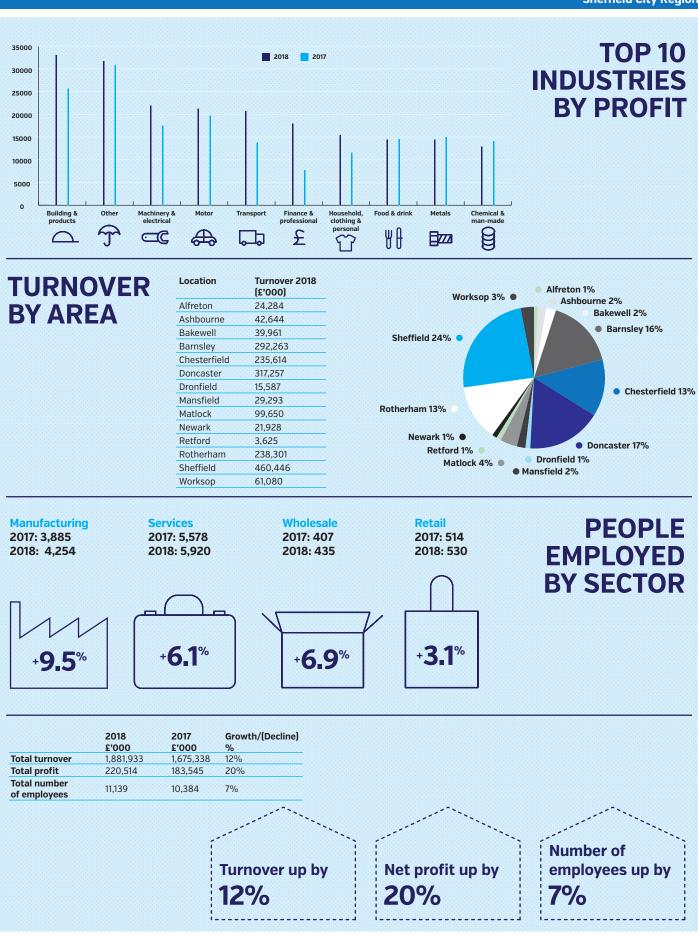
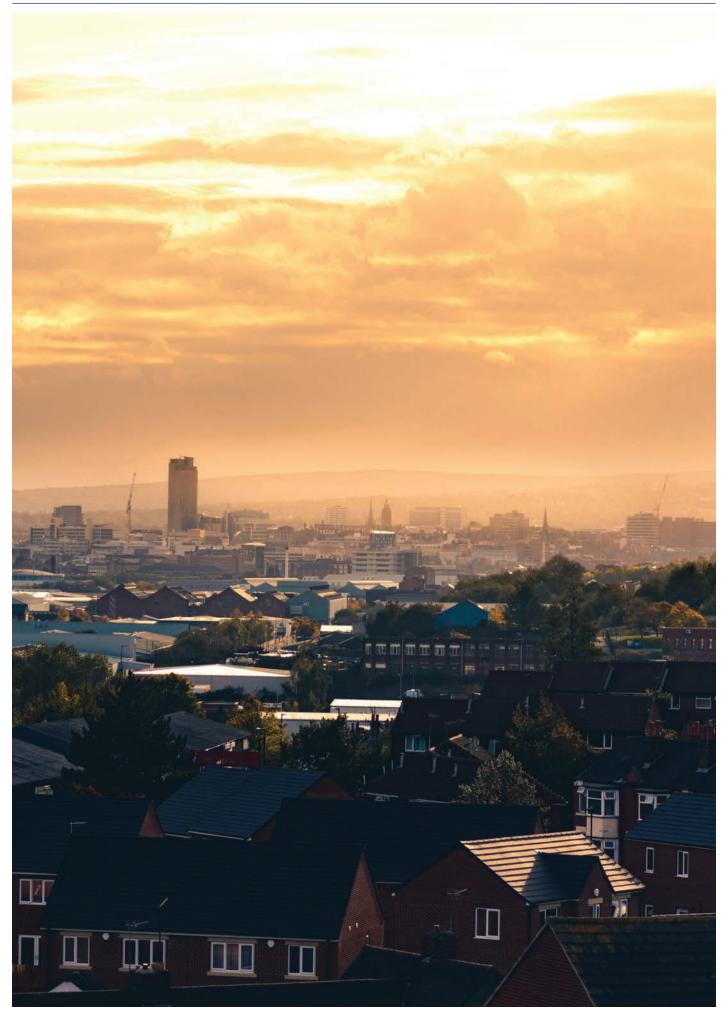


Top 100 SMEs 2018

Sheffield City Region









Profits on the rise for region's top SMEs

Welcome to the Top 100 SMEs 2018 for the Sheffield City Region, in conjunction with Sheffield Star which is now in its 21st year.

Sheffield City Region's small and medium sized enterprises (SMEs) are reporting positive results, despite economic challenges presented over the last 12 months.

Profits generated by this year's Top 100 SMEs sit at an impressive £220m, up from £184m last year. The businesses have seen a 20 per cent increase in profit before tax, along with a 12 per cent increase in turnover and a seven per cent increase in employee numbers.

The most significant increase in profits came in the services industry, which accounted for 28 per cent of overall profit growth, but the manufacturing sector also fared well with an increase in employment of 9.5 per cent and increase in profits of 11.3 per cent.

Newark-based transport firm Walker & Sons (Hauliers) remains top of the table with an impressive increase in profits from \$8m to \$15.9m, no doubt due to its significant level of building development during the period.

The annual table welcomes 38 new entrants this year, the highest being Woolley Bros Holdings, based in Holbrook in Sheffield, who saw an increase in profits of 49 per cent to \pounds 4.8m on processing and sale of meat.

A significant proportion of the new entrants operate in building products and construction, with this sector contributing £33m to the overall profits and employing 14 per cent of the Top 100.

Of the companies which dropped out of the table this year, 24 were as a result of a fall in profitability – a sign that some regional companies face challenges. Top of the table in Sheffield is Stocksbridge-based Dransfield Properties which has seen an increase in profits to £6.6m, up from £2.7m last year. In Barnsley, engineering company Melett Limited has seen an increase in profits to £5.2m from £2.8m.

Meanwhile, roofing materials and construction product company Moorhen Holdings Limited remain top of the table for Chesterfield despite a small reduction in profits. Denlev Limited has returned to profitability in the current year, sitting at the top of the table for Doncaster with profits of £4.5m.

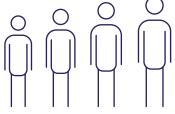
Rotherham-based and family-owned Roy Hatfield (Holdings) has seen an exceptional 80 per cent increase in profit to £2.9m.

Overall, there are some impressive results coming through. Despite the economic uncertainties and challenges posed by Brexit, SMEs continue to contribute significantly to business turnover and employment in the local economy.



Lisa Leighton lisa.leighton@bhp.co.uk





Employee figures have increased by 7% overall

Roy Hatfield (Holdings) have seen profits increase by

80%



The services industry accounted for 28% of overall profit growth



Top 100 SMEs Sheff

2018	2017	Company name	Location	Latest accounts date	Activity	Profit before Tax 2018 £000s	Profit before Tax 2017 £000s	Turnover 2018 £000s	No of Employees 2018
1	1	Walker & Son (Hauliers)	Newark	30/06/2017	Haulage contractors and providers of storage and warehousing facilities and property development	15,952	8,027	21,928	87
2	17	Dransfield Properties Investments	Sheffield	30/09/2017	Property development and investment	6,595	2,745	8,999	21
3	16	Melett	Barnsley	31/05/2017	Development, manufacture and supply of turbocharger repair parts	5,274	2,759	27,998	205
4		Woolley Bros Holdings	Sheffield	31/12/2017	Slaughter of cattle and supply of beef sides and quarters	4,844	3,244	52,084	104
5	4	Denlev Limited	Doncaster	30/03/2017	Market sales on normal credit	4,521	-79	17,399	410
6 7	4 7	Haywood And Padgett Derbyshire Aggregates	Barnsley Bakewell	31/10/2017 31/03/2017	Production of wholesale bakery products Supply of rocks, stone and aggregates to the construction industry	4,401 4,283	5,527 3,544	25,920 19,659	150 53
	1	, 55 5			Roofing and cladding material manufacturers, distributors and				
8		Moorhen Holdings	Chesterfield	30/06/2017	property trading and investment	4,128	4,508	28,720	67
9		TGW (Holdings)	Sheffield	31/03/2017	Machine knife manufacturers and factors	4,101	-130	17,360	165
10		Longcliffe Group	Matlock	31/03/2018	Wind farm electricity generation and composting of local authority collect green and kitchen waste	4,070	3,923	34,545	183
11	8	Clee Hill Plant Holdings	Chesterfield	31/12/2017	Provision of plant for hire to the civil engineering industry	3,732	4,079	18,126	187
12		National Floorcoverings	Matlock	31/12/2017	Manufacture and supply of carpets and allied products	3,478	4,355	22,768	123
13	9	Group Wild Life Group	Doncaster	30/11/2017					239
	9				General commercial activities Import and distribution of cutlery, holloware, machinery and	3,350	3,820	12,215	
14		I.Grunwerg	Sheffield	30/04/2017	housewares	3,291	327	9,067	54
15	30	Saul Construction	Barnsley	31/03/2017	Building and civil engineering contractors	3,160	1,986	11,275	64
16	23	Go Green	Doncaster	31/12/2017	Waste management brokers	2,960	2,412	27,039	96
17		Clear Line Holdings	Sheffield	31/03/2017	Installation and maintenance of curtain wall facades for commercial and residential premises	2,949	730	20,138	44
18	49	ROY Hatfield (Holdings)	Rotherham	31/10/2017	Processing and distribution of metals and minerals	2,888	1,597	24,391	34
19	3	Strawson Group	Retford	28/02/2017	Property investment	2,883	5,611	3,625	3
20	15	Investments		28/02/2017		2,797	2,921		41
		Cidon Group (UK)	Barnsley		Management activities of holding companies Property investment, metal merchants, demolition and excavation			15,512	
21	33	Ronald Hull Jnr.	Rotherham	31/01/2017	contractors	2,737	1,927	24,482	147
22		Clytha Holdings	Doncaster	30/06/2017	Specialist aluminium product design and development, aluminium and hardware stockholders and electrostatic powder coating	2,719	1,546	34,418	176
23	18	Robinson Healthcare Group	Worksop	30/06/2017	Manufacture, marketing and distribution of personal hygiene, healthcare and veterinary products and medical devices	2,680	2,737	23,029	171
24		Asmet	Dronfield	30/09/2017	Procurement, production, logistics management and supply of metallurgical consumables and specialist products	2,473	564	15,587	11
25	64	Rotor Clip	Sheffield	31/12/2017	Supply of retaining rings	2,447	1,373	17,597	144
26	22	Haughton Textiles Lablogic Group	Barnsley	31/12/2017	Manufacturing, processing and distribution of textile products	2,400	2,500	26,300	234
27	32	Holdings	Sheffield	30/06/2017	Supply of scientific data systems Excavation, demolition, dismantling, haulage, plant and machinery	2,327	1,942	14,560	70
28		MHH Contracting Long Rake Spar	Sheffield	28/02/2017	hire Processing and sale of calcite spar and the merchanting of other	2,239	791	8,827	47
29 30	56 10	Company Limited (The)	Bakewell Chesterfield	31/03/2017 31/03/2017	decorative aggregates	2,225 2,223	1,508	20,302	68 127
	10	Cathelco			Provision of iccp and anti-fouling equipment for the marine industry Advancing secured and unsecured loans throughout the UK and		3,318	20,201	127
31	48	Norton Finance Group	Rotherham	30/04/2017	related services	2,174	1,604	13,411	177
32	28	Jakto Group	Barnsley	30/11/2017	Haulage contractors, site clearance and excavation	2,167	2,128	13,738	61
33	38	Talasey (was Natural Paving Products)	Doncaster	31/12/2017	Import and distribution of stone and slate products	2,166	1,840	33,486	53
34	67	MB Group (UK) Limited	Sheffield	30/04/2017	Advertising and marketing agency	2,120	1,344	19,292	114
35		Utopia Holdings (Chostorfield)	Chesterfield	31/08/2017	Design and creation of a full table and barware offer	2,102	1,849	33,741	107
36	69	(Chesterfield) Thos. Winnard & Sons	Rotherham	31/12/2017	Distribution of vehicle components	2,059	1,613	12,754	31
37	2	The Abbey Group UK	Sheffield	31/12/2017	Production, treatment and forging of steel	2,039	6,221	24,207	197
38	34	URA Ventures	Chesterfield	31/12/2017	Contract hire and sale of motor vehicles and other related services	1,958	1,888	12,058	31
39	27	GRI Libra	Sheffield	31/12/2017	Manufacture and distribution of chemical products	1,932	2,266	25,398	57
40	31	DSS Group Liberty Group Holdings	Doncaster Sheffield	28/02/2018 30/06/2017	Specialist foundation and piling services Manufacture, sale and hiring out of site cabins and related	1,907 1,901	1,296 1,953	17,085 10,187	83 78
		, , , ,			equipment				
42 43	6 90	Glass Recycling (UK) Planet X Ltd	Barnsley Rotherham	30/09/2017 29/03/2018	Recovery and treatment of waste products A group engaged in the sale of bicycles and bicycle parts	1,870 1,835	4,577 1,120	12,194 15,017	55 60
44	35	Wolf Safety Lamp	Sheffield	30/06/2017	Manufacture and sale of safety lamps	1,816	1,915	9,763	38
		Company (The)			, ,				
45 46	50 19	IVY Cottage (Ackton) Dearneside Fabrications	Barnsley Sheffield	31/03/2017 31/03/2018	Provision of care for people Metal fabricators	1,802 1,754	1,574 2,714	5,310 13,318	176 98
	19				Provision of rope access, geotechnical services & special access				
47 48	71	Can UK Holdings Bartec Auto ID	Chesterfield Barnsley	28/02/2017 31/05/2017	Trade services Development and manufacture of tyre	1,752 1,739	666 1,299	18,483 12,105	214 106
49	59	E.E.Blyth & CO	Worksop	31/03/2017	Trading in metals and minerals	1,737	1,452	17,428	68
50	63	Ceramica Impex	Doncaster	30/09/2017	Import and distribution of ceramic tiles	1,729	1,420	14,279	21

Notes on Top 100 SMEs Sheffield City Region Figures compiled by BHP, Chartered Accountants using latest published financial information at the time of carrying out this survey filed at Companies House and financial data provided by Bureau van Dijk's Fame. To qualify for inclusion, businesses must: • be an independent company OR the ultimate holding company of a UK group. • be an SME, i.e. meets two of the following measures – less than 250 employees – less than £36m turnover per annum – less than £18m gross assets • not be a charity, academy, Limited Liability Partnership or listed Public Limited Company • be up-to-date in filing accounts at Companies House • be based in Sheffield City Region

ffield City Region 2018



2018	2017	Company name	Location	Latest accounts date	Activity	Profit before Tax 2018 £000s	Profit before Tax 2017 £000s	Turnover 2018 £000s	No of Employees 2018
51	55	FME Property Solutions	Sheffield	31/03/2018	Property maintenance	1,724	1,834	17,437	152
52	42	Galaxy Insulation And DRY Lining (Holdings)	Sheffield	31/12/2017	Distribution of insulation materials and associated products	1,724	1,713	21,886	66
53	36		Sheffield	31/03/2018	Gas pressure valves and dispensing equipment	1,722	1,895	27,076	217
54	44	OSL Group Holdings	Sheffield	31/12/2017	Manufacture and factoring of components and services in the	1,705	1,689	23,447	189
					markets of fire and security				
55	21	Excel Parking Services	Sheffield	29/04/2017	Provision and management of car parking facilities	1,682	2,560	14,450	354
56		Roe Developments (UK)	Rotherham	31/12/2017	Provision of specialist construction services	1,671	1,484	17,079	30
57		Minorfern	Chesterfield	30/04/2018	Car and commercial motor spares factors	1,656	1,512	23,284	243
58	45	Paragon Foodservice	Doncaster	28/02/2017	Distribution of deep frozen foods	1,653	3,298	30,995	9
59		Premier People Solutions	Doncaster	31/03/2017	The management of human resources functions	1,609	443	14,701	68
60	52	Penny Hydraulics	Chesterfield	30/06/2017	Design, manufacture and servicing of hydraulic and electrical components and systems	1,578	1,543	8,082	85
61		SCX Special Projects Holdings	Sheffield	31/03/2017	Design and manufacture of materials handling and access equipment	1,576	n.a.	16,262	59
62	58	Mac's Transport (Northern)	Barnsley	30/04/2017	Sale of commercial vehicles and the rental of residential properties	1,572	1,452	23,482	22
63 64	72 62	Intake Developments Roofdec Holdings	Barnsley Barnsley	31/12/2017 31/08/2017	Operation of self service petrol filling stations Cladding contractors	1,570 1,538	1,352 1,430	35,729 23,940	8 45
65	0L	History & Heraldry	Rotherham	31/12/2017	Manufacture and sale of fancy goods in the tourist and leisure	1,454	245		225
00		Holdings	Rotnemam	51/12/2017	industries	1,454	245	28,759	225
66	79	Wilsons Furnishers (Holdings)	Rotherham	30/09/2017	Flooring wholesalers and retailers	1,432	1,234	22,485	107
67	12	Moto Direct Holdings	Alfreton	31/12/2017	Supply and distribution of motorcycle accessories	1,408	3,015	24,284	83
68		P.M. Harris	Ashbourne	30/06/2017	Highway construction and plant hire	1,406	901	16,545	112
69		Paragon Property Investments	Doncaster	28/02/2017	Property rental	1,406	3,586	29,853	136
70	26	SRS Rail System (Holdings)	Chesterfield	30/04/2017	Provision of specialist services to the railway industry	1,401	2,311	16,104	98
71	37	Griffingold	Sheffield	31/12/2017	UPVC window manufacture	1,397	1,844	20,282	193
72		FB 53	Ashbourne	30/06/2017	Highway construction and plant hire	1,378	873	16,545	112
73		Attero Waste Group	Doncaster	31/07/2017	Waste recycling	1,359	2,139	21,479	42
74		GO2 Foods	Doncaster	31/03/2017	Food manufacturer, specialising in Yorkshire pudding and associated products	1,353	513	11,030	114
75		Designer Contracts	Chesterfield	31/10/2017	Supply and installation of carpets and household decorations to the building trade	1,336	253	33,214	256
76	89	Carver Engineering Holdings	Doncaster	31/03/2017	General engineering & fabrications	1,317	1,135	5,656	47
77		Fastrack Automotive	Doncaster	28/02/2017	Software consultancy and supply	1,304	306	2,061	12
78		Breasley Pillows (The)	Matlock	30/04/2017	Foam conversion and the manufacture of bedding	1,292	226	30,794	216
79		Pinelog Group	Matlock	29/10/2017	Manufacture of timber leisure buildings and the ownership and operation of a holiday letting business	1,291	976	11,543	269
80 81	65	Portland of Bawtry Sun Healthcare	Doncaster Barnsley	31/08/2017 30/06/2017	Used motor vehicle sales Operation of care homes	1,285 1,275	1,357 -28	20,436 10,128	8 392
		Bowmer Bond							
82		(Holdings)	Ashbourne	30/06/2017	Manufacture and distribution of narrow fabrics	1,273	919	9,555	94
83		Mattressonline.Co.Uk Green Group	Rotherham	31/05/2017	Retailing mattresses online	1,252	2,084	14,867	51
84	70	International	Rotherham	31/10/2017	Provision of logistics and transport services	1,213	1,314	20,689	113
85		Lidget Compton	Barnsley	31/03/2017	Manufacture and erection of pre-cast concrete products	1,212	1,291	8,508	70
86	76	A.E.Spink	Doncaster	30/11/2017	Builders' and plumbers' merchants and ironmongers	1,195	1,256	25,123	81
87	75	H P Construction Warwick Ward	Sheffield	31/03/2018	General construction and civil engineering	1,183	1,259	11,466	12
88	29 85	(Holdings)	Barnsley	30/09/2017	Plant and machinery	1,158	1,709	27,604	81
89 90	85	Green Piling Fosters Bakery (Staingross)	Sheffield Barnsley	31/03/2017 29/10/2017	Geotechnical and foundation engineering Bakers and confectioners	1,157 1,135	882 657	13,366 12,521	62 197
91		(Staincross) Bluetree Design And	Rotherham	30/04/2017	Print and design services including digital services	1,124	64	27,001	252
92	87	Print BEN Bennett JR	Rotherham	31/12/2017	Quarrying of limestone and the manufacture of cold rolled and	1,122	1,152	9,576	72
93	51	Kybotech	Worksop	30/06/2017	hardened and tempered steel strip Manufacturing, retailing and distribution of garden products	1,109	872	20,623	95
93	66	Jigsaw Foods	Mansfield	31/05/2017	Manufacturing, retaining and distribution of garden products Manufacture and cryogenic freezing of sauces and condiments	1,109	1,354	29,293	196
95	92	Datagraphic Holdings	Chesterfield	31/10/2017	Strategic document outsourcing through a multi-channel platform	1,105	1,094	12,454	114
96		One Health Group	Sheffield	31/03/2017	Provision of clinical services	1,098	621	16,106	44
97		Huthwaite International	Rotherham	31/03/2017	Training services	1,096	521	7,789	57
98		Glass Umbrella	Sheffield	31/03/2018	Manufacturing and installation glazing	1,094	n.a.	13,758	119
99	25	Colortronic (U.K.)	Chesterfield	31/12/2017	Manufacturers agents connection plastics industry, and the installation maintenance this machinery	1,071	1,575	11,148	30
100	98	Jepson Holdings	Sheffield	30/06/2017	Manufacture of vehicle number plates and signs	1,060	982	14,115	80

For financial periods of more than or fewer than 52 weeks, the figures have been annualised on a pro-rata basis. Private company information can be incomplete; in preparing this table every reasonable effort has been made to ensure that no qualifying companies have been omitted. In certain circumstances the compilers of the table have made exceptions to the qualification criteria and their decision is final. The latest set of filed accounts [at the time of the search] has been used. Where this set has been included within previously published surveys these accounts have been omitted. Research finalised 10/10/2018.



Top companies by location

Profit before tax 2018 18,032 2017 15,692 +14.9%

Barnsley

- Melett 1.
- Haywood And Padgett 2.
- Saul Construction 3.
- 4. Cidon Group (UK)
- 5. Haughton Textiles
- 6. Jakto Group
- 7. Glass Recycling (UK)
- 8 IVY Cottage (Ackton)
- Bartec Auto ID 9.
- 10. Mac's Transport (Northern)

Profit before tax 2018 15,716 2017 9,538

+64.8%

Doncaster

- **Denlev Limited** 1.
- Wild Life Group 2.
- Go Green 3.
- 4. **Clytha Holdings**
- 5. Talasey (was Natural Paving Products)
- 6. DSS Group
- 7. Ceramica Impex
- 8. Paragon Foodservice
- Premier People Solutions 9.
- 10. Paragon Property Investments

Doncaster Barnsley Rotherham Sheffield Chesterfield Profit before tax 2018 32,940 2017 18,586 Profit before tax 2018 14,144 2017 15,643 Profit before tax 2018 11,693 2017 7,861 -9.6% +77.2% +48.8% Sheffield Chesterfield Rotherham Moorhen Holdings **Dransfield Properties Investments** 1. 1. 1. Woolley Bros Holdings **Clee Hill Plant Holdings** Ronald Hull Jnr. 2. 2. 2. TGW (Holdings) Cathelco 3. 3. 3.

- 4. I.Grunwerg
- Clear Line Holdings 5.
- Rotor Clip 6.
- Lablogic Group Holdings 7.
- 8. MHH Contracting
- 9. MB Group (UK) Limited
- 10. The Abbey Group UK

- Utopia Holdings (Chesterfield) 4.
- 5. **URA** Ventures
- Can UK Holdings 6.
- Minorfern 7.
- 8. Penny Hydraulics
- 9. SRS Rail System (Holdings)
- 10. Designer Contracts

- **ROY Hatfield (Holdings)**
- Norton Finance Group
- Thos.Winnard & Sons 4.
- 5. Planet X Ltd
- Roe Developments (UK) 6.
- History & Heraldry Holdings 7.
- 8. Wilsons Furnishers (Holdings)
- 9. Mattressonline.co.uk
- 10. Green Group International



Making Tax Digital – are you ready?

We take a lot of pride in putting together the Top 100 SMEs supplement and it is great to see increased profits and employment across the whole of the list.

Once again it demonstrates that both corporation tax and employment taxes will continue to be key considerations for SMEs.

While we would all like running a business to be made easier, increased regulation in the form of GDPR, Corporate Criminal Offence Act and tax changes will provide a variety of additional challenges.

HMRC are increasing the number of enquiries into tax returns generally, using new computer aided techniques and risk profiling to identify areas and businesses to investigate.

For example, we have recently seen a focus on reviewing the export documentation for businesses who sell goods overseas.

And the soon to be implemented Making Tax Digital (MTD) will add in another layer of complexity and admin. MTD – which is likely to be 2019's issue in the way that GDPR was this year – will affect all VAT registered businesses above the £85,000 VAT turnover threshold from April 2019.

It requires businesses to keep records digitally and submit VAT returns to HMRC using MTD-compatible software.

April may seem a long way away, but it's important for businesses to plan for conversion to a compliant software now, or to discuss other options such as bridging software, which 'bridges the gap' between spreadsheets and HMRC. It's worth noting there can be penalties.

Making Tax Digital puts the onus on businesses and accountants to move forward into the digital world, which HMRC believe will reduce the number of 'careless errors' made when preparing VAT returns. There can be advantages too – latest cloud software can simplify and reduce admin time and produce real time management information.

BHP has a dedicated team who can help advise on the best system for you.

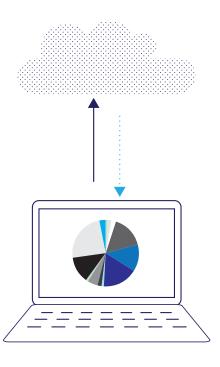
Onto the Budget, where a range of measures have been introduced which will affect SMEs. Annual Investment Allowance increasing to \mathfrak{L} m for two years (from current $\mathfrak{L}200,000$) is a significant rise. And small firms only having to pay 5 per cent of the cost of apprenticeships rather than 10 per cent will hopefully encourage more to invest in this area.

There has been a change to the employment allowance, which provides businesses and charities with up to \pounds 3,000 off their employer NI bill. From April 2020 it will be restricted to those employers with an employer NI bill below \pounds 100,000.

IR35 rules, where individuals provide services via intermediaries, will now roll out to private sector in April 2020 and will only apply to large and medium sized businesses.

And there has been a boost for the high street with properties with a rateable value of \$51,000 or less, seeing their rates cut by a third.

As with MTD, one of the Chancellor's main objectives is to help HMRC collect tax more effectively. The new PAYE restriction on the R&D small company scheme is intended to help combat fraud but will likely restrict claims for genuine businesses too. It wont be introduced until 2020, which should allow time for consultation.





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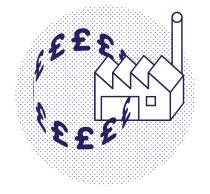
A growing debt funding market is a world of opportunity for ambitious businesses

Debt funding has changed dramatically in recent years and there is now more choice than ever before. This presents countless opportunities but also means it's increasingly difficult for businesses to determine which option is most suitable for their individual requirements.

Historically, a business requiring funding would simply approach its bank. This is still a great starting point – in most cases, the bank will know the workings of the business and if they are able to provide the necessary facilities, it will usually be at a competitive rate.

In fact, if the relationship is good, approaching any existing funders is usually the most sensible option as they are most likely to look favourably on the request. Forging a strong relationship with funders is also important to ensure the business receives the necessary support as it evolves.

Away from traditional lenders and existing funders, the breadth of business financing options continues to grow. Along with the 'generalists', we're now seeing a plethora of 'alternative' banks and ambitious financiers that often have an appetite for offering bespoke facilities to specific types of businesses or industries.



A big advantage with these types of lenders is that they often have less onerous terms than traditional banks and operate short credit processes, offering quick decisions and sometimes funding within 24 hours. The downside is their rates might be slightly higher, although some of the more established 'alternative funders' are now providing facilities at rates that compete with high street banks.

It is also pleasing to note that while many of the alternative funders have originated from the south (sometimes with a local manager), there are more and more now with their head offices in the region. This often means a quicker decision, but also that their businesses are truly experiencing the ebbs and flows of the local economy.

As a business progresses, an increasingly diverse range of funding facilities begin to present themselves. Initially, finance might be required for asset purchase, cashflow, refinance or consolidation of previously secured facilities. But what might be appropriate funding now, will often change as the business develops.

Utilising the support of a reputable and experienced advisor, with knowledge of both traditional and alternative finance providers, will offer a solid overview of the wider funding landscape. It's imperative that advisors work in partnership with the business to understand the exact funding requirements for both the short and long term, in order to accurately source and present all potential options. The best advisors will also have a clear understanding of what a funder is looking for and how to present an application to secure the best deal. In addition, this approach gives the business peace of mind that all possible options have been explored and that it now has the most appropriate facilities in place.

Many businesses also simply want reassurance that current facilities are the best fit for its individual requirements and, given the growth in the availability of funding, it's often beneficial to review these at regular intervals. Finally, this year's table shows many companies have grown their teams over the last 12 months. Employer national insurance remains a significant cost to businesses, along with auto enrolment expenses, but companies can make savings by using pension salary sacrifice.

The key with all these tax issues is always to plan ahead and hunt out strong professional advice so that the company's foundations will be built on rock, rather than sand.



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