aberdeen Innovation Mentors Group (AIM). "We are really keen to build flexibility

“

“We are working in partnership with Aberdeenshire Council but see this as a much bigger collaborative project as we are also working closely with Elevator/Business Gateway, with The Prince's Trust and with a number of other stakeholders.”

Chris Moule, head of entrepreneurship and innovation group, RGU

into the programme to ensure it is meeting the specific needs of the communities,” said Chris.

“It looks as if we are going to have participants from right across the spectrum from very early stage ideas to people who have been running businesses for a year or two but perhaps want to refresh them or are looking to develop new products or services, even longer established businesses looking to scale have shown interest.

“It has been very well received and we have had fantastic support from Live Life Aberdeenshire, the council and the library staff.”

He said they were keen to ensure the projects are embedded in the community and, to help achieve that, programme coordinators have been appointed – one in Banff/Macduff and one covering Peterhead and Fraserburgh.

“The Peterhead, Banff, Macduff and Fraserburgh libraries will act as hubs to larger clusters with the spokes being the number of smaller libraries in close proximity.

“We are working in partnership with Aberdeenshire Council but see this as a much bigger collaborative project as we are also working closely with

Elevator/Business Gateway, The Prince's Trust and a number of other stakeholders.

“An important aspect is that we are looking to include young people who may be at school just now but might think of starting a business in the future. Banff Academy has signed up for a group workshop so that they can work through the toolkit from that perspective.”

Working in collaboration with each other could help many small rural companies achieve success according to Norton Bertram-Smith, director and owner of On Purpose Ltd, which provides leadership development coaching to 'develop and embed the spirit of purpose, collaboration and compassion within teams and organisations.'

“There are two fundamental ingredients which separate cooperation from collaboration,” he said. “The first is to build trust and that doesn't happen overnight. You can't just wave a magic wand and it may take six, 12 or 18 months, but as you start trusting each other you can start to collaborate.

“The second thing is that there has to be an opportunity because that is what separates cooperation from collaboration.



Chris Moule, head of entrepreneurship and innovation group, RGU

“There is also a third important differentiator which is really a definition. Cooperation is working together with someone, in parallel. Collaboration is when you’re working with each other, not just alongside, you’re integrated and you’re starting to get to know each other’s businesses and sharing information and knowledge. Trust is the bedrock of collaboration and one of the building blocks to trust is transparency and working with each other rather than just together can be a fundamental mindset difference.

“If you want to survive in rural business you have to realise a client-supplier relationship may not be enough. You have to think: ‘How am I going to work with the other rural entrepreneur so we both win?’”

He said rural entrepreneurs can gain great benefits by establishing long term collaborative relationships, not ones which are forgotten when the economy is flourishing.

“They have to share, be tolerant, and work on those trusting relationships. One area on which we concentrate is making sure people don’t fall back into their old ways of win-lose which is how we have been brought up in this part of the world for the last 50 years. They must aim for win-win.

“

“There is also a third important differentiator which is really a definition. Cooperation is working together with someone, in parallel. Collaboration is when you’re working with each other, not just alongside, you’re integrated and you’re starting to get to know each other’s businesses and sharing information and knowledge.”

Norton Bertram-Smith,
director and owner, On Purpose Ltd

“The biggest inhibitor is the mindset, the whole attitude of ‘I am going to win and you’re going to lose and were not going to share.’ Sometimes people want the collaboration without being open and transparent and that doesn’t work,” added Norton.

“You’ve got to be totally open about your business and how it works and how working together is going to help you both be successful.

“Another inhibitor is ‘control.’ If you are working on something you don’t want someone shadowing you to see what you are doing. If I’m taking on certain tasks for the two of us and I see you looking over my shoulder to see what I’m doing all the time that destroys the trust.

“A mindset shift may have to take place and you may have to work in it so you don’t undermine efforts to build trust.

“It’s a journey and you have to build trust into a relationship - but once you have that trust in place, wow! Things just happen. Performance can absolutely ramp up and we build that mindset and get people to work out how are they going to trust each other and how they are going to work together in the relationship and work on specific things. They need to share the goals they want to achieve.”

What is your favourite way to unwind?



“As a father of two, aged four and one, as well as running the Aberdeen and Inverness offices, it’s rare to find a moment to unwind however I am currently restoring a 16-year-old Defender 90 TD5 which I bought last year after my wife finally agreed to let me have one. I use it every day but it currently has a leak in the driver’s side, so I get soaked every time I brake.

“I had one when I was a student which I sold to fund a trip to Australia so it’s always been a burning passion to get another one. My job is about maintaining and restoring old properties, so that’s crept into my hobby. The trip down under also introduced me to shark diving, which I’ve done in Australia, the Bahamas, South Africa and Dubai...another great way to unwind, perhaps not for everyone though.”

Ross Watt, *managing director*, Newton Property Management



“Running two businesses, CV Aberdeen and Rose Recruitment, means I don’t have a lot of spare time and I certainly need to unwind. For me there is no better way to do that than to spend time with my family and friends, especially my two children. They are the main reason why I drive the businesses forward. They make me forget about the stresses at work because a six-year-old and an 11-month-old don’t really care about what you’ve been up to. It’s just Daddy’s time they are interested in.

“Yes, we could all work more hours and earn more money but will you get back that memory of your child walking for the first time or even saying ‘Daddy’? The simple answer is ‘no.’ For that reason it’s important to focus on family life and ensure you achieve the right work-life balance.”

Darren Aggasild, *managing director*, Rose Recruitment Ltd



“Since we established Ecosse IP in July 2018 life has been full-on. We design and deliver innovative technology and in the last 12 months have launched one product and have several others ready to launch in offshore wind, marine and energy.

“Taking time to unwind with my family is really important. My daughter and her partner live in Canada and my husband runs his film production company out of Vancouver for six months each year. My son and I join them for holidays when possible. We have a yacht in Vancouver and the Canadian family members are teaching me to sail. We also have two classic cars and often spend weekends working on them or at car shows at Drum Castle or further afield - a great way to unwind.”

Dorothy Burke, *managing director and investor*, Ecosse IP



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ST MARGARET'S
SCHOOL FOR GIRLS

At the heart of the community

ST MARGARET'S School for Girls has a long history of engaging with its local community and this year has been no exception. Each session, the school hosts a number of exciting and interesting events aimed at not just its own pupils but those from other schools, both locally and nationally.

Our location in the heart of the city means that we are in a prime spot to invite those from neighbouring communities to enjoy some of the benefits the school has to offer. The school aims to make itself as open as possible, physically through its Saturday open mornings and regular working open mornings, when there is an opportunity to see everyday classes in progress, and educationally through its provision of means-tested bursaries.

In February, we were very excited to be collaborating once again with Robert Gordon University, this time on a one-day conference - Gender Balance in Architecture and Construction - which was held at the school. Around 30 S2 and S3 girls from schools throughout the city and Aberdeenshire took part in the event, which aimed to promote careers

to girls in these traditionally male-dominated areas and attract the next generation of female architects and construction specialists. Such was its success, that another conference will take place on Tuesday, December 3.

Following the success of our first summer residential Women in Engineering Conference, which was run by the school in 2018 in collaboration with the University of Aberdeen's School of Engineering and oil and gas company Chevron, St Margaret's was delighted to once again be a partner in the second such event which took place at the university, this time with BP and Skills Development Scotland. More than 40 girls from throughout the UK explored engineering in both a university environment and the workplace, enjoying a highly interactive programme which featured hands-on activities, engineering-based tasks, team challenges and speed mentoring sessions with female engineers.

Another event which took place in September was Operating Theatre Live, which the school first hosted last year. Open to all S3 - S6 pupils from throughout the North-east who are interested in a career in medicine

and medical sciences, veterinary medicine and dentistry, the hugely popular workshop was led by human anatomist and teacher, Samuel Piri and his team of clinicians, in partnership with KAPLAN, a training provider for UKCAT and BMAT Medicine application tests.

The immersive operating theatre experience provided those taking part with an 'academically rigorous educational experience', during which they took on the role of a trauma doctor bringing the systems of the human body alive through dissections of real specimens. They were also taught a variety of important clinical skills, including interpreting X-rays and linking symptoms to clinical diagnosis. As well as STEM initiatives, St Margaret's regularly hosts a range of sporting, drama, music and debating events including mini Model United Nations conferences, and delivers performances and recitals to local community groups.

For more information about these events and our upcoming P6, P7 and IS Assessment Day on Thursday, January 23, 2020, please contact the school on **01224 584466**, or email us at **info@st-margaret.uk**





A partnership approach

AN ABERDEEN social care organisation has reaped major benefits by adopting a partnership approach and introducing its own wellbeing at work service for staff.

As a result, staff sickness absence has dropped dramatically, staff retention has improved, morale and motivation have risen and there has been a reduction in the number of incidents and accidents in the workplace.

Bon Accord Care was set up in 2013 as a local authority trading company, the first of its kind in Scotland. It employs more than 1,000 staff to deliver social care services to older people across the city, 'aligning a public-sector ethos and a strong social conscience with a private sector discipline.'

Historically, and typically for the sector, the company experienced high absence rates but it decided to try to reduce that with the added bonus of improving delivery of what was already a five-star service. To achieve this Bon Accord Care had to ensure that staff felt valued, safe and that their health, safety and wellbeing at work was of paramount importance.

In 2015, Bon Accord Care devised a three-year action plan to implement its wellbeing agenda, which began with signing up to complete the Healthy Working Lives award at bronze level. Staff were given the opportunity to communicate their interest in wellbeing topics and identify areas for improvement and this proactive and holistic approach has achieved remarkable success.

Absence rates at Bon Accord Care, which is now gold accredited, have fallen by 27% since 2016. That includes the instances of long-term absence but the length of these absences has also now been cut by an average 30%.

At the heart of the success is a dedicated wellbeing hub staffed by a wellbeing team headed by manager Joanna Caie. Joanna explained that in addition to the health benefits for staff and the financial benefits to the organisation, the improvements were helping ensure continuity of care to the mainly older people who use its services.

"The more we can reduce our absences, the more we are able to invest in the staff we have and keep continuous patterns of service delivery in place. It reduces our need

for agency staff and has made quite an impact, particularly for long term mental health absence," she said.

Joanna said staff now have easy access to support, and early intervention can prevent some absences altogether and reduce the length of others.

"Previously someone might have had to wait to see a GP and then they would have been signed off. However, following a referral to the Wellbeing at Work team, employees can now be seen very quickly by one of our 'reablement facilitators,' who will provide them with an assessment that links their health, workplace and role. The support can be provided, in many cases, in-house. The team can also refer for external support such as physio or counselling, which can be accessed much quicker than through the traditional GP referral route. This is generally within a fortnight and with continued support from the wellbeing team in the workplace.

"We also send staff to a well-being programme at a local health and fitness centre where they follow a six-week programme which takes a holistic overview of their lifestyle - diet, sleep patterns, exercise, alcohol consumption, stress levels - and at

the end they receive an individual programme, which they can incorporate into their everyday lives. We are receiving really good feedback from staff on how it's had a huge impact on their health.

"I think we have changed the culture because people now feel we are looking after them and they are valued as employees. That is paying dividends in continuity, in people staying with the company and seeking support at an earlier stage which prevents many absences.

"As an organisation conscious of our need to remain accountable through 'following the public pound', Bon Accord Care's focus on early intervention and prevention has led to many resource efficiencies."

She said there while there might be an initial cost in providing treatment such as physiotherapy, that was significantly outweighed by the savings as a result of early intervention reducing the number and length of absences. "Our wellbeing hub also provides more opportunity for us to hold drop in clinics on various health issues affecting staff, including menopause awareness, flu jab, or support for working parents.

"Staff are feeling more confident and informed to take responsibility for their own health but they also feel more comfortable approaching and providing support to colleagues experiencing health issues affecting them at work."

Recently Bon Accord Care sponsored a survey on Wellbeing in the Workplace, carried out by Aberdeen & Grampian Chamber of Commerce amongst its members. It revealed almost two thirds of respondents did not have formal strategies in place to maximise or support work attendance, or to improve mental health. It also highlighted the top challenges for organisations as: the knock-on impact of absences; job stress/workload; mental health; and employee engagement.

On December 12 the Chamber is hosting a lunchtime event at which Bon Accord Care will ask attendees to help expand on some of the findings from the survey and give a first-hand account of its success with wellbeing in the workplace. They will tell of the company's journey towards a positive culture shift which has enjoyed such success.

Case study

One extremely successful example of the wellbeing service in operation, for which full details will be given at the December 12 event, involved a 63-year-old female part-time night support worker.

After seeing her GP, she was signed off work with back and hip pain with a potential wait of up to 18 months for the remedial surgery required. The situation was also causing mental health issues.

She received support from the wellbeing team, access to specialised services and attended the six-week holistic wellbeing programme. Within four months she was able return to full duties, without the need for surgery. She is still waiting for her review with an NHS consultant.



FreshMex Robbie Moulton picking up the award

FreshMex wins Deliveroo award

FRESHMEX was crowned the best Pop-Up to Prime Time at Deliveroo's Restaurant Awards after residents from Aberdeen voted in their droves for their favourite local establishment

The Schoolhill restaurant received the most votes from the British public to see off five other shortlisted restaurants.

The restaurant began life as a pop-up food stall in 2015 attending events across North-east Scotland from farmers' markets to beer festivals. It then gained a food residency at Adams Sports Bar before opening its own restaurant in Aberdeen in 2018. Its burrito was Deliveroo's most popular dish in Scotland in 2018. By topping its award category, FreshMex will receive support from Deliveroo to help them grow the business and will also be part of an upcoming marketing campaign worth up to £30,000 to showcase the very best of British restaurants.

£20m in contracts for TWMA

SPECIALIST drilling waste management company TWMA has secured new contracts in the North Sea valued at £20m in the first eight months of 2019.

In order to support the new business won this year, TWMA has invested more than £10m into new equipment and facilities.

The contracts, with major North Sea operators, are for TWMA to provide offshore processing of drilling waste using its innovative TCC RotoMill technology, which allows drill cuttings to be managed safely and effectively on site.

TWMA has seen a recent shift in the North Sea to companies choosing to process drilling waste offshore. Applying a TCC RotoMill offshore processing solution allows recovered oil from the drill cuttings to be recycled back into the active mud system, resulting in significant cost savings.

Robots help teach remote students

ROBOTS are bringing online students closer to the classroom in a trial taking place at the University of Aberdeen.

The robots are helping deliver teaching at the University's Institute of Applied Health Sciences (IAHS). The IAHS is at the forefront of online education at the university, providing short courses as well as full Masters programmes to students around the world.

Developed to support the online student experience, the four robots - named Alvin, Anna, Ahmed and Abha - act as a webcam, microphone and speaker. They can sit in on lectures, lab work, field visits, tutorials - anywhere where teaching is taking place.

Through their electronic eyes and ears, students can see and hear exactly what's going on and can ask questions. The robots light up to alert tutors to incoming questions and can indicate if they're unsure of something. Light-up facial features can signal confusion, or contentment when questions are answered.

Following the successful launch of on-demand learning, the university now delivers online short courses and degrees to students in over 100 countries. The robot trial is part of an effort to create an enhanced learning experience for these students.

Dr Kirsty Kiezebrink, senior lecturer in the Institute of Applied Health Sciences, is using the system in her lectures and tutorials. "The strength of using the robots is that it allows our online students to be co-taught with on-campus students, which is a relatively new model," she said. "The current trial will assess whether this novel teaching method can help student retention rates and make for a more engaged learning experience. So far the feedback has been very positive, with our online students reporting that they feel closer to discussions taking place in the classroom."

Hat trick of awards for Aberdeen Performing Arts

ABERDEEN Performing Arts has won a national PR award following the re-opening of Aberdeen's Music Hall.

The Music Hall Stepping In campaign was carried out in conjunction with the BIG Partnership in the lead up to the re-opening of the Music Hall in December last year following a three-year, £9m restoration project. It was named outright winner in the Arts, Culture or Sport category of the CIPR Scotland PRide Awards.

The campaign promoted the re-opening of the Music Hall and was designed to create a buzz and excitement around the venue for the Stepping In Day - a day-long programme of free community-focussed events and performances.

The CIPR Scotland PRide Awards is hosted annually and is the biggest PR awards dinner outside of London, as well as a highlight of the Scottish social calendar.

The award completes a hat-trick of wins for Aberdeen Performing Arts following the Northern Star Business Awards, where the company were recognised in the Business of the Year category and CEO Jane Spiers was awarded the Lifetime Achievement award.



Planning for your business



By Pippa Robertson,
director, Aurora Planning

ENGAGING with the planning system can be critical for business growth and success; whether that's a start-up requiring planning permission for the change of use of an existing building to open their first premises, or a multinational corporation requiring planning permission for a new all-singing all-dancing headquarters. But the specialist skills required to do that are unlikely to be available within most organisations.

A number of changes to the planning system are now to be brought into force under the Planning (Scotland) Act 2019, which received Royal Assent in July this year. Importantly, the drivers behind this include making the system more accessible; and fostering better management of skills, resources and performance.

For example, the new Planning Act introduces Local Place Plans (LPPs), which will give communities the opportunity to prepare their own plans for the places they live, and councillors will have to fulfil specified training requirements before they can exercise planning functions.

But what does this mean for your business?

The need for business interests to be taken into account and for them to be able to access the support they need to engage in the system meaningfully is underlined in the purpose of planning introduced in the act. That purpose is to manage the development and use of land in the long-term public interest, with anything that contributes to sustainable development deemed to do that.

Although the term sustainable development is a phrase everyone likes to define to suit their own interests, Scottish planning policy is clear that this requires the planning system to support places that are economically sustainable, as well as environmentally and socially. That can only be achieved if businesses properly understand the planning system and know when and how to engage in this, as well as where to get the appropriate assistance to do so. As things stand however, there are no provisions in the new act to ensure that businesses do have the skills and resources needed to do this.

With much of the detail of how the act will be implemented to be determined through secondary legislation, it remains to be seen whether the new system is in fact more accessible, and what the envisaged better management of skills, resources and

performance looks like in practice.

It will though be important for businesses to pay attention to what happens with the secondary legislation and, in particular, to look out for any Local Place Plans being prepared for the areas in which they operate to ensure that opportunities to engage on proposals that could either support or stifle business development aren't missed.



Kimberly Morrison

activpayroll opens Dubai office

ACTIVPAYROLL, the global payroll and tax compliance specialist headquartered in Aberdeen, has opened a new Dubai office.

The office is activpayroll's first in the Middle East and will serve as a regional hub allowing the company to provide greater support to existing customers and also address the growing demand for activpayroll services both in the UAE and the wider Middle East region.

The office is in the centre of New Dubai, in Jumeirah Lake Towers, Silver Tower. The current team consists of 10 payroll specialists led by Kimberly Morrison, payroll operations manager – Middle East. Kimberly has been a member of the activpayroll team for more than 10 years working in both the USA and the UK before relocating to Dubai to take up her current role.

National award for new TECA hotel

SCOTLAND'S first Aloft branded hotel, in The Event Complex Aberdeen, has won Best New Hotel at The Scottish Hotel Awards 2019.

The awards aim to celebrate the best in the Scottish hotel sector and acknowledge the true value of hotels within the heart of Scotland's local communities. They also recognise the importance of hotels and how they help drive tourism by offering visitors exceptional hospitality and a unique Scottish experience.

Aloft Aberdeen TECA, which is operated by independent hotel management company, RBH, opened its doors in August. The 150-bedroom hotel is the first design of its kind in the city – and Scotland – and is aimed at the next generation of travellers, offering tech-forward amenities, urban-style interiors and live music.

Torque specialist announces expansion

AN ABERDEEN company which specialises in torque machines has announced £1m expansion to cope with growing demand for products and services.

Enerquip, which manufactures torque machines at its facilities in Aberdeen and Caithness, has expanded into additional premises close to its global headquarters in a move which has led to the creation of four jobs, with more expected to follow.

The new rented workshop and yard space extends to 8,000sq ft and is located at Blackness Industrial Centre, Blackness Road, within easy reach of existing operations at Wellington Circle in the city.

The new workshop will facilitate increased fabrication throughput for the growing company which employs about 60 staff in Aberdeen, Caithness, Houston and Abu Dhabi. The company is also looking to secure an additional workshop unit in Aberdeen that may create a further six jobs within the company.



The launch at the Art Gallery

All systems go for the Tour of Britain

BRITISH sporting phenomenon the Tour of Britain is coming to Aberdeen and Aberdeenshire in September 2020 and 2021. Aberdeen City and Aberdeenshire Councils working in partnership with EventScotland have secured the event with organisers SweetSpot following the success of the Tour Series.

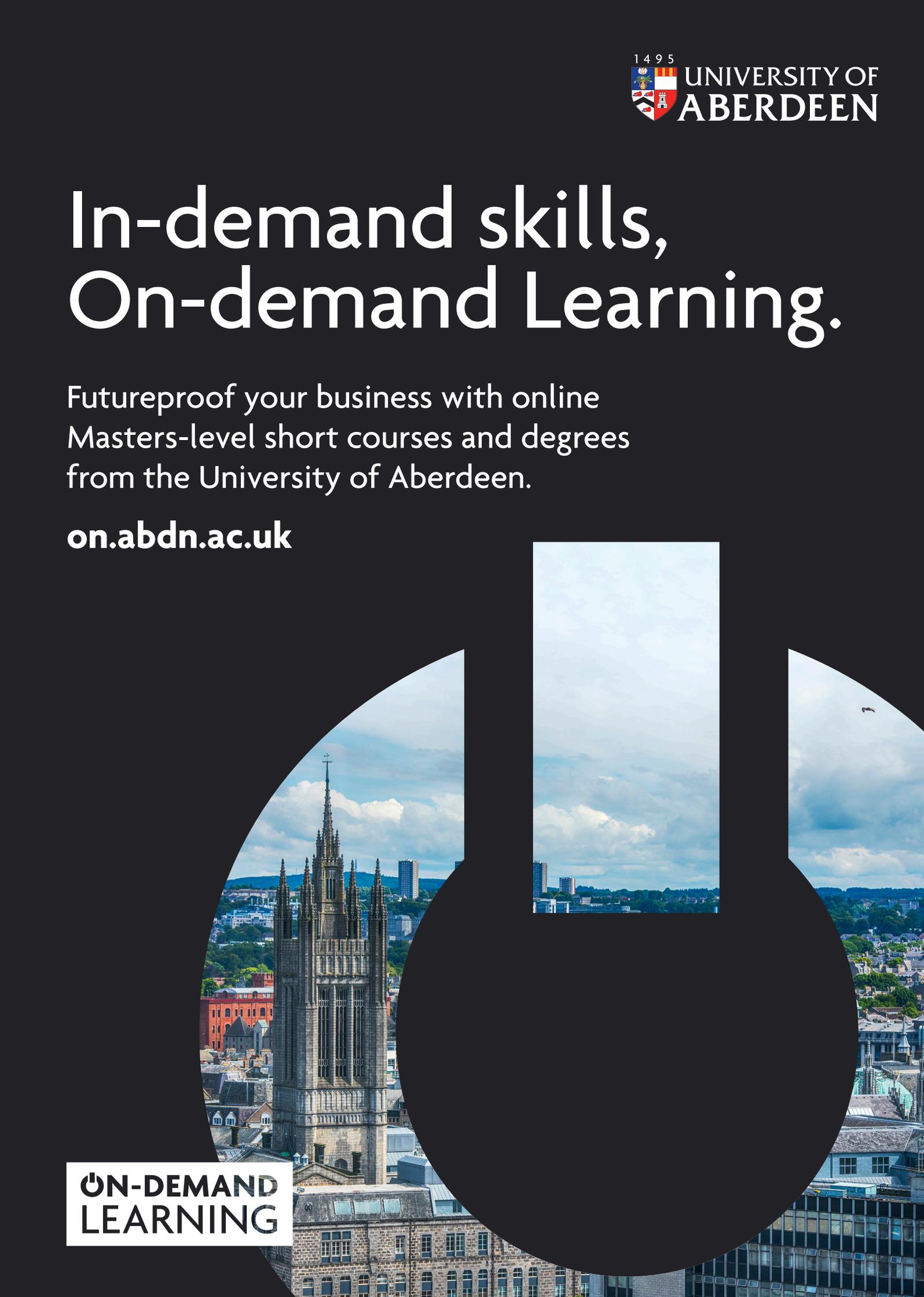
The UK's biggest and most prestigious cycle race is the nation's largest free-to-attend sporting event, with 1.5 million spectators and still growing. Showcasing 200km of the regions landscape to a global audience, firms are being given a unique opportunity to put their brands firmly in the spotlight with a number of specially tailored sponsorship packages available.

For more information contact cityevents@aberdeencity.gov.uk

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Grant Keenan

Keenan plans to double workforce

SCOTLAND'S largest organic waste recycling company will achieve a turnover of £10m just a year after expanding into England.

Keenan Recycling is forecasting to grow turnover to £30m and double the workforce in the next five years as a result of capitalising on the market opportunity in England.

The company, which now operates across Scotland and England, reduces the amount of waste going to landfill. Processing more than 100,000 tonnes of organic waste a year and turning it into premium grade compost or generating electricity through anaerobic digesters, Keenan Recycling works with a growing number of customers in England.

Initially set up as a garden composting business in 2001, Keenan Recycling launched its commercial food waste collection services in Scotland in 2009. Following a £2.2m investment from BGF in 2015, the company has invested significantly in its expansion plans including the move into England. Keenan Recycling now employs more than 90 people across its operations in Scotland and England.

Restrata takes technology home

RESTRATA, a technology and services company focused on security, safety and emergency response solutions, took its flagship personnel safety and security tool, the Restrata Platform, 'home' to this year's ADIPEC exhibition and conference in Abu Dhabi.

The technology, which provides real-time tracking of people and assets anywhere in the world, has been adopted by operators in the United Kingdom, and the company is expecting further business in several Middle East locations including Iraq, Saudi Arabia and Abu Dhabi itself.

Restrata, which has offices in Dubai, is aiming for further growth in the region following the successful roll-out of its cutting-edge equipment in the North Sea. Having first been pioneered in the United Arab Emirates and Iraq by a major operator and successfully adopted in the UK, the technology is at the front-end of digitising safety across industry, including in the oil and gas sector.

NET launched to capture local business

NORTH East Triangle (NET) Development Solutions Ltd has been launched to offer companies in North-east Scotland an alternative for people development solutions.

A consortium of five independent small businesses, NET Development Solutions Ltd was established with support from Scottish Enterprise to offer leadership development services to large organisations which historically source out of town consultants for people development support.

Gill Joy, adviser for Co-operative Development Scotland (Scottish Enterprise) which provides support for collaboration, said: "It is common to use a consortium model as a means of scaling a business quickly to win a large contract. It has been my pleasure to offer support to establish NET as from the outset I could see that they were a perfect fit for collaborating using the CDS model.

"They each bring a range of complementary skills and different styles and are bound by a strong sense of shared values and ethics. I believe they will disrupt how leadership development is delivered in the North-east and look forward to following their journey."

Society's first awards a hit

THE winners of the inaugural Society Awards 2019 were announced last month.

Sponsored by Aberdeen Inspired, Society, which is published every Thursday with the Evening Express, celebrated the very best businesses and individuals in the North-east's food and drink, fashion and beauty, entertainment, interiors and tourism industries.

Held at the Sandman Signature Hotel, the brand launched its first ever awards ceremony in a bid to celebrate all that is great about Aberdeen and Aberdeenshire and spread a positive message across the region.

The awards, hosted by a former TV anchor and media consultant Pauline Fraser, welcomed more than 300 guests and a total of 15 accolades were handed out over the course of the evening.

ROVOP celebrates first year in Middle East

ROVOP, the subsea robotics specialist, is set to add to its ranks at its Middle East base due to a rise in demand for its services following a successful first year in the region.

The company is looking for experienced ROV personnel to work from its Middle East operational centre in Dubai, delivering services including drilling support, inspection repair and maintenance and construction across subsea operations.

The new hires will have access to the company's extensive ROVOP Academy career development programme, which caters for all levels of expertise. The Academy is the cornerstone to ROVOP's commitment to personnel and clients to ensure that its personnel are the most skilled in the ROV industry.

The programme is also tailored to client requirements to ensure maximum efficiency is achieved in all offshore operations.

Aberdeen is brimming with ideas



By Gavin Opperman,
group business banking director,
Clydesdale Bank

BESIDES its famed leading role in the UK's oil and gas sector, the Granite City can now add another feather to its cap – fresh data from our bank shows the city to be a leader when it comes to business innovation nationwide.

Findings from the Index of Entrepreneurship and Innovation in the UK, a report from CEBR in collaboration with Virgin Money UK PLC, the parent company of Clydesdale Bank, revealed Aberdeen continues to punch above its weight, with the number of patents filed since 2015 higher there than in any other city surveyed in the UK.

This can be partly explained by Scotland's rich educational heritage, which it can be immensely proud of. The country is home to eight of the UK's 50 leading universities, which invest more in research and development (R&D) than anywhere else in the UK.

In 2017, £198 per capita was spent by Scottish universities on research and development, nearly 50% higher than the per capita spend in the east of England (the region with the next highest per capita spend by universities). This has resulted in a significant number of firms in technical fields coming together to produce a strong stream of technological

developments and innovations. The success of the city, alongside its universities, means it's likely that innovation levels will get even better in the years ahead.

This research has real world ramifications and is far from just data on a page – it is uplifting news and reaffirms Aberdeen's important place in the UK economy. An encouraging attitude towards innovation translates to forward-thinking business ideas, and businesses with patented tech at their fingertips can be a massive pull for employees from far and wide, creating more opportunities for local people.



“This research has real world ramifications and is far from just data on a page – it is uplifting news and reaffirms Aberdeen's important place in the UK economy.”

Gavin Opperman,
group business banking director,
Clydesdale Bank

There's more that can be done though. Over the past five years, as the report explains – the value of grants offered to organisations in Scotland has amounted to around £51 per capita. This is 29% lower than the UK average of £72 per capita. Increasing Scottish firms' awareness of Innovate UK and other related sources of funding for research and development could go a long way in improving overall levels of innovation in the Scottish economy.

As for us, we'll keep playing our role in financing businesses in the city and further afield as always, making sure we're offering flexible kinds of products and services. This support, combined with the great ideas of the city's businesses, means Aberdeen is set for an exciting future.



What's in a name?

WHY on earth would anyone employ a millennial? Some research suggests that those born between 1980 and 1995 are lazy, unproductive, self-obsessed and although 86% of millennials describe themselves as hardworking only 11% of HR professionals felt the same way.

If that's not enough to put you off while 82% of millennials think they are loyal to their employers only one in 100 HR professionals share that opinion.

All in all millennials get a pretty bad press but the tide is turning with companies like KPMG producing a report to answer the question: "Are millennials a lazy, entitled group as the media sometimes suggests? Or do they represent a new era of talent, an army of creative, tech-savvy optimists who are redefining the workplace as we know it?"

The report concludes that today's workforce isn't quite the traditional, homogenous cohort that it once used to be and one size really doesn't fit all. Millennial workers may have to be coaxed to the workplace by a distinct set of perks and they may also require quite particular offerings to keep them engaged but the other side of the coin shows them to be **exactly** the type of recruit employers should want.

Bruce Tait, of charity consultancy and recruitment company BTA, believes that millennials can be a major asset for businesses and that the sector in which his company specialises has an opportunity to "win the talent war" for the best millennials who are now beginning to be sought after by major corporations.

He said the misconception that millennials are lazy, unproductive and self-obsessed may only come about if looked at through the lens of traditional workplace behaviours and, in particular, by previous generations.

"The generation who manage millennials (also known as Generation Y) is Generation X and the two couldn't be more different on every single characteristic. They are completely different in terms of their attitude to work, in terms of attitude to friendships and their attitude to gender and to management," he said.

"There are currently possibly five generations in the workplace and millennial's are so important because by 2020 they will make up 50% of the UK workforce and they are already the biggest group at 36%."

So what are the positives about employing millennials?

"First of all they are shaping up to

be most caring generation that has existed which is possibly do with the fact that economically they are on the back foot. They are set to be the first-generation in many years which is essentially going to be poorer than the previous one.

"So millennials have been dealt a fairly tough hand and because of that they are motivated by different things and critically, as far as organisations go, that's culture and purpose and value.

"While corporates are trying to attain those things by the way they behave or through corporate social responsibility programmes, charities already have all those things. They are the real deal so millennial's who are cause and purpose and value driven fit very well into charities ethical base and what a charity stands for and believes in.

"In terms of attracting the best young people - and millennials can be up to 39 - charities have also got a head start in the way they work. They are not all that able to offer big structure around their employees. They don't spend a lot on their operations or training and resources but put all the money to the frontline, as it should be. But millennials actually work quite well in that environment. They don't like too much structure. They can work in groups, in tribes and in virtual teams.



They are also not very hierarchical and don't necessarily respect layers of management above them but will just cut through all that to speak to the person at the top.

"Another thing that makes them a really good fit with the voluntary sector is they are disruptors. Every generation is a disrupter but millennials in particular have some pretty awesome firepower when it comes to changing things. They do think entirely out of the box and come up with what might seem like tough questions but actually get right to the core and the voluntary sector is about disruption about making the world a better place."

Bruce also believes that a few more millennials on charity boards could help dispel the "pale, male and stale" image which is often portrayed.

"That has changed a lot but it is still the case that while the voluntary sector is about 70% female in its staff it is about 70% male in terms of its governance and they are usually older retired people or people near the end of the working life.

"They are dealing with the problems of younger generations and I think millennials have much broader horizons because they've lived in a world which has always been digital.

"They know about people's experience an awful lot more, they know that the world is made up of all sorts of people, some of whom have got problems and some of whom have issues so they can serve boards really well just by broadening their horizons giving a younger more worldwide more inclusive perspective."

Ma'aruf Razzak is one such millennial in a boardroom. The 35-year-old is a director in the property and infrastructure division of law firm Shepherd and Wedderburn and was the youngest director appointed to the board of the Grampian Housing Association when he joined in September 2017. Ma'aruf is also the president and a trustee of the Aberdeen Mosque and Islamic Centre.

He admits he found it a little daunting when he first joined the housing association board, having had limited previous experience working in a boardroom environment.

"Attending a board meeting, where the CEO and other high level directors were being quizzed, was a bit of an eye-opener on how a board actually operates. The majority of the board members were retired and very experienced. Grampian Housing Association was driving through a new ethos and looking to make the board more dynamic, agile and flexible so we

wouldn't be left behind. If you're not on the ball and looking to evolve with the times then an organisation can remain at a standstill.

"I have now been on the board two years so reviewing high level reports and questioning the senior executives comes a little more naturally. It is a positive experience for younger people to get an insight into the inner workings of the boardroom.

"It's also good to have that balance of youth and experience because while what the older members of the board bring to decision-making is invaluable, you do need views from the next generation to bring fresh perspective and differing outlooks, and blend those to drive things forward."

Ma'aruf has been with Shepherd and Wedderburn for nearly three years and participates in a range of firm-wide development initiatives. One such initiative is a reverse mentoring scheme.

"My mentee is a member of the board. We discuss internal and external developments at the firm and compare outlooks, as often people of different ages have alternative viewpoints to draw upon. Although I am the mentor and he is the mentee we both gain valuable insights from our discussions."



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Entrepreneurs and industry leaders unite

ENTREPRENEURS have joined forces with KPMG to inspire the next generation of black business leaders in Aberdeen.

As part of Black History Month, the leading professional services firm launched MAKE History. The campaign aims to bring the Granite City's black heritage community together to learn from each other and motivate younger people to become future business leaders.

The campaign was launched at an event at KPMG's Aberdeen offices featuring a panel of experts including Doctor Ollie Folayan who heads up The Association for Black and Minority Ethnic Engineers (AFBE-UK) in Scotland; celebrated local entrepreneur Pete Preston; and Darbie Onugha who is a member of KPMG's shadow board in Scotland.

Dr Folayan said: "The leadership of various companies, particularly multinationals, are starting to put a focus not just on gender diversity but also now on ethnic diversity and it's that sort of push from leadership that is beginning to make more and more companies realise that when you look at diversity, you've got to look at all forms if you're going to address any one part because no group is completely homogenous.

"Because of that, I've started to see, especially in the last few years, greater corporate emphasis on ethnic diversity, and I think that's driving more and more individual groups to come out of the woodwork and to start to work positively together."

In the 2011 census, around 2.6% of Aberdeen's population has a Caribbean or African origin, which – although relatively small – has been growing steadily and is among the highest proportionality in Scotland.

Industry report highlights safety record

A KEY report on the health and safety landscape of the UK's offshore oil and gas industry has called for the sector to remain proactive on safety whilst continuing to protect people working in the sector.

Findings from OGUK's Health and Safety Report 2019 reveal that offshore helicopter operations were conducted without an accident last year, and the fatal accident rate per 100,000 flying hours dropped to zero for the first time since 2001, despite flying hours increasing by 12 % to 77,286 in 2018.

In terms of general safety, the report highlights that while the over-seven-day injury rate has increased, analysis of some of the longer-term trends shows that following a slight increase in 2014-15, there has been a downward trend.

However it notes that major hydrocarbon releases, which had reduced since 2012, have increased to four in 2018. Continued industry efforts to drive concerted action in this area are being steered by OGUK in partnership with Step Change in Safety.

OGUK has also highlighted its focus for next year and identified four key areas it will address including hydrocarbon release prevention, major hazard management, improvements in aviation safety and the health of the workforce.



The Centre is bringing STEM to life

Aberdeen Science Centre supports teachers with STEM learning programme

ABERDEEN Science Centre is bringing STEM (science, technology, engineering and maths) to life for school pupils in the North-east, through its Learning Programme which supports teachers.

The STEM Learning Programme provides teachers with the opportunity to choose from a selection of workshops and activities that can support them to enhance STEM education for their pupils, from early years through to young adults.

Options include 'Explore your Universe' which looks at how current UK science is shaping what we know about space and how we discover more about the universe, 'Amazing Air: The Power of Wind Turbines' which allows students to build and test their own wind turbines and the 'Mathe-Magic' workshop which explores the relevance of numeracy in the world around us.

A chronic shortage of specialist educators has been reported in the city, with more than a quarter of Aberdeen's technical teacher posts and 10% of its maths positions unfilled, forcing some schools in the area to limit the STEM subjects on offer to students. While efforts are underway to recruit new teachers to the region, Aberdeen Science Centre has a range of resources and materials available to support schools.

Dr Mahalakshmi Abhishek, ASC's STEM learning schools lead, said the programme is intended to empower pupils to have a better understanding of STEM subjects and their impact on our everyday lives: "As STEM educators we know the demands facing teachers - even without the added stress of staff shortages - which is why we do all we can to support staff and pupils."

IR35 and the off payroll working rules – what’s changing?

by Anya Duncan,
partner, Stronachs LLP



SINCE 1999, there have been efforts to crack down on a form of perceived tax avoidance by individuals using personal service companies (PSCs) to avoid paying employee income tax and National Insurance Contributions (NICs).

The name IR35 comes from the 35th Inland Revenue (now HMRC) news release following a statement by the Chancellor in the 1999 budget which announced that measures would be implemented to crack down on these arrangements. It came into effect in April 2000 and is now commonly the name given to the ‘Intermediaries Legislation’.

However, the Treasury has taken the view that despite the IR35 legislation, tax avoidance is widespread and to combat this, in 2017 the ‘off payroll working rules’ were implemented for the public sector. It is now proposed that in April 2020, these rules will be extended to medium and large companies in the private sector. Draft legislation has been published and it is expected that the legislation will be included in the 2020 Finance Bill.

What is set to change? Currently the obligation is on the PSCs to assess whether or not the individual would have been deemed an employee of the end-user client had it not been for the PSC. Going forward, it is proposed the obligation to determine the employment status of the individual will rest with the end-user client if they are a medium or large company. This is a major shift of responsibility.

The end-user will be required to carry out what is called a Status Determination (SD) and thereafter, notify their contracting party and the worker of that SD. If the SD is that the individual would be a deemed employee, the final party in the chain before the PSC must operate payroll, make deductions for income tax and employee’s national insurance contributions and pay employer’s national insurance contributions on the fees paid for the services.

On a practical level, what should be considered?

When the legislation comes into effect, it will apply to payments made on or after April 6, 2020.

- The first step for companies is to carry out a review of their workforce. The contracts between the parties are likely to be insufficient to provide for the new rules and, in particular, provisions in relation to obligations, liabilities and indemnities are likely to require revision.
- There will be an increased administrative burden and costs throughout the supply chain. For example, reviews will require to be carried out regularly (at the very least at the end of every tax year however, it is likely more frequent reviews will be necessary).
- There will be additional costs of operating payroll for PSCs and of course the time and expense of dealing with challenges to SDs which will invariably happen.
- It should also be noted that services provided in March (or perhaps even earlier) are likely to have to be paid under the new rules.

IR35 has always been considered to be complex, what is clear is that professional advice should be sought as it will be very important to be prepared for the changes.

Stronachs



Steve Brand,
managing director, G5 Technologies Ltd

What does your company do that others don't?

As well as providing a responsive, bespoke IT support service we do genuinely care about our customers and the service they receive from G5. We don't try to upsell things that aren't required and we have a 30-day notice period for our IT contracts. We don't want clients to feel tied into lengthy contracts. We've been told that's quite refreshing.

What are the most pressing challenges that your industry sector faces today and why?

The relentless threats from cybercrime and resulting data breaches are probably the most challenging to keep on top of in the IT sector. This is mainly due to the fact that human error remains the leading cause of data breaches. Ideally all staff should get some basic cyber awareness training as the majority of breaches are from clicking on email. We can help with certifications like Cyber Essentials which can secure your IT against cyber-attack but at the end of the day it won't help if staff click on things they shouldn't.

What is the hardest lesson you have learned in your career to date?

Hiring and retaining the right staff for the job. Don't rush into hiring staff in a panic just because its busy. Take the time to think about the skills you need and the personality you want, always double check references and interview your preferred candidates at least

twice. The planning pays off, we have a fantastic team with the average years' service over seven years.

What is the most valuable piece of business advice you have ever received?

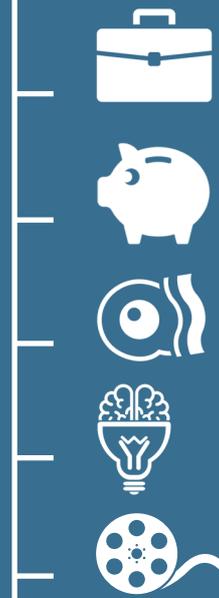
Cash is king. Prioritise the importance of cash flow otherwise you may not have a viable business at the end of the day or be able to survive a period of economic downturn.

What's been your proudest career achievement to date and why?

Winning the Public Wi-Fi contract for the Dundee V&A building was a proud moment for me because I'm from Dundee and it's such a flagship building.

If you could make one thing happen tomorrow that would benefit North-east Scotland, what would that be?

Get the dual carriage way underway from Aberdeen to Inverness. Not only would it improve trade and communications in the North-east but it could also help alleviate additional postal charges and delays with some current suppliers' deliveries. It's frustrating when places like Aberdeen and Westhill are classified as 'the Highlands and islands' for some deliveries and not others.



Quick fire round

What was your first job?

A delicatessen operative at William Lows in Montrose.

When would you like to retire?

I'd love to retire at 50 but I have a three year old. Realistically, I have no immediate plans to retire.

What did you have for breakfast?

Porridge made with almond milk and honey and a protein shake.

Who, or what, inspires you?

The dedication of my team inspires me on a daily basis along with people like David Attenborough who work to improve the world.

What's the last book you read / film you saw?

How to Train Your Dragon (not my choice).



equinor



The North Sea's latest tech startup is now online.

The start of production from the Mariner field heralds a new era – not only securing jobs and investment for decades to come, but also pioneering new digital innovations that are transforming what's possible in the energy industry.

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Art Gallery welcomes 10,000 visitors in opening week

A CITY student was the 10,000th visitor to Aberdeen Art Gallery as the redeveloped venue drew appreciative crowds during its opening week.

Jennifer Milne was presented with a gift by staff to mark the milestone when she arrived at the gallery. The 19-year-old, back home in Aberdeen to sample the gallery during a break from business and marketing studies in Edinburgh, had the honour of VIP status when she became the 10,000th to visit since the doors opened to the public on November 2

Christine Rew, Aberdeen City Council's gallery and museums manager, said: "The response from the public has been magnificent and the numbers have exceeded our expectations. We are preparing for another busy weekend and looking forward to many more visitors enjoying all that the gallery has to offer."

Local folklore available to global audience

VISIT Scotland and the University of Aberdeen's Elphinstone Institute have teamed up for an initiative to collect and collate folklore which will then be used to create films, podcasts or other media, opening up the stories which have long been known in local communities to the wider world.

Research by Visit Scotland has shown that culture and heritage are one of the main draws for people visiting Scotland with 33% of those interviewed for the most recent Visit Scotland Visitor Survey citing it as the main reason for their stay, rising to 52% among long-haul visitors and 51% among European visitors.

The University of Aberdeen's Elphinstone Institute is the only research centre specialising in the vibrant vernacular culture of the North-east and North of Scotland and will spearhead the project with its outputs informing tourism campaigns tied to the Year of Scotland's Coasts and Waters 2020 and the Year of Scotland's Stories 2022.

The stories of the region will be collected through the creation of a number of oral history hubs across Aberdeenshire which will not only support this project but will train local volunteers to collect and compile their history so that it can be preserved for future generations.

Pupils invited to give a robot a voice

YOUNG people are being given the opportunity to programme a life-sized robot as part of a competition being run by Aberdeen Science Centre and sponsored by Equinor.

RoboThespian is a humanoid acting robot designed by Engineered Arts Ltd, who will arrive at Aberdeen Science Centre in summer 2020.

The robot can be programmed with 10 minutes of customised content, and school pupils and members of the public are being asked for their ideas on what that content should include.

The RoboThespian competition is being sponsored by energy company Equinor, which has signed up as Aberdeen Science Centre's Digital Futures partner to support Science, Technology, Engineering and Maths (STEM) education and the digital transformation.

Liz Hodge, chief executive of Aberdeen Science Centre, said: "RoboThespian will be a huge talking point and a big attraction when it arrives at the centre and we are excited to have this opportunity to engage school pupils and members of the public in programming it with bespoke content."



Bon Accord welcomes Space NK with new store

LUXURY beauty retailer Space NK will open its first Aberdeen store in the Bon Accord shopping centre, Aberdeen. The brand has over 70 stores across the UK and Ireland as well as 29 stores in the US including boutiques at Bloomingdale's and Nordstrom. Space NK will bring global bestselling beauty brands such as Drunk Elephant, Laura Mercier and Nars to the centre, and offer in-store events including skincare consultations, makeup masterclasses and beauty expert meet and greets.

The new store will be located on the lower mall between Jojo Maman Bebe and Phase Eight, opposite Hobbs. Space NK will add to the strong beauty offer in the centre, joining brands such as The Body Shop, Clinique, Dior, NYX, Bare Minerals, No 7, Estee Lauder and Benefit.

Craig Stevenson, centre manager at Bon Accord Shopping Centre, said, "We are delighted to welcome Space NK to the centre. Having such a reputable beauty retailer open in Bon Accord strengthens our existing beauty offer and adds an exciting new brand that the city has not seen before. 2019 has been a positive year, with strong footfall and a growing retail offer."

Space NK will open its first Aberdeen store in the new year.

Is it time for the remote working revolution?

by **Shane Taylor**,
research and policy manager,
Aberdeen & Grampian Chamber
of Commerce



I'M WRITING this month's **Business Bulletin** piece just after sitting down with **Fergus Ewing MSP, Cabinet Secretary for the Rural Economy at the Scottish Government, as part of a joint session we hosted with the Inverurie Business Association to talk about the challenges facing businesses operating in some of our key growth sectors.**

Attracting the right talent to the region is undoubtedly a shared issue across our membership, and this was a key focus of our roundtable discussion. The Developing the Young Workforce programme, funded by the Scottish Government and hosted at the Chamber, is already doing some fantastic work to engage our young people in the breadth of careers offered across the rural economy.

The 'Tasty Careers' in food, drink and agriculture event, hosted at the Thainstone Mart, gave young people the opportunity to hear from peers and companies about the wealth of roles on offer, and to dispel some of the misconceptions attached to careers across these key sectors.

Concurrently, work to showcase the Absolutely regional narrative project is picking up pace, presenting the reality of a North-east which is embracing new opportunities, new technologies

and new industries. With so much going on, it's no surprise to us to see Aberdeen ranked as the best city in Scotland in PwC's recent Good Growth for Cities Index, but it's the job of the Absolutely campaign to get these success stories out to the world, to attract new talent and ensure that local residents know that the region is changing for the better.

We can create the right conditions and tell the right story but embracing cultural change is also a serious strategy to improve our attractiveness to talent from beyond the North-east. Although Aberdeen comes out well in the Good Growth report, we're behind cities like Glasgow and Edinburgh when it comes to work-life balance. We've engaged regularly with the teams responsible for delivering the R100 programme, the Scottish Government's programme to complete the roll-out of superfast broadband, which was initiated by Mr Ewing in his previous Ministerial post. This will have a key role in strengthening connectivity throughout Aberdeenshire, supported by some of the council's additional investments in key sites.

There's a real opportunity to use these connectivity improvements to position the region as an area that takes full advantage of remote and flexible working practices. There's already

some first-movers in this space, with rural areas in the USA such as Vermont setting up programmes offering \$10,000 to bring remote workers into the state.

Financial incentives certainly don't need to be the answer but positioning the region as an area which embraces modern working practices such as co-working and remote working can aid in attracting new talent into our rural towns. RGU's Library Innovation Network acts as a great example of how we can leverage our existing assets like local libraries to grow the digital economy and co-working communities in a rural environment.

Research from Timewise found that although 87% of employees would like to see greater elements of flexible working, only 11% of the roles they analysed met their criteria of a quality, flexible role. At a time when demand from workers is far outpacing supply, there's a golden opportunity for our region to be at the forefront of the remote working revolution, where our higher quality of life is a serious competitive advantage, let's embrace it.



Lesley Skene

Lid lifted on Mackie's latest green project

AN ICONIC Scottish brand has invested a significant sum of money in new machinery that will help it meet increased demand driven by exports.

In a move to further reduce its carbon footprint, Mackie's of Scotland has invested £250,000 in a state-of-the-art machine that will produce the lids for its two litre tubs on the same site where it makes its ice cream.

The ice cream producer, which made two million of the two litre tubs last year, will invest a further £50,000 on extending the factory to make room for the new equipment. Mackie's investment will ensure that the miles its packaging has to travel are minimal and will mean that all the components of the ice cream tubs are made on the family farm in Aberdeenshire.

Previously the tubs were shipped from Sweden to Aberdeen - a distance of 1,750 miles, contributing to CO2 emissions. Now they have to travel just 200 metres to the moulding room.

Though a considerable investment, Mackie's expects to see the new machinery pay for itself over the next five years.

Gerry Stephens, finance director at Mackie's, said: "Our two litre tubs of Traditional are well established favourites in Scotland and are now becoming increasingly popular in East Asia. We do have a machine that makes our two litre tubs on site but it had to alternate between moulds for making the tub and then the lid and it just couldn't keep up. Previously we would buy our tubs in from Sweden but keen to keep emissions low we invested in our own kit in 2012."

The new machinery will bring further benefits to the luxury ice cream producer too, as it will allow for more flexibility to make bespoke tubs, as well as bilingual labels for export markets.

Financial boost for Granite Noir

A CRIME-WRITING festival held annually in Aberdeen is one of five events across the country benefiting from a share of more than £72,000 in the latest awards round of EventScotland's National Programme Fund.

The Granite Noir Festival takes place in Aberdeen from 20-23 February 2020 and is produced by Aberdeen Performing Arts (APA), the charity which runs His Majesty's Theatre, The Music Hall and The Lemon Tree. This is the fourth year the festival has been held, but the first time it has received funding from EventScotland, part of VisitScotland's events directorate.

The crime writing festival has been awarded £25,000 and presents a programme of author conversations, family events, walks, concerts, theatre, late night noir and exhibitions across Aberdeen.

The funding will go towards supporting audience development, marketing and promotional activity including specialised PR and social media support. It will also support the event to diversify its programme to offer more unique events to attract a wider audience including younger people.

Innovative interactive offshore induction

SIGNAL2NOISE and Ping Creates have joined forces to create an innovative online safety induction for oil, gas and renewables client, Equinor.

All workers mobilising offshore in the UK must complete a safety induction which is often conducted face-to-face in classrooms.

Equinor wanted something different for its Mariner field - a highly creative and digital solution available 24/7 to an international audience.

Aberdeen video production company SIGNAL2NOISE invited digital media experts Ping Creates to join forces in creating a bespoke on-line solution.

They have created a unique website experience which allows inductees to run through safety scenarios in preparation for offshore working.

By using a combination of film, games and streamlined information they created a fully interactive induction experience unique in the oil industry.

The induction takes the users on a journey from Equinor's approach to safety through general safety precautions, to practical information specific to the Mariner installation. Along the way they undertake interactive tasks involving the 'Life Saving Rules', PPE and hazard identification. Ping Creates incorporated gamification and several immersive 360-degree simulations of offshore environments. The induction includes 12 films specially produced by SIGNAL2NOISE, including several that were shot offshore on Mariner.

The induction website was designed to track users' progress and confirms they have correctly completed the induction. For Equinor, the results have been immediate. In the first two months, 430 workers have used the online induction and the feedback has been positive.

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Haugesund/East Midlands taking off from February 2020
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Serving more destinations than any other airline

IT DOESN'T usually take too long for anyone looking at the skies above Aberdeen to spot a Loganair plane these days. With over 50 aircraft movements in and out of the city's airport every week-day, the airline is a regular fixture.

In fact Loganair serves more destinations than any other airline from the Granite City, flying to 11 airports across a route map tailored for the business community. Whether it's routes to the Northern Isles to support the offshore industry or Norwich, Newcastle, London, Bristol and Brussels - the airline's broad network will cater for a variety of business travellers.

As its reach continues to grow, with services to the Norwegian Marine city of Haugesund and England's manufacturing heartland of East Midlands both set to launch on February 24, the carrier still retains its core ethos of keeping customers at the centre of its operation by promoting

an attractive range of travel incentives. Offshore workers possessing Vantage cards benefit from free extra flexibility as standard, enabling schedule changes if plans are to unexpectedly change at the last minute*. The airline has also introduced some enhancements to its fare families as well as a brand new mobile friendly website and handy mobile app which have all proven extremely popular with business travellers.

Those now opting for the fully flexible fare 'Fly Flex +' benefit from an innovative new 'missed flight protection' product, fast-track security, lounge access and the option to switch onto another flight at no additional cost.*

Meanwhile frequent flyers benefit from the airline's competitive loyalty scheme, Clan Loganair which offers points for every journey taken. It's possible for Fly Flex + customers to earn one flight for every five flights flown - making it a particularly rewarding incentive.**

For those opting for Loganair's lowest-fares, remember the airline remains the only UK carrier to provide a complimentary hold luggage on domestic services, as standard. That is also in addition to a 6kg cabin bag - so plenty of space for all the essentials.

An increasingly important base for Loganair, Businesses in Aberdeen need only ask, 'where next?'

*For more information on Loganair's fare products visit loganair.co.uk/fares

**For more information about Clan Loganair, visit loganair.co.uk/clan-loganair

If your business has a requirement for regular travel on the Loganair network, please don't hesitate to get in touch at greigwhite@loganair.co.uk





The Lord Provost at the official opening

Granite Expo celebrates North-east business

A CELEBRATION of North-east business took place in the city for the ninth consecutive year – and plans are already in place to mark the event's milestone 10th anniversary in 2020.

Granite Expo brings together organisations which represent the colourful local business landscape, ranging from start-ups and SMEs to global operators with links to the region.

The day, which had the theme: 'Don't be scared to grow your business' in recognition of its Halloween date, was billed as a giant day of networking, cross-selling, knowledge sharing and was attended by hundreds of visitors.

New for 2019 was a wellness zone which featured a range of exhibitors who focus on physical, mental and emotional health. They were joined by an array of other exhibitors, a giant prize draw, seminars, a networking café, a media mall and a quiet zone for meetings.

Granite Expo 2019 was officially opened by Aberdeen Lord Provost, Barney Crockett who said: "Granite Expo is well established on Aberdeen's business calendar and it was a pleasure to welcome delegates from near and far to this year's event. The city has built its success on international trade and industry, with the achievements of the past matched by our ambitions for the future. We look forward to existing friendships being strengthened and new relationships being forged at Granite Expo."

Osprey Housing Group lecture

ALMOST 50 leading representatives from the social housing sector gathered to hear Sally Thomas, chief executive officer of the Scottish Federation of Housing Associations, deliver the first ever Bill Chapman Housing Horizons Lecture on November 6.

The lecture marked Osprey Housing Group's 20th year as one of the city region's leading social housing providers while honouring the contribution that Bill Chapman has made to the advancement of the Tenants Movement and social housing as a whole.

Osprey Housing Group chief executive officer Glenn Adcook said: "Over the years, our outgoing chairman has put the needs of tenants at the heart of everything Osprey does. We thought it only right to celebrate his outstanding work by looking towards the future of social housing with this new lecture event and are pleased at how well received it has been."

RGU extends Graduate Apprenticeship scheme

ROBERT Gordon University (RGU) is working in partnership with more than 110 businesses in a range of sectors through its Graduate Apprenticeship (GA) offering, covering the length and breadth of Scotland.

As the first university in Scotland to confirm its GA offering back in 2017, RGU is one of the leading providers of GAs and this year has extended access to degree-level studying across the country by collaborating with a record number of organisations.

This marks a significant milestone in the journey of GAs at RGU and reflects the success of the university's innovative model which engages employers, from large multinationals to small organisations, across both the private and public sectors.

In 2019, RGU has taken on more than 180 graduate apprentices across a range of disciplines, including business management, construction, engineering and data science. In collaboration with the Association of Chartered Certified Accountants (ACCA) and the Institute of Chartered Accountants of Scotland (ICAS), RGU is currently the only university in Scotland to offer a GA in accounting.

Scottish business confidence rises

BUSINESS confidence in Scotland bounced back by 15 points during October but remained the lowest in the UK at -3%, according to the latest Business Barometer from Bank of Scotland Commercial Banking.

Companies in Scotland report higher confidence in their business prospects at 2%, which rose seven points on last month. When taken alongside their views of the economy overall, this gives an overall confidence of -3%.

But businesses' hiring intentions showed a net balance of 4% of businesses in the region expect to hire more staff during the next year, up 11 points on last month.

Across the UK, overall confidence rose four points to 6% as firms' confidence in their own prospects climbed two points to 15%.

The Business Barometer questions 1,200 businesses monthly and provides early signals about UK economic trends both regionally and nationwide. This month's survey was conducted before the government announced its new deal on the UK's departure from the EU.

Co-operation and collaboration

By James Donaldson,
consultant urologist and director, UCAN



50,000 people are diagnosed with a urological cancer in the UK each year. Together prostate, bladder, kidney, testicular and penile cancers make-up one in three of all cancers in men and one in five of all cancers in men and women.

Taboo often means people ignore symptoms, such as blood in their pee, and discourages screening checks like testicular self-examination and getting a prostate blood test (PSA) from their GP. However urological cancers can usually be cured if they are detected in the early stages.

UCAN, a urological cancer charity, was set-up in Aberdeen in 2006 to raise awareness and improve support and quality of life for people who are affected by urological cancers and their families.

UCAN was instrumental in establishing the first robotic surgery centre in Scotland at Aberdeen Royal Infirmary but its impact on patient care goes far deeper than this state-of-the-art surgical instrument. The UCAN model has been recognised internationally by the Urological Society of Australia and New Zealand and by the European Association of Urology (EAU) for delivering world-beating holistic care; and recommended this model should

be rolled out worldwide.

UCAN provides health promotion events and patient support groups across the North-east of Scotland. The UCAN care centre provides a friendly, welcoming environment in Aberdeen Royal Infirmary, enabling it to directly augment NHS patients' care. UCAN offers rapid access to experienced doctors and nurse specialists who provide holistic care and support for patients and their partner and families. Patients can also browse educational material, access accredited websites, relax over a cup of coffee and share with others in a similar position.

UCAN-funded research evaluates technologies and procedures for the diagnosis and treatment of urological cancers. These studies help improve the care delivered in the North-east of Scotland and also informs patients' decision making.

UCAN is a charity and is run like any business but with helping patients rather than making money as the common goal. Co-operation is at the heart of UCAN: patient focused groups help guide what UCAN should do, experienced businessmen and clinicians give their time freely to manage the charity together, and UCAN works 'hand-in-hand' with NHS Grampian.

A diagnosis of cancer is something nobody wants or expects and is a life-changing moment. In the days and weeks after receiving this diagnosis, patients and their relatives typically have many concerns, big and small. UCAN provides the right environment, time and expertise to answer questions and address concerns when they arise, by offering a drop-in service for patients and their relatives throughout their cancer journey.

Thanks to generous donations and fund-raising activities, UCAN is an incredible resource for patients and families in the North-east of Scotland, empowering anyone affected by urological cancer. However, 18,000 people die from urological cancers each year in the UK and this figure is rising. UCAN recognises that much more needs to be done and can only continue its work thanks to generous donations from both individuals and organisations.

Live a life in harmony in a flourishing new town

COUNTESSWELLS, to the west of Aberdeen, will become one of the region's largest new towns when it is completed in just over a decade. With new homes, green spaces, including Scotland's largest park, community facilities and new schools planned, Countesswells represents almost £1bn of investment in the region.

Uniquely it has been backed by a HM Treasury guarantee which has allowed the developers to invest up-front in creating an exceptional environment.

The first seeds, planted at Countesswells around five years ago, have taken root and a new town that naturally nurtures a more balanced lifestyle is beginning to flourish. A close community of over 300 residents has formed in the first neighbourhood where the wellbeing of residents has been considered at every stage and in every detail.

Studies show that living close to water, woodland and open spaces can improve mental health and general wellbeing. This resulted in water playing an important role in the first stages of landscaping and landmarks such as the new Cults Burn Park, which follows the newly revealed meandering burn, were created to accentuate the natural waterways.

As a result, residents of Countesswells can enjoy walks along paths that follow the curves of the Cults burn and be immersed in the calm of the neighbouring woodland - just a stone's throw from their doorstep.

Although still in the early stages, much of the new landscaping, including the 600 new trees and wildflower meadow, is already starting to settle into the landscape and mature.

Karen Bayliss, a proud resident of Countesswells, was initially sceptical

about the development fearing it would disrupt the area where she regularly rode her horse. Realising the full scope of the offering at Countesswells, the Bayliss' had a change of heart and are now enjoying the benefits of the development's commitment to preserving, connecting and enhancing the natural features of the area.

Karen said: "All I saw was the end of something for me, whereas coming out the other side of it, it was actually a beginning. I can still ride my horse over from his new home and still enjoy the green space and the paths and the tracks that I always have for the last 14 years. When I realised we were going to live here that was a game changer because it was a huge opportunity for me to stay in the place I loved, but it was way better and far more enjoyable, life-changing actually." At Countesswells residents can enjoy the convenience of city life in rural



surroundings with easy access to Aberdeen city centre, the AWPR and Aberdeen International Airport by car or bus and internet speeds 35 times faster than the UK average, Countesswells is a development that hasn't compromised on providing residents a balanced lifestyle, one which is connected to both nature and the city.

Making the most of the outdoors is easy and safe at Countesswells with pedestrians, cyclists and equestrians enjoying prioritised pathways that extend across much of the new town.

The community orchard encourages residents to grow and cultivate fresh ingredients for their own healthy dishes with pear, plum and apple trees taking root alongside herbs and other edible plants.

Children have space to play safely and freely in the award-winning play

park endorsed by Play Scotland, and prioritised pathways and road layouts are designed to slow traffic. Looking to the future, a new primary school is planned to open in 2021, providing cutting edge educational facilities for Countesswells pupils to grow and learn.

Central Park, Scotland's largest new town park in 100 years, will become the focal meeting point of the community. Surrounding retail units and cafes will attract visitors and residents to come together and civic spaces will play host to community events such as festivals, fairs and markets.

Martin Dalziel, project director for Countesswells believes the town offers something truly special to residents. He said: "We are only three years in to this huge and exciting project but we are already nurturing a neighbourhood

that inspires people to embrace their natural surroundings. With well-being at its heart - Countesswells is delivering something exemplary and truly special."

Once construction is complete Countesswells will be home to 7,000 residents alongside a variety of creatures great and small, including bees, birds, hedgehogs and red squirrels. With plenty of green spaces ready to explore, Countesswells is creating a community of people in harmony with their natural surroundings.



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3 - 4
Tue-Wed
2 day

Finance for Non-Finance Managers

Gain an understanding of many aspects of finance and how it impacts business

3 - 4
Tue-Wed
2 day

Essentials Management Skills

Become equipped with the knowledge and skills required of a manager

5 Thu
1/2 day

Inward and Outward Processing

Understand the methods of claiming relief from customs duties

5 Thu
1 day

Essential Supervisory Skills

Bridge the gap between doing and supervising and become competent in the role

5 Thu
1/2 day

HM Revenue and Customs END Use Awareness

Take advantage of Shipwork END Use (END) system and navigate the rules

5 Thu
1/2 day

INCO Terms® 2020

Understand benefits of International Commercial Terms for buyers and sellers

6 Fri
1/2 day

Authorised Economic Operator (AEO)

Understand the requirements and benefits of compliance

6 Fri
1/2 day

Understand the Oil and Gas Industry

Gain an understanding of the basics of oil and gas production and processing

January

14 Tue
1 day

IR35 - How to navigate the changes

Learn how to navigate the changes and assess potential risks

14 Tue
1 day

Brexit Impact Awareness

Assess the risks and ensure your business is Brexit ready

15 Wed
1 day

Customs Procedures and Documentation

Explore the various customs systems, procedures and documentation

15 Wed
1 day

Understanding Exporting

Demystify international trade concepts and procedures

15 Wed
1 day

Cash Flow Management

Maximise company stability with effective cash flow techniques

16 Thu
1 day

Dealing with Difficult Situations

Understand the variety of personalities and determine how to alter your approach for each

16 Thu
1 day

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For more information

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- Tailored to exactly what your delegates need to know

Don't just take our word for it.



"Aberdeen Football Club and AFC Community Trust have been regular participants in various Chamber of Commerce training courses as the vehicle for developing the skills set for our employees (at all levels), and based on feedback from our staff we would commend the Chamber, its staff and instructors for the quality and content of its courses. Furthermore, we have found the Chamber staff to be co-operative, professional and very easy to deal with, and we would have no hesitation in recommending them to others looking for staff development training programmes."

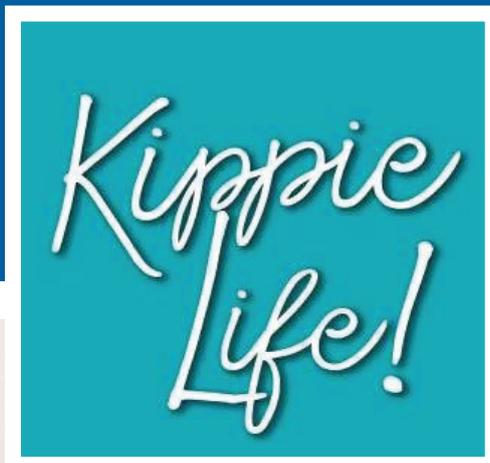
"Well paced, excellent presentation and exploring ideas, good session on emotional intelligence, thought provoking for work and home life!"

"Content and delivery very relevant and high quality. Useful notes provided at the end of the course. Lots of time to ask questions and work on real-life examples."

For more information please visit www.agcc.co.uk/courses

DO MORE OF WHAT YOU LOVE

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Become part of Kippie life

FOR many years, Kippie Lodge has been unrivalled in the facilities and activities it has offered members. Now, more than ever, Kippie has to be seen to be appreciated. Set in 25 acres, with wonderful panoramic views, members can access the widest range of sports and leisure facilities in the North-east. Kippie's commitment to continually enhance facilities and offer value for members, has seen many recent upgrades:

Gym and fitness

- 30% larger gym providing the most up-to-date life fitness equipment and free weights area
- New yoga and pilates studios (offering 49 wellbeing classes, included with your membership)
- 60+ Les Mills classes (from low to high impact, included with your membership)
- Fully-trained gym team on hand offering expert advice
- Highly-experienced personal trainers
- 19m swimming pool (lessons available)
- Sauna and steam room
- Two squash courts (with three teams competing locally)
- Three tennis courts (two covered courts)

New for 2020

- Multi-use games area (MUGA) to cover football, basketball, netball and much, much more
- New state of the art heated dome to replace existing covered tennis courts

Children

Kippie has an on-site creche, which operates on weekdays. For the younger children there are dedicated classes such as baby yoga, splash time in the pool and messy play. For older children the club has a safe outside play area and a host of fitness classes.

Over the years has seen an increased focus on teenage activities such as teen gym which will be enhanced by a MUGA in 2020.

Term time coaching, which includes gymnastics, karate and yoga bugs, are included in the membership fee. Each year Kippie runs a summer camp for school age children throughout the holidays. With differing themes each week such as super silly messy week and performing arts, there is always something to keep your little ones amused.

Golf

The jewel in Kippie's crown is it's nine-hole golf course and practice areas. The course is attractively laid out and is ideal for people of all ages and abilities. Surrounded by mature trees, this par 28 course is a joy to play. Practice facilities are plentiful with a five-bay, floodlit driving range and large putting/chipping green. Kippie's highly qualified golf professional, Keil Beveridge, is PGA affiliated and has been coaching at Kippie since 2013. Keil has greatly expanded the club's coaching programme which includes tournaments, Texas scrambles and even night golf. Kippie's golf associations include ladies, men's and juniors. The ladies section range from complete beginners to experienced golfers and meet three times a week for a game of golf and a catchup over coffee or something stronger. The men's section offers an ideal environment to play in away matches with a welcoming and friendly group of likeminded golfers. The junior section gives younger members an opportunity to gain a handicap through the club and play in monthly Junior Flag Competitions at the club.

Tennis

From spring 2020 a new state of the art tennis dome will provide members

with excellent all-weather facilities. Kippie has a thriving tennis community and with support from an experienced tennis coach, Alan Lamont, the club hosts a range of tennis tournaments and cardio tennis sessions throughout the year.

Hair and beauty - open to non-members

Kippie's recently refurbished hair and beauty salons offer a wide range of luxury and advanced cosmetic treatments from Caci non-surgical face lifts, microblading, dermaplaning and advanced electrolysis. Kippie's salons have been designed to make you feel welcome and relaxed where all treatments are personalised to meet individual requirements.

The Lodge

The Lodge is an ideal location for friends and family to enjoy superb meals together in the Crathes restaurant (for that more intimate experience) or its conservatory for family dining. The Lodge itself comprises not only the club's dining facilities but includes a newly-refurbished meeting room, function room - with beautiful views over the Dee Valley - and a full-sized snooker table. For something quite different Kippie's Social Groups including art, singing and book club are a great opportunity to meet new friends.

Membership

Kippie's competitive, all-inclusive membership options are simple: NO catch, NO hidden costs. ONE FEE (monthly or annual payment options).

A warm welcome awaits you. Please call to book a tour of the fantastic facilities. Kippie really needs to be seen to be believed. Contact **01224 734747** or visit kippielodge.com.



Informative discussion on barriers to trade, the role of oil and gas in the energy transition, and the need to leverage data to drive innovation with Trade Minister Ivan McKee and Chamber members on November 4. Thanks to Wood for hosting.

Industry and education providers came together to highlight the vast array of opportunities available to young people thinking about careers in the food, drink and agriculture sector at the Tasty Careers event run by DYW North East, Opportunity North East and Skills Development Scotland.



Scotland's leading employment law advisers Burness Paull LLP and Pinsent Masons LLP combined their resources to deliver the Annual Employment Law Conference on November 14, the must-attend event for busy HR professionals.

Wide-ranging discussion between Fergus Ewing MSP, the Chamber and IBA members last month on the rural economy. Key themes included talent attraction and retention, infrastructure; and the transition to a low carbon economy.





Nick Little,
head, International School Aberdeen

What does your company do that others don't?

ISA is the only school in the North-east to provide international education to support both local and expatriate families.

What are the most pressing challenges that your industry sector faces today and why?

In the past, ISA's most pressing challenge was the ups and downs of the energy sector. However, as more locals are now joining the school to reap the benefits of an international education, our student numbers are more stable.

Today, the biggest challenge faced by all independent schools is politics. Next year, we will become the only type of charity to pay business rates, and there is a danger our tax load could increase further, which will undoubtedly make it more difficult for middle class families to afford an alternative to state education.

What is the most valuable piece of business advice you have ever received?

There are two pieces of advice that have stuck with me. Firstly: 'Do the right thing, not the easiest'.

The pace of professional life is increasingly hectic. It is always tempting to reach for the convenient solution or dodge the root problem in order to get one more thing off the list. However schools, like businesses, are built on trust and that is undermined

when we fail to make hard choices from principle.

This is balanced by the second piece of advice: 'Is that a hill you want to die on?' Not everything is a matter of principle and I was told never to lose sight of when you can be flexible.

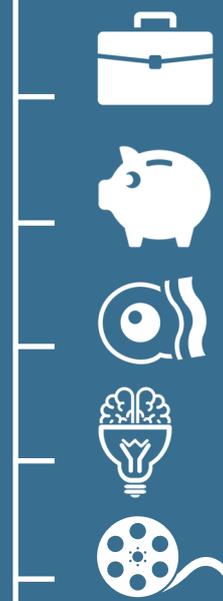
What's been your proudest career achievement to date and why?

My first year in management was at an international school in China. It doubled in size during that 12-month period and we had a high turnover of staff. The pressures were enormous and I thought about quitting on a weekly basis. Thankfully, I stuck it out and nothing that has come my way since has been as tough. Therefore I will always look back with pride on all that was achieved and think: 'I survived that...so anything is possible'.

If you could make one thing happen tomorrow that would benefit North-east Scotland, what would that be?

I am one of the many people in this city who has settled from outside the region. People often ask: 'How do you find it?' and even at this time of year with its darker, rainier days, I can honestly reply, I'm loving it.

No-one ever responds with 'well of course' so if I could change one thing it would be to make the local community a little less modest about what a great place this is to live and work.



Quick fire round

What was your first job?

A Saturday job sweeping up in a local furniture factory.

When would you like to retire?

The moment I lose my passion for education (no time soon!).

What did you have for breakfast?

Muesli with nuts and dried fruit.

Who, or what, inspires you?

My colleagues. Teachers are passionate about what they do. It's exhausting but inspiring.

What's the last book you read / film you saw?

Raymond Chandler's 'The Big Sleep'.

Support employee wellbeing



Gym Membership

Discounted
Get active
membership

Onsite Classes

Yoga, HIIT,
Abs and Core

Health Seminars

Stress, posture,
nutrition and
body composition

[sportaberdeen.co.uk/
activeworkforce](http://sportaberdeen.co.uk/activeworkforce)

   @sportaberdeen



Nothing works better than an Active Workforce

ACCORDING to Government figures, 131 million working days are lost to sickness absence every year in the UK, with 14.3 million days being due to stress, depression and anxiety.

These figures impose increasingly significant costs on companies, making it critical for employers to take steps to support employee health and wellbeing.

Award-winning local charity Sport Aberdeen offers businesses in and around Aberdeen access to a tailored Active Workforce programme, allowing employers to look after their employees' health and wellbeing whilst investing in their business and giving back to the local community. Sport Aberdeen is different from many other sport and leisure providers in the North-east as all profit is reinvested back into the people and communities it serves.

A small annual company registration fee gives employees and their partners, or people at the same address, access to discounted Sport Aberdeen memberships, providing access to a diverse range of venues, programmes and partnerships citywide including nine gyms, five swimming pools, an ice rink, tennis courts, golf courses, a snow sports centre and outdoor adventurous activity facilities.

"Rubberatkins signed up to Sport Aberdeen's Active Workforce in 2018 to encourage employees to improve their general health and wellbeing. Providing a convenient, flexible and easily accessible solution throughout Aberdeen, it has engaged our workforce and their families in greater levels of physical activity.

"We have held health checks onsite which have been hugely popular with employees, some of which were not previously participating in an active lifestyle.

"The benefits of providing opportunities to lead a healthy lifestyle within the workplace has proved successful in creating a happy and engaged workforce." - Claire Grant, head of HR, Rubberatkins.

Alongside discounted access to venues throughout the city, the Sport Aberdeen Active Workforce team can bring health and wellbeing services direct to the workplace, from tailored health seminars to one to one health checks and weekly fitness classes.

Whether staff are simply looking to improve posture at work, want more information on healthy eating or are looking to support lifestyle changes such as smoking cessation, the Active Workforce programme works with members to help them engage in a healthy lifestyle which has the potential

to bring about lifelong positive change.

Chris Simpson, volunteer activities and youth coordinator at Inspire, enrolled in the Active Workforce programme in December 2018. Through his own dedication and the input from the Active Workforce team, Chris embarked on a transformational journey and is still reaping the physical and mental benefits of leading a healthy and active lifestyle today.

"I decided to join the Active Workforce programme as soon as Inspire signed up to the programme. The incentivised monthly rate and variety of venues meant I didn't need to look elsewhere for a better deal," he said.

"There are many benefits to being part of Sport Aberdeen's Active Workforce including being able to maintain my fitness level to enable me to carry out my job, de-stressing at the gym and taking my daughter swimming.

"Its great to have access to venues across the city and as a charity worker I think it is very important to support other local charities too, so I am happy that my membership does that."

To find out more about how the Active Workforce can support your business contact activeworkforce@sportaberdeen.co.uk

Getting to grips with Africa

by Andrew Monaghan,
regional manager Africa,
Scottish Development International



THEY say you cry twice in Africa - when you arrive and when you leave. This homily sums up for me my experience working and living for many years in this challenging but also rewarding, vibrant and somehow addictive continent.

Even though I'm limited to Sub-Saharan Africa, it's still big, very big and the challenges are big too but so are the opportunities, and those opportunities will grow in the short and longer terms to the extent that I strongly suggest you shouldn't ignore them.

While I have within SDI the largest remit of all my peers with regard to geography covered I conversely have the narrowest industrial sector to cover as I focus almost exclusively on promoting Scottish oil and gas services and education and training aligned with oil and gas. Why is very simple - because of demand. Africa needs and wants what Scotland has and respects and likes us enough to want to partner with us to get it.

Take a trip south around the continent from Mauritania in the west and you'll pass countries like Senegal, Cote d'Ivoire, Ghana, Nigeria, Equatorial Guinea, Cameroon, Angola, South Africa, Mozambique, Tanzania and Kenya. They're all prospective markets for our Scottish oil and gas community. But they're not alone, in fact take in every coastal nation and you'll find few that don't

have an oil and gas industry. More pertinently, you'll also find few that aren't interested in a broad spectrum of what Scotland can offer. If you're in oil and gas services you'll likely have a prospective customer base somewhere in Africa.

So where do you start - which is a very good question and should form the basis of the way you create an African market strategy. I suggest you should be very aware of how much resource you will need not only to set up in an African market but also to maintain that market. Africans don't generally appreciate companies that think they can run African operations remotely and with minimal input. Africa may have many poor countries but that doesn't mean they are cheap to operate in, in fact often they're very expensive, like Angola.

Your choice won't be easy, incidentally. African oil and gas markets range from mature producing giants, such as Nigeria and Angola, to rising pre-production stars such as Senegal and Mozambique.

Pick your best target markets - if you don't know how - get help. There's great help out there, not just from SDI, but also DIT, EIC, Chambers of Commerce etc. Africa isn't a place you take a chance.

Educate yourself about your chosen markets (before you go) and pay special attention to the ubiquitous

local content regulations that generally rule the way business can be conducted. Make sure you know about profit repatriation and currency availability, the last thing you want is a pile of local currency going nowhere.

Finally, and usually most importantly, given you'll most likely want (or need) to work through a local partner, choose them very wisely and after proper due diligence. This is the biggest and most important decision you're likely to take and could mean the difference between good business or a legal nightmare. Again - unless you're sure of your own capability to do this - get help.

Continuous development key to talent retention



By Scott Duguid,
operations director, eTest

HAVING qualified and competent personnel in-house has been critical in enabling eTest to service tier-one companies in the oil and gas sector from our facility in Kintore.

We need to adhere to rigorous industry standards to carry out a range of non-destructive testing (NDT) services for fabrication, engineering and drilling contractors among others.

Since the company was formed in 2014 we have strived to ensure that eTest (formerly CSD Scotland) provides expert NDT and hydrostatic pressure testing services and technicians to the industry – with more than 170 years’ testing experience shared amongst our team.

As part of this commitment, eTest is proud to be accredited to UKAS 17020, which is audited annually, and permits our facility to act as an inspection body for clients’ specific NDT requirements.

Through our team of multi-skilled operators, qualified in both the ISO 9712 PCN scheme (an essential requirement for staff working externally on clients’ sites across the

country) and trained in-house to SNT Level II, we have a comprehensive competency system and training plan in place.

Continual development of our workforce has been paramount to demonstrate the company’s level of competence to carry out critical testing works in-house.

Training requirements are reviewed annually, where any gaps in knowledge are identified and appropriate methods implemented, with all trainees and experienced technicians alike provided with quality training and practical work experience.

It is an approach that continues to pay dividends to our team, with 13 technicians and four trainees currently employed as part of our team of 19.

New members of staff begin work as a trainee before being paired up with an experienced technician. This allows the senior members of staff to share their knowledge, while trainees benefit from practical, on-the-job learning to build upon their previous training or education.

Radiography is the main requirement

for clients and, as such, our purpose-built workshop has four bespoke radiography bays all equipped with the latest safety systems and Gulmay X-ray sets. Complementary services include magnetic particle inspection (MPI) and dye penetrant inspection (DPI).

We operate a rotational development scheme where each trainee has these core disciplines for NDT scheduled in over a period of around three years, with the aim of having a team of multi-disciplined, qualified technicians once they have demonstrated their competence.

This allows members of the team to experience all aspects and develop their careers through building upon existing skills, while gaining experience of NDT work in other sectors.

We provide a complete service offering, from fabrication at eFab to NDT at eTest and surface protection and protective coating at eBlast. This gives the end-user a completed product that has been fabricated, tested and coated; delivering greater efficiency and commercial competitiveness for the client.

Test Experts in all forms of non-destructive testing

- Radiography
- Hydrotesting
- Ultrasonic Inspection
- Dye Penetrant Inspection
- Magnetic Particle Inspection

 **Group**

 **eTest**

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T: +44 (0)1467 634807 E: estenquiries@thegroup.co.uk



 **eFab**

 **eBlast**

 **eClad**

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December



Focus on wellbeing at this interactive event

Tue 3

Embracing the gigabit city revolution

8:30am-10:00am
AGCC

As Aberdeen's property market continues its recovery, city manager Allan McEwan explains the residential and commercial property benefits of CityFibre's £40m+ investment in the city and considers how the market can maximise the opportunities that smart homes and cities present for those working in the industry.

Thu 12

Wellbeing in the Workplace

11:45am-2:00pm
AGCC

This interactive facilitated session will provide participants with a first-hand account of successful wellbeing in the workplace through the eyes of Bon Accord Care. The event aims to encourage attendees to challenge their wellbeing agendas, highlight disparities and develop implementable actions.

What's happening in 2020

January



Back by popular demand Chris Matchan kicks off our 2020 breakfast series

Wed 29

Business Breakfast - Transformational leadership

7:30am-9:30am
TBC

Our 2020 Business Breakfast series kicks off on January 29 when speaker Chris Matchan, consultant and executive fellow at the University of Aberdeen, joins us to discuss transformational leadership. His impressive career spans over 20 years working for a range of global businesses such as Guinness and CitiBank.

Business Breakfast 2020

Our Business Breakfast series for 2020 will focus on 'translating thinking into action'. An exciting calendar of breakfasts will take place alongside the University of Aberdeen Business School with topics ranging from energy transition to lifelong learning.

Thanks to our sponsors



What's happening in 2020

THE ULTIMATE BUSINESS SHOW

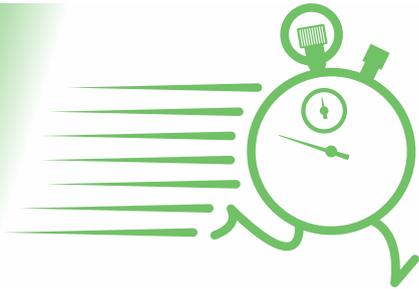


The Ultimate Business Show (TUBS) provides a cost effective and invaluable opportunity for you to showcase your brand, reach new customers and grow your network locally and across a range of sectors.

Prices start from as little as **£455**

SpeedNetworking

Too busy to network? Speed networking enables people with busy schedules to spend time effectively by building business connections and increasing brand awareness.



Maximise your membership

How can the benefits and services we provide support your business?

The membership team can answer this question and more. From international market access to staff training, and profile-raising to market research, we're here to help.



Event management

We are dedicated to helping our members host successful events that strengthen their brand, foster relationships with existing clients and engage with new clients. We offer an event management services tailored specifically to your needs. From concept to completion our experienced team will be on hand to help you every step of the way.

Do you want to receive details of our upcoming events direct to your inbox?

Let us know at events@agcc.co.uk



Season's greetings from everyone at **Compass Print**
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Bob Donnelly

Global safety, skills and competency training organisation RelyOn Nutec has appointed Bob Donnelly as managing director for its UK business. Mr Donnelly has two decades of experience in the oil and gas training, safety and competency sector and was previously managing director of Return To Scene.



Claire Smith , Andy Groundwater, Stevie Brown and Amy Davys

Marketing communications agency Fifth Ring has announced several new global appointments following a busy period of international growth. Four staff have joined Fifth Ring's Europe office based in Aberdeen in recent months. Head of PR Andy Groundwater has moved to the company after nearly 14 years in newspaper journalism in Aberdeen. Business manager Stevie Brown joins from VisitAberdeenshire; while Amy Davys has been recruited as a senior business executive alongside business executive Claire Smith.



Lorraine Cameron

Global freight forwarder Pentagon Freight Services has welcomed Lorraine Cameron to its sales and marketing team. Lorraine has a highly successful background in both management and business development within the oil and gas sector.



Professor Vladimir Nikora

Professor Vladimir Nikora from the University of Aberdeen has been elected as a Fellow to the Royal Academy of Engineering. He is one of 54 leading engineers from the UK and around the world to be elected as Fellows in recognition of their outstanding and continuing contributions to the profession.



Martin Dalziel

A new project director has been appointed to drive delivery of the next phase of Aberdeen's largest new community to the west of the city. Martin Dalziel, formerly of New Ingliston Ltd and Highland Properties Group Ltd, has more than 30 years' experience in property development.



Julian Foley

John Lawrie Group, the Aberdeen headquartered metal recycling, decommissioning and steel tubulars business has appointed Julian Foley as decommissioning and projects director. He joins the Group from ASCO, where, over the past 14 years, he has held various roles, most recently as decommissioning development director and norm technical authority.



Lynne Stewart

Ledingham Chalmers has announced its fourth partner appointment this year. Newly promoted Lynne Stewart joined the firm on November 1, from Simpson & Marwick Aberdeen as its estate agency team transferred to the full-service firm, which has offices in the Granite City, Inverness, Edinburgh and Stirling.



Bryan Snelling

Aberdeen Science Centre has appointed the head of Aberdeen's only current VisitScotland five-star visitor attraction as its new chief executive to lead the redeveloped £6m state-of-the-art facility. Bryan Snelling will join ASC from the city's Gordon Highlanders Museum.



Euan Cuthbert

Corporate Moves has appointed Euan Cuthbert as head of operations to support continued business growth across the North-east of Scotland. Euan has worked in the relocation industry for over 20 years, including working for the team in the early 2000's.



Gary Milne

Gary Milne has been appointed to the Board of Homes for Scotland (HfS). In this role, Milne will represent the leading independent housebuilder and join 20 other leading industry professionals, where he will help to support and inform the agenda of the respected trade body.

Other recent appointments

Carole Bruce has been appointed events sales manager for DC Thomson Media Events. Carole will focus on sponsorship deals with local organisations and hopes to broaden her contacts and build relationships with key stakeholders in the Aberdeen area.

DM Hall, chartered surveyors, has appointed **Brian Kinnell** as senior surveyor in its Dunfermline office. He was previously a director of local private surveying practice Wilkinson & Lowe.

Kintore-based eGroup has strengthened its services across all areas of the business with a raft of new appointments to support further growth in its key markets. **John Skinner** has joined as eFab workshop operations manager; **Mark Tartaglia** as group HSEQ manager; **Elaine Titmuss** as group commercial manager and **Kelly Lindsay** as business improvement manager. In addition, estimator **Phillip Murray**; trainee estimator **Matthew Palmer**; purchase ledger supervisor **Michelle Lints**; IT controller **Daniel Cow**; facilities co-ordinator **Kerry Stewart**; and financial accountant **Laura MacMillan**, have joined the firm. The new hires are mostly newly-created posts, with the majority assuming responsibilities for group-wide activities, following the change to a new organisational structure and the creation of a new board of management to oversee strategic operations.



Quinn Fanning

International oilfield services company Expro has appointed Quinn Fanning as chief financial officer. He has more than 20 years' experience of financial leadership and executive management experience through his time as chief financial officer of a public company and as an investment banker. He will be based in Houston.



Steve Smith

Steve Smith returns to Space as a project architect. He joins the team working on projects across interior design, fit out and commercial and new build. Steve, who worked for Space for 13-years before a short period away will take forward 3D visualization with the Aberdeen office.



Benny Higgins

Anderson Anderson & Brown Wealth Ltd (AAB Wealth), has announced the appointment of Benny Higgins as its non-executive chairman. Higgins has held senior roles in the financial services industry over the last 30 years. His current portfolio sees him holding roles including strategic advisor to the First Minister of Scotland on the creation of the Scottish National Investment Bank.

Welcome to the Chamber

Aberdeen Cyber Security

Aberdeen Cyber Security provides IT support, cyber security services, managed services, cloud solutions and education sessions besides many other professional IT services

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W www.aberdeencybersecurity.co.uk
C Dale Sutherland, director

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C Liam Kerr, financial planner

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W www.gillanders.co.uk
C Lisa Murray, business development manager

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GM Flow manufacture gas flow measurement equipment for use offshore

T 01358721098
E gavin.munro@gmflow.co.uk
W www.gmflow.co.uk
C Gavin Munro, managing director

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C Richard Stott, managing director

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Shift your mindset and collaborate - A one-day masterclass



onpurpose

LEARN why collaboration has become the most effective business ethos and discover how your own mindset either supports you in collaborating or holds you back.

Programme outline

During this one-day masterclass Lynn and Norton discuss the wider social and business context for collaboration and take you through some thought-provoking exercises to understand how your mindset may be getting in the way of collaborating. Lynn and Norton will share their collaborative intelligence model providing a framework for understanding the multiple needs at play in any collaborative scenario. To support you in going forward they will give you some tips and practices for developing a collaborative mindset.

Participant profile

For leaders wanting or needing to collaborate.

What you will experience

Gain the insights needed to recognise what the real challenges are for individuals, teams and organisations to collaborate:

- Discover why organisations are changing and the importance of collaboration within this change
- Learn to recognise your own mindset towards collaboration
- Learn some tips and practices for developing your mindset

Upcoming dates

Thursday, January 30
Thursday, February 27
Thursday, March 26

Location

On Purpose Ltd, Kemnay

Tuition fee

£195 +VAT
Lunch included

To book

Contact 01467 643888
or email lynn@onpurpose.co.uk

"The masterclasses have given me the ability to increase my awareness of the impact my behaviours can have on others, and vice versa, and I would highly recommend them to anyone working as part of a team where collaboration is essential."

Dan Wright

Business Breakfast

Coming in 2020

The Aberdeen & Grampian Chamber of Commerce's popular Business Breakfast series will return with a new principal sponsor, the University of Aberdeen Business School, and a fresh take on the topics and issues North-east businesses tell us are most important to them in the year ahead.

*The series, entitled **Translating Thinking into Action**, will include events looking at:*

- Transport and infrastructure
- Technology / fintech / artificial intelligence
- Lifelong learning
- Digital technology marketing
- Trade / international
- Taxation / the economy
- Energy transition / climate change

They kick off on **Wednesday, January 29** when speakers Chris Matchan and Dr Trevor Morrow will be talking about transformational leadership.

Themes may be subject to change

Book your place today
at agcc.co.uk



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