



# Cultural Handbook



Member of Kreston International | A global network of independent accountants



# Foreword

## The future at BHP



**John Warner**  
Managing Partner

We recognise that our people are what makes the difference at BHP. It is the reason our clients deal with us and the reason we are able to attract and retain the best talent. In an increasingly competitive environment it is our culture that will set us apart from other similar service providers.

Creating a 'one-firm' approach, with an inclusive and heartfelt culture will ensure that we are happy at work, more productive and effective to our clients, and ensure the environment in which we spend a great deal of time is a welcoming, friendly and 'open' place to be.

In producing this document we are taking time and care to preserve the special quality of work-life balance that is valued by our staff at BHP. The partners are keen to ensure that whilst we grow, our values, vision and mission are all aligned and that our working practices are smooth and efficient.

We are a people business and relationships with colleagues, clients and every person that comes into contact with BHP are vitally important.

I hope that you will enjoy reading this document and will work with me and my partners to ensure that BHP is a great place to work and a great place to do business. It will need to be a real team effort, and we must focus on what will make us stand out from the competition in the years ahead.

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**Welcome**

# Cultural Handbook - What's it all About?

We wanted to create a reference point that gave our colleagues, both old and new, information about what it means to work for BHP. We want to demonstrate what it is that staff enjoy about working and developing their careers at BHP, as ultimately it is their stories that form the basis of our culture.

We wanted a place to share our core values and explain why they are so important to:

- Delivering a culture that we are engaged in
- The happiness of ourselves and our colleagues
- The personal growth of our people and teams
- Delivering exceptional service to our clients
- The strength of the BHP brand

If we achieve all this then we will have built a sustainable practice which provides its staff with room to grow and a happy place to work.

# Let's Introduce Our 'Core Values'

Core Values are *actual* company values which are reflected in the daily actions of partners and all our people. All of our staff should be engaged in our core values and what they represent; they form the basis for our culture.



## Excellence

We get it right. We're uncompromising in our pursuit of excellence. We take pride in the quality and integrity of our work.

- You inspire others with your thirst for learning and improvement
- You care intensely about the client's success and surpassing ordinary standards
- You are tenacious and get the job done to the highest standard



## Commitment

We get it done. We are committed to finding the best possible outcomes for our clients. Whatever the challenge, we'll deliver.

- You are dedicated to helping our clients achieve their goals
- You work tirelessly to find solutions and exceed client expectations
- You continually expand your technical knowledge and apply this for the good of our clients

# Let's Introduce Our 'Core Values'

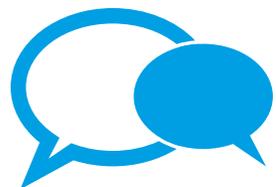
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## Teamwork

We work together. We know that real teamwork is key to achieving the results our clients expect, and makes it more enjoyable along the way.

- You demonstrate consistently strong performance so colleagues can rely upon you
- You carry out work putting the performance of the team/firm above personal profile
- You recognise that each team member has a responsibility to contribute equally and offer their perspective on a problem to arrive at the best possible solution



## Care

We're always available. Face to face, or at the end of the phone, we know it's our personalised care and responsiveness that our clients value most.

- You seek to understand our clients needs and their business and industry
- You apply attention and consideration to do things with accuracy
- You put the client's needs above your own and avoid 'attitude of indifference'

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## Value



We go further. We are determined to deliver above and beyond the expectations of our clients. We pride ourselves on adding value at every level.

- You exercise good judgement and recognise what is important
- You have principals and exhibit high standards of behaviour
- You are perceived to treat our clients with importance such that they develop a high opinion of you

## People



We support each other. We trust, encourage and develop our staff, because we know that it's our people who make us what we are.

- We understand that people are different and each have unique strengths and characteristics
- We respect one another and give people a platform to be the best they can be
- We are respectful and support one another

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## Innovation

We never stand still. We pride ourselves on coming up with imaginative new solutions to our clients' problems. Wherever we can, we take the initiative.

- You deliberately apply information, imagination and initiative to discover practical solutions to problems
- You are inquisitive, challenging assumptions in a constructive manner
- Provide ideas and utilise technology where possible to benefit our clients



# What Does the BHP Culture Look, Feel and Sound Like?

Culture means different things to different people. Our overriding objective is to have a culture where people love to come to work and we deliver excellent results for our staff and clients.

**But what does that mean for you? Well it can be the big things or little things, here are some examples:**

- Culture is a smiling face when you pass by.
- Culture is someone opening the door when your hands are full.
- Culture is jumping out of bed because you are excited to get to work.
- Culture is about going above and beyond to exceed our clients' expectations.
- Culture is making your colleagues day.
- Culture is working extra hard because you want to do a good job for your team.
- Culture is about looking at how you can improve yourself day in and day out.
- Culture, like integrity, is always doing the right thing, even when nobody is looking.



# Partners' Commitment to Staff

**BHP is a partnership and looks to treat its staff in the same manner. The partners genuinely care about providing the best possible working environment for its staff and ensuring that their health and general wellbeing are looked after.**

To this end the partners commit to:

- provide and strive to improve, our workplace. Seeking out suggestions and ideas from our staff so that we can constantly make your working environment better
- seek to provide the best possible package of benefits to ensure you are able to come to work happy and healthy
- provide a healthy work-life balance alongside encouraging our employees to have an active lifestyle
- provide an environment in which excellence is acknowledged and rewarded
- give all employees an opportunity to grow, ensuring a fair promotion policy

**The partners understands that in order to get the most out of their people they need to understand the greater purpose, the why, that gets us all aligned.**

- We are committed to sharing and communicating the firm's strategy with you, being open and transparent about the performance of the firm, as well as recognising your contribution to this.



**BHP**  
Chartered  
Accountants

# Giving Back

BHP take our role as a large business and employer very seriously and are committed to providing a positive impact on all internal and external stakeholder groups, society, and the local economy.

BHP is committed to corporate social responsibility by ensuring that corporate objectives are ethical and contribute to economic development, while improving the quality of life for staff and their families, the local community, and society at large.

BHP take an active role in local community events and in charitable concerns such as holding regular charity fundraising events, charity dress down days, competing in local charity competitions, sporting events, and local community events, like gala days.





# Social Life at BHP

## BHP hosts a number of events each year;

- A large summer staff BBQ.
- Annual staff Dinner Dance.
- Annual Staff Conference.
- Attendance at the Student Dinner Dance.
- Numerous networking events by the various institutions.
- Office based nights out.
- Last Thursday drinks' in the office – all welcome.
- Monthly office lunch.

## BHP has many different sporting teams that everyone is welcome to join;

- Tuesday and Wednesday 5 a-side football in a corporate league.
- There is a Netball team [BHP Bees] which competes in a league every Wednesday.
- There is a running club that has just been set up and plans to train together across the offices and cities and compete in various events across the country.
- In addition to this, many smaller groups may participate in events of their choice over the year and ask for the firm's support to raise money for good causes, such as cycling in the Tour de Yorkshire and Pootle in the Peaks.



# The Right People with the Right Skills



The more talent we have, the more we can accomplish. We can all help each other to be the best that we can be.

From the first encounter, through the recruitment process and at each stage of their career, our people are supported and encouraged to develop their technical skills and knowledge. This goes hand-in-hand with their personal and professional development.

Our selection process is tailored with a focus on technical and personal competencies and ensuring that those who join BHP share our values and commitment to quality and client service.

Staff are encouraged to undertake training and development throughout their employment to allow them to perform their job effectively and to develop as individuals. All of this contributes to ensuring that we provide the highest quality service levels for clients.

## The Induction Process

Once we have attracted good people to work for us we are committed to ensuring they feel at home with us. We have a well-established induction process which maps out the individuals early time with us, until they have found their bearings.

We empower all of our staff to get involved in the induction of a new employee, making them feel at home and part of the team from the earliest possible opportunity. We want our staff to be as effective as possible, as quickly as possible, contributing to the team

## Getting Involved

Staff at all levels and in all job roles have the opportunity to contribute to the strategy and direction of the Firm. At BHP, an “open door” is not just a saying, it is fundamental to how we work. The partners are open to feedback and committed to acting upon it, whether that feedback is gained through formal or informal means.

We use multiple channels for gathering feedback. Often, an informal discussion with a Partner or Senior Manager is enough to kick start a new initiative or improvement. Our Staff Focus Group gives a forum for discussion of proposed changes and an ideas generating forum. We carry out an engagement survey every year which allows people to give their views on the key aspects of working at BHP and the results of this play a significant part in informing our People Strategy. In turn, the Partners ensure that people are informed of the progress of BHP and the challenges we face through regular communication and our annual staff conference. The conference is a great opportunity to get the whole Firm together to share information, ideas and goals.



# We Listen – Staff Survey

**Everybody at BHP has a chance to have their say.**

We believe that communication is as important between colleagues as it is with clients and at BHP, all people, whatever their role in the Firm, have the opportunity to have a say in the key issues that affect them.

The “open door” policy is not just a saying at BHP, it is a way of working. Partners and other senior managers will make themselves available to listen to the ideas and concerns of staff at all levels within the firm.

We carry out a staff survey on an annual basis and this has enabled us to pinpoint areas where we can improve many facets of the Firm from working conditions to improvements in client services or the systems and processes we use. A Staff Focus Group provides a forum for representatives from across the firm to gather opinions on specific issues affecting staff and has resulted in lively debate as well as practical improvements that have been made.



# Employee Benefits

At BHP we aim to make sure that the benefits we provide our staff make the most of the resources we have available and are meaningful to each employee. We benchmark our salaries and carry out regular reviews to ensure we are rewarding our staff in line with industry best practice and that salaries reflect the responsibilities and value of our people.

We are proud to provide key benefits across the entire Firm. These include a generous pension contribution and holiday entitlements, a healthcare cashplan and life assurance for all staff at all levels.

We also ensure that our people get the best value for money by providing a range of salary sacrifice schemes including childcare vouchers, a car lease scheme, cycle to work scheme and IT equipment scheme.

We aim to be as flexible as possible to ensure staff are able to achieve the work/life balance they need. This may include part-time working, buying extra holidays or working flexibly to account for peaks and troughs of work.



**BHP**  
Financial  
Planning

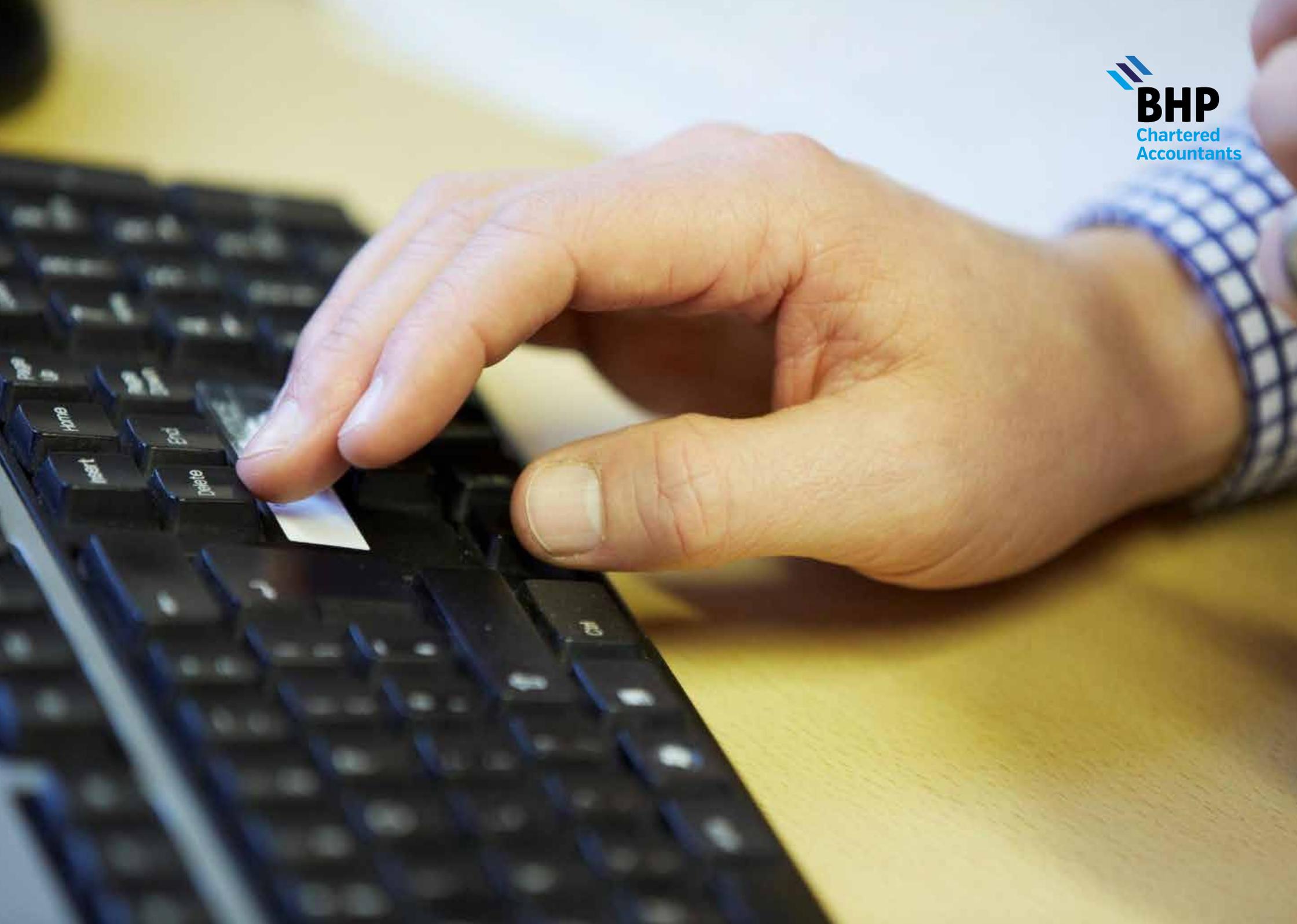


**BHP**  
Financial  
Planning

# Integrated Services

BHP is a full service accountancy firm offering Audit and Assurance, Tax, VAT, Consulting, Corporate Finance, Financial Planning and business services.

- **Audit and Accountancy** – Proactive independent auditor providing the highest level of assurance
- **Consulting** – Supporting businesses through all stages of the business cycle; helping them to grow, develop and maximise potential
- **Corporate Finance** - Award winning dealmakers, combining thorough research and rigorous analysis with innovative thinking.
- **Tax and Tax Planning** – Proactive mitigation of corporate tax liabilities, VAT, CIS, employment and international tax issues.
- **Financial Planning** - Specialist advice to individuals who are looking to gain the most from their money at all stages of life by bringing together expertise in tax, financial planning, trusts and estates and inheritance tax planning.
- **Forensic Accounting & Investigations** – outstanding accounting and audit knowledge, combined with exceptional investigative skills.
- **Corporate Recovery & Insolvency** – Advising on all areas of corporate and personal recovery and insolvency, taking action and examining all options.
- **Employer Solutions** – Advice and assistance regarding the implementation of salary sacrifice schemes in order to benefit from N.I. savings.
- **FiguresOut** – Cost effective bookkeeping, management accounts, VAT returns and payroll.
- **BHP Prosper** – Fixed price, menu based, commercial solutions.



# Our Offices



## Sheffield

2 Rutland Park  
Sheffield  
S10 2PD  
Tel: 0114 266 7171

## Leeds

1st Floor  
Mayesbrook House  
Leeds  
LS16 6QY  
Tel: 0113 274 3496

## Cleckheaton

New Chartford House  
Centurion Way  
Cleckheaton  
West Yorkshire  
BD19 3QBL  
Tel: 01274 876 333

## Chesterfield

57-59 Saltergate  
Chesterfield  
S40 1UL  
Tel: 01246 232121

## York

86 Micklegate  
York  
YO1 6LQ  
Tel: 01904 628551

## Harrogate

5 Hornbeam Square South  
Hornbeam Business Park  
Harrogate  
HG2 8NB  
Tel: 01423 879900



# Three Steps to great Service

Recently at Barber  
Harrison & Platt we've  
taken a step up.  
Three steps in fact.

# The BHP Brand



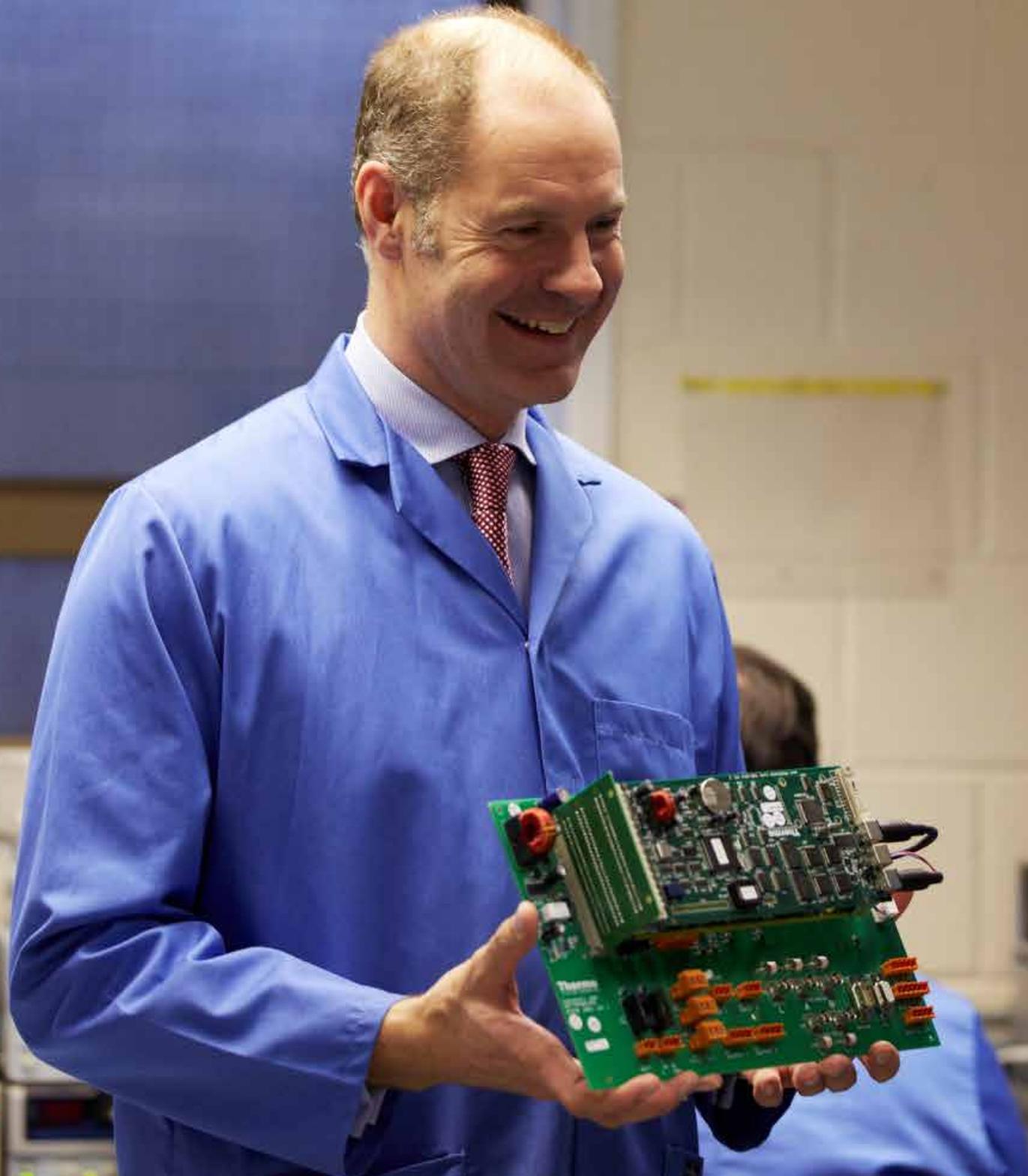
A strong brand is one of the most valuable assets an organisation owns. To make it truly powerful it needs to be applied consistently, so that anyone dealing with BHP Chartered Accountants knows who we are and what we stand for.

Everyone has a part to play in doing this and bringing our brand to life. The brand forms part of the 'client journey', from their first telephone call, to setting foot in reception, to response times, to quality and output of communications, through to billing and essentially every 'touch point' with BHP Chartered Accountants.

**A brand is not just a logo, it is our people, our core values and the way we deliver our services.**



We have recently embarked on a 5 year programme of continuous improvement by looking at every client touch point and ways in which we can develop and improve client service, firm wide.



# Clients

BHP is client focussed and our overriding aim is to deliver top quality standards and service levels geared to individual client needs. As a result of this BHP was one of the first accountancy practices in the United Kingdom to achieve the Customer First accreditation.

“Customer First’ is the National Standard for Customer Service, and as such helps organisations increase customer satisfaction by focusing on the customer’s needs and wants. The Standard assesses excellence in areas including client relationships, market awareness and human resources and aims to literally “put the customer first” and raise the quality of the business support provision delivered to customers. A review takes place every two years to ensure continued compliance. Our continued accreditation demonstrates BHP’s long-standing commitment to quality client care.



“We rely on BHP for proactive business advice. Through their forecasting and business knowledge we have been able to see clearly as we steer our company towards a successful future. Without this support, things would have been much more difficult”.

**Nick Taylor, Kingfield Electronics Limited**

“BHP are always responsive and helpful in their approach. The client focus is clear through all levels of the organisation”.

**Trevor Nicholas, Nottingham Citycare Partnership**

“We were impressed with the way that the team were very approachable and friendly, and made the audit process as pain free as they could”.

**Wendy Beasley, Batley Girls School**



# International

## Benefits to our clients

- Partner led compliance and advisory services across globe
- All firms adhere to International Standards on Quality control
- Audit work conducted in accordance with ISA requirements
- Member firms share knowledge and expertise
- Personal introductions for clients
- “Doing Business In...” country guides



## Benefits to BHP

- Confidence about member firms
- Access to knowledge and expertise
- Kreston is a member of the Forum of Firms
- Regular conferences to get to know other individuals and firms
- Representation at national and international level
- Opportunity for inward referral
- Special interest groups
- Benchmarking reports – Academies and GP’s

## Mission

To deliver excellence in client service over the whole range of compliance and advisory services required by modern businesses, organisations and individuals in order for them to achieve their financial goals and protect their financial assets.

## Mission into Values

In order to do this we will:

- continue to develop and challenge our people and systems
- be committed to adding value in all our dealings with our clients
- work as a team across all offices and service lines
- strive for innovative solutions for our clients
- care for our clients, our people and community

Achieve continuing growth and profitability to recruit and reward the best people and invest in the future success of the firm.

## Vision

To be the independent firm of choice across our region, ranked in the top 40 in the country and recognised not only for providing the highest quality advice to our clients but also for employing and developing the best people.

### Growth via Marketing

- emphasis on a culture of business development (both internal and external), including continued training and successful implementation of a CRM system - BHP360
- striving to be the best in client care by implementing Client2020 and for this to be reflected in client surveys
- increasing the profile of the firm to be at a consistent level across the whole of the region we cover - content marketing

### Growth via Service Lines

- further building on the regional reputation of our Corporate Finance, Consulting and Tax Advisory teams
- developing a Business Services offering [BHPProsper] that will help us to deliver advisory services which add real value to our business clients
- full integration of Financial Planning into our Private Client and Tax Advisory offering
- focusing on key niches and industries by further segmenting both our client lists and target lists

### Growth via M&A

- Geographic growth by acquisition/mergers in Yorkshire/Derbyshire but only in line with strict quality and funding criteria



### People

- Improve results of our staff survey to match the top 10 in the Accountancy Age survey
- Increased emphasis on continuous development of our partners and people at all levels and in all areas of the firm
- Improve the efficiency and effectiveness of our HR systems and processes to deliver a responsive and supportive HR function across the firm
- Our training programme to be increasingly focused on adding value, commercial thinking and efficient working
- Have a people pipeline to ensure we attract and retain the best people and provide succession across all areas of the firm
- Continuously review our staffing structures to ensure they reflect future changes in working patterns and attitudes

### Governance

- Continue to focus on, develop and improve communication and knowledge sharing across the whole firm
- Constantly challenge the management structure of the firm to ensure that it remains fit for purpose and that it responds to changes in our market
- Ensure that service lines work together across the whole region by developing appropriate management structures and collaboration
- Ensure that there is clear succession planning in place for all service lines, specialisms and offices
- Further professionalise the senior management of the firm and ensure there is a succession plan in place for all key roles

### Financial Performance

Emphasis on key metrics including:

- fees
- new clients
- extra fees from existing clients
- utilisation
- recoveries
- lock up
- turnaround times/jobs on time and on budget

Continuous improvement of:

- management information and monitoring of key commercial metrics
- our processes and systems, including practical training
- Continued introduction and use of up-to-date technology in a way which is consistent with the objectives and values of our business

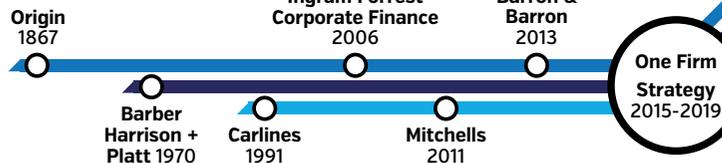
Growth  
Turnover in excess of  
£20m by 31st Dec 2019

Information Technology

Values

### Values

- Continue to focus on ensuring that everyone in the firm - from the most senior to the most junior - lives the values on a daily basis and works together to realise them
- Reinforce the belief and understanding that not only are the core values the foundations of our culture, they underpin all our objectives as they are fundamental to our success as a firm and all that flows from that
- Recognise that the partners must take the lead in living the values - they need to be the standard bearers for others to follow



Our Core Values

Next Steps

- Service line plans
- Audit/Accounts
- Tax and Tax Planning
- Corporate Finance
  - Consulting
  - Action plan



