

London

Issue 162 | February 2020

Business Matters

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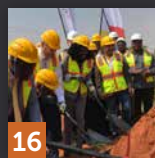
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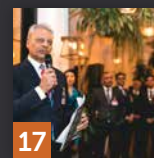
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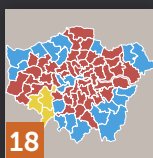
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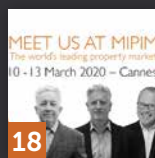
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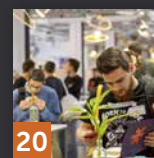
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Front cover: *Imminence*, NOVAK in collaboration with Ed Carter and Hazel Dunn, Bloomberg Arcade, London, 2019. Commissioned by Bloomberg Philanthropies. Produced by Artichoke. Photo by Matt Crossick.

LONDON CHAMBER OF COMMERCE AND INDUSTRY

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London Business Matters is published on behalf of London Chamber of Commerce and Industry by



Crosby Associates Media Limited
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Elizabeth line services scheduled for 2021



Crossrail's latest update on progress to complete the Elizabeth line – out last month – confirmed that the much-delayed project is now looking at opening the central section between Paddington and Abbey Wood in summer 2021

The forecast is based on the current progress with completing software development for the signalling and train systems



Elizabeth Line construction at Moorgate station

Photo by PhilFreemantle/CC BY-SA 4.0

to complete the Elizabeth line and the milestones we must hit during 2020, including the testing of the signalling and train systems and safety assurance, but there are no shortcuts to delivery of this hugely complex railway.”

Immense

Sean McKee, LCCI director of policy and public affairs said: “Once operational, the benefits that Crossrail will bring to London will be immense.

“Of course safety is the first consideration, but it has to be appreciated that the delays to the project have been a blow to those businesses that made investment decisions based upon the previous timelines. These firms will now hope for the earliest possible opening date”.

along with safety assurance for the railway so that intensive operational testing can begin this year.

No shortcuts

Crossrail chief executive Mark Wild commented: “I know that Londoners are deeply frustrated by the delays to the Elizabeth line and we are doing everything we can to get this railway finished and open. We continue to make good progress with

the central section now reaching substantial completion and we are increasingly confident that Bond Street station will be ready to open with the rest of the railway.

“We have a comprehensive plan

www.crossrail.co.uk

London business concern over cost of HS2

With a review of HS2 ongoing, LCCI released new opinion polling, carried out by Savanta ComRes, of 500 London businesses of varying size and sector

Results showed that nearly three quarters of London business leaders polled think that HS2 costs too much. Nearly two thirds feel that HS2 construction has or will cause too much disruption.

Economic benefits

The polling found however that business leaders recognised the economic benefits that HS2 would bring such as helping bridge the north-south divide and boosting the economies of both London and the UK as a whole.

Commenting on the results, Peter Bishop, LCCI interim chief ex-

“It is important to note that London businesses see merits in the project for both London and the UK.”

ecutive, said: “With nearly three quarters of businesses voicing concern about the growing cost of the project, this new polling will be of significant interest to the ongoing government review.

“It is important to note that London businesses see merits in the project for both London and the UK. However, majority concern about its necessity, costs and disruption, leave a clear challenge for the promoters of the project to effectively convey that the project is worth its mounting cost.”

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UK economy stagnating as

The UK ended 2019 in stagnation, amid long term uncertainty, rising business costs and a slowing global economy. These were the conclusions from the British Chambers of Commerce quarterly economic survey, the largest of its kind in the UK and a leading indicator of GDP growth.

Protracted weakness was detected across most indicators of economic health in the final quarter of 2019, specifically:

- The service sector, which accounts for almost 80 per cent of UK economic output, saw all its key indicators worsen compared to Q3 2019. These indicators re-

main well below their historic average.

- The balance of manufacturers reporting a rise in domestic and export sales improved slightly. However, the balance of manufacturers reporting increased export and domestic orders has now been negative for two consecutive quarters. This is the first this has happened since 2009 and 2011 respectively.
- Investment intentions remain weak by historic standards – the balance of firms in the manufacturing sector that plan to increase investment in plant and

machinery dropped to its lowest level since Q4 2011.

- Cashflow – a key indicator of the health of businesses – improved slightly from its lowest level in eight years but remains very weak across both manufacturing and service sectors.

Slowdown

Suren Thiru, BCC head of economics, commented: “The UK economy limped through the final quarter of 2019. The fourth quarter was characterised by a broad-based slowdown in the dominant services sector with all key indicators weakening in the quarter, amid sluggish



Adam Marshall

household expenditure and crippling cost pressures.

“Despite some improvements, indicators in the manufacturing sector remain very weak by historic

Business needs confidence to be restored

British Chambers of Commerce (BCC) responded to the election of a new government with an urgent call to action

BCC director general Dr Adam Marshall wrote to the Prime Minister to congratulate him on the election victory last December on behalf of chamber business communities in every nation and region of the United Kingdom and around the world, wishing him well in the crucial period ahead.

“The task the PM faces, said Marshall, was “perhaps the biggest the United Kingdom has ever confronted in peacetime. Campaign slogans must now give way to a renewed focus on the details that matter.”

The task the PM faces, said Marshall, was “perhaps the biggest the United Kingdom has ever confronted in peacetime. Campaign slogans must now give way to a renewed focus on the details that matter. Words alone will not restore the confidence of British businesses, consumers and investors.



Concrete action

“Immediate, substantial action is needed to reinvigorate our stagnant economy, build new infrastructure, boost skills and lower the cost of

doing business. Your party's election manifesto was neither clear nor detailed enough on how a Conservative government would achieve these aims – and businesses want to know what concrete action you will

now take to deliver them.”

Marshall said that businesses needed an urgent guarantee that the PM would act decisively to avoid a messy and disorderly exit from the European Union. He asked for clear, detailed information to be provided to businesses so that they can navigate the complex changes ahead.

Frustration

Looking back, the BCC's director general spoke of the frustration in business communities. “There is deep dismay over the stasis of the last three years, and over the way the challenges of Brexit and future economic growth have been glossed over during the recent general election campaign.

“Businesses feel that their needs have been overlooked, and their faith that Her Majesty's Government will support enterprise, wealth creation, trade and investment must be restored. Over the crucial weeks ahead, businesses will be looking for evidence that words will be backed up with deeds – and that their needs are being both heard and addressed at the highest levels.

“The hard work of good governance must start now. Work with us, in a genuine partnership, to rekindle the animal spirits of our businesses, to tackle the challenges facing our communities and our planet, and to deliver progress and prosperity in every part of the UK.”

service sector slows



standards, and with indicators for domestic and export orders continuing to contract, the near-term outlook for the sector remains challenging.

“A faltering service sector together with listless manufacturing activity points to a downbeat outturn for UK GDP growth in the fourth quarter of 2019”.

Deadlock

Responding to the findings, Dr Adam Marshall, BCC director general said: “The end of political deadlock at Westminster must also bring action to renew business confidence and tackle the prolonged stagnation that’s affecting so much of the UK economy. The govern-

ment must use its newfound majority to take big decisions to stimulate growth.

“If ministers take action to reduce up-front costs, move key infrastructure projects forward, and to help businesses on training, they’ll be rewarded with increased investment.

“However, they also must move

quickly over the coming weeks to ensure that Brexit is done right. A clear future trading relationship with the EU is also crucial to many firms’ future investment and growth prospects.”

See main points of BCC letter to the Prime Minister on page 4.

www.britishchambers.org.uk

Taking the capital’s temperature

LCCI has been conducting a quarterly economic survey of London companies for over ten years to gauge business performance and general confidence levels across the capital. This is part of the biggest and longest running national private business survey, conducted by regional chambers

of commerce across the UK every quarter.

The survey evolved into the *Capital 500* and since Q2 2014 LCCI has worked with leading polling company, Savanta ComRes, to expand the sample beyond LCCI membership to poll a panel of London businesses that are fully representative of

the London economy by business size and broad industry sector.

The survey is based on responses from over 500 London businesses – the *Capital 500* – that make it London’s largest and most authoritative regular business survey.

www.comresglobal.com



Economic insights



HSBBC hosted the launch of London Chamber’s quarterly economic survey for the capital at their Queen Victoria Street premises in the heart of the City.

The bank’s head of economics,

Mark Berrisford-Smith – see his article on page 6 – analysed the survey results in the light of HSBC’s own studies and insights as part of an expert panel which included James Rentoul, director of pollsters Savanta ComRes, Vicky Price, chief economic adviser of the Centre for Economics and Business Research, and Joe Mayes, Bloomberg’s Brexit and media reporter.

LCCI’s director of policy, Sean McKee, outlined the chamber’s policy recommendations related to the report, while the question and answer session with the panel was chaired by event chairman Peter Bishop, interim chief executive.



(Left to right) Peter Bishop, James Rentoul, Mark Berrisford-Smith, Joe Mayes and Vicky Pryce

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Business recruitment challenge remains

CAPITAL 500
LONDON QUARTERLY
ECONOMIC SURVEY

Nearly sixty per cent of London businesses that tried to recruit during the final quarter of 2019 struggled to find the candidates they required – suggesting employers are set to continue to be challenged by the job market in 2020.

The analysis is part of the LCCI's quarterly 'Capital 500' – London's biggest and most representative business survey. Carried out by Savanta ComRes, it is based on the performance of over 500 London businesses of various sizes, sectors and boroughs over the previous three months.

When asked during Q3, the business community overall predicted an increase in workforce size in Q4. However, when asked in Q4 about how things actually went, employment levels fell on balance, with only eight per cent reporting an increase and 12 per cent reporting a decrease.

The proportion of businesses that tried to recruit during Q4 remained

“With employment levels high and the UK's future trading terms with the EU still unknown, 2020 starts with a challenging recruitment environment for many London businesses.”

broadly consistent with Q3 but with a larger proportion of firms encountering difficulties doing so.

Results also show:

- 58 per cent of London business decision-makers say they are operating at below full capacity.
- Of the London businesses that tried to recruit during the final quarter of 2019, 76 per cent were looking to recruit to full-time roles – up from 61% in Q3.
- Of the businesses that encountered difficulties recruiting:
 - 62 per cent reported difficulties recruiting skilled manual/technical workers.
 - 45 per cent reported difficul-

ties recruiting professional/managerial positions.

- 12 per cent reported difficulties recruiting unskilled or semi-skilled roles, and 12 per cent for clerical roles.

Struggles

Peter Bishop, LCCI interim chief executive commented: “With employment levels high and the UK's future trading terms with the EU still unknown, 2020 starts with a challenging recruitment environment for many London businesses.

“Nearly two thirds of companies that tried to recruit during the final quarter of 2019 had difficulties. This includes us at LCCI, where our recruitment struggles contin-

ued throughout 2019 – as it did for many London firms. Consequently, the year ended with over half of London firms operating under full staffing capacity.

“Any detrimental changes to the UK's immigration system post-Brexit will only worsen what is already a challenging situation for business.

“A new balanced immigration system providing access to skills at all levels is required. As is an increased focus on the domestic skills system, including reforming the apprenticeship levy.”

Vicky Pryce, chief economist, Centre for Economics and Business Research said:

“Slower domestic and export demand for London businesses chimes with the rest of the UK economy, still gripped in Brexit uncertainty.

“Worries about the trade disputes and the slowdown in the world economy, particularly the EU, the UK's main export partner, played a role too.”

Britain in 2020 – getting over Brexit

by Mark Berrisford-Smith

With some of the Brexit uncertainties resolved, confidence among households and businesses will perk up in the early months of 2020. It will certainly be a better year for hard-pressed retailers, and the housing market will lumber back into life. But this is unlikely to translate into faster growth for the economy as a whole.

Whatever their views about Brexit, the certainty provided by December's General Election will bring relief to many people and businesses. An orderly departure on 31 January is not the end of the story, but it's an important first step. The government will then spend the coming months negotiating Free Trade Agreements (FTAs) with the EU and other important trading partners. The aim will be to have agreements ready to come into effect from the start of 2021, once the Implementation Period that forms part of the EU Withdrawal Agreement has ended. The government could, in theory, ask for an extension to this period for either one or two years, but has pledged not to do so. The biggest risk facing the UK in 2020 is, therefore, that a follow-on FTA with the EU is not con-

cluded by the time the Implementation Period ends on 31 December. In that case, the UK would trade with the EU on World Trade Organisation terms from the start of next year.

Bare bones

Looking to the year ahead, however, it is HSBC's 'main case scenario' that some sort of FTA will be concluded with the EU. But it's likely to be a 'bare bones' agreement that will eliminate tariffs and quotas on most, and maybe all, products, but will not address many non-tariff barriers or stray much into trade in services.

On this basis, the UK economy is expected to expand by an anaemic 1.1 per cent this year, fractionally slower than in 2019, and around one percentage point shy of the growth rates achieved in the three years before the EU referendum. At first glance, this might appear counter-intuitive given the improvement in confidence that is already evident. And indeed, the revival of consumer sentiment does herald a better year for the struggling retail sector and also for the depressed housing market. There has been nothing wrong with consumers' finances for some time now, with the annual rate of inflation running well below earnings growth. The only is-

sue has been a lack of confidence. But with Brexit done, spending on cars, houses, home improvements, luxury holidays, and other big-ticket items will all revive in coming months.

Confidence

Yet even though spending by households contributes nearly two thirds of total economic activity in the UK, the revival of this sector will not on its own be enough to move the overall growth dial. To begin with, many businesses spent last year stocking-up to mitigate the potential impact of a 'no-deal' Brexit. Assuming that relations with the EU don't break down quickly and irrevocably, it's likely that much of these excess inventories will unwind during the coming months. This will boost cashflows, but will also mean that new orders will be curtailed until stocks are back at their normal level. This temporary dip in demand will adversely affect both domestic manufacturers and importers. The upshot is that, despite a general improvement in confidence, GDP growth rates for the first half of this year will continue to be weak.

Exports

A second issue relates to exports, where firms will not only have to

come to terms with the increased frictions when dealing with EU partners, but also with an appreciating exchange rate. An orderly Brexit, and especially the conclusion of a follow-on FTA with the EU, will push sterling back towards its 'fair value'; or to put it another way, the 'Brexit discount' which markets have applied to the pound for the past three and a half years will dissipate.

With the British economy entering its fourth year of sub-par growth, the Bank of England is likely to feel that further loosening of monetary policy is warranted. HSBC is anticipating a reduction in Bank Rate from 0.75 per cent to 0.5 per cent, probably at the policy meeting in May. The government will also lend a hand, through its commitments to increase spending on infrastructure. But those projects take a while to come through and so are unlikely to provide much impetus during 2020.

Mark Berrisford-Smith is head of economics at HSBC UK, Commercial Banking
www.hsbc.com



Inspiring climate action in the City



Photos by Deborah Jarvis

Every evening for five weeks in December and January, City workers and visitors were treated to a free public artwork – an immersive installation titled *Imminence* – which illuminated Bloomberg Arcade with shape-shifting projections to highlight the impact of human-led climate change on planet earth

The light and sound installation invited the public to experience and reflect on animated scenes depicting the consequences of climate change as they unfolded beneath their feet. Issues captured in the vibrant projected landscape and accompanying soundscape ranged from deforestation and bee extinction, to coral bleaching and global warming.

Natural

An original, synchronised soundtrack produced by composer Ed Carter accompanied projected patterning running in a continuous sequence to create a sense of constant motion and urgency. The score draws on climate and environmental data from 1880 to the present day, combined with recordings from the natural world that reference the changing visual imagery. The music was created to reflect the alarming

“Bloomberg Philanthropies believes in the transformative power of public art and its ability to inspire and engage communities”

rates of change observed across climate indicators, including arctic sea ice volume, seasonal monthly temperature, global forest cover, and the decline in UK pollinating insects.

Jemma Read, global head of corporate philanthropy at Bloomberg LP said: “Bloomberg Philanthropies believes in the transformative power of public art and its ability to inspire and engage communities. We hope this collaboration with long-standing Bloomberg Philanthropies partner Artichoke will inspire Londoners to take bolder action to address the climate emergency.”

The artwork was commissioned by Bloomberg Philanthropies, produced by Artichoke and created by artist collective, NOVAK in collaboration with Ed Carter and Hazel Dunn.

SPONSORED COLUMN

BREXIT CURES

**Victor Caddy, Partner,
Trade mark and design attorney –
Wynne-Jones IP**



Brexit has probably been the longest game of will we/won't we in the history of the world. If you are suffering from the illness called Brexit Fatigue, you are not alone. There's a lot of it about.

For businesses, strategic planning and forecasting is incredibly difficult at such an uncertain time and the last thing anyone wants to do when suffering from a malaise. But planning and forecasting is vital.

Fortunately, in intellectual property, there are some effective cures out there.

First things first; innovators that rely on patents are the lucky ones. They have natural immunity because patents are not affected by Brexit. This is because the European Patent Office is not an EU institution – the Europe referred to here is geographical, not political Europe.

In contrast, those whose IP health depends wholly or partly on the European Union Intellectual Property Office (which handles trade marks and designs) have good cause to feel under the weather. Brexit means the UK will no longer be part of the EU trade mark and design systems, and so EU trade marks and designs will no longer cover the UK.

However, the good news is that there are various fast and effective cures, depending on how Brexit affects you:

- If you have existing EU trade mark registrations and design registrations, you should be able to rely on a new cure that will mean new, separate UK registrations are created automatically by the UK IPO for each of your EU ones. This should also happen for International trade marks and designs that designate the EU.

- If you start treatment earlier and have applications to register EU trade marks and designs, you'll need to apply to register corresponding UK trade marks and designs. As long as you do so within nine months of Brexit, you should be fine.

One of the most noticeable side effects is that the vast majority of UK trade mark attorneys will not be able to handle European Union trade marks and designs after Brexit. However, European trade mark attorneys will still be able to handle UK trade marks putting UK practitioners in an unfavourable position. The effect on the UK profession will be felt deeply.

Of course, there are many so-called cures on the internet. But, can these be relied upon and how do you tell the difference between ones that work and ones that may end up doing more harm than good? Many UK trade mark and design attorneys have tried to broker deals with EU based contemporaries, and some have opened their own EU offices. However, none of these are a proven cure. The former involves middlemen (so possibly extra cost), and the latter is not on its own sufficient to meet the requirements of the EU IPO.

Fortunately, at Wynne-Jones IP, we inherited natural immunity as a result of our part ownership of Rotterdam based law firm, AIPEX BV, a pan-European IP firm with offices in eleven European countries; AIPEX is a ready-made IP cure for Brexit, formed long before the EU referendum.

For tailored advice talk to our Brexpert attorney, Victor Caddy.

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CONTRACT FORMATION

**Richard Silver, Senior Partner
at Silver Shemmings Ash**



Parties enter into agreements (usually) with the very best of intentions but for a multiplicity of reasons things don't go to plan and one or more of the parties wants some form of redress.

The parties rights and liabilities are to be determined by the terms of the agreement they have entered into. All too often, however, the parties have not given at the outset due consideration as to what might go wrong, relying far too much on trust.

Obviously, it is advantageous that the agreement is fully set down in writing and with a full set of terms and conditions. But even where there has been no written agreement that does not necessarily mean that there is no contract.

We all enter into contracts every-day from buying a tube ticket, buying lunch or going to the gym (after eating and drinking too much over Christmas). These agreements are not all in writing but are nevertheless just as enforceable with rights and liabilities.

To form a contract there needs to be:

- an offer;
- an acceptance;
- consideration; and
- an intention to create legal relations.

An offer could be a quote or an estimate.

Acceptance of an offer is when there is an unqualified acceptance of the offer. Clearly signing a contract will meet this requirement, however, allowing a contractor to start the work following the issue of an estimate may equally constitute an acceptance.

Consideration is the requirement of reciprocal obligations on the parties to a contract, for example one party undertaking some work and the other for paying for the work undertaken.

Both parties must receive valuable consideration for performance of their side of the contract but it need not be a "fair" amount. If you contracted to do work for too low a price you are likely to be bound to the bad bargain.

Certain terms may be implied into contracts by law, or by usage or custom. The Sale of Goods Act and the Sale of Goods and Services Act by way of example imply certain terms into all contracts for the sale of goods and services, primarily for the purpose of consumer protection. The supplier of goods or services is obliged to provide goods of a satisfactory quality which are fit for the consumer's purpose or perform the services with reasonable skill and care.

So, yes I would strongly advise that you enter into a written contract, but where you have not that does not necessarily mean that there is an enforceable agreement.

Richard Silver is the Senior Partner at Silver Shemmings Ash, he is multi qualified as a Barrister, Solicitor & Chartered Quantity Surveyor with over 30 years of experience in the Construction Industry

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Out of this world



Last December the Dragon capsule from a SpaceX Falcon 9 rocket successfully docked with the International Space Station (ISS), carrying LCCI member SpaceChain's blockchain hardware wallet technology. This will enable 'multisig' authentication from space for the first time in history!

The launch took place from the Kennedy Space Center in Cape Canaveral, Florida, and a large contingency of SpaceChain team members and friends were in attendance to witness and support the occasion.

Security

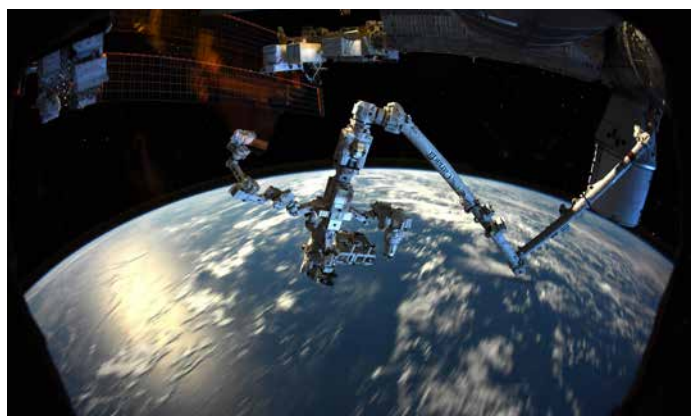
Routed through the most remote human inhabited place in our solar

system, this payload will enable Bitcoin transactions to be transmitted and approved by the hardware on the ISS through multisig authentication, thus greatly increasing their security.

With each SpaceChain launch, the vision of furthering a New Space Economy – enabling space agencies, industries and innovators to access and collaborate in space using decentralized technology – is getting ever closer.

This opportunity was provided via Nanoracks and their Space Act Agreement with NASA. SpaceChain expect the testing of this payload to be completed early this year.

www.spacechain.co.uk



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New team at LCCI

LONDON CHAMBER
COMMERCE AND INDUSTRY

Changes at the top mean that the Chamber enters a new decade with a new chairman, deputy chairman and chief executive

Risk mitigation professional Roddy Caxton-Spencer has been elected as the Chamber's new chairman writes Steven Reilly-Hii.

An executive director of Lloyd's broker Besso Group, chairman of its international division and responsible for its overseas operations, Caxton-Spencer has spent his career dealing with complex global insurance risks.

A board member of LCCI since 2014 (and member of its investment committee), he also sits on the board of London Scottish rugby club and the Court of the Worshipful Company of Arts Scholars. He has also served as chairman of the charity, Arts 4 Dementia.

Having begun his career as a broker of jewellery, fine art and bullion, he has been a Lloyd's broker since 1978, and joined Besso in 1997.

Caxton-Spencer is no stranger to managing risk in his spare time. Amongst his achievements are the ascent of Mount Everest, sever-



Roddy Caxton-Spencer

al Arctic expeditions, the Global Challenge Round the World Yacht Race, and successful completion of the Marathon des Sables.

Challenges and opportunities

Commenting on his election Caxton-Spencer, said: "At what is a crucial time for business in the capital and the UK, I am delighted to become chairman of London Chamber of Commerce and Industry.

"As London navigates the challenges and opportunities of the post-Brexit landscape, I hope to bring my global experience to the role and ensure that LCCI is offering the voice and services that busi-

nesses across all London's boroughs require."

In a further appointment Nish Kotecha was elected Chamber's deputy chairman. A seasoned entrepreneur, Kotecha is co-founder



Nish Kotecha

and chair of Finboot, a start-up offering a unique enterprise-grade suite of blockchain applications and middleware solutions for value and supply chains. He was previously an investment banker at Sphere Partners, Lehman Brothers, JP Morgan and BZW (Barclays).

Kotecha said: "I share LCCI's passion for helping small businesses to grow. London is one of the world's leading cities for start-ups and it's crucial that we continue to nurture the entrepreneurial spirit for which it is known so that innovative companies can thrive, for the benefit of us all."

Newly-appointed chief executive Richard Burge writes about his plans and aspirations for the Chamber on the opposite page.



Richard Burge

In the news

Rory Stewart was the latest candidate to be put through his paces by LCCI members in advance of the London mayoral elections this May at an event at the Ivy restaurant

It has been fashionable to criticise

politicians for having little or no experience outside Westminster but Stewart goes against the grain. The former Conservative MP, now standing as an independent, and Secretary for International Development has variously been:

tutor of two royal princes; an award-winning author; a Foreign Office official; and a panellist on *Have I Got News for You*.

The spotlight in previous months has been on incumbent Sadiq Khan (Labour), Shaun Bailey

(Conservative), Sian Berry (Green) and Siohhan Benita (Liberal Democrat).

All are expected to feature in this month's hustings at the London School of Economics in a session chaired by Professor Tony Travers.



London – UK’s world city



by Richard Burge

“I am struck that my first day as chief executive of the London Chamber of Commerce and Industry is also the UK’s first working day outside the European Union. Of course, that departure is not a single step, and much has to be done between now and the end of the year to ensure the transition arrangements are replaced by permanent agreements which are flexible enough to foster trade in a fast-changing world.

There will be mixed emotions but I hope we in the London business community can now show leadership by moving beyond the divisions that have characterised the process of leaving the EU so far. The direction of travel is clear, and we have to work together to produce a shared set of solutions that will create a bold and resilient platform for our future commercial relations with Europe and the rest of the world.

Positive intent

We will doubtless have many different ideas and that will produce disagreement. But I hope that we will remember that despite differences of opinion on how we might create the rules and procedures for business, we will recognise that we all share the same objective, and that we assume the positive intent of all of us in this shared endeavour.

I believe that chambers of commerce have a unique role to play. Individually, each of us span all business sizes, types, and sectors. So we automatically gravitate towards identifying policies and solutions that work for the commercial ecosystem as a whole. We must build upon the relationships between chambers to ensure that we make that cohesion work for the entire country.

Special responsibility

London has a unique role to play. We are the largest city in the UK, we are the national capital, and we give the UK a rare benefit; the presence

of a truly world city within our own country. But more importantly, we are a diverse commercial community. We have businesses that work only with our city, we have those that work at a national level, and we have those that base themselves in London because it is the greatest business ecosystem on earth. That gives us a special responsibility to ensure that we partner closely with the rest of the UK to ensure that no region, city or town is left behind. Our success as London will be based on the success of the UK and dependent upon our shared growth and prosperity.

So, over the coming months and years, we will be a strong and consistent partner for local and national government. Our policy proposals will be based on the pragmatic wisdom of our member companies – large and small. We may be critical of government at times, but our approach will always be based on evidence, well thought out, and consistent. We seek to ensure that government succeeds and our busi-

ness life grows and flourishes as a consequence. So much to do. Let’s get on with it.”

Richard Burge is the LCCI’s new chief executive. He joins the Chamber from his most recent position as senior advisor on diplomatic engagement for the City of London Corporation. Before the Corporation role he was chief executive of the Commonwealth Enterprise and Investment Council from 2017-2019. Before that, for eight years he led Wilton Park – a Foreign and Commonwealth Office agency for conciliation and dialogue on global issues. During his career Burge has worked in over 60 countries, including serving for ten years with the British Council in Africa and the Middle East. Domestically, his experience includes high profile roles as director general of the Zoological Society of London and chief executive of the Countryside Alliance.

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Public relations is about being better prepared to manage risks and mitigate a crisis

By Laura Sutherland FCIPR Chart.PR Chief, Aura PR



Public Relations is about reputation - the result of what you do, what you say and what others say about you, online and offline. It establishes and maintains goodwill and understanding between organisations and their stakeholders therefore increasing brand equity.

Reputation is the number one asset an organisation has, and it can be made or broken in minutes. New threats to reputation are emerging and the impact they have on an organisation will depend how prepared businesses are.

Know your risks

Develop an understanding of what risks threaten your business – this might include stakeholders, processes, supply chain, IT, data management and communication.

This analysis should be turned into a risk register, identifying when the risk turns to an issue or incident and how to manage it.

Organisations must consider the 'always on' culture within their risk and crisis plans. Citizen journalists are live streaming, consumers are leaving online reviews, videos are going viral, the world can access anything, at any time.

Monitor your brand

Social listening is a way to monitor what is being said about you and competitors and provides an opportunity to respond.

New technology offers the ability to alert you when an issue has occurred, or a crisis is about to hit allowing you to address the issue and avoid a crisis. The challenge remains around investment and making the tech accessible. Those which are investing in technology and are innovating face their own risks, but those same companies are the ones thriving.

Key elements for success

You need to understand the source of risks and the impact they present and invest in resources and skills to research, plan and manage them.

Don't halt growth plans or lose staff or customers due to poor leadership. A chartered public relations professional is qualified and experienced to advise and work with you to ensure risks are identified, mitigated and, in a time of crisis, protect your reputation through timely and effective communication.

A positive reputation translates into long-term value, represented by confidence in brand equity, intellectual capital, sustained earnings and future growth.

Choose to invest in your organisation's reputation and stakeholder relationships through a robust strategy and plan.

For more information contact CIPR at www.cipr.co.uk

Rail dominates after decisive election result



Steven Reilly-Hii tracks LCCI's media coverage

A decisive election result in December had media outlets calling the LCCI for a business reaction. Peter Bishop, interim chief executive, summarised the reaction for *London Live*; and also appeared as a guest on Vanessa Feltz's *BBC London* radio programme to discuss the new Brexit territory the result moved the UK towards.



As certain a guarantee as auld lang syne playing, the new year also always starts with media stories and debate about rail fares and the general state of the railways.

The Chamber network is always at the heart of that debate, with the British Chambers of Commerce

particularly focussing on the need for flexible fares this year.

Rail issues dominated LCCI's media presence at the end of 2019 and the start of 2020.

As 2019 ended, LCCI criticised the length of the RMT strike action on South Western Railway and the impact that it was having on the capital's businesses, particularly during the crucial festive period. *The Daily Telegraph* supported that criticism in their editorial, whilst LCCI's stance was also covered by *The Guardian*, *Evening Standard*, *Politico* and *ITV*.

HS2

Another rail project generating widespread discussion is HS2, and LCCI's press release about business opinion of the project generated huge national media interest, with 150 pieces of media coverage over a 24-hour period.

Polling of London businesses showed support for the economic merits of the scheme for both London and the UK, but nearly three quarters of businesses saying that the project costs too much. LCCI said that the findings, which also



HS2 is too expensive, say London business leaders

Nearly three quarters (73 per cent) of London business leaders polled think that HS2 costs too much.

A survey by the London Chamber of Commerce and Industry also found that nearly two thirds – 64 per cent – feel that HS2 construction has or will

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BUSINESS LEADERS CALL FOR RAIL STRIKE TALKS

LONDON'S business leaders today made a fresh appeal to get the RMT and South Western Railway talking as the union's planned month-long strike entered its second day.

Hundreds of thousands of SWR passengers suffered a repeat of cancelled and overcrowded trains today. Half the usual 1,800 services into mainline Waterloo were running.

Sean McKee, director of policy and public affairs for the London Chamber of Commerce and Industry,

said: "We urge all parties to try and find a resolution in order to avoid a month of striking." He warned of "a detrimental impact to key sectors of the capital's economy which rely upon festive and tourism trade".

The strikes were called by the RMT over the future role of train guards. Talks at conciliation service Acas broke up without agreement last week but both sides today said they were willing to meet again — with caveats.

showed concern over disruption and necessity, would be further food for thought for the independent review of the project, and for the government.

The widespread media coverage included many of the major national titles, including the results featuring in the *Telegraph* three times in a week. The story was also reported widely in local newspaper titles across London, the UK and Ireland.

Recruitment struggles

The start of a new year is also marked by LCCI unveiling results of how the London economy performed in the final quarter of the year just gone.

Fifty-eight per cent of London business decision-makers say they started 2020 operating at below full capacity. Throughout 2019 LCCI's quarterly *Capital 500* survey highlighted the recruitment struggles of those firms who had tried to recruit. As the year ended, 59 per cent of businesses that tried to recruit during the final quarter struggled to secure the candidates they required.

LCCI warned that any detrimental changes to the UK's immigration system post-Brexit will only worsen what is already a challenging situation for business.

But despite this recruitment challenge and a dip in domestic and export demand, results from



The series of strikes is the longest in living memory. Credit: PA

Sean McKee, director of policy and public affairs for London Chamber of Commerce, said: "With peak services under increased pressure due to so many cancellations, and long queues expected at busy stations, it's

LCCI's latest *Capital 500* quarterly economic survey showed an increase in economic outlook and business confidence amongst London firms. *City AM* picked up on this outlook boost, including it on their front page as part of a story about a post-general election boost.

Global affairs specialist

The start of 2020 also saw London media coverage of LCCI's announcement of global affairs specialist Richard Burge as its new chief executive – see page 11.

With post-Brexit trade talks set to accelerate, the London Mayoral election in May, and a mass of domestic issues impacting the capital, its businesses, and its workers, 2020 is set to be a busy year for Burge and LCCI.

Steven Reilly-Hii is senior media relations manager at LCCI

London Chamber of Commerce appoints Richard Burge as lobbying body's new chief executive**EDWARD THICKNESSE**

@ethickness

THE LONDON Chamber of Commerce and Industry (LCCI) has appointed international affairs specialist Richard Burge as its new chief executive officer.

Burge has joined LCCI from his most recent position as senior adviser on diplomatic engagement for the City of London Corporation.

Previously Burge was chief executive of the Commonwealth Enterprise and Investment Council from 2017 to 2019. Before that, he spent eight

years as chief executive of Wilton Park, a Foreign and Commonwealth Office agency that provides an international forum for discussions on global issues.

During his career Burge has worked in over 60 countries, including serving for 10 years with the British Council in Africa and the Middle East.

Domestically, his experience includes high-profile roles as director general of the Zoological Society of London and chief executive of the Countryside Alliance.

Burge said: "I am excited to be

joining LCCI at a critical time for London and UK business. It's vital that London, its businesses and stakeholders continue to use their collective strength to drive the capital and the UK forward.

"I hope to use my London, UK and global experience to further LCCI's renowned reputation for representing the interests of London business both domestically and internationally."

LCCI's former chief executive David Frost left the finance body last summer to join the government as principal EU adviser. Burge will take up his new role on 3 February.

PAYE Settlement Agreements – the good and the bad!

By Graham Caddock, Tax Investigations Director, Lubbock Fine Chartered Accountants

The PAYE system is simple – if you're an HMRC employment tax compliance officer!

Anyone responsible for an organisation's PAYE compliance will know exactly how complex the rules for dealing with employees' expenses and benefits can be. It's all too easy, especially during busy periods, to overlook a rule or miss a deadline, which might lead to an enquiry from HMRC. PAYE Settlement Agreements (PSA) can give a measure of simplification for employers and, when used effectively, often reward an employee without adding to their existing tax burden.

What is a PSA?

A PSA is an agreement with HMRC that allows an employer to settle the tax and NIC on certain minor or irregular benefits and expenses, on behalf of their employees, in a single, annual payment. In the past such an agreement had to be arranged each year. Now, once an employer has agreed and signed an "enduring PSA," it will remain in force until it needs to be amended or is no longer required.

Why use a PSA?

As mentioned above, for an employee, the main advantage of receiving a benefit or expense included in a PSA is that it is received free of tax or NIC deductions. For an employer, expenses and benefits within a

PSA do not need to be pay-rolled or put on onto the annual form P11D. In addition, when used correctly, they can generate extra employee goodwill and help avoid any awkward questions during an HMRC PAYE inspection.

What can be included in a PSA?

The expenses or benefits included in a PSA must be minor, irregular or impractical/difficult to quantify. Examples of items that could be included in a PSA are:

- Incentive awards, including prizes
- Telephone bills
- Small gifts and vouchers
- Staff entertainment, for example breakfast or evening meals without a business purpose
- Benefits that are shared amongst more than one employee

However, a PSA cannot be used for expenses and benefits such as cash, cash vouchers, loans, cars or providing shares to employees.

An important final point: since the tax/NIC is settled by the employer, it will need to be "grossed-up" for PSA purposes increasing the employer's own tax/NIC bill. This disadvantage, however, in this writer's opinion, is outweighed by the benefits mentioned above.

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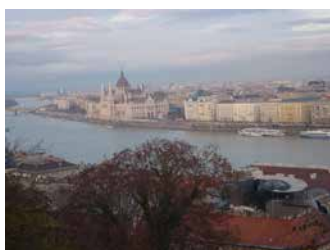


Danube the focal point for a smart city



*Peter Bishop's
Budapest diary*

Ever since the days of the Hanseatic League there have been regular instances of European regions getting together for reasons of mutual benefit. Chambers of commerce have a number of groupings and I attended the most recent convening of certain European metropolitan chambers which took place in the jewel on the Danube that is Budapest.



Hosted by the city's exemplary chamber, the event included a session on urban development, a demonstration of the tram system so embraced by mainland European cities, and a dinner at a floating restaurant looking towards the heights of Buda on one side of the river, and to the Gothic Revival Parliament building on the other.



Gothic is just one of the many styles that permeate Budapest and make it a living architectural museum. Wandering around the inner city you only need a short walk to marvel at classic examples of Art Nouveau, Art Deco, Baroque, and Bauhaus while the suburbs are rich (if that is the right word) in Socialist Classicism. The New City Hall where chamber representatives from Athens, Berlin, Brussels, Dublin, Frankfurt, London, Manchester, Istanbul and Luxemburg convened is a Neo-Renaissance building, constructed in the late 1900s, with an internal debating room which could have doubled as an art gallery.

Gábor Kerpel-Fronius, the impressive Vice-Mayor of Budapest, led a series of presentations on smart cities. It was, he said, the city's intention to become a capital of innovation, using automation and championing low emission vehicles and housing. Being or becoming a smart city was an approach that would aim to make a city sustainable environmentally, economically and politically. He was very mindful too of the benefits of a circular economy and spoke plainly about climate change. "The effects are here and they are impacting our everyday lives."



Being located on the Danube, Europe's second longest river, linking Germany to the Black Sea via Austria, Slovakia, Serbia, Bulgaria

and Romania, must make it easier to reduce carbon footprint levels. I met András Rév, president of the Danube Chambers of Commerce Association, headquartered in Budapest. The association represents chambers from Ulm to Bucharest including Linz, Vienna, Bratislava, Pecs, Belgrade and Ruse, and helps them realise economic opportunities around transport and tourism as well as sharing best practice in water management.

There has been an EU strategy for the hugely important Danube Region since 2010 – the chamber association's formation preceded it by a few months – and interest from Brussels remains strong. Hungarian-EU relations though tend to ebb and flow as the country has complained that it is being pilloried for rejecting mass immigration. The latest row was about the blocking of Prime Minister Viktor Orbán's proposed candidate for the European Commission. The replacement candidate, Olivér Várhelyi, formerly Hungary's ambassador, did eventually get over the line despite some negative press and has been given the neighbourhood and enlargement portfolio by Commission President Ursula von der Leyen.

Budapest was busy as the Christmas markets on the banks of the Danube – the Pest side – drew in the crowds. The season was most effectively captured though by the sight of skaters on the City Park lake, looking on to Heroes' Square – as vivid and affecting as a Brueghel painting.

www.budapest.com
www.dcca.eu





Overseas business opportunities

Do you want to access a selection of business co-operation offers made by European companies wishing to work with UK firms? Every month Enterprise Europe Network publishes a Business Opportunities in Europe Bulletin, which contains the latest co-operation offers from companies across the EU and beyond. To find out more about this issue's listed overseas business opportunities or to subscribe to the bulletin contact Enterprise Europe Network London at enterprise.europe@londonchamber.co.uk or 020 7248 1992.

Russia

Manufacturer of printed products and outdoor advertisements in the Tver region, working in marketing, event and media spheres, seeks partners producing banner fabric and paper under a manufacturing agreement.
REF: BRRU20191210003

Turkey

Company located in Erzurum which produces plastic and tin boxes is looking for partners with whom a manufacturing agreement or subcontracting services can be arranged in order to enter into new markets.
REF: BOTR20191202001

Poland

An SME acting as a commercial agency is offering services to foreign companies interested in entering the Polish market with their products. It can support entrepreneurs from any sector under a commercial agency agreement.
REF: BRPL20191209001

Belgium

This medium sized family business specialises in the development and production of single-use plastic food packaging. It offers a wide range of products, from cups and trays to containers for ice cream or vegetables and ready meals. The company seeks business partners to cooperate with under a manufacturing agreement.
REF: BOBE20190814001

France

An SME deploys its great expertise to find optimised thermal options for a construction or a renovation project. The company mainly works on noise and thermal insulation in attics, walls and garages. In order to provide its solutions to the market, the company purchases glass and rock wool. Since these products are not always available, the company is looking for an EU certified provider to work under supplier agreement.
REF: BRFR20191125001

Sweden

An SME with its own brand is looking for a reliable couture tailor in Europe to sign a manufacturing agreement. The couture tailor will be required to make upcoming collections - both bridal and evening dresses.
REF: BRSE20191211001

Lithuania

This engineering and metalworking company specialises in the production of metal stamping tools and services - machining, welding, assembly. The firm manufactures products from steel, alloy steel, stainless steel, aluminium, bronze, and plastic and offers its services for automotive, furniture, construction, and other sector companies. The company is keen to work under subcontracting and manufacturing services agreement.
REF: BOLT20200107001

Romania

A company offers its distribution services for off grid/on grid photovoltaic systems (installation kits for photovoltaic systems), photovoltaic panels, photovoltaic lighting poles and wind turbines.
REF: BRRO20191204001

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Is burnout the next crisis facing the workplace?

Are we doing enough to look after our employees?

Now officially recognised as a workplace issue, burnout is a major contributor to the 12.8 million working days lost to work-related stress, depression and anxiety. Employees are struggling with real problems such as a heavy workload, tight deadlines or having too much responsibility, a lack of managerial support, changes at work, uncertainty from aspects like a lack of clarity about their role and issues including violence, threats and bullying.

These pressures are having a harmful reaction which can trigger a downturn in individual, team and organisational performance if not addressed.

But burnout can be avoided and even reversed if employers and managers think more about how to get the best from their people.

Using a coaching or mentoring approach can enable managers to motivate their colleagues, build better workplace health and create an environment where workers are encouraged to fulfil their potential. This and other simple, yet effective changes which use coaching skills can create a positive work culture:

- 1. Listen to worker's concerns and problems**
Making the time and space to listen to and understand employee's challenges is the first step in solving problems and supporting them to move forward.
- 2. Use positive feedback and focus on personal development**

Work with your employee's strengths and focus on how you can help them perform even better by investing in their potential and

using positive feedback to set development goals and advance learning.

3. Work should have purpose

The priority is for managers to enable their employees to feel connected to the work they are doing and have faith in that they are helping to make a difference to their company, team and the ecosystem they serve.

4. Instill a team spirit

Give your team the right working environment and culture to work together, share accountability and make the best of each other's strengths and expertise.

5. Opinions really do matter

Having your voice heard gives a greater sense of ownership and accountability. Let your employees and teams know their contribution is valued and they will take more responsibility for their own performance.

Manager and employees alike have very human needs. If you want to improve and capitalise on your workforce's wellbeing and performance, our consultant coaches will work with you ensure your people really matter and are supported at work to be resilient, change ready and fulfilled in everything they do.

The AoEC is a leading global provider of accredited coach training and executive coaching for teams and within organisations. If you would like to attend a regular open event or know more, please visit aoec.com or call 020 7127 5125





Infrastructure projects in Africa

UK Export Finance (UKEF) has provided financing worth over six hundred million pounds to support UK exports to Ghana, Zambia, Gabon and Uganda

The funding has unlocked overseas contracts for UK exporters to provide goods and services for six national infrastructure projects across Africa, bringing social and economic benefits to the continent.

The £620 million of financing support provided by UKEF will provide:

- 750 hospital beds for maternity care in Ghana
- An upgraded terminal at Kumasi airport in Ghana
- 600 hospital beds and 108 rural healthcare centres powered by solar energy in Zambia
- An industrial business park set to create 200,000 jobs in Uganda
- Upgrades to over 80 km of road surfaces in Gabon
- Supply of equipment to a Ugandan roads project.



Expertise

International Trade Secretary, Liz Truss said: "Africa is home to eight of the 15 fastest growing economies in the world and its economic prosperity matters to the UK."

"We want the UK to be the partner of choice in Africa so I am delighted that, with UKEF's support, British expertise will form a key component of these infrastructure projects that will directly improve millions of lives."

"We are committed to strengthening our trading relationships in the region, to help deliver jobs and long-term, sustainable economic growth that will benefit African and British businesses alike."

These are the latest projects in a series backed by UKEF in Africa which have provided close to £2 billion worth of support in the last two years.

As such, UKEF has also increased its risk appetite in Egypt, Nigeria and Rwanda, making extra support available for UK exports to Africa.

UKEF's country limit for trade with Rwanda has increased fivefold, now worth up to £500 million, while its available support to Nigeria has doubled to £1.25 billion and its capacity to support exports to Egypt is now worth £1.25 billion.

www.gov.uk/government/organisations/uk-export-finance

Bombay mix

The Bombay Brasserie was again the venue for the LCCI's Asian Business Association winter reception. The restaurant has a special link with the Chamber the late, great Lord Gulam Noon and he was remembered in welcome addresses by hosts Peter Bishop, LCCI interim chief executive, and ABA chair Tony Matharu.

The occasion was also marked by the announcement that Harshad Kothari of SAS Consultancy had been appointed

an LCCI Ambassador, connecting and introducing members, a role he already plays so adeptly. He was congratulated by all present.

The ABA was established in 1995 and provides a forum for British-Asian businesses within the LCCI.

Many thanks to Lloyds Bank, headline sponsors for the event. Atom Ventures were co-sponsors.

www.lloydsbank.com/business
www.atomventures.co



New LCCI Ambassador Harshad Kothari is on the right



Asian Business Association

The Asian Business Association (ABA) is a special interest group within the London Chamber of Commerce and Industry which was created in 1995 by Lord Noon in recognition of the huge contribution Asian businesses make to London's economy.

It has since developed to become the premier voice and forum for Asian businesses in London. The ABA specialises in

the needs of Asian businesses and helps create the best economic conditions in which businesses can flourish, locally, nationally and globally.

For further information contact Dylan Jeneat at djeneat@londonchamber.co.uk

Follow ABA on Twitter @LCCI_ABA



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New Rules on Written Statements of Employment April 2020

by Jonathan Mansfield



New rules on the terms and conditions you provide to your workforce come in shortly.

Currently, all employees must have a principal statement of terms and conditions issued within 2 months of the start of employment. Usually the employment contract contains these. Best practice has always been to provide the contract on or before the start. From April a written statement will be a legal requirement from day one.

Not just employees

The requirement will not only be to provide the document to ordinary employees. It will also apply to those who are not employees but perform a personal service, otherwise known as "workers". Before you even look at the contracts in place for your current employees, you will have to consider whether there are others who work for you who are covered by the new rules.

More detail must be provided to employees and workers

Currently, the legislation lists key information that must be included like start date and start of continuous employment, pay, pay periods, hours, location, holiday etc. In addition, things like disciplinary procedures can be in a separate document. From April 2020 more detail is required in relation to:-

- Benefits
- Likely length of the contract
- More information on paid leave e.g. maternity and paternity
- The days of week the person may be required to work
- Training provided where this is not paid for by the employer
- Length and conditions of a probationary period

High time to Review those Contracts

It is recommended to review contracts of employment annually in any case. This is because requirements may change. You need to ensure your business is properly protected in areas like confidential information, intellectual property and preventing ex-employees from poaching your customers and staff. Out of date or sloppy drafting can mean parts of the contract are not enforceable. Someone who has been promoted to a more senior position might have access to confidential information and more influence over customers and fellow team members. You should be seeking advice and, in most cases, issuing a more appropriate document.

You also need to check your Privacy Notice to employees and review your data protection policy. GDPR impacted all areas of businesses and there are specific requirements with the people you employ both to protect their data and that of your clients.



With these new rules a review in April 2020 is more pressing than ever!

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General Election 2019: London's new political map



by Alexa Michael

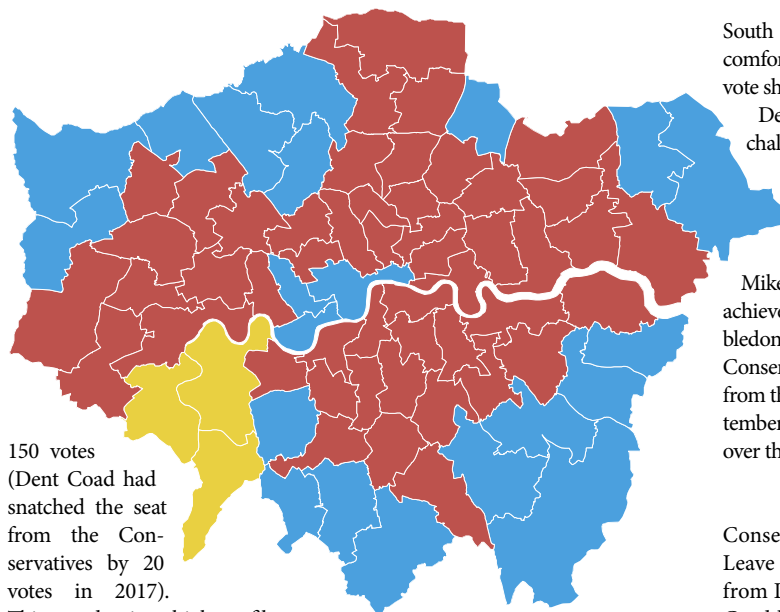
The 2019 General Election resulted in an overall majority of 80 seats for the Conservatives nationally, the largest since 1987. The Tories breached Labour's so-called 'red wall' in the Midlands and North where they gained seats they had never won before, including Bishop Auckland and Tony Blair's old constituency of Sedgefield.

Inroads

However, Greater London bucked the national trend and one quarter of the 203 Labour MPs now represent London seats. Inner London has traditionally voted heavily for Labour, which has made inroads into many suburban seats as well. In 2019, Labour won 49 out of the 73 constituencies, the Conservatives 21 and the Liberal Democrats three – exactly the same result as in 2017.

Prior to the election, there had been speculation that around a dozen seats could change hands. In the event, only four seats did so. The Conservatives gained two seats; Kensington from Labour and Carshalton and Wallington from the Liberal Democrats. Labour gained Putney from the Conservatives (Labour's sole gain in the whole of the UK) while the Liberal Democrats took Richmond Park from the Conservatives.

In Kensington, Conservative victor Felicity Buchan beat the Labour incumbent Emma Dent Coad by



150 votes (Dent Coad had snatched the seat from the Conservatives by 20 votes in 2017).

This was despite a high-profile campaign by the Liberal Democrats from Conservative defector Sam Gyimah. In Carshalton and Wallington, a pro-Leave seat, the Liberal Democrat Tom Brake was ousted after 22 years by 26-year-old Conservative Elliot Colburn who won by 629 votes.

In Putney, Fleur Anderson scooped up 22,780 votes and a 45 per cent share of the vote for Labour. She actually increased her Party's share of the vote in this heavily Remain seat by 4.4 per cent while the Conservative vote share fell by 8.4 per cent. In Richmond Park, another strongly pro-Remain constituency, Liberal Democrat Sarah Olney beat pro-Brexit Zac Goldsmith by 7,766 votes, massively overturning Goldsmith's ultra-slim majority of 45.

Lion's share

Despite winning the lion's share of the seats, the Labour percentage of the vote in London fell by 6.5 per cent while the Liberal Democrats' rose by six per cent. It may be that an unclear Brexit policy put off some staunchly pro-Remain Labour voters who were attracted by the Liberal Democrats' stance to cancel Brexit altogether. Speculation that Labour would seize Conservative seats such as Chipping Barnet, Finchley and Golders Green and Chingford and Wood Green never translated into votes and Conservatives were returned in all three. Despite a flurry of activity from Left-wing group Momentum in Prime Minister Boris Johnson's seat of Uxbridge and

South Ruislip, the Conservatives won comfortably while Labour actually lost vote share.

Despite a strong Liberal Democrat challenge by high-profile defector Luciana Berger in Finchley and Golders Green, voters still delivered a majority of 6,562 votes for Conservative Mike Freer. The Liberal Democrats achieved second place here. In Wimbledon, Stephen Hammond, one of 21 Conservatives who had been expelled from the Parliamentary Party last September, held onto his seat by 628 votes over the Liberal Democrat candidate.

Dashed

Conservative hopes of taking pro-Leave Dagenham and Rainham from Labour were dashed, with Jon Cruddas clinging on by 293 votes.

In some seats, including Kensington, Cities of London & Westminster and Finchley & Golders Green, the 'Remain' vote was divided between the Lib Dems and Labour. This allowed the Conservatives to win, despite suggestions that they would lose these seats.

With elections for the London Mayorality and for the Greater London Authority due in May, it will be interesting to see whether the General Election results will be repeated. As Brexit happens, it is likely that the Leave-Remain divisions will fade and voters revert to their traditional party loyalties. Watch this space.

Alexa Michael is member research executive at LCCI

French connections

For the eighth year running, LCCI will be at MIPIM, the world's leading property event which brings together major players from the industry for four days of networking, exhibiting and events in Cannes.

From 10 to 13 March the delegation, headed by Peter Bishop, will be at the London Pavilion to help members connect, develop new business and champion London as a prime destination for real estate investment.

The Chamber will be organising a series of events to keep members connected and entertained.

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The logo for ACA International consists of a blue square containing a white stylized 'A' shape formed by two triangles meeting at the top. Below the square, the text 'ACA' is written in a bold, blue, sans-serif font, followed by a trademark symbol. Underneath, the words 'INTERNATIONAL' and 'The Association of Credit and Collection Professionals' are written in a smaller, blue, sans-serif font.

What can higher education institutions do to address the skills gap?



Isobel Edwards of Birkbeck School of Business, Economics and Informatics on how students can be helped to lay the foundations to achieve their potential in the workplace

Maintaining a steady stream of work-ready school, college and university leavers is an issue that continues to challenge educators and policy makers. The university experience is arguably about much more than finding a job, but the rising cost for the student makes it a highly influential factor: the 2019 UCAS Applicant Decisions survey found that while 79 per cent of applicants wanted to go to university because they are passionate about their subject, 74 per cent applied to pursue a particular career, compared to just 55 per cent who wanted to meet new people.

The combination of career-focused applicants and a widely reported skills gap in the UK workforce means that universities have had to inject increased efforts into employability, but what can be done to ensure these efforts achieve their goals?

Bridging the gap

With just over a third of 18-year-olds heading to university in 2019, higher education is an important developmental step for many young people, bridging the gap between full-time education and the world of work. A deeper understanding of an academic discipline isn't enough; more needs to happen on that journey from A to B for graduates to gain the skills employers need.

Part of the problem for educators is that what exactly a student needs to learn, or experience, in order to be ready for the workplace is constantly evolving. In January 2016, the World Economic Forum predicted that 35 per cent of skills considered important in the workforce would have changed by 2020. Industry leaders heading into the new decade will need to be more creative and emotionally intelligent than their predecessors – skills that can't so easily be acquired just by



With just over a third of 18-year-olds heading to university in 2019, higher education is an important developmental step for many young people.



Birkbeck, University of London

turning up to lectures.

University careers and employability services have worked hard to bridge this gap: the Exeter Award supports students to broaden their skill set alongside their studies, while the York Strengths programme encourages students to reflect early on their preferences and values. At Birkbeck, the Mentoring Pathways scheme connects final year students with a professional mentor, offering exposure to professional networks and workplace practices.

Commitments

While these are all important con-

tributions, the problem with optional extras is that they depend on the student seeking them out. Individuals who are juggling other commitments or studying hard to pass final exams fall by the wayside when it comes to extra-curricular employability.

In order to give every single student the best chance of being ready for employment post-graduation, employability must be embedded within course delivery. For this to keep up with the rapidly changing world of work, it is essential for educators to work closely with businesses every step of the way.

Partnership

Birkbeck's award-winning partnership with Le Cordon Bleu London is the latest example of how we are responding to employer needs. The BBA Culinary Industry Management and new MSc Culinary Innovation Management are designed to respond to the professional needs of the culinary industry. Delivered jointly by Birkbeck's School of Business, Economics and Informatics and Le Cordon Bleu London, industry leaders can trust that the programmes provide both a theoretical underpinning and the practical experience needed to succeed in the workplace.

Thomas Kyritsis, senior lecturer at Le Cordon Bleu London, believes that partnerships between industry and education will ensure students are ready for a career in a challenging sector: "Expert practice in the culinary industry requires that professionals develop a high level of skill in a range of different areas. Our partnership programmes are delivered by academic staff and culinary professionals who are experts in their fields to prepare students for a successful career in a creative and dynamic industry. For example, in our Masters programme we use a restaurant simulation software to allow students to use their analytical skills and strategic decision-making in a food business scenario."

Precious years

By persisting in the view that work and study are separate spheres, we risk leaving some students behind and failing to address industry demands for the modern workforce. Working together, universities and businesses can ensure that the few precious years a student spends between school and full-time work are not only a time for personal and academic development, but an opportunity to lay the foundations to achieve their potential in the workplace.

A skilled worker is a lifelong learner, and a work-ready graduate should have been exposed to industry well before the time when they collect their certificate.

Boost for business funding in London

As part of Lloyds Banking Group's national pledge to lend up to £18 billion to UK businesses in 2020, the group expects to support London firms with up to £2.6 billion of lending this year, highlighting its commitment to be by the side of British business whatever the future brings

The funding is available to firms across London and will support entrepreneurs looking to start a new business, micro-businesses seeking to scale-up and small businesses considering trading internationally for the first time. It will also support established mid-sized businesses and large, multinational corporations seeking further growth.

Challenging

This new lending commitment for 2020 follows on from the bank's pledge in 2019, also for £18 billion lent nationally and £2.6 billion available to the region's firms. Despite the continuing challenging



economic environment, the bank is not lessening its backing for British businesses and is on hand to support their growth aspirations.

Part of that money saw Lloyds Bank support London-based confectionery business, Jealous Sweets, with a working capital facility last year. Jealous Sweets counts high-end retailers Selfridges and Harvey Nichols among its stockists. The finance allowed the business to expand further into Europe and Asia-Pacific, while fulfilling large

new orders from major UK retailers including ASDA and Holland and Barrett. It has since doubled its turnover and plans to hit £4 million in sales this year.

Grow, adapt and thrive

Ed Thurman, Lloyds Banking Group Ambassador for London, commented: "We anticipate lending up to £2.6 billion to London business this year, as the city's firms continue to grow, adapt and thrive.

"As ever, London firms have

We anticipate lending up to £2.6 billion to London business this year, as the city's firms continue to grow, adapt and thrive.

shown fantastic resilience while facing turbulent trading conditions. We'll be by their side as they continue to invest in building bigger, better companies."

To support customers on their sustainability journey, over 450 relationship managers have undertaken intensive training on climate change and sustainability-related risks and opportunities in collaboration with the Cambridge Institute for Sustainable Leadership. We are putting sustainability at the heart of our relationship teams' support for businesses.

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February

11/02/20 Time 18.00-20.00

ALL MEMBERS

FULLY BOOKED**By Invitation Only****Venue:** ICEBAR London, 31-33 Heddon Street, London W1B 4BN**Nearest station:** Piccadilly Circus**Sponsored by:** South Western Railway**Patron Member and Premier Plus Members (within the 13+ employees subscription rate): Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

13/02/20 Time 18.30-20.15

ALL MEMBERS

FULLY BOOKED**LCCI and LSE hustings: 'Why I should be Mayor of London'****Venue:** Central London venue to be confirmed on registration**Patron Member and Premier Plus Member: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

20/02/20 Time 09.30-16.40

ALL MEMBERS AND NON-MEMBERS

China: One-to-One Business Clinics**Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member: £12.00****Non-member: £18.00****Contact:** Gwen Laryea **Tel:** 020 7203 1840**Email:** glaryea@londonchamber.co.uk

26/02/20 Time 12.00-14.00

ALL MEMBERS

Connect at Rich Mix Lunchtime Networking**Venue:** Rich Mix, 35-47 Bethnal Green Road, Shoreditch, London E1 6LA**Nearest station:** Bethnal Green**Sponsored by:** The National Skills Academy for Rail**Patron Member, Premier Plus Member and Members' Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk**How to book your place(s) at a London Chamber of Commerce event**Visit londonchamber.co.uk/events to book your place/s on any of the above events following the instructions below:

- For ticket fee events use our online booking facility or download and complete a booking form and post or scan it back to us with your payment
- All prices are inclusive of VAT
- For free events book by following the instructions under each event's entry on our online events diary

March

04/03/20 Time 09.00-17.00

ALL MEMBERS AND NON-MEMBERS

Futurebuild Matchmaking Event 2020**Venue:** ExCel London, Royal Victoria Dock, 1 Western Gateway, London E16 1XL**Nearest stations:** Custom House for ExCel and Prince Regent**Patron Member, Premier Plus Member and Non-member: Complimentary****Contact:** Emma Blanchet **Tel:** 020 7203 1839**Email:** enterprise.europe@londonchamber.co.uk

04/03/20 Time 12.00-14.00

ALL MEMBERS

Hospitality, Leisure and Tourism Briefing with guest speaker Jane Storie, Head of Enterprises, Royal Opera House**Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

05/03/20 Time 16.00-18.30

ALL MEMBERS

Transport and Infrastructure (T&I) Briefing with guest speaker Shirley Rodrigues, Deputy Mayor for Environment & Energy**Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

11/03/20 Time 07.45-09.15

ALL MEMBERS

Cereal Networking**Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Sponsored by:** Digital Skills Solutions**Patron Member, Premier Plus Member and Members' Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

18/03/20 Time 17.45-20.30

ALL MEMBERS

Networking Training: How to Work a Room**Venue:** etc.venues Fenchurch Street, 8 Fenchurch Place, London EC3M 4PB**Nearest station:** Fenchurch Street**Patron Member and Premier Plus Member: £78.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

19/03/20 Time 18.00-20.00

ALL MEMBERS

Connect at Metro Bank Evening Networking**Venue:** Metro Bank, 75 Piccadilly, Mayfair, London W1J 8AU**Nearest station:** Green Park**Sponsored by:** South Western Railway**Patron Member, Premier Plus Member and Members' Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

27/03/20 Time 12.30-16.30

ALL MEMBERS

LCCI Spring Raceday**Venue:** Lingfield Park Racecourse, Racecourse Road, Lingfield RH7 6PQ**Nearest station:** Lingfield**Patron Member, Premier Plus Member and Member's Guest: £78.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

24/03/20 Time 12.30-15.00

ALL MEMBERS AND NON-MEMBERS

Asian Business Association (ABA) Spring Lunch**Venue:** Tower Suites by Blue Orchid, 100 Minorities, London EC3R 1JY**Nearest station:** Tower Hill**Patron Member and Premier Plus Member: £72.00****Non-member: £126.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

24/03/20 Time 09.00-16.30

ALL MEMBERS AND NON-MEMBERS

International Business Training: Letters of Credit for Exporters**Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member: £354.00****Non-member: £414.00****Contact:** Gwen Laryea **Tel:** 020 7203 1840**Email:** glaryea@londonchamber.co.uk

26/03/20 Time 12.00-14.00

ALL MEMBERS

The Grapevine Network in Croydon**Venue:** De Vere Selsdon Estate, 126 Addington Road, South Croydon CR2 8YA**Nearest station:** Sanderstead**Patron Member, Premier Plus Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

April

07/04/20 Time 18.00-20.00

ALL MEMBERS AND NON-MEMBERS

Hospitality, Leisure and Tourism Briefing with guest speaker Fiona Eastwood, Managing Director, Midway Attractions, Merlin Entertainment**Venue:** The Curtain, 45 Curtain Road, Hackney, London EC2A 3PT**Nearest stations:** Old Street, Shoreditch High Street, Liverpool Street**Patron Member and Premier Plus Member: £72.00****Non-Member: £126.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

22/04/20 Time 16.00-18.00

ALL MEMBERS

Member Get Together: Property and Construction Sector**Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

*Members are welcome to bring a non-member guest to a Connected at .../Cereal Networking event. Please note that non-member guests are only able to attend one Connected at .../Cereal Networking event per year. If they wish to attend more than this they will need to join the London Chamber of Commerce.



LCCI events highlights

■ LCCI Spring Raceday

Join us at the LCCI Spring Raceday at Lingfield Park Racecourse on Friday 27 March. This fun, informal day offers a cost-effective way to reward colleagues, entertain clients and increase your business network over lunch and during an afternoon of racing at Lingfield Park. Open to all members tickets are £65+VAT per person.

■ Cereal Networking

The next breakfast will take place on Wednesday 5 February from 7.45am - 9.15am at LCCI. Sponsored by Digital Skills Solutions this complimentary event is open to members only.

■ Hospitality, Leisure & Tourism Reception

Join up to 80 members and guests and hear from Fiona Eastwood, Managing Director, Midway Attractions, Merlin Entertainment on Tuesday 7 April at The Curtain. Open to all members, tickets are £60+VAT per person.

■ Connect at Metro Bank Evening Networking

Up to 100 members and guests will attend the networking evening hosted by Metro Bank, Piccadilly on Thursday 19 March. Sponsored by South Western Railway this complimentary event is open to members only.

■ Connect at Rich Mix Lunchtime Networking

Up to 60 members and guests will attend the networking lunch hosted by Rich Mix on Wednesday 26 February. Sponsored by The National Skills Academy for Rail this complimentary event is open to members only.

■ Networking Training

This workshop is ideal if you are new to networking or have some networking experience but are not getting the results you need from the events you are attending. Taking place on Wednesday 18 March from 5.45pm - 8.30pm at etc.venues - Fenchurch Street; tickets start at £65+VAT per person

■ The Grapevine Network in Croydon

Join members and guests at De Vere Selsdon Estate, Croydon for the next Grapevine Network event on Thursday 26 March. This complimentary event is open to members only.

■ LCCI Summer Cricket Day

Join the LCCI team and watch Surrey v Nottinghamshire in the Royal London One Day Cup on Tuesday 4 August at The Kia Oval. Guests will receive three drinks per person and light lunch at this fun and informal day. Open to all members and their guests at £55+VAT per person.



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Responding to climate change

Nish Kotecha and Geoffrey Cann on how digitalisation and blockchain can help oil and gas companies monitor and manage their climate impact

More energy, less carbon: this is the dilemma facing governments, businesses and consumers as they determine how to respond to climate change.

On the one hand, global energy demand continues to rise, fuelled by rising prosperity and population growth in developing regions such as Asia and the Middle East. On the other, concerns about global greenhouse gas (GHG) emissions – which reached an all-time high in 2018 of 34 billion tonnes of CO₂ compared to 13 billion 50 years ago – are driving calls to rapidly decarbonise.

The upshot for energy companies is an opportunity to respond to an increasingly global diversity of demand, at lower carbon intensity.

Priority

One of the most important themes to have emerged in business over the past decade is environmental, social and governance standards (ESG). ESG signifies commitment to sustainable capitalism with accountability. Business groups such as the US Chamber of Commerce now promote ESG as a key business objective and it is a priority for boards and shareholders across the world, since an effective ESG pro-



gramme impacts valuation, reputation and societal standing.

The energy sector is understandably under global pressure to embed ESG in operations and practices as part of taking a more responsible role in responding to climate change.

Fuel industry giants Repsol recently announced an industry-leading, net-zero carbon dioxide emissions target for 2050. Repsol believes it can achieve two-thirds of the 2050 goal through initiatives such as moving away from carbon

intensive projects, using cleaner forms of energy to power refineries, adding more biofuels into diesel and petrol, cutting flaring and methane leaks, and increasing renewable power in its energy mix. Repsol intends to link at least 40 per cent of its top managers' long-term pay to achieving the 2050 target.

Evidence trail

Obviously, actions to achieve these targeted outcomes need to be measured and monitored, but the technology and tools to enable this

are, relative to the scale of the problem, shallow. Data must be stored in a manner that leaves an evidence trail — it must be tamper-proof, auditable and transparent. That means that the global energy industry, still heavily analogue, must lead with digitalisation if we are to tackle the impact of climate change in a meaningful way.

Politicians globally are listening and acting. The European Commission is committed to an EU Green Deal designed to achieve the target of net-zero carbon emissions by 2050.



The Commission can guide, but not force, member states to abandon established industries or change energy systems; however, the direction of change is clear.

The energy sector will need to change and fall in line with these political directions. Nowhere will the change be more fundamental than in the digitalisation of the energy supply chain. Many energy companies are advancing down this road, with some beginning to recognise the role of blockchain in creating a more transparent, trusted and sustainable reporting framework for the future.

Single memory

Blockchain is the technology behind a distributed network of computers that can be used to store data securely but which, uniquely, has a single memory. That means data cannot be freely copied and edited to create an alternative version of the truth, which is why blockchain technologists refer to it as the 'trust



platform'. In the enterprise context, the blockchain would be used as a private permissioned framework for a group of stakeholders, such as suppliers, customers and regulators.

As energy companies seek to regain the trust of all their stakeholders, including, critically, 'social trust' with consumers, they will have to demonstrate an even higher level of compliance with a green agenda because data-supported accountability will demand

new and more onerous operational standards.

Sustainable

Oil and gas companies will progress towards a decarbonised future at different speeds. Digitalisation will not only accelerate the passage, but also provide proof of the quality of their transition. Tomorrow's winners will be those that are transparent and accountable to an increasingly impatient, demanding and critical stake-

Digitalisation will not only accelerate the passage, but also provide proof of the quality of their transition.

holder audience. The template for transition is unquestionably digital and, within that universe, we believe blockchain plays a pivotal role. Only through its adoption will the safe energy industry leaders of today transition into sustainable energy providers of tomorrow.

Nish Kotech is chairman and co-founder of Finboot. Geoffrey Cann is advisor to Finboot and author of *Bits, Bytes, and Barrels: The Digital Transformation of Oil and Gas*
www.finboot.com

Potential blockchain applications

Supply chain efficiency and transparency: most trading organisations are active in two supply chains: financial and physical. The financial one has the distinct advantage of having been dramatically transformed through financial automation, while the physical one remains analogue and therefore significantly slower. Combining the two onto a blockchain structure will enable the creation of a digital twin of the two supply chains

For example, refining and petrochemical products are subject to multiple safety and quality certifications by regulators and this data can be stored in the digital twin to provide evidence of its provenance. In 2019, Repsol implemented a supply chain track and trace solution called BlockLabs, developed by Finboot, to do exactly this, thereby improving the certification process of petrochemical goods and driving supply chain efficiencies.

Tomas Malango, experimentation and deep tech director at the Repsol Technology Lab, explains:

Blockchain is the technology behind a distributed network of computers that can be used to store data securely but which, uniquely, has a single memory.

"Currently, there is a lot of re-working involved in processes where we handle a large number of samples due to issues such as labelling errors and information being inaccurately recorded or transmitted. Digitalisation allows Repsol to identify the samples correctly throughout their whole life cycle."

Track and trace technology has numerous applications for the energy industry. Knowing a product's origin and its chemical composition are critical, as illustrated by a contaminated crude oil situation in Russia recently. The 1.5 m barrels-a-day pipeline was suspended in late April 2019 after refiners in Poland and Belarus detected excess chlorine in the

crude oil that could destroy refining equipment or, at high temperatures, create poisonous chlorine gas.

Trading and quality management: the complex oil and gas market, with customers and suppliers dealing at different junctions and products moving from upstream to downstream, creates ample opportunities for intermediaries such as traders, surveyors, and shipping agents to extract value. Blockchain removes intermediaries from the equation.

In this ecosystem, there is a huge amount of paperwork as permits, custody ownership and transfer documentation move along its chain via emails. The management and protection of this data remains analogue. Not only does this represent immense risk (loss of documents, fraud, counterfeiting, etc), but it is also inherently inefficient, which pushes up costs. Blockchain brings the required transparency and auditability to a fragmented supply chain, while driving higher operational standards throughout the chain.

Oil and energy project collaboration and management: oil and gas installations involve multiple parties, including engineering, procurement and construction (EPC) companies, services companies and multiple subcontractors, as well as the energy companies themselves. This project complexity typically leads to lack of documentation linking each step, resulting in audit fragmentation. In the event of an insurance claim, the lack of sufficient data can be an impediment.

A possible use of blockchain is leveraging the distributed platform for the storage of all the details about a project, including design documentation, as-built documentation, project plans and project resourcing information. All the parties involved in a project - EPC, oil and gas companies, operations parties, insurers and regulators (should the need arise) - would be able to access the platform, which would act as the sole repository throughout the project life cycle. Furthermore, creating a digital twin of the data opens up greater possibilities to finance the asset and change its ownership as it moves between parties.

Two minute interview

Amy Smith, executive director, Lingfield Park Resort



Who are you?

I am a working mother of two who has recently taken on the responsibility for the racecourse business at Lingfield Park as well as the Marriott Hotel, golf course and spa. I was previously the director of sales and marketing at Lingfield Park so I knew what I was letting myself in for!

What is your connection with the London Chamber of Commerce?

We have been members for a number of years with Dawn Chandler, our business development manager being a key link. We have hosted a number of raceday hospitality events for the LCCI members which have proved a great success.



Madness



Jess Glynne

Which one business achievement over the last 12 months are you most proud of, and why?

We had two sell-out racedays with Music Live Concerts -- Madness

and Jess Glynne were top of the bill.

"If there is one thing I hate about my job it's ..."

... too many emails. I find it more productive on many occasions to have face-to-face meetings."

If you were advising a young entrepreneur which business person would you suggest as a model?

I would suggest working with a number of managers with different styles. I've been lucky to have a varied and accomplished support network of managers across my career and I like to believe I've taken the best traits from them all to create a broader style than would have otherwise come naturally. And never forget every day is a school day!

How is your business reacting to Brexit?

Our main area has been working with the industry to support the continued flow of equine travel to ensure our core product can continue. The UK has secured 'listed status' approval to continue exporting animals and animal products to the EU if the UK leaves without a deal. This move is made in recognition of the UK's high biosecurity and animal health standards, and means that horses can continue to be exported into the EU following Brexit.

How do you think the transport system in London can be improved?

I believe its around the continued

improvements to travel services, particularly commuter trains in and out of London. With so many supporting suburbs and varying service levels it's been disappointing to see a reduction in frequency of services and reliability issues on some lines.

Which piece of red tape causes most problems for your company and why?

In the sporting world we have to adhere to a variety of rules and regulations these don't hold our company back. Racing as an industry relies hugely on a collaboration between many boards and affiliations so it is vital that as a racing community we come together to produce a fantastic sport whilst delivering a top-class customer experience for our passionate fans and continue to introduce a wider audience to our much-loved sport.

What is your favourite and least favourite thing about London?

My least favourite thing is people seeing the suburbs as so far away and many companies not being prepared to travel outside London. In fact we are only 45 minutes from London on a direct line train. It is often easier to travel out to us than it is to travel across London.

"As a lover of the outdoors and having the most stunning surroundings to work within at Lingfield, I would like to add more green space back to the city."

I love the diversity of London and its range of unique offerings within both historic and modern facilities.

If you were Mayor of London for the day which one thing would you change?

As a lover of the outdoors and having the most stunning surroundings to work within at Lingfield, I would like to add more green space back to the city.

Lingfield Park Racecourse is the busiest racecourse in Europe with over 80 fixtures across the year, with flat, jump and all-weather racing. As well as being a popular racecourse, Lingfield Park Resort also has an onsite luxury 116-bedroom hotel, a spa and leisure club and an 18-hole golf course.

www.lingfieldpark.co.uk



Lingfield Park Racecourse

How to exploit your data



by Christabel Cooper

In early January, Boris Johnson's strategy chief Dominic Cummings called for young mathematicians and "assorted weirdos" to work at the heart of the government, to deal with the "profound problems at the core of how the British state makes decisions". His thesis is that decisions in government are still often driven by intuition or 'gut' rather than being properly informed by data, but his criticisms could equally apply to a lot of businesses and to local as well as central government.

Potential

Data has sometimes been described as the new oil because of its huge potential value. For customer-facing companies the value is obvious, particularly when commercial information can be linked to data gathered from social media. But there are a huge variety of other uses for Big Data, from fighting credit card fraud to detecting brain tumours. When I was elected as a local councillor I came across a whole new world of potential applications. For example, in my borough of Hammersmith & Fulham we use data to predict which social housing tenants are in danger of falling into rent arrears over the financially-stretching Christmas period and send them reminders to pay their rent.

Human and physical infrastructure

But years of experience in the private sector as a data analyst leads me to believe that many organisations still do not exploit their data fully. One of the keys to creating a genuinely data-driven organisation is persuading senior managers to invest the time and money in creating the human and physical infrastructure to make it happen. Following on from this,



Data has sometimes been described as the new oil because of its huge potential value.

decision-makers at every level of the business must buy into the conclusions that the data analysts reach. And this is where Dominic Cummings gets it wrong – his vision seems to be to have a team of brilliant mathematicians and scientists who do not need to have the skills to explain what they are doing to a non-technical audience. But managers are unlikely to follow the recommendations of a data science team who cannot explain how or why they are making those recommendations.

Decisions

This is important because human beings must always have a role in making important and complex decisions. Even the most expertly-coded algorithm will know nothing beyond the dataset that has been fed into it. If that dataset does not include information about the glob-

al political or economic environment, about latest consumer trends, about your company's values and culture, about changes in technology then it has no idea that any of these things even exist. But human beings obviously have a much more extensive knowledge, and can bring that knowledge and experience to bear when using data to make decisions. In a local authority context this could mean that whilst an algorithm might identify children who are at risk, it needs to be up to an experienced social worker to decide how and whether to intervene.

And sometimes algorithms can get it very wrong. They can contain inherent biases, in a recent example in the United States an algorithm widely used in US hospitals was less likely to refer black people than white people who were equally sick to programmes for patients with complex medical needs. Meanwhile, many of the claims made for very complex predictions turn out to be over-hyped. Early excitement about Google Flu Trends, which successfully predicted the spread of flu across America for a number of years, ended in failure when it predicted a large outbreak which failed to materialise.

Collaboration

So the aim for any business or government department which wants to become genuinely data-driven should be to integrate its data scientists and analysts into the fabric of the organisation to get the best out of the collaboration between humans and machines. Finding ways of visualising data so that time-pressed decision-makers can make sense of complex data, is crucial. Meanwhile, the idea of having 'Citizen Data Scientists', whose primary job function is outside the field of statistics and analytics, has started to gain some traction. These are people who do not need to be capable of writing complex algorithms themselves, but who are tech-literate enough to be able to design models using the analytics tools created by data scientists. As subject matter experts in their own field, they are best placed to know how to use analytics to help them do their jobs better.

Impossible to predict



Photo: Sebastian ter Burg [CC BY 2.0]

The last words belong to Dr Hannah Fry (pictured, above) Associate Professor in Mathematics at UCL, who writes: "People are not planets or solar systems; there isn't some secret underlying equation that, if we can only find it, holds the solution to all our problems. The real world is messy, full of uncertainty and impossible to predict. Applying maths to the real world requires much more than mathematics. It requires people who understand human society and culture – people, in short, who actually understand people."

Christabel Cooper is director at Sensible Analytics
www.sensibleanalytics.co.uk

Going with the flow



Jim Clark, public affairs manager of Thames Water, on how the company is playing its part in the long-term success of the capital

As the water and wastewater service provider for London, we at Thames Water know we have a big responsibility to care for the environment and plan for the future to make sure there will always be enough high-quality drinking water to go around.

We serve 15 million people in our operational region across southern England, which stretches from the Cotswolds in the west to Beckton in the east. Securing world-class water and sewerage services will play a crucial part in facilitating the long-term growth of the capital, both residential and commercial.

Trust and confidence

As a privatised regulated sector, the water industry is at the end of a crucial period with the conclusion of the latest five-year review of company business plans (PR19) by the economic regulator Ofwat. Objective, well-balanced and challenging regulation from the government is key to building trust and confidence in what we do, and to ensuring the long-term resilience of the sector.

In December 2019 we received the 'final determination' from Ofwat on our proposed business plan for 2020-2025, based on the feedback of around one million customers. The determination spans everything we do, from the price limits we can charge our customers to how much we can invest in our vast network. It contains a number of performance commitments and a system of rewards and penalties.

Stretching

This determination of our plan contains stretching performance targets and we are now deciding whether it allows us to look after customers and protect the environment in the way we believe is necessary.

With the ongoing pressures of population growth and climate change in the region, this five-year plan will be vital in ensuring that we continue to provide a reliable and resilient service to our customers in London. Many parts of our network are over 100 years old, so we have



a programme planned of proactive maintenance of our assets. Our plan, if agreed, will see us reduce bills for our customers; strengthen key performance targets; and make a challenging yet achievable productivity shift.

We therefore need to fully assess the final determination document from Ofwat to ensure that it will not leave us unable to deliver our customers' and stakeholders' priorities, as well as avoiding any serious adverse consequences for the environment. We will make a final decision on whether to accept Ofwat's determination, or appeal it, mid-way through this month. We have made it clear in all of our submissions that we face substantial challenges to renew ageing infrastructure and strengthen operational resilience. We have a long-term strategy to renew and replace some of the great Victorian engineering under London to reduce leakage and the risk of burst pipes, as well as improving network resilience to extreme

weather.

Collaboration

To achieve our goals, amid all of the challenges outlined, we will more than ever need to work with stakeholders and partner organisations in our region.

Collaboration was the main theme at Thames Water's annual stakeholder review in London late last year. This event brought more than one hundred influential stakeholders together with senior leaders from across Thames Water to discuss our key priorities for the next five years and beyond.

The theme of the day was 'delivering in partnership', one which Thames Water chairman Ian Marchant was quick to stress: "We want to collaborate with you, we want to work in partnership with you, because the challenges that we face are bigger than one company can solve."

Lawrence Gosden, asset management director at Thames Water, also unveiled plans to digitise our sewer

network, using artificial intelligence to predict where and when an overflow is likely to occur. Citing the development of a new pocket-sized sewer monitor at a fraction of its predecessor's price, Gosden said "it is a radical change, and a big improvement in our armoury to combat pollutions".

Public value

Delegates from across our local government, environmental groups, investors and charity partners attended more in-depth sessions on our progress in achieving objectives and the challenges to achieving these. Session topics ranged from water resources, wastewater management, environmental protection and enhancement, to our new strategic priority, 'public value'.

Marchant noted: "Everything we do we has put into this new 'public value' framework. Whether its water fountains to reduce single-use plastics ... or helping those in need through our social tariffs and priority services register."

Recovery



At the final session of the day, Tom Heap (above), presenter of BBC One's flagship Countryfile programme, provided an external perspective, giving his thoughts on the environmental responsibilities of the water industry. He drew attention to water scarcity, pollution of rivers, the threat of microplastics and future promise of nature recovery networks.

Heap's comments went down well among the audience, as did Ian Marchant's call to collaborate so Thames Water can play its part in the long-term success of London.



The Law
Society

Running a business?

“ The complexity of legal issues for our business has changed exponentially as we grew from a start up to a £30m business with offices overseas. Over 20 years our solicitor has proven herself time and again. She has a deep understanding of complex business relations and a desire to find solutions. She understands the business and her legal knowledge means she can advise which path is best. This is where my solicitor really excels. ”

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lawsociety.org.uk/here-to-help

 The Law Society
 @LawSocietyFAS

Marketing in 2020

In the run up to next month's B2B Marketing Expo at ExCeL we feature two sets of predictions for the year ahead covering new marketing techniques, technologies and strategies; and three important marketing trends to watch out for in 2020

Techniques, technologies and strategies

Google Ads

We will likely see the continued prevalence of Google Ads Smart Bidding. Machine learning is used which can optimise your bid and work to maximise your conversion. It does so by allowing you to choose conversion action at the campaign level, meaning you can focus in on specific campaigns to improve them in their unique situations.

You can also automatically set your bids to change when sales start or stop, giving you more control over how you are bidding on Google Ads. You can now optimise your bids across a variety of campaigns which means that you have even more control over what you can do and it can save you time. Google Ads are becoming such an important part of the marketing process that most won't be able to afford to avoid it in the near future.

Augmented reality

Augmented reality (AR) is mainly being used for concepts or video game ideas, but we are now seeing it being used for commercial purposes. Clothing brands have started to take notice as they look to use it as an effective way of pro-



jecting clothing onto the customer. So how could it work for B2B marketing?

We can expect to see a surge in AR's commercial use in 2020 as it is embraced by some of the largest brands across the globe. The most useful thing about augmented reality is that it allows customers to experience your product without owning it.

Position zero

Things have changed with search engine optimisation. Number one is no longer the top spot. Now the aim is to become the 'zero' position. This is the snippet at the top of the search engine's results that comes above all other results and provides content from the page in concise form. It typically contains information in response to the question or query so that it has

Ephemeral content is mostly images or video posts on social media that are available only for a short time

direct correlation while providing a link to the source material.

This is something that we will begin to see on all web browsers as the first response, but also the first result when you use your voice assistant to tell you a recipe, nearest cinema, or anything else that could be relevant. As voice assistants become more and more popular, you will want to be position zero on the results page as it will significantly increase your exposure through various channels.

LCCI have partnered with the B2B Marketing Expo, a free-to-attend event that showcases all the tools, techniques and systems set to revolutionise the world of marketing. It's hosted at the ExCeL on Wednesday 25 - Thursday 26 March 2020

www.b2bmarketingexpo.co.uk to reserve your ticket

Knowledge is power – especially in securing funding

Despite popular belief, not all businesses want money. According to the British Business Bank's 2018 finance report, over 40 per cent prefer not to use external funding. And this figure remains proportional to the SMEs' awareness of funding.

Of course, there is also a positive trend wherein more SMEs have become funding-savvy but are yet struggling to secure finance due to the knowledge gap.

"Businesses need to be clear about what they plan to achieve, as that will help them with tactics, seeing the funding landscape better and identifying the best-fit funding options.."

Business owners seeking funding may have many questions: How to make innovation pay? How to successfully grow the business? Can IP help to attract funding? Which route – equity, debt, grants, R&D –

is the best fit for me? The options are endless and the questions are valid.

Support

Answers can be provided at the Business Funding Show – BFS –

which brings together two key groups in the UK economy: entrepreneurs looking for funding; and leading finance providers. Exhibitors at the show represent support and financial institutions providing loans, venture capital, private investment, grants, R&D tax credits and advice on investment-readiness, innovations and scaling-up.

Businesses need to be clear about what they plan to achieve, as that will help them with tactics, seeing

Trends to watch out for in 2020

BGA Partners put the marketing developments in the digital world into context and make predictions for the year ahead.

Content marketing: ephemeral and interactive

Ephemeral content is mostly images or video posts on social media that are available only for a short time – Instagram and Facebook stories are examples. This type of content is not something new but interest is increasing rapidly. It is appealing for both the sharer and the user because of its temporariness. People share stories more freely and users engage in the stories more eagerly because, well... the story is going to disappear, eventually. People do not worry about if their content is embarrassing or awkward as much as in permanent posts and users don't want to miss the story which will vanish forever. This is 'fear of missing out', in short FOMO, and it is common human behaviour.

For business, FOMO must be considered seriously when building a social media strategy. People are going to show more interest in your page if you post appropriate stories to boost their curiosity. The engagement of your page will rise considerably with the right ephemeral content strategy. Moreover, interactive and engaging stories will influence your customers to develop a positive relationship with your page and your brand. Live streams,

polls, contests, games, shoppable posts, countdowns, quizzes, and 360° videos are examples of the interactive content and most of them can also be used in Facebook posts and stories, and Instagram posts. With this, you can raise your consumers' satisfaction with your product and can strengthen their loyalty for your page and brand. Ephemeral and interactive content are very popular today and continue to be an important trend in 2020.

Voice Search

As the voice-activated search technology evolves, it becomes more important to pay attention to creating a 'voice-searchable' content.

People use voice-over technology to ask the daily weather, give commands like 'call Anna', set alarms and voice-type messages. They have become accustomed to using voice over technology by its practicality. So, using voice-over when possible is becoming more like a habit. Because of that, creating voice-searchable content is very important to keep up with the evolving technology and to get ahead of your competitors. Your customers and your potential customers will be more loyal to your brand, and you have a positive

impact on them if you give importance and effort to voice technology.

On the other hand, the variety of questions asked is increasing and digital marketers are not giving this enough attention. As we

Voice-over technology will be another trend in 2020 to watch and optimise your website for



see more improvements in voice search technology, digital marketers cannot ignore the change. Voice-over technology will be another trend in 2020 to watch and optimise your website for voice search to maximise your search potential.

Influencer marketing

Influencer marketing has seen a rise in the past few years as more and more people started to use social media. Using influencers to improve brand awareness and increase sales is a powerful strategy for social media marketing and it is expected that influencer marketing

will become more popular in 2020.

Together with the increase of diversity of the interactive content, the effectiveness of influencer marketing rises. Shoppable posts, polls, contests, and countdowns are powerful tools for influencers to reach their audience, and their engagement strengthens. However, it is important to beware of the fact that people notice if the advertisement or product placement is too explicit. So, creating a sincere content in which the product and influencer are a perfect match, is what you should focus on. Influencers can be regarded as role models, and because of that, with the right influencer marketing strategy, you can engage with your target audience in a more effective way. They are social media figures that have a consistent social media appearance that has built their audience.

As a consequence, finding the appropriate influencer for your business type is easy and cooperating with them is very beneficial for your business. Because influencers already have a community that trusts and listens to their advice. So those influential people can boost your brand engagement and will have a positive impact on your brand.

BGA Partners is a creative industry agency which helps business grow its commercial appeal through advertising and marketing

www.bgapartners.co.uk

the funding landscape better and identifying the best-fit funding options.

Best-fit funders

BFS often sees very determined founders who apply to millions of funders when in fact only a handful are a good fit. Hence, it is no surprise that this determination doesn't pay.

They recommend that ideally, once a business has shortlisted the best-fit funders they should make a tailored approach to each one – one size doesn't fit all. Moreover, there is no size that will fit one's business growth equally at the various stages.

If you are looking for funding, first of all, define your short and long-term goals, and then, based on

what you want to achieve, work out how to get there. That will help you work out your funding strategy.

However, be careful reaching out for investors' money too early – your equity stakes are too cheap at the beginning and you might end up losing in the valuation exercise.

Combined approach

BFS also recommends that the best way to approach funding is to use a combined approach, researching all the available options in the market and applying for them at the relevant stages of your business growth.

BFS' annual exhibition not only brings together a range of funders who are actively supporting entrepreneurs, but also notable speakers making a change within the business and funding ecosystem. Attendees to the previous shows benefited from such luminaries as Richard Reed of Innocent Drinks, Lord Bilimoria of Cobra Beer, David Buttress of JustEat.

The Business Funding Show '20 is being held on 20 February at East Wintergarden.

www.businessfundingshow.com

Claim 15 per cent off standard tickets at <http://bit.ly/2QNVF5e> – offer valid only until 10 February 2020



UKVI-approved tests for visa applications

Trinity has once again been appointed by the Home Office to deliver Secure English Language Tests (SELTs) in the UK.

We're looking forward to expanding our test centre network and to building upon our high standards of customer service for people who need to demonstrate knowledge of language to the UKVI for the purpose of settling, working or studying in the UK.

- ▶ We are the UK's leading provider of SELT speaking and listening tests
- ▶ Trinity has a proven track record of providing Home Office-approved secure English language testing services in the UK since 2011
- ▶ Trinity GESE speaking and listening and ISE reading, writing, speaking and listening SELTs are available at Trinity SELT Centres across the UK

See what test takers typically say about their Trinity SELT experience on social media:



" Staff were very professional – explained everything. Makes you feel calm and welcomed. Thank you! "

Elina, Facebook 2.10.19

" 100% positive experience. What amazing staff! Thank you! "

Henriett, Facebook 3.10.19

" I am very happy and grateful for their dedication, time, consideration, professionalism and humanity! "

Valentina, Facebook 29.10.19

Find out more about Trinity SELTs and about becoming a Trinity Listed SELT Course Provider at trinitycollege.com/SELT

Progress since the election ... and key 2020 dates

On 12 December 2019, the voters of the United Kingdom delivered a majority of 80 seats for the Conservative Party – and Prime Minister Boris Johnson – after a Brexit-dominated General Election campaign. All the Conservative candidates had pledged to support Johnson's Withdrawal Agreement.

BBC: General Election 2019 results
<https://bbc.in/2NR5ehr>

UK general election 2019: EU prepares for Brexit hardball
<https://bbc.in/2usqNOF>

Election results 2019: Boris Johnson returned as PM with all constituencies declared
<https://bit.ly/3aAwfPK>

What progress has Boris Johnson's Brexit Bill made in Parliament since the General Election?

On Friday 20 December, MPs voted by 358 to 234, a majority of 124, to give the EU Withdrawal Agreement Bill a Second Reading in the House of Commons. As they had pledged as candidates, all the Conservative MPs present backed the Bill. In addition, six Labour MPs also backed the Bill while 31 abstained, including five members of the Shadow Cabinet.

Landmark Brexit legislation passes Second Reading
<https://bit.ly/2GaaU1M>

MPs pass Second Reading of the Withdrawal Agreement Bill
<https://bit.ly/37kKrKL>

Brexit deal vote result: Boris Johnson's Withdrawal Agreement Bill passes second reading by majority of 124
<https://bit.ly/30KTd2e>

On Thursday 9 January, the Withdrawal Agreement cleared the final stage in the House of Commons when MPs voted to give a Third Reading to the European Union Withdrawal Agreement Bill by a majority of 99. A total of 330 MPs voted for the Bill, all of them Conservatives, while 231 MPs voted



against. The latter included 169 Labour MPs.

Third Reading (Commons)
<https://bit.ly/3aBkdFl>

The Bill then moved on to the House of Lords, where the government was defeated four times in 24 hours on 20 and 21 January. Peers voted to remove ministers' powers over European Court of Justice rulings. They also voted to give greater legal protections to EU citizens and to reinstate a commitment to protect lone child refugees. At time of writing, the changes will return to the House of Commons for further votes on before the legislation can clear its Parliamentary stages. Given the size of the Conservative majority in the Commons, it is likely that the Lords' votes will be overturned.

Third Reading (Lords)
<https://bit.ly/2NR2FMb>

Brexit: Boris Johnson suffers new Lords defeat over bid to scrap protections for child refugees
<https://bit.ly/2NNqvZc>

What happens after the Houses of Parliament have made a final agreement?

Once both Houses of Parliament have agreed on the final version of the Bill, it will receive the Royal Assent and then become an Act of Parliament i.e. the Bill will become law.

The Bill will also need to be approved by Members of the European Parliament (MEPs) on 29 January after the UK Parliament approves it in the UK. The MEPs will be able to debate and amend the Bill before it is ratified and closed. However, this is likely to be a formality if the UK Par-



Photos: UK Parliament (CC BY 3.0)

Once both Houses of Parliament have agreed on the final version of the Bill, it will receive the Royal Assent and then become an Act of Parliament.

liament has already agreed the Bill. The UK will then formally leave the EU at 11pm on Friday 31 January.

What will change after 11pm on 31 January 2020?

There will be few visible changes over the next 11 months. The UK will enter a transition period until the end of 2020. During this time, the UK will remain in the customs union and the single market. Trade with the EU will continue unchanged. However, the UK will be outside the EU's political institutions – it will no longer have any representation in the EU Council of Ministers or the European Parliament.

The UK government will embark on negotiating the UK's post-Brexit trade deal, to be concluded and agreed by 31 December 2020. Under the terms of the EU Withdrawal Agreement Bill, the Prime Minister has 30 days to publish his negotiating objectives. It is expected that EU Member States will agree their negotiating mandate on 25 February. This will then be passed on to the EU chief negotiator, Michel Barnier, and officials at the European Commission.

What happens after the Brexit bill is passed?

<https://bit.ly/3aB2Wwn>

Brexit: All you need to know about the UK leaving the EU
<https://bbc.in/2RfPsc>

Brexit day: what happens after 31 January?
<https://bit.ly/36gmH9n>

What are the key Brexit dates in 2020?

31 January 2020

The UK officially leaves the EU at 11pm.

1 March 2020

The EU aims to agree its negotiating mandate for the UK's post-Brexit trade deal by this date.

June 2020

A summit is expected to take place to allow the UK and the EU27 to assess progress made with the trade talks. This month is also the last chance for the UK to request an extension of its transition period beyond 31 December 2020. The Prime Minister is adamant that there will be no extension of the UK's transition period beyond this date.

26 November 2020

A trade deal must be negotiated and presented to the European Parliament by this date.

31 December 2020

The end of the transition period and the negotiated trade deal comes into effect. If no trade deal (or extension of the transition period beyond this date) has been agreed, the UK will leave with no formal deal and trade with the EU as a third country under World Trade Organisation terms.

Brexit Q&A is researched and written by Alexa Michael, LCCI member research executive. LBM readers are invited to submit their own questions for responses to be published in future issues. Send them to amichael@londonchamber.co.uk

Business travel management

The act of booking business travel may seem straightforward, especially with today's super-intuitive technology. But finding the right suppliers, negotiating the best deals, ensuring – even just encouraging – travellers to stick to policy and budget, and making sure they are safe, secure and happy – these can be trickier than they sound.

UK SMEs spend up to £2 million per year on travel, yet much of this money is unmanaged, with many businesses choosing to go it alone rather than use a travel management company (TMC). Often, company directors simply leave the task of researching and booking travel to PAs, office managers or even the travellers themselves.

This approach is often a false economy. A better approach is to start by creating and implementing a company-wide travel policy. This can help SMEs to manage spend, save time and money, and increase traveller satisfaction as well as employee acquisition and retention.

Solutions

At this month's Business Travel Show, SMEs can find all the piec-



es they need to solve their business travel conundrum, starting with the opportunity to meet over 200 suppliers, from airlines to accommodation providers, and technology solutions to taxi firms. They can also find out why using a TMC could be an option for them and may help their budgets go further as well as increase compliance and duty of care.

Exhibitors include Addison Lee, American Express, American Airlines, Avanti West Coast, Avis, Barclaycard, Booking.com, British Airways, easyJet, Eurostar, IHG, Jury's Inn, Lufthansa, Melia Hotels, Qan-

tas, Sixt, Trainline and Travelodge.

Fundamentals

Small business owners, PAs and business travellers can also take onboard a ton of free tips, information, advice and guidance thanks to the show's *Fundamentals* educational track – ten, free conference sessions, which explain everything there is to know about travel management in jargon-free, easy to understand language.

This year's *Fundamentals* topics are:

- Ten quick wins to get you started
- Managing your meetings spend

- Online booking and expense management explained
- Safety and security – a best practice guide for beginners
- Using data for improved savings and control
- Negotiating the best savings and value with travel suppliers
- Balancing compliance with traveller experience
- Choosing a TMC and other partners
- How to engage travellers and stakeholders in your programme
- Corporate payments – achieve more savings, more data, more process efficiencies.

Wellness

The issue of mental wellbeing in the workplace has rocketed up the agenda in recent years, and the mental and physical effects on frequent travellers is well documented. That's why the Business Travel Show is launching *The Wellness Retreat* this year, a haven of serenity on the show floor where visitors can take time out and relax while getting hands on with innovative wellness products and services designed to look after travellers better.

A healthy company is a successful one



by Justine Clarabut

Wellbeing is a term that has now established itself in most workplaces. It is a buzzword that can encapsulate all elements of being well. Yet it is certainly more than just a word of the moment, wellbeing is at the very core of human existence. We all need to be 'well' to function efficiently and effectively.

There have been many efforts within businesses and organisations to increase awareness and education on the benefits of improving employee wellbeing. This appears to have achieved the objective of delivering initiatives that provide a short-term impact but is that sufficient? And is it sustainable?

Make a difference

According to the Office for National Statistics – Annual Population Sur-



vey, in the year ending March 2019, there was little change in personal wellbeing measures in the UK, apart from a slight improvement in average happiness ratings which increased from 7.52 to 7.56. And in England, one in six people reported experiencing a common mental health problem (such as anxiety and depression) in any given week. Bearing in mind

that we spend over a third of our lives at work, employers are at the very heart of providing the support and tools required to make a difference to employees' lives.

Wellbeing should be transformational. However, evidence suggests that's not always the case. Research shows that employees do respond positively to workplace wellness

programmes but only notable improvements within the areas that are covered. For example; if employees are educated on say healthy eating or increased exercise and movement, other areas of their wellbeing, such as stress or sleep, may continue to suffer as they have not been addressed. Although there may be short-term improvement and an increase in productivity, these interventions are unlikely to return significant results for long-term health and wellbeing of employees.

Values

Employers have the opportunity to look at driving lasting improvement in their employees' health and wellbeing. Ben Willmott, head of public policy at the CIPD, has commented "Employers who invest in wellbeing need to look at their broader organisational culture first, including leadership, values, and how managers are developed and supported to manage

made easy

Pitches

Also new to the show for 2020 is the *Business Travel Innovation Face-off*. Kick-starting both days, eight business travel disruptors will present seven-minute pitches, followed by a four-minute Q&A from the competition's expert judges. The mics will then be handed to the audience for a no-holds-barred grilling and two winners will be announced at the end of day two.

A further feature spotlighting innovation is *The Business Travel Launchpad* which celebrates its



fifth anniversary of propelling business travel and meetings start-ups up the entrepreneurial ladder and out into the wider world.

The Business Travel Show takes place 26-27 February 2020 at Olympia London – do visit the LCCI stand. Register for a free pass to attend the show at www.businesstravelshow.com/register



people in the right way. Wellbeing should support this, but if it's just treated as a bolt-on it wouldn't be surprising for interventions to be ineffective"

Short-term wellbeing strategies that just tick boxes may limit long-term organisational wellbeing success. Workplace health and wellbeing strategies require a co-ordinated approach that fits within a company's values and future vision. Delivering a wellbeing programme is so much more than just a demonstrable effort from senior management to show employees that their organisation cares, (that's of course if they buy in to the concept in the first instance). It requires conscious choices and consistent implementation that will support the long-term success of an organisation and its employees.

Communication

A successful wellbeing strategy should not just include the promotion of good health in the workplace and the provision of support for workers coping with health conditions or life stresses. Training leaders or wellbeing

champions within an organisation keeps the lines of communication open and reinforces wellbeing actions within the workplace.

To a certain degree, employees need to take responsibility for their own health and wellbeing, but this can only happen if organisations create the right accountability environment. To guarantee progress and sustainability, it is essential to keep employees motivated by providing continued support. Health champions within the workplace can be pivotal for sustainability and the success of any health and wellbeing programme.

Justine Clarabut is marketing director of Wellbeing People who deliver wellbeing programmes and services to businesses, schools and communities across the UK. www.wellbeingpeople.com



Protect your premises from pesky pest birds

With Spring on the way, now is the time to make sure your property is protected from nesting birds.



Damaged bird netting

As the days get warmer, birds will start to look for places to settle such as outside ledges and exposed pipework. Droppings then collect on the floor below causing an unsightly, dangerously slippery mess.

There are many techniques available to professional pest controllers such as netting, bird free gel, sprung wire systems and bird spike repellents. Or, for natural bird control, Harris Hawks are the ideal solution.

Cleankill Pest Control recommends that any company that has netting installed should have a maintenance contract to ensure it remains in good order and that there is no risk of birds becoming entangled.

Netting should be checked before nesting season starts. Bird spikes should be examined to make sure they are intact as wet weather followed by frosts, or maintenance work on the exterior of

buildings, and window cleaners, can dislodge spike systems.

Pigeons, or 'flying rats', carry diseases and nearly all pigeons carry bird mites - a tiny insect that feeds off the bird and makes humans itch and scratch. Fouling and nesting materials make perfect homes for clothes moths, carpet beetle and mealworm beetles. When the fouling is dry it creates airborne bacteria affecting anybody that may be susceptible to asthma and other breathing difficulties.

Cleankill offers a specialist bird control service, from the initial survey and specification through to the final proofing solution. Cleankill is a registered waste carrier.

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Best business ideas to start in 2020

As we enter a new decade of possibilities, Henry Williams of Startups spotlights 12 hot business trends for 2020

Another decade over, a new one just begun. And what a decade it was...

In 2010, the UK was still feeling the effects of the second-worst economic downturn in history. The recession had far reaching consequences, triggering political shockwaves that look destined to ripple on through the 2020s.

But it also provided fertile ground for innovation. An unstable job market gave rise to the gig economy, with the likes of Deliveroo, Uber, and Upwork capitalising on the growing demand for flexible work, or, some would say, exploiting those in precarious financial situations.

A new generation of disruptive startups emerged to challenge the supremacy of big businesses that, for too long, had not worked in the interests of consumers.

And as our shopping habits moved increasingly online we witnessed the slow decline of the high street.

While we can't predict exactly what the next decade has in store for businesses, Startups.co.uk have conducted extensive research and interviewed leading industry experts to produce what may be the defining business trends of 2020. Here are the top 12.

1. Non-alcoholic fun

Did you ditch the booze for January? A growing number of us are giving up for even longer, and sometimes all together. Around 47 per cent of British drinkers have reduced their consumption in the last year.

As our drink-obsessed nation becomes increasingly abstinent, the market for alcohol-free drinks and experiences that don't (necessarily) involve drinking has grown significantly.

2. Urban farming

Even as urbanisation eats up avail-

“Underground, overground, indoors, or even vertical, an increasing number of people are finding ingenious ways to grow food in limited urban spaces...”

able land for agriculture, the number of people that needs feeding in the UK continues to grow.

But there is a solution: urban farming.

Underground, overground, indoors, or even vertical, an increasing number of people are finding ingenious ways to grow food in limited urban spaces, in the interests of self-sufficiency, or even as a commercial enterprise.

Could you start your own commercial urban farm? Or supply urban farms?

3. Tailored pet nutrition and premium pet food

We've become far more health-conscious over the last few years, but what about the health of our pets?

Many of us now recognise that cans of processed food aren't best for their wellbeing, giving rise to more premium products, personalised pet diet plans, and even vegan pet food.

According to PDSA's latest PAW report, 50 per cent of UK adults own a pet, with around ten million dogs in the UK and 11 million cats. That's a huge market for innovative pet food brands to target, and plenty of opportunity for growth.

4. CBD

Creams, oils, edibles – CBD seems to be making its way into all manner of products, with many shaky claims made for its effectiveness as a treatment for everything from joint pain to insomnia.

What can't be disputed, however, is that this already huge market is going to get bigger and bigger. By

Start-ups in numbers

Some fascinating facts and figures on start-ups have come LBM's way thanks to research by Forward2Me who have been looking at the world's biggest brands

- Ingvar Kamprad of IKEA was the youngest entrepreneur, founding the IKEA brand when he was just 17 years old
- Eiji Toyoda, was found to be the oldest entrepreneur, establishing the Lexus brand when he was 76
- The transportation industry has the youngest average founder age of 23

- The media industry has the highest average founder age at 51
- Sweden was found to be the nation with the youngest entrepreneurs, with an average age of 24.
- Japan tended to be the oldest when they started their companies, with an average age of 42
- The average age for starting some of the world's biggest businesses is 35.

www.forward2me.com/startup-years



chandise, listener support subscriptions, and ads.

6. Smart tech to help the elderly

Ensuring our elderly relatives are safe and well is a daily concern for people across the UK. And as the country's population continues to get older, it's a growing problem.

Smart tech isn't just helping ensure their wellbeing, it's helping the elderly enjoy independence for longer, and easing the burden on strained care services.

With smart tech products, smart home installation, or even smart home design, we see opportunities aplenty in this growing sector.

7. Modest fashion

Often connected with faith (although not always), modest fashion is becoming more and more mainstream.

Both H&M and ASOS have launched modest clothing lines in the last couple of years, and a number of modest fashion vloggers have attracted hundreds of thousands of subscribers online.

Could you set up your own modest clothing line? Become a modest clothing influencer? Or start an agency representing modest fashion models.

8. Eco-beauty

The beauty industry is no longer able to ignore its ugly record on the environment.

It's a sector that's been heavily reliant on plastic, but with 83 per cent of consumers saying they

2025, the UK CBD sector is expected to be worth around £1billion.

According to the Centre for Medicinal Cannabis, 45 per cent of products tested had illegal levels of THC (the chemical that gets you high), and 38 per cent had less than half of the advertised CBD content.

It's clearly a market that needs regulation, but honest players with consumer interests at heart stand to reap great rewards.

5. Podcasting

It's been around 125 years since the invention of the radio, but our appetite for audio content is bigger than ever. There are now over 700,000 podcasts available in 100 languages, and one in eight of us listen to a podcast every week (a 24 per cent increase in the last year alone).

With growth like that, it's not surprising that advertisers are taking the podcasting medium more seriously – 75 per cent increased spend in 2019.

Unless you've got a significant listenership, it will be hard to raise enough from advertisers to make a living from the off. But get the content right first, build a following, and you could open up a number of revenue streams, including mer-



would choose a brand based on its sustainability, more environmental alternatives could be big winners in the UK's £2.7billion beauty sector.

From refillable products, to skin-care that uses waste materials like coffee grounds, the sector is already seeing a surge in planet-saving innovation.



9. Craft teaching

As consumers crave more 'authentic' experiences, and ecommerce sites like Etsy open up the market for independent handmade goods, the popularity of craft workshops and craft teaching is booming.

Research from Eventbrite shows that the number of events offering lessons in everything from crochet to glass-blowing increased by an astonishing 350 per cent from 2014 to 2018. Many craft fans espouse the therapeutic benefits of working

with your hands.

Upcycling furniture, candle making and jewellery making are set to be growing craft areas in 2020.

10. Rum

What was created by slaves in the Caribbean, played a central role in the American revolution, and was given to Royal Navy sailors as a daily ration until 1970?

Rum, of course.

We had the "ginnaissance", and now it looks like it's time for a "rumnaissance". 35 million bottles of this diverse spirit were sold in 2018, driven by experimental mille-

nials in search of new tastes.

Like the craft beer and gin revolutions, flavour innovation and demand for more premium products are fuelling growth in the sector, and there are still plenty of opportunities for bold new market entrants.

11. Sustainable transport

The global economy relies on transportation, but it's one of the worst offenders when it comes to the environment. Transport was responsible for a third of all CO2 emissions in the UK in 2018.

Meanwhile, online sales are

booming, having doubled over the last seven years. That means a lot of vehicles on the road fulfilling orders.

But sustainable transport options are growing. Carbon-neutral delivery services and low-emission courier fleets are saving the planet one trip at a time. Could you join the effort?

12. Convenient and connected fitness

Early in the year, the nation's gyms expect another surge in rarely-used memberships, resulting in an estimated £4 billion in wasted subscriptions.


Wouldn't it be easier if you could get the same results without leaving your house?

Solutions that make getting fit more convenient and accessible for all are seeing a surge in popularity, including live exercise classes streamed into your living room, and short, drop in sessions.

Henry Williams writes for Startups.co.uk covering everything from business finance and web builders to tax and red tape.

www.startups.co.uk/business-ideas-2020





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Financing the green transition: The European Green Deal Investment Plan and Just Transition Mechanism

The EU is committed to becoming the first climate-neutral bloc in the world by 2050. This requires significant investment from both the EU and the national public sector, as well as the private sector. The European Green Deal's Investment Plan - the Sustainable Europe Investment Plan - presented will mobilise public investment and help to unlock private funds through EU financial instruments, notably InvestEU, which would lead to at least €1 trillion of investments.

While all Member States, regions and sectors will need to contribute to the transition, the scale of the challenge is not the same. Some regions will be particularly affected and will undergo a profound economic and social transformation. The Just Transition Mechanism will provide tailored financial and practical support to help workers and generate the necessary investments in those areas.

The European Green Deal Investment Plan

The European Green Deal Investment Plan will mobilise EU funding and create an enabling framework to facilitate and stimulate the public and private investments needed for the transition to a climate-neutral, green, competitive and inclusive economy. Complementing other initiatives announced under the



“This Joint Statement is an important step toward addressing some of the fundamental issues distorting global trade.”

Green Deal, the Plan is based on three dimensions:

Financing: mobilising at least €1 trillion of sustainable investments over the next decade. A greater share of spending on climate and environmental action from the EU budget than ever before will crowd in private funding, with a key role to be played by the European Investment Bank.

Enabling: providing incentives to unlock and redirect public and private investment. The EU will provide tools for investors by putting sustainable finance at the heart of the financial system and will facilitate sustainable investment by public authorities by encouraging green budgeting and procurement, and by designing ways to facilitate procedures to approve State Aid for just transition regions.

Practical support: the Commission will provide support to public authorities and project promoters in planning, designing and executing sustainable projects.

The Just Transition Mechanism
The Just Transition Mechanism (JTM) is a key tool to ensure that

the transition towards a climate-neutral economy happens in a fair way, leaving no one behind. While all regions will require funding and the European Green Deal Investment Plan caters for that, the Mechanism provides targeted support to help mobilise at least €100 billion over the period 2021-2027 in the most affected regions, to alleviate the socio-economic impact of the transition. The Mechanism will create the necessary investment to help workers and communities which rely on the fossil fuel value chain. It will come in addition to the substantial contribution of the EU's budget through all instruments directly relevant to the transition.

EU, US and Japan agree on global rules on industrial subsidies

In a Joint Statement issued last month, representatives of the EU, the United States and Japan announced their agreement to strengthen existing rules on industrial subsidies and condemned forced technology transfers practices.

In a meeting held in Washington, they agreed that the current list of subsidies prohibited under the World Trade Organisation's (WTO) rules is insufficient to tackle market and trade distorting subsidisation existing in certain jurisdictions. They concluded therefore that new types of unconditionally prohibited subsidies have to be added to the WTO Agreement on Subsidies

and Countervailing Measures.

A structural reform of the WTO and levelling the playing field in global trade is a key priority for the EU and the von der Leyen Commission. Commissioner for Trade Phil Hogan said: “This Joint Statement is an important step toward addressing some of the fundamental issues distorting global trade. The EU has been arguing consistently that multilateral negotiations can be effective in resolving these problems. I welcome the fact that the United States and Japan share this view. I am grateful to Ambassador Lighthizer and Minister Kajiyama for their constructive collaboration. This Statement is also a symbol

of a constructive strategic collaboration between three major players in global trade.”

The EU, US and Japan also agreed that for particularly harmful types of subsidies, such as excessively large subsidies, the burden of proof should be reversed: the subsidising WTO member must demonstrate that there are no serious negative trade or capacity effects and that there is effective transparency about the subsidy in question. The signatories of the statement also reaffirmed the importance of technology transfers for global trade and investment and discussed possible core rules to be introduced to prevent forced technology transfer

practices of third countries.

The Joint Statement also confirmed continued cooperation on several key items such as: the importance of market-oriented conditions; reform of the WTO to include increasing compliance with existing WTO notification obligations; pressing advanced WTO members claiming developing country status to undertake full commitments in ongoing and future WTO negotiations; international rule making and trade related aspects of electronic commerce at the WTO; and international forums such as the Global Forum of Steel Excess Capacity and the Governments/Authorities' Meeting on Semiconductors.

EVENTS

Life-on-Chip

Registration Deadline: Friday 14 Feb 2020

Location: Leuven, Belgium

Enabling personalized medicine by cross-over innovation



Do you want to know more about the latest cross-over innovations? Then attend the 2nd 'Life-on-Chip Conference - Enabling personalized medicine through cross-over innovation' organized by Smart Hub Flemish Brabant together with DSP Valley, flanders.bio, BioWin, Antleron, IBN Space 4.0, VIB, EIT Health and imec.

Micro- and nanotechnology, artificial intelligence, design thinking, robotics, novel manufacturing technologies and big data have made major impacts across all industries, but perhaps their greatest potential impact will be in health and life sciences. Combined with ever-growing biological insights and discoveries, resulting innovations will enable amazing applications that can make personalized medicine a reality.

We will present testimonies of roads travelled and lessons learned from pioneering researchers, entrepreneurs and first application movers. There will be keynote speakers and you can attend thematic sessions covering cross-over innovations in personalized medicine within Belgium (Flanders and Wallonia), our neighboring countries and space. Product show cases, posters and matchmaking (B2Match) will also be part of the programme.

Cyber Security & FinTech

Registration Deadline: Thursday 20 February 2020

Location: The Hague, Netherlands



Companies are invited to participate in the CFS2020 international Cyber Security & FinTech Technology & Innovation brokerage event. The event is organized by the Enterprise Europe Network and will take place during the UK - NL Cyber & FinTech Summit on 20 February 2020 in The Hague.

Matchmaking

The focus of the matchmaking will be on:

- Cyber Security
- Cyber Security in FinTech
- Artificial Intelligence
- Data & Identity Management.



Registrations for all events are now open

For further information contact the Enterprise Europe Network London office at: enterprise.europe@londonchamber.co.uk

Futurebuild Matchmaking Event

Registration Deadline:

Friday 1 March 2020

Location: London, UK



Futurebuild is the built environment event where brands of all sizes can share innovations, from products to processes and solutions, with over 27,000 industry influencers and shapers.

Futurebuild 2020 will remain true to the roots of ecobuild by standing out as the only event to have a higher purpose - to be a catalyst for change. This is confirmation of its status as a key date for exhibitors and senior professionals from across the built environment to come together and drive real change.

It brings the most important people in the industry together around the things that really matter to them. This is achieved through the agenda setting conference and industry leading keynote stages.

This world class knowledge programme, alongside the exhibition of innovative and inspiring brands, will combine to create an unmissable experience.

JEC Composites Fair

Registration Deadline: Wednesday 4

March. Location: Villepinte Nord Paris,

France



The JEC Composites Fair is the world's largest composite exhibition and the place to be for all material experts and stakeholders from the materials sector. This is the ideal platform for innovative SMEs, research institutes and universities looking for partners for joint technology and research projects as well as business partnerships. The Enterprise Europe Network Partner Bayern Innovative is pleased to invite companies - universities and research institutes - start-ups - visitors of the fair from Europe and all over the world to their Joint Booth (Hall 6 - R52) to meet potential cooperation partners for new business or technology matters.

The meetings will be supported by several network partners from the Enterprise Europe Network as well as cluster organisations. Take the opportunity to discuss potential co-operations in pre-arranged meetings and learn more about the latest trends and innovations in the field of composite materials and meet the exhibitors from Bavaria.

If you are a member of LCCI with an offer for other members, contact membersoffers@londonchamber.co.uk



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Capital matters

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To get your copy, simply email us at: Enquiries@LabyrinthIT.com



Mature Graduates - Do They Make The Best Employees

You're the hiring manager for your department, and you're in desperate need of some new blood in your team. You call your friends in HR, explain your criteria and wait. Soon the CVs start flying in, but what should you look for in the growing pile? Alongside the requisite higher education qualification, you might decide those employability skills gained through work experience must also be present on the right candidate's CV. You need a confident communicator that is capable of self-managing and has great initiative.

Unfortunately, the CVs of these fresh-faced grads show little evidence of the long-term professional work experience you're looking for. There is, however, an often-overlooked group that has the knowledge, attitude and acumen to deliver for your team from day one: mature graduates.



The Top 3 Reasons to Employ Mature Grads

1) Experience

Thanks to their experience, these guys understand the ins and outs of working life, and they know how they fit into the office equilibrium. These self-assured staffers will recognise the importance of your company culture, and they'll be the ones you look to when you need someone

to stand up and be counted. They've proved their worth; now it's up to you to recognise it.

2) Ambition

Mature students often have to juggle outside commitments, such as study and work. They're practically superheroes. Perhaps most importantly, they've shown a level of responsibility in their life that will transfer into professional success; research from the What

Do Graduates Do? study found that mature students were more likely to find themselves in managerial roles than their younger, first-degree counterparts.

3) Dedication

Research from recruitment specialist Seek found job security to be the most critical driver for mature graduates. If you employ mature graduates, you can expect a working environment full of settled and loyal employees.

At UKCBC, we have higher-than-average numbers of mature graduates. They choose UKCBC because we offer career-focused education that delivers work-ready employees. Get the inside track on our graduates by contacting careers@ukcbc.ac.uk and posting your positions in our student portal, or find out why mature students love our courses at ukcbc.ac.uk/vision.

Capital matters

For any queries on features or advertising in *Capital Matters*, contact:

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Published by:



Crosby Associates Media Limited

Liverpool (Head Office):
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Tel: 0330 124 3780
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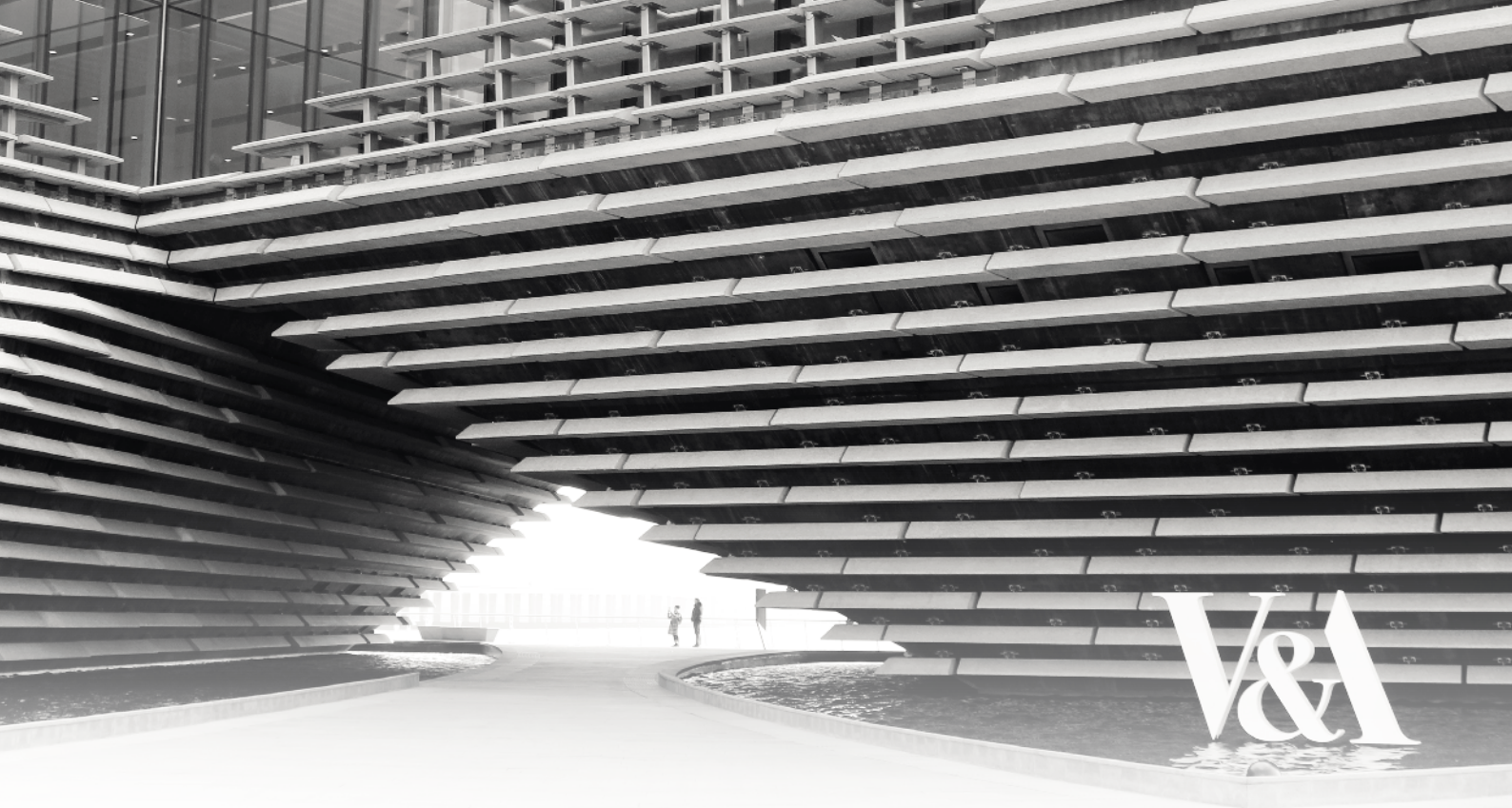
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Loganair – Strengthening connectivity from the capital to the regions

There has been much conversation recently regarding the importance of regional connectivity for Britain's businesses, and in particular - air connectivity to regional airports. One such airport is perched by the River Tay in Dundee, Scotland.

Whilst Dundee is a city which is nestled in the heartland of Scotland's championship golf course territory (within just 30 minutes of Carnoustie and St Andrews), the region is also home to numerous businesses in the healthcare and education sectors, not to mention the thriving gaming industry - with the biggest names such as Rockstar North being founded here.

Loganair is an airline synonymous with the region too, also being founded here back in 1962 (making it the oldest airline in the UK operating under its original name). Back then it operated a single Piper Aztec, flying an air taxi service between Dundee Airport and Edinburgh, to take construction workers quickly across the river Forth.

It is fitting then that Loganair has recently been awarded a new public service obligation route (PSO) by the government, to operate a dedicated air service between Dundee and London City Airport.

With London City Airport located in the heart of the city, it will now be easier than ever to travel from the office to Fife, Angus, Kinross and Perthshire.

Business travellers can also expect to be rewarded for choosing Loganair and take advantage of the airline's competitive frequent flyer programme - Clan Loganair.

A range of affordable flexibility is available: All tickets are changeable for a fee, though customers with ever-changing

schedules should consider taking advantage of Loganair's fully flexible fare (Fly Flex +), which includes fast-track security and lounge access at London City Airport, as standard.

Kay Ryan, Chief Commercial Officer for Loganair says:

"We're looking forward to strengthening connectivity between Dundee and the capital and facilitate business across the UK. We will provide a dependable, quality air service with convenient day-return schedules and a rewarding frequent flyer programme. We are confident it will prove to be a valued service for businesses in the city and for those wishing to take advantage of the many interesting leisure opportunities in the area."

In addition to being available to book at Loganair.co.uk, flights will be available for sale via all major Global Distribution Systems, thus also available to businesses who have an elected Travel Management Company.

And when you do get that much-needed downtime, consider spending a cheeky weekend in Dundee and enjoy a round of golf on Scotland's best golf courses. Though if golf isn't your thing, the recently opened V&A Dundee attracted more than 800,000 visitors in its first year - so why not see what all the fuss is about for yourself?

If your business has a regular need for travel to the counties of Fife, Angus, Perthshire or Kinross then get in touch with our specialist Sales Team loganair.co.uk/corporate-solutions/

Flights commence from London City-Dundee from Sunday 29 March and are available to book now.



Heathrow: an ambassador for London

As the UK's only hub airport and biggest port by value, Heathrow plays a unique role in supporting London's economy. Businesses across our capital rely on Heathrow to trade with markets across the world

But Heathrow is full and has been for over a decade. We're operating at over 99% of our limit. And at this crucial moment in our country's history we find ourselves without the runway capacity these businesses need to reach their full potential.

2020 will be an important year for the project with a final, targeted consultation and the submission of our Development Consent Order application to the Planning Inspectorate. This year we will send a powerful message: that the UK and London is open for business and ready to trade.

"This year we will send a powerful message: that the UK and London is open for business and ready to trade."

Providing a world-class service for the freight industry

A third runway is only part of our expansion plans. We must also provide a world-class service to the businesses across London who rely on Heathrow. That means being reliable, offering great international connections with a range of airline

carriers, delivering excellent service and being easy to do business with.

Our CargoCloud app is a tangible example of how we will do this. It allows freight carriers to match loads to capacity by providing transport data on loads travelling to and from Heathrow.

Despite being the UK's largest port by value we aren't resting

on our laurels. Our 15-year cargo strategy will see us invest £180 million in cargo facilities, raising freight volumes to 3 million tonnes per year by 2040.

As we proceed with the next phase of our plans, we will continue to build on our strong relationship with the cargo community.

Keeping business in London moving during expansion

The M25 is a vital bit of infrastructure for London, connecting our capital city with the rest of the UK and linking

Continued on p50



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Continued from p48

four London Airports: Heathrow, Gatwick, Stanstead and Luton. Our third runway will cross a section of the M25 and we know stakeholders, particularly hauliers who form the backbone of our cargo capacity, are keen to understand the impact this construction work will have on their transit times.

We've listened and have developed a solution to mitigate disruption. By constructing the new stretch of the M25 offline and only linking existing stretches of motorway into the new road in the

final stages and at night, we will maintain full M25 operations at the busiest times of day.

Enabling sustainable growth

Throughout the expansion project, Heathrow will fly the flag for the aviation industry, pioneering in other areas, like decarbonisation. Heathrow already runs on 100% renewable energy and our airport infrastructure will become carbon neutral this year.

We have committed to the Government's target for net zero

emissions by 2050 for aviation, and we are exploring zero-carbon construction techniques for Heathrow expansion, with a focus on cement and steel.

Supporting London's business

Businesses in London are understandably cautious about the way ahead, I want to reassure business across London that Heathrow will always be unequivocally on their side. For the third year running, Heathrow has awarded £40,000 in funding to 20 SMEs through the World of Opportunity programme to unlock their exporting potential by funding international trade missions and foreign market research.

With new routes to places like Zhengzhou in China and Tel Aviv in the Middle East, this year's winners will have more opportunity than

ever to achieve their exporting ambitions and grow their businesses.

I am pleased to report that London based Glow and SEE CIC based in Barking, East London were one of the winners. Glow and SEE CIC is an exciting social enterprise that create a range of ethically designed accessories for cyclists and outdoor enthusiasts.

Whether through our 'World of Opportunity', or ensuring we're prepared to manage any disruption after Brexit, Heathrow is a champion of London enterprise.

Heathrow will continue to beat the drum for London and through expansion will open London's businesses to more opportunities and partnerships in the future.

Emma Gilthorpe,
Executive Director for
Heathrow Expansion

"Heathrow has awarded £40,000 in funding to 20 SMEs through the World of Opportunity programme to unlock their exporting potential."





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How we've reduced our environmental impact whilst growing our business

All businesses in every sector are grappling with how to reduce their impact on the environment.

For many, like those in carbon intensive industries where the technology to decarbonise is only just beginning to emerge, or those with complex supply chains that make it harder to reduce the impact, the most immediate thing they can do is to look at how their own operations can be improved. These may seem like small things, but they can make a big difference to how the business feels about making changes beyond their own operations, how employees feel and how stakeholders see you.

London Luton Airport (LLA) has spent the last six years doing this, and I'm proud of the changes we've made to cut our carbon emissions while simultaneously growing our business. We've just redeveloped our terminal to give passengers more choice and more space. Typically, such a physical expansion would go hand in hand with an increase in environmental footprint. However, we saw the redevelopment as an opportunity

to try to reduce the impact of our operations on the environment.

To do so, we made a number of operational changes behind the scenes. Actions such as upgrading our heating system and installing energy efficient LED lighting throughout the airport are far from the most exciting parts of our transformation, and they are not the most revolutionary ideas. They may have even gone unnoticed by passengers – indeed, this was the aim. However, they have been vital in helping us reduce the amount of carbon emitted per passenger by over half and our total carbon footprint by 40%.

Our electricity consumption has dropped by the equivalent of 566,140 kg of CO₂ a year. We've also made savings in terms of our gas consumption by replacing our boiler system with a modern, efficient unit, and are now using less energy to heat a much bigger estate. These new systems are

far more reliable and consistent, meaning there is far less downtime for servicing and repairs, helping to keep operations at the airport working smoothly.

Not content with this however, we have also implemented technology to monitor our energy usage in real time, so we can more closely match supply and demand and spot inefficiencies sooner, rather than waste energy at times when the airport is quiet. To ensure we continue to be energy efficient, we remain committed to the international standard of managing our energy systems. We were one of the first airports to be awarded the ISO5001 accreditation in 2014 and have maintained the standard ever since.

We will continue to reduce our impact where possible. We have recently embarked on a journey of reaching the highest level of accreditation in the Airport Carbon

Accreditation programme, which will ultimately mean making our operations carbon neutral. It's an ambitious target, but is well within the realms of possibility, particularly with a motivated team at the airport eager to tackle the challenge head on.

"It's an ambitious target, but is well within the realms of possibility, particularly with a motivated team at the airport eager to tackle the challenge head on."

I'm delighted at our progress so far and excited to see how else we can cut our carbon footprint in the years ahead. I hope that the 2020s will be the decade when the efforts of the whole industry will see it transition to being carbon neutral.

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Rising demand for long haul travel in London Stansted's catchment strengthens case for airline growth in the South East



Research from London Stansted Airport and popular travel fare website Skyscanner has revealed that the airport's catchment area is responsible for more than half of all UK demand to some of the world's most popular destinations. According to new data from Skyscanner, over 50% of all UK searches for flights to top locations including Beijing, Hong Kong, New York and Tokyo originated from within the London Stansted catchment area

Entitled 'Gateway to Growth', it outlines destinations that the airport is targeting for long-haul growth in the coming years. Analysis of passenger data shows that a large number of global cities, currently unserved by Stansted, are already in high demand by passengers across its catchment area. These include: Beijing, Boston, Delhi, Hong Kong, New York, Mumbai, Shanghai, Singapore, Tokyo, Washington.

The demand is particularly strong for business and first-class travellers within the region who want to access these top long-haul destinations. Well over half (56%) of all UK searches for business and first-class flights to these locations originated from within the London Stansted catchment area, according to Skyscanner data. An impressive 61.2% of all UK searches for Business and First-class flight tickets to New York originated from the London Stansted catchment area, with Mumbai (59.6%) and Tokyo (58.5%) following closely behind.

As the only London airport with significant available runway



capacity, London Stansted is set to deliver up to half of the total expected growth in passengers in the London aviation system over the next decade.

The report highlights the large number of passengers from within the London Stansted catchment area who have to fly from other UK airports to access key long-haul destinations. The 2018 Civil Aviation Authority (CAA) survey shows that 1.6 million people from the London Stansted catchment area currently travel to New York each year from other UK airports, while over 400,000 annual travellers from the London Stansted catchment area fly to Hong Kong and more than 370,000 fly to Singapore.

Until Stansted begins to service these popular destinations, passengers in the region are having to spend time and money on travelling to airports further

away, while the region itself does not enjoy the significant economic and social benefits which come from strong long-haul connections.

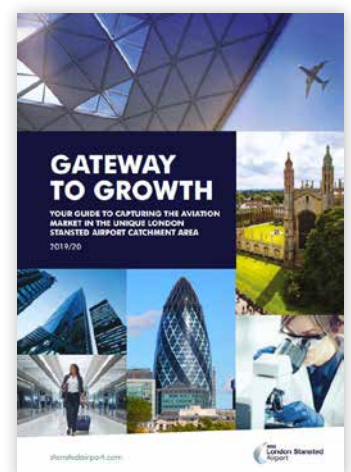
The number of business travellers residing in the London Stansted catchment, using other UK airports to access key destinations is similarly striking. Close to half a million business travellers (491,215) flying to New York from UK airports are based in the London Stansted catchment area, according to CAA data, while a sizeable volume of annual business travel demand for major global destinations including Boston (99,941), Hong Kong (94,559) and Washington (94,556) comes from the London Stansted catchment area and leaks to other UK airports.

Aboudy Nasser, Commercial Director, London Stansted Airport commented:

"People from across the region, and businesses in particular, regularly tell us they want London Stansted to offer a network of long-haul routes that will connect them to their key countries, customers and markets.

"London Stansted sits at the heart of one of the UK's fastest growing and most successful economic regions, reflecting the competitiveness and ambition of the businesses trading here. We need to demonstrate this strength of demand to airlines who are not currently serving London Stansted.

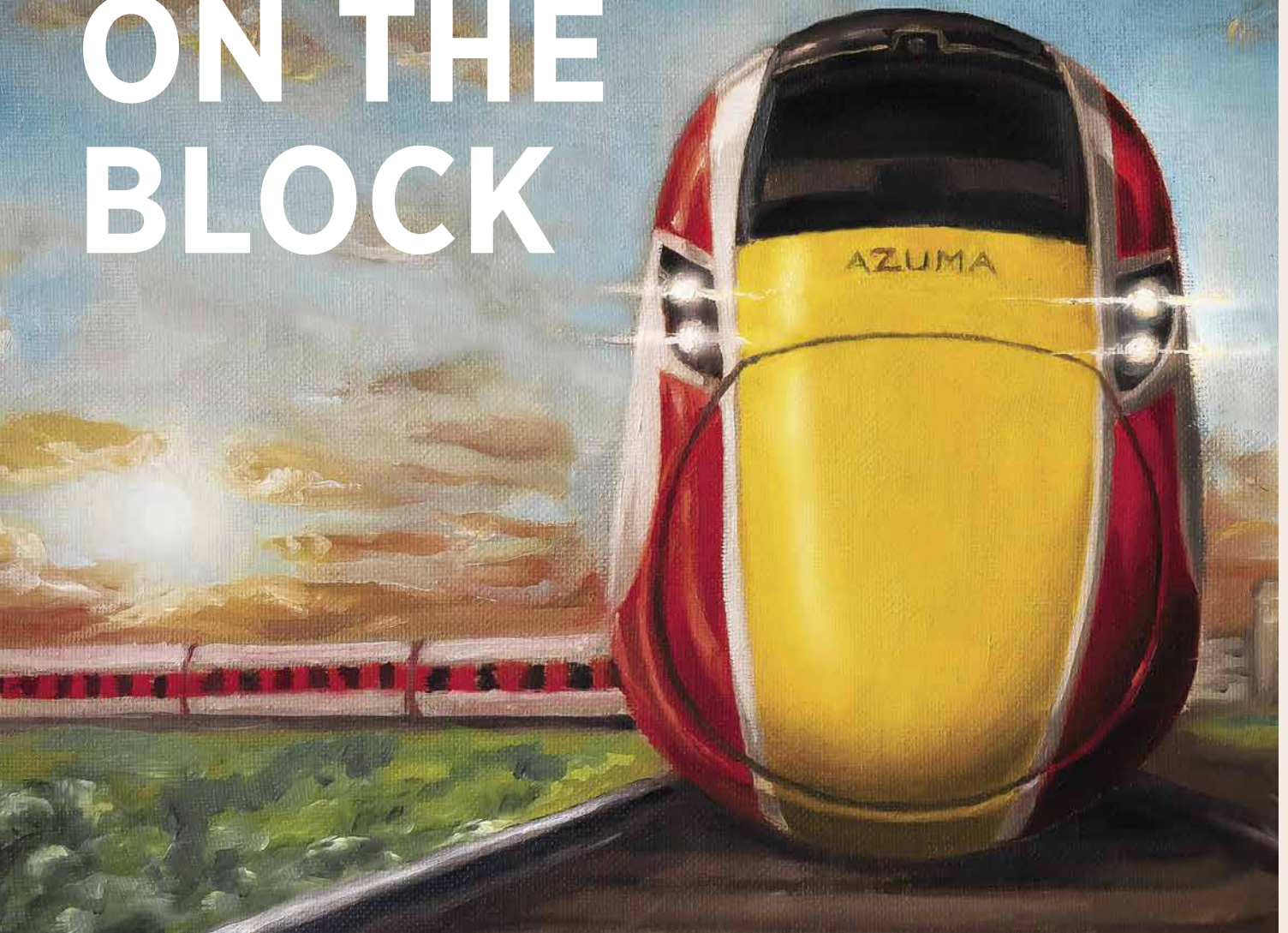
"Over the next decade, runway capacity in the south-east will be at a premium and London Stansted will be responsible for delivering up to 50 per cent of London's expected passenger growth and make a greater contribution to improving the UK's connectivity with the rest of the world. We have ambitious plans to serve 43 million annual passengers by 2030, and it's imperative we continue to develop our route network by unlocking our spare runway capacity and providing the best service and facilities, so airlines and passengers can easily and conveniently access the world from London Stansted."



Gateway to Growth report

The full Gateway to Growth report can be downloaded at: www.stanstedairport.co.uk/G2Greport

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Beyond Europe

Record numbers travelling through Gatwick to China and South America

As we pass into the Chinese Year of the Rat, Gatwick has revealed that it welcomed a record number of passengers from China last year, with growth up 58% year on year.

A favourable exchange rate increased the appeal of London and the UK as a destination, but the key driver has been the airport's growing network of 25 weekly flights to China.

Opportunities for further growth also look promising, with China also set to become the world's largest aviation market by 2022, according to the Department for Transport.

Also promising is the extra business that Chinese tourists bring, particularly to London, with total expenditure by Chinese visitors to the UK calculated at £759 million annually, up 35% on the previous year.

Gatwick's total long-haul network now has over 60 routes and these air links play a vital role connecting the UK to key markets as the country enters an important new chapter on the global stage.



These routes not only connect business and leisure passengers to important global markets, they also keep goods flowing as the majority of airfreight goes in long haul passenger aircraft.

China is well known as a major exporting nation, but it is worth remembering that China is also the UK's sixth largest export market, with over £23 billion of goods going the other way.

Diverse long-haul destinations and connections

Gatwick's long-haul network also reaches diverse markets. Relatively new services to Rio de Janeiro and Buenos Aires are growing strongly, with cargo volumes to South American destinations growing 39% year-on-year.

The most recent direct long-haul routes include exotic destinations such as Miami, San Francisco, Kuwait City and Mexico. And by flying to more destinations than any other UK airport, Gatwick passengers are spoilt for choice when it comes to onward connections, including to a staggering 159 other airports across Europe.

Continued on p58



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Continued from p56

London is of course a major and popular destination itself and Gatwick passengers now benefit from fast rail connections to central London and a doubling of capacity with brand new, longer Gatwick Express and Thameslink trains. These services now take passengers on direct services to Victoria, London Bridge, Blackfriars and direct to major interchanges such as Crossrail at Farringdon and Eurostar at St Pancras.

Work is also due to start on a new £150 million Gatwick train station in May, which will improve the airport's rail infrastructure further. A fully redeveloped station should be in place by 2022 and will see the station's concourse double in size, with five new lifts and eight new escalators also helping to reduce delays caused by overcrowding on Gatwick's platforms.

The new station will also increase rail capacity to cope with any

extra demand that might come from Gatwick bringing its Northern Runway into routine use.

Master plan

As well as connecting London directly to more destinations this year, Gatwick will also be inviting consultation responses to its master plan, outlining the airport's proposals to increase capacity over the next decade and beyond.

The plan showcases the airport's innovative thinking on how to

grow sustainably over coming years, to deliver even better global connectivity and new business and employment opportunities across the region and UK.

As well as maximising the capacity on its main runway, Gatwick is planning to use its Northern Runway for routine departures, which is in line with current government aviation policy to make best use of their existing runways.

Crucially, the final master plan sets out how Gatwick could develop to meet demand in the most sustainable way over the next 15 years. Growth will be incremental and environmental impacts will be carefully managed and mitigated. For example, the extra capacity will be balanced by the airport's noise footprint remaining broadly similar to current levels as new modern aircraft emit substantially less noise than their predecessors.

A growing Gatwick means a thriving capital and country and as the airport continues to be transformed under its new ownership – from new global connections, to improved transport links, new jobs and business opportunities – the ripple effect will be felt across the capital.





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extensive network to Africa offers same day through connections from London to Lagos, Accra, Freetown,

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London Chamber and London Councils urge full apprenticeship devolution

With close to 9 in 10 (86%) of businesses in the capital not currently employing apprentices, the London Chamber of Commerce and Industry (LCCI) and London Councils have called for a fully devolved apprenticeship service for London – something that new research shows business supports

The research comes from the organisations' *London Business 1000 Survey*, based upon ComRes polling of 1,000 London business decision-makers about the skills and recruitment challenges their companies face.

Two years on from the introduction of the Apprenticeship Levy, only 13% of businesses in the capital say that they currently employ apprentices, down from 17% in 2018.

The survey results show that confusion persists within the



business community regarding requirements to pay the Apprenticeship Levy and use of apprenticeship funds.

Nearly a fifth (18%) of those surveyed did not know whether their business is required to pay the levy, whilst over half (55%) of those paying the levy don't employ any apprentices.

69% of businesses surveyed do not expect to use apprenticeship funding this year, whilst amongst those using funding only 16% said they plan to use more than half available to them (down from 28% in 2018) - clear signs of a system in need of reform.

Peter Bishop, Chief Executive of London Chamber of Commerce and

Industry, said:

"Over half of businesses who currently try to recruit in London encounter difficulties finding candidates with the right skills.

In this climate apprenticeships should play more of a vital role than ever, yet our research with London Councils shows that only 13% of London businesses currently employ apprentices.

This is a clear sign that the system isn't working as it should. It's both too inflexible and confusing for businesses and as a result is failing many London businesses and residents.

Business believe that a fully devolved system is the solution. And until we get that, the national system needs immediate reform."

Clr Clare Coghill, Executive Member for Business, Europe and Good Growth, London Councils, said:

"This year's survey continues to show that the apprenticeship

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levy is not working for London and that businesses overwhelmingly back boroughs having more freedom, which would enable local government and business to work together via a London Apprenticeship Service.

Across the board, London businesses are also hugely supportive of greater devolution to address a whole range of the city's most pressing issues such as housing, transport and community safety. We will continue to work with the LCCI to make our case to government for greater devolution. Business agrees that Whitehall needs to give London and other UK cities the powers, freedoms and budgets to support vibrant, inclusive economies."

82% of businesses back a stronger role for London's boroughs in skills and employment provision and the report tells that LCCI and London Council say devolving powers would allow London local government to support a skills system that enables businesses to navigate challenges posed by an increasingly competitive market in a post-Brexit economy.

Devolution of the apprenticeship levy should begin with the

"This year's survey continues to show that the apprenticeship levy is not working for London."

capital's non-levy allocation (levy contributions not spent by the contributing employer). But there are also some immediate steps that the government could take to tackle some of the issues highlighted in the report.

These include:

- Allowing employers to pool the levy and joint purchase apprenticeships and reducing the administration around transfers of levy funds.
- Allowing some levy funding to be used for pre-employment training to prepare people for an apprenticeship.
- Allowing up to 10 per cent of levy funding to cover administration costs, banded so that the smallest businesses and levy payers benefit the most.
- Establishing a better data

system for apprenticeships for both employers and learners, underpinned by accessible provider and course information.

- Working with London government, employers and the Institute for Apprenticeships (IFA) to identify ways to speed up and increase the development of current and future apprenticeship standards.

Other headline results from this year's survey show:

- Skills shortages and difficulties employing people with the right skills remain a priority concern for London businesses, with 42% citing this as a main barrier to growth. 54% say an increasingly competitive market. 45% say Brexit.
- 54% of business leaders highlighted that increased business rates are one of the top three issues that would have the most impact on profitability, reflecting the major increases driven by nationally defined revaluation. 70% of businesses indicated that London's local authorities should have more control over local taxes, such as business rates and council tax.

- Overall, business leaders are more likely to be satisfied than dissatisfied with London borough services and guidance. Even in the face of significant funding cuts the quality of these services is seen by the majority of businesses as having remained consistent over the last twelve months.

To read the full London Business 1000 report visit www.londonchamber.co.uk/LCCI/media/media/London-Business-1000.pdf



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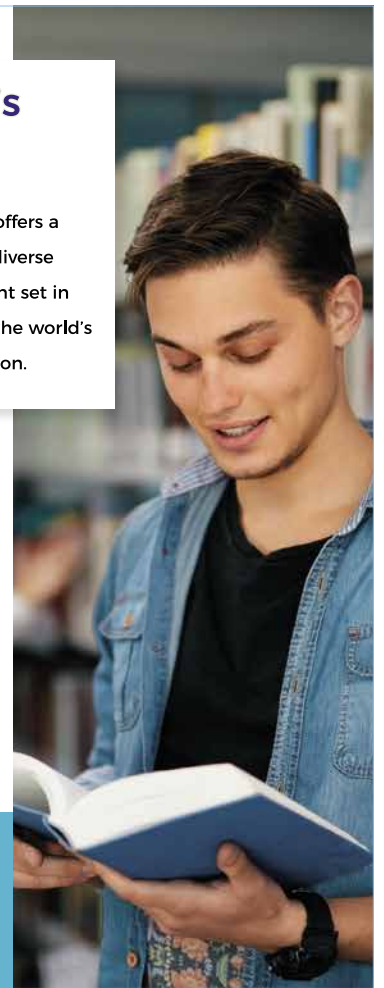
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WHY RECRUIT WHEN YOU CAN OUTSOURCE

Most, if not all, BACK-OFFICE functions can be undertaken by our INDIA Offices. Our Fees (Exc. VAT) are

CATEGORY	Hourly Rate - £	80 Hours a Month - £	140 Hours a Month Full Time - £
Data Entry Clerk	9	680	1120
Bookkeeper	11	800	1260
Accountant	15	1080	1680
Administrator	11	800	1260
Legal Administrator	15	1080	1680

Please Note:

When you OUTSOURCE to us, there are NO additional costs such as Employer's NIC – Pensions, Office Space, Office Equipment, Recruitment, Training, Holidays, Sick Leave, Maternity and Paternity Leave, Employer's Liability Insurance, Redundancy Pay, etc. There is no cost for COMMUNICATION, as we use up to date technology and you call UK Landline numbers.

YOUR COST IS EXACTLY WHAT IT IS – which allows you to budget accurately

FOR THOSE ENGAGING CONTRACTORS - **IR35 RULES** CHANGE IN APRIL 2020 WHICH WILL NOW ALSO AFFECT PRIVATE COMPANIES. OUTSOURCING COULD BE A SOLUTION.

Members' noticeboard



■ Simmons Gainsford Group

The Simmons Gainsford Group are pleased to announce that Darren Hersey has been appointed as Senior Partner.

Darren became partner at Simmons Gainsford LLP in 1998 and heads up the private client team.

Darren said:

"2019 has been a difficult year for all of us, with the loss of two good friends and valued colleagues, and I am grateful for the support we have received.

I am very much looking forward to working with my colleagues at all levels to provide great service and support to all our clients"

Contact Darren on darren.hersey@sgllp.co.uk



■ REC Ltd

Environmental and Risk Management Business Doubles in Size

London Chamber member REC has been acquired by Ensafe Group, making the combined business one of the UK's largest independent health, safety and environmental consultancy services providers.

REC and Ensafe together now have over 250 staff based out of 9 regional offices located across the UK including Croydon, Stanstead and Winchester.

With its major regional presence across London and the South East, the group continues to provide clients with services including:

- Acoustics
- Air Quality
- Asbestos
- Ecology
- Fire Risk
- Geo-Environmental
- Health & Safety
- Legionella
- Lighting

E: Info@recltd.co.uk
T: 0845 676 9303
W: www.recltd.co.uk



■ Gilbert-Ash

Gilbert-Ash appointed to deliver £17 million construction project at Trinity College

First building work at historic Oxford site for over 50 years

December 2019: Leading UK construction, refurbishment and fit out contractor, Gilbert-Ash, has won a £17million contract at Trinity College, Oxford.

The award-winning company will construct 45 new ensuite study bedrooms, five teaching rooms, three multi-purpose areas for music practice, additional teaching rooms and a basement for plant and storage.

It will be the first major building project at Trinity for over 50 years.

Raymond Gilroy, Gilbert-Ash Construction Director said: "We're in no doubt about the challenges, working in a tight location surrounded by listed buildings and grounds, but our team has the experience to plan for and work through any challenges."

Visit www.gilbert-ash.com



■ Trilogy Technologies

Trilogy Technologies, a leading independent ICT Managed Services provider headquartered in Ireland and operating internationally, has been acquired by Arkphire. The deal marks the first major move of significant scale towards industry consolidation in the Irish ICT Managed Services sector as businesses seek outsourced support to meet ever more complex IT infrastructure and business transformation challenges.

This creates the largest and fastest growing Irish headquartered IT procurement and IT managed services business, with combined revenues close to €150 million and employing 220 people.

Edel Creely, Group Managing Director of Trilogy Technologies said:

"We are delighted to join the team at Arkphire. The move accelerates our ambition to scale where our combined capabilities will enable us to grow internationally."

<https://trilogytechnologies.com/>



■ Glemnet

Glemnet is an independent service provider of cloud based telephony systems and IT services to businesses.

Our team has a wealth of knowledge with over 18 years of experience deciphering the perfect solution for different communication needs.

We work hard to bring the latest, most cost-effective Cloud, Unified Communications and mobile technology to our customers, together with exceptional technical service.

We want our customers to be more productive and efficient, free to work from anywhere, with any device, at any time, safely and securely.

Established in 2001 as an independent service provider, we have offices in London and the South East.

We currently have a LCCI member offer running for our Gigafast broadband product - see the members offer section of this magazine to see how you can save £1800!

For further info on Glemnet visit www.glemnet.com or call us on 020 8639 0230 or 020 7420 7888



■ London Met University

Fully funded training places available for micro businesses to engage with tech to boost productivity.

London Met University has gained funding to support 50 microbusinesses to engage with technology to boost productivity. The fully funded "Leading to Grow Programme" will be offered to microbusinesses in the capital and South East.

Businesses employing up to nine people, established for three years or more can apply to undertake the training on how to utilise existing technologies to improve efficiency and grow.

The funding is via the Government's £9m Business Basics Programme run by the Department of Business, Energy and Industrial Strategy (BEIS) and Innovate UK.

Microbusinesses can register online <http://bit.ly/leadingtogrow> to find out more and apply to take part.



■ CONRAD CAPITAL Conrad Family Office

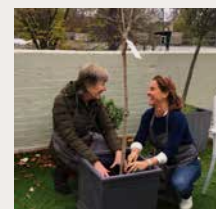
Our new, independent multi-family office proposition continues to go from strength to strength.

With a core emphasis on trust and reciprocity, the Conrad Family Office Management Team serves national and international clients by bringing together qualified and highly respected professionals with long-standing expertise in the provision of a wide range of professional services from trust and estate planning through to personal and concierge services.

Working with our trusted partners both in London and globally, we provide an exemplary service across a full spectrum of private family needs, effectively becoming each family's eyes and ears when in London or indeed anywhere else in the world.

www.conradfamilyoffice.com

Call John Clifford on (03333) 232 551



■ Blue Strawberry Group

Plant a Tree for Every Event Confirmed from January 2020

As part of their sustainability strategy, Blue Strawberry Group pledge to plant a tree for every event confirmed from January 2020.

Planting billions of trees across the world is the most efficient and cost-effective way of tackling the climate crisis. Two-thirds of all emissions in the atmosphere resulting from human activity could be removed by an international planting programme.

"It's such a fantastic feeling for our clients to know that another tree will be planted as a direct result of their event. The team are hugely excited about getting involved and looking forward to planting some trees ourselves!"

For more information please contact the team on hello@bluestrawberry-tabletalk.co.uk or on 020 7733 3151 www.bluestrawberry.co.uk

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Mont Rose College recognises that everything students need is already within them. We help them to identify their vision and ambition with the support and guidance of lecturers and staff.

Dream Big!

A man in a dark suit and a vibrant red cape is seen from the back, looking out over a cityscape at sunset. The sky is a mix of orange, pink, and purple. The large text 'Dream Big!' is overlaid on the image.

INTAKES EVERY JANUARY / APRIL / SEPTEMBER

Mont Rose House: 412-416 Eastern Avenue, Gants Hill, IG2 6NQ

Shakespeare House: 267 Cranbrook Road, Ilford, Essex IG1 4TC

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Make it count your OWN way

In 2018, the amount of fuel we saved could have flown 1,300 planes between London and Abu Dhabi. That's just one way we're moving our fleets in a more sustainable direction.



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