

# *insight*

FROM THE WEST SUSSEX ECONOMIC

PARTNERSHIP



No. 32 April 2009

# getting back to the future

INNOVATION INNOVATION INNOVATION

**rolls-royce motorcars**

STILL THE ROLLS-ROYCE OF THE MOTORCAR WORLD

**utilicom**

MAKING THE FUTURE CLEANER AND GREENER

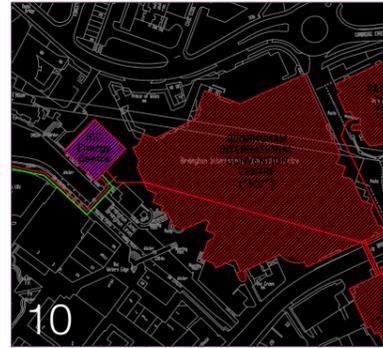
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Crawley-based Utilicom leads the way

# in discussion

## why wait for the bad times?

**T**wo weeks leave recently proved a good opportunity to reflect on how our world has turned upside down. The economists have been quick to explain what's happened, but not why they didn't see it coming. We were living beyond our means by borrowing far too much – such a simple statement to explain away the turmoil and havoc caused. The banks are taking most of the blame – but couldn't we see that 125% mortgages create instant negative equity?

Now, in adversity, we have everyone pulling together to turn things around; local authorities are working together to support businesses under the banner 'Keep West Sussex Working', taking such measures as paying bills on time and making tenders more accessible to local companies. SEEDA is acting as the regional conduit for financial

support schemes and Business Link has record take-up for its free company 'healthchecks'. Such joined up working is to be applauded – but leaves me with the question as to why it took a calamity to achieve such unity of purpose. Surely such unity should be seen in the good times too to ensure we're in better shape to weather future storms. A healthy economy means businesses invest, creating employment, increasing prosperity, and increasing tax revenues to the benefit of us all.

So, on my return, it was great to hear that Ceres Power, the innovative company developing efficient domestic heat and power units, is to invest in a new manufacturing centre in Horsham and create many new jobs. This may not yet be a green shoot but it must be seen as an encouraging sign. In this INSIGHT we highlight other businesses

using innovation to prepare for the recovery – certainly research indicates that such companies will prosper more quickly once the recession eases.

It may be an old cliché that when the going gets tough, the tough get going, but there's more than a shred of truth in this.



WSEP Chief Executive Alistair Smith

# inn'ovlate,

## CAN INNOVATION BEAT RECESSION?

Product, process or performance – innovation can drive improvement to all three. In these tough times innovation could be the lifesaver for many businesses. INSIGHT investigates.

“The Innovation Growth Team will be looking to support companies which have high growth potential or a strong innovation record”

Alistair Smith

**T**he 2007 UK Innovation Survey reported that 68 per cent of businesses were 'innovation active', with larger companies more active than smaller ones. Activity could be simply investing in technology, such as IT to improve back office procedures, to R&D expenditure which results in major new product development. A manufacturer will not only want to improve products but also process, while a service provider will be looking in the same way to control costs but also to be improving his delivery to the customer. There is also growing interest in what is called strategic innovation which might include organisational structure, advanced management techniques or marketing strategy.

**faster and faster**

The challenge now is to make more businesses innovate faster. WSEP has just led a bid to provide intensive support for fast growth and innovative companies in West Sussex and East Surrey. Worth £3 million, the bid is to set up an Innovation and Growth Team (IGT).

Alistair Smith, WSEP Chief Executive, explains: "The IGT team will be looking to support companies which have high growth potential or a strong innovation record by providing tailored and highly specialised in-depth support. The team will go in, find out what the company needs to succeed, whether it's extra

management capability, finance, introductions to new markets and so on. We'll then source the support and monitor progress over a six to twelve month period to keep plans on track and provide more help if necessary."

There are 33 partners in the bid, worth £1million a year over the next three years, including five of the area's leading Universities, two Business Links, local authorities and private sector companies. Once the initial diagnosis has been made, the best resources from the group will be applied, whether it's development of senior management or R&D support from a university.

The Survey also pointed to increased turnover from new or improved products and services. Manufacturing companies reported reduced costs per unit produced as the most important impact, while service/knowledge intensive service sectors rated process effects improving provision the highest. Resistance to innovation comes mostly from smaller, long established businesses.



## NEW MARKETS – NEW PRODUCTS

Developing knowledge developed in one sector and applied to a new one is classic innovation. Ricardo, based in Shoreham is world renowned for its R&D activities for the automotive market and found that its expertise in transmissions was transferable to the renewable energy market. Britain alone, has a target of delivering 15 per cent of its energy needs from renewable sources by 2020; with only around 1.5 per cent produced currently, the potential is huge. Ricardo will be modifying their business model by transferring knowledge to the development of wind and tidal turbines.

The 'environmental effect' on innovation is likely to be considerable. Crawley's Traffic Management Products (TMP) has developed a solar powered warning bollard. It ticks many innovation boxes – product improvement, enhancing worker safety, customer satisfaction by increasing speed of use and cost reduction, as well as achieving the green effect.

TMP, as a market leader, has put innovation at the heart of its business model, constantly looking at new ideas and products. Much of it is to offer improved road safety as well as cost savings, through longer service life, to local authorities.

"We try to encourage innovation in everything we do," says Marion Broughton, Managing Director of Crawley based Thales Training and Simulation in the UK, part of the giant Thales Group who has just invested £100 million in its West Sussex operations. And innovation has been the driver for the launch of 'The New Reality', which is not just a suite of new products but a new business model as well.

As Marion explains: "This has been stimulated by listening to our customers, who want integrated business solutions as well as advanced new products. Our Strategy Working Group provided clear overall product objectives to the Development team while specific ideas came through customer feedback, concept design and a peer review process."

New support services, financing options and outsourcing solutions are being introduced

beside the new products to deliver a complete package to help customers meet business objectives in very tough operating conditions. Many technical features in the product have been designed to support commercial effectiveness such as the ability to reconfigure the simulator for use in different aircraft and for different training needs, enabling more flexible and cost saving use for the customer.

A new set of electronic tools allows users to rapidly program new or reconfigured airfield layouts into the simulator, improving performance and saving cost by replacing a previously labour intensive process. A new remote diagnostic system has been developed so that performance can be monitored via broadband. Simple things like allowing for left and right handed operation and carefully researched ergonomic

placement of the controls met customer requests, saving on routine servicing.

It's not only in its products that Thales Training and Simulation innovates: "We also are constantly looking at new ways for our teams to work together and of new lean ways for our businesses to run," Marion says. "Our product strategy is communicated to all our engineers so they have a context in which to generate ideas. We can then evaluate so that we select the best for further development.

Entrepreneurship and innovation is one of Thales core values and, with 68,000 highly skilled engineers in the group with new ideas in their blood, we have the culture and the talent to deliver success. But our customers' needs will continue to be as much a driver for us in the future as technical innovation."



# INNOVATION IN ACTION

## MOTIVATION BY PROFITNET

A Government funded scheme to promote innovation run by the University of Brighton is yielding spectacular results. "Most businesses see innovation as a big boys' game but, through ProfitNet, we are proving that smaller companies can achieve real benefits from innovation" says Dr George Tsekouras, who runs the programme.

The success figures are impressive. Since the programme's inception, around three hundred companies, many from West Sussex, have taken part, creating between them 117 new products and 95 new services. But the bottom line told the best story - turnover and profit increased when measured against all Sussex businesses

### peer pressure

ProfitNet works to a simple but highly effective formula. 15 senior managers from a range of companies (never direct competitors but they could be from the same sector) meet every month over a year with a business academic as facilitator to generate ideas. George explains "We ask all the participants to come ready to set out: What they currently offer, How they do it – manufacturing or service process: Who they sell to and Where – their market presence - and to identify an opportunity in each area." The group work through each participant's initial ideas and, for most, an innovation strategy will emerge.

"At the very least, participants go away with their own direction to bring about change which will add value for the company and its customers," he says. "We've also seen joint ventures between participants and helped develop a way to help companies evaluate ideas to pick the winners."

**“ We try to encourage innovation in everything we do ”**

*Marion Broughton  
Managing Director of Thales, Training and Simulation*

# NEW DIRECTIONS in luxury

In 1919, the first ever Rolls-Royce experimental model car, the 1EX, was unveiled. 90 years later, the 200EX made its debut at the Geneva Motor Show, the latest evocation of one of the world's most exclusive brands, set to become the next model to join the production line at the West Sussex manufacturing plant at Goodwood. INSIGHT talked to CEO, Tom Purves.

**T**he arrival in West Sussex of the world famous brand was a major coup for the County – a compliment repaid by Rolls-Royce. It often brings customers to its headquarters and wanted a location which had good international travel links but also the quality which fitted the brand's image. And since its arrival, Rolls-Royce Motor Cars has enjoyed considerable success. Even in 2008, as the economic clouds were gathering, Rolls-Royce Motor Cars increased sales by 20 percent - the fifth successive year of growth since the Goodwood plant opened in 2003, five years after BMW acquired the brand.

Tom Purves, CEO



## do what you do well - better

Tom Purves recognises that his company won't be immune from the downturn but relishes the challenge: "When the going gets tough, you have to do what you are good at even better." He still expects strong sales of the Phantom, the first BMW inspired Rolls-Royce, in its saloon, coupe and drophead versions while looking forward to the market extension promised by the contemporary four door saloon, the RR4, expected to emerge from the 200EX.

## the best dressed car

The vision for the RR4 is, as he puts it, "a Sports Jacket compared to the Phantom's Dinner Jacket" and the excitement of customers given a preview has been palpable. The 200EX is a fully built up model which embodies the design aims for RR4. It's a touring saloon, "with more than a bit of panache and perhaps more bravado than one might have expected from a Rolls Royce," says Chief Designer, Ian Cameron.

Experimental models are naturally the test bed for innovation. But Tom Purves says the art of a Rolls-Royce is for it to be at the current state of engineering excellence, very refined and up to date. "Our customers would not expect us to take risks by using cutting edge but unproven technology; they want the very best of what is known to work to

assure them of the highest quality and performance, such as the legendary silence of a Rolls-Royce."

Applying innovation that works meant, for example, using aluminium construction for the Phantom series. Until then, aluminium had been the preserve of a few select sports cars, such as some Ferraris, but its super light weight combined with real strength made it the perfect choice for fuel efficiency.

## dedication

Tom Purves sees innovation as part of the organisational culture, but the automotive industry, is, as he says, process driven needing discipline rather than anarchy. "Innovation must be a controlled part of what we do; but dedication to craftsmanship is just as important as is a high level of consistency."

To reach the production standards needed, the company invests heavily in training. "We sometimes struggle to find the calibre of hand craftsmen we need so we now use a simple aptitude test when we recruit and train them on the line. Within six months, our people are very, very good," says Mr Purves.



The Rolls-Royce dedication to craftsmanship

## passionate supporter

A former apprentice himself - he joined the pre BMW Rolls-Royce in 1967 as an apprentice engineer rather than going to university, Tom Purves is a passionate supporter of the Apprenticeship Scheme started three years ago at Goodwood in which there are 40 at present. Plans to recruit more have been put on hold until the economy improves but Tom Purves believes that apprenticeships are a superb means of really training a top quality workforce. "The Germans have retained their apprentice system which is still paying dividends," he says. "Innovation to me is finding ways we can do more efficiently and effectively what we do best. We are lucky; our symbol is

very strong and our people rally behind it. So, with the accumulated experience and knowledge we have our apprentices can take this forward - without looking over their shoulders at what has gone before."

[www.rolls-roycemotorcars.com](http://www.rolls-roycemotorcars.com)

**“**When the going gets tough, you have to do what you are good at even better.**”**

*Tom Purves  
CEO Rolls-Royce Motor Cars*

The 200EX



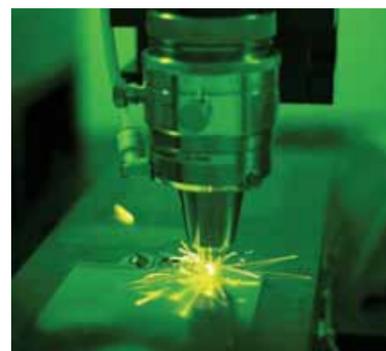
**action...****Ed-led regeneration summit for Coast**

Getting the most out of capital investment in education, setting minimum skills targets and streamlining services and offers available were three proposals to be taken forward by an action group to promote education-led regeneration on the West Sussex Coast recently.

These were just some of the conclusions of a recent high-level SEEDA conference attended by local authorities, the LSC, WSEP and educational institutions. Other ideas the working group will pursue include putting enterprise onto the curriculum and running multi-agency education centres to create an overall framework to encourage higher skill levels and a positive approach to enterprise and entrepreneurship.

**green jobs boost for Horsham**

Fuel Cell pioneers, Ceres Power, are to open a 50,000 sq foot manufacturing facility in Horsham to start production of combined heat and power units for domestic use under their contract with British Gas. New jobs will be created as the assembly lines are built up between now and 2011. Capacity is expected to reach over one million a year. WSEP Chief Executive Alistair Smith says: 'This is welcome news for West Sussex, and underlines that advanced manufacturing has a future here and, of course, demonstrates the potential for green technologies to help us recover.'

**inthe news****it's a wrap in Beirut**

Chichester based creative agency McFaul has created a 'building wrap' for ABC stores in Beirut. The wrap will entirely cover the walls of the building promoting products in the store over this Easter period. Each side of the building,

the longest runs for 64 metres, is themed under the strapline 'life extraordinaire'. Plans for further wraps are under discussion with the store and their advertising agency Saatchi and Saatchi.

**PwC maintain graduate recruitment**

PricewaterhouseCoopers are keeping their graduate recruitment levels at Gatwick the same as last year despite the downturn and a drop in graduate jobs generally. Over 25 new recruits will join the office, which covers Surrey, Sussex and Kent, after a recruitment campaign covering 40 universities since last September. Graham Lambert, Senior Partner at Gatwick, says: "For PwC its business as usual in terms of graduate recruitment.

Our requirements haven't changed and we are looking for drive, energy and commitment so that we can confidently invest in our people's skills to last a lifetime.

With competition very high, there were around 50 per cent more applicants than last year, interviewers were looking beyond academic skills from the graduates to their wider achievements while at university.

**monumental masonry**

Making good the ravages of time, 100,000 visitors a year and the climate is the kind of task Cathedral Works Organisation based in Chichester relish. The specialist stonemasons have just completed an 18 month programme to renovate the Monument in the City of London, the memorial of the Great Fire in 1666.

All the stonework has been cleaned and repaired, all 311 steps renovated, the golden urn at the top re-gilded and a new lightweight viewing cage added.

**Diamond's diamonds**

The winners of the first Gatwick Diamond Business Awards (GDBA) 2009 were announced in March.

The Awards recognise innovation and success, as well as showcase business talent in the Gatwick Diamond region. Winners in twelve categories were named, including Business Person of the Year, Mark Koska, who runs Star Syringe, which licenses the production and distribution of an auto-disposable syringe which helps stop the spread of infectious diseases. Over a billion have been made, saving some five million lives. He has also set up the charity SafePoint which



Mark Koska OBE, winner of Business Person of the Year, with Tim Watton & Robin Barnes of RBS & Declan Curry

promotes the use of safe injections. Denbies Wine Estate won the Gatwick Diamond Business of the Year, impressing the judges with the range of innovative ways they have diversified their activities, which has led to a significant growth to the business over recent years. As well as being the UK's largest vineyard, Denbies has become a key destination in the Gatwick Diamond promoting other small businesses, supporting several charities and employing many staff from the area. For details of all the awards visit [www.cadia.org.uk](http://www.cadia.org.uk)



Christopher White & Philip White, Denbies Wine Estate, winner of Business of the Year, with Nick Jones of PricewaterhouseCoopers & Declan Curry

**dragon invests in fresh egg**

BBC Dragon James Caan has invested in Worthing-based web design and internet marketing company, Fresh Egg.

He will work directly with Adam Stafford, Managing Director of Fresh Egg, and his team to further build on the company's successes. The plan involves strategically developing the Fresh Egg brand to create a distinctive industry leader in the field of web design, internet marketing and Search Engine Optimisation (SEO). James said: "My passion lies in building successful businesses and investing in people rather than just their ideas. Fresh Egg has enormous potential and I look forward to helping the company grow and achieve its ambitions."

**business support file**

With companies facing tough times, many more may want to take up some of the business support available. Below is a brief guide with contact details.

**Business Link:**

First port of call for free 'Healthcheck' business review and access to funding support, training, crunch management, access to new markets and environmental improvements/cost cutting.  
0845 600 9 006  
[www.businesslink.gov.uk](http://www.businesslink.gov.uk)

**Immerse Programme:**

Intensive design support for larger businesses.  
0845 600 9 006  
[www.businesslink.gov.uk](http://www.businesslink.gov.uk)

**Manufacturing Advisory Service:**

Support for manufacturing companies wishing to implement lean processes.  
0845 609 2121  
[www.mas.berr.gov.uk](http://www.mas.berr.gov.uk)

**Loans and Equity Investment:**

FinanceSouthEast can help businesses look for longer term investment through SEEDA's Transition Loan Fund or Commercialisation Fund.  
01276 608510  
[www.financesoutheast.com](http://www.financesoutheast.com)

**"Real Help for Businesses Now":**

Advice on the Enterprise Finance Guarantee Scheme and the Capital for Enterprise Fund can be obtained from Business Link.  
0845 600 9 006  
[www.businesslink.gov.uk](http://www.businesslink.gov.uk)

**Trading Overseas:**

Detailed advice on export markets, plus support and training to understand trading overseas is offered by UKTI.  
08452 789600

**Job Centre Plus Services:**

Recruitment support for businesses.  
[www.jobcentreplus.gov.uk/employers](http://www.jobcentreplus.gov.uk/employers)

**Train to Gain:**

Flexible training in key business skills now extended to those facing redundancy.  
0845 751 2288  
[www.traintogain.gov.uk](http://www.traintogain.gov.uk)

**Continued Employment Support Service:**

A joint SEEDA/Job Centre Plus initiative helping redundant workers to obtain rapid reemployment by working with businesses who need to plan downsizing.  
01483 470169

# cutting edge carbon cutting

**Use less energy, waste less energy and reduce the carbon footprint! And it's becoming a race to do it as fast and as cleverly as we can. Crawley-based Utilicom specialise in district energy, community heating and combined heat and power (CHP) schemes. INSIGHT finds out how the carbon and the costs are being cut.**

**In** 1986, the term sustainability probably hadn't even been coined, but that was the date Utilicom launched its first district energy scheme - in partnership with Southampton City Council. Utilicom subsidiary, The Southampton Geothermal Heating Company (SGHC), uses CHP and heat captured from a geothermal well underneath the City to supply heat, electricity and chilled water to over 40 commercial customers - including a hospital, a shopping centre and five hotels, 1,400 homes on two estates, as well as powering the City's Port.

The promotion of CHP schemes has become the primary business focus for Utilicom, a subsidiary of French energy company IDEX. Utilicom Group turnover is around £25 million a year, with over 100 people employed in Crawley and

across the country. Besides its District Energy schemes, the company also offers building maintenance services to public sector companies and has a design and construction operation, L'Industrielle de Chauffage Enterprise. In 2008 the entire Utilicom Group were awarded their second Queen's Award for Sustainability.

The focus on CHP derives from the success of the Southampton scheme for which the Joint Cooperation Agreement enables its growth and operation and has recently been renewed for a further 25 years. In another first, SGHC has just contracted to supply all its generated electricity to the Port of Southampton rather than simply selling it to the National Grid. A private mile-long 33kV cable had to be laid from the scheme's Heat station to the Port, the first in the UK to secure an off-Grid supply.

It was the wish to save energy costs which originally drove the project, as well capturing rather than wasting the heat from one of only a few geothermal wells in the UK. £300,000 and 11,000 tonnes of CO<sub>2</sub> are saved every year through the scheme mainly through increased generation efficiency - it is estimated that, because a CHP plant can recapture the heat from electricity generation, the overall efficiency is between 70 and 90 per cent compared with the below 30 per cent of conventional power generation.

Interest is growing in CHP. Utilicom introduced a scheme into Birmingham in 2007 in partnership with the City Council to supply heat and electricity to the International Convention centre. They also supplied heat and chilling to a number of prestigious city-centre consumers such as a local hotel, Paradise Circus, as well as Civic offices and recently Utilicom's Birmingham based subsidiary Birmingham District Energy Company has been contracted to deliver further schemes at the Birmingham Children's Hospital and Aston University.

Combined, these schemes should reduce the City's carbon output by 12,800 tonnes. Elsewhere, Utilicom own and operate a number of additional CHP schemes on new housing developments, which in total contribute to the organisations growing annual savings of 33,000 tonnes of CO<sub>2</sub>.

With the recession now raging, there is a danger that the climate change agenda might be slowed down. This need not happen according to Utilicom Chief Executive Simon Woodward. "CHPs achieve high energy efficiencies, thus reducing operating costs - there is no need for each building or home to have its own generating unit such as a boiler, for example. It's the time to be promoting the benefits of connecting to a local scheme as both the Port of Southampton and Birmingham Children's Hospital have proved as the latest connectors to Utilicom community energy schemes."

Utilicom are constantly looking at the newly emerging technologies for energy generation. Energy from anaerobic digesters, making fuel from waste, or biomass are two possibilities being studied in partnership with some of Utilicom's prestigious partners. "Conventional CHP delivers efficient use of energy, cost savings and carbon reductions," says Simon Woodward. "Before deploying new energy sources, we will ensure that they will improve on the efficiencies of existing technologies and systems and if they do, then we will seek to use them."

Innovation is also used in the supply chain where Utilicom chooses the latest pump technologies for the geothermal well or looks to source locally produced fuels from waste for example. Schemes are always designed so that new

technologies could be added - a biomass boiler could be introduced into a CHP facility, for example, once the economics are satisfied.

Given the proven contribution to achieving sustainability, Utilicom are optimistic that the market will grow. "A district energy scheme utilising CHP will be a new concept to most local councils," says Simon Woodward. "However we work in close partnership with our clients to guide them through the process to ensure that our systems can not only deliver immediate benefits, they can evolve into an even more sustainable solution in the future, as more and more technologies become available to deliver energy efficiently into our rapidly expanding thermal and chilling networks."

**£300,000  
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of CO<sub>2</sub>**

**are saved every year through the Southampton scheme mainly through increased generation efficiency**



# MOVING FORWARD

**In January Paul Gresham, Senior Partner at KPMG's Gatwick Office, became Chairman of the Gatwick Diamond Initiative Strategic Oversight Group, whose role is to ensure that the action plan set out last year becomes a reality. INSIGHT talked to him about the path ahead.**

## ***What do you see as the challenges to the sub-region?***

First it's the Diamond's proximity to London which affects perception and performance. But London's also an asset, of course, because of access to the City and so on. Then we do need more joined up communication and transport links – this is a major transport hub and needs attention.

Much of the industry in the Gatwick Diamond is reliant on the airport, such as the strong simulator sector, but we need a broader group of businesses from various sectors. We also need the right workforce – a lot are still unskilled so it's really important that we do upskill. It is also vital that Brighton University wins its bid for Government money to invest in a campus within a campus at Crawley College.

## ***What do you feel should be the Diamond priorities?***

Our priorities at present must be around bringing business in and expanding existing companies because of the recession. We must now strive for job retention and creation above all else. And we have to look to the longer term; don't forget, in the draft South East Plan, we have to create 50,000 new homes and we need jobs for those people as well as homes and infrastructure.

## ***To succeed, the GD Initiative needs the support of the 'big players' of business; are they on board and how will you engage them in the future?***

For the Gatwick Diamond to work, it has to be business led; partly because of the huge number of stakeholders but, more importantly, to make business sit up and listen. This for me

is paramount and we have to engage at the right level. Since the initiative began five years ago, business engagement has been good, but it must improve if we are to succeed.

I would like all businesses in the Diamond to feel part of an important sub-region and sing its praises as a great place to set up and run a business. But so far, if I surveyed 1,000 companies in the area, I'm not sure they would have heard of us – certainly not as their counterparts in the Thames Valley are aware of that branding. Speak to US business people about the Thames Valley and they know it's a centre for the software sector. We have to aim for that same buzz and international reputation.

## ***How can the Diamond engage?***

We don't have loads of money, so it has to be having the right people involved and by engaging with them to spread the word. We need to get the right marketing out there and be the voice of the local business community. When CADIA speaks, it's for Crawley companies, we need to speak for the Gatwick Diamond.

## ***What are your short and medium term goals?***

My short term goal is to be fit and healthy enough to run in the London Marathon at the end of April as I've got a place! Naturally, I want KPMG to carry on being an incredibly successful company and Gatwick Diamond to be known by

business locally and internationally as one of the places to set up business in the UK.

## ***What are the benefits for KPMG of being located in Gatwick Diamond?***

It means we can bring KPMG's global services to a local market place. The companies across Kent, Surrey and Sussex, small, medium and large, need the experience, expertise and services of one of the big four accountancy firms. Our clients are a mix of listed companies, privately owned companies, private equity companies and subsidiaries of overseas companies. All require our level of expertise and our global network; for example one of our largest clients is part of a huge global company with locations in 50 countries and KPMG has offices in most of those cities.

## **A profile of Paul Gresham:**

Paul is Senior Partner at the Gatwick Office of KPMG. Born and brought up within the Gatwick Diamond at Oxted in Surrey, he went to school in Tonbridge, Kent and to the University of Hull. He joined KPMG's predecessor Peat Marwick in 1981, qualifying as a Chartered Accountant in 1984. He then worked in Malawi for two and a half years, returning to the Brighton office of KPMG in 1987, relocated to Gatwick in 1992. He was appointed to KPMG's Reading Office between 2000 and 2005 before returning to Gatwick as Senior Partner.



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