

London

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Business Matters

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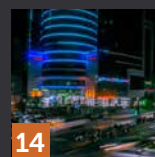
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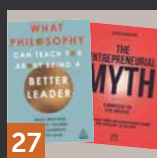
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A remarkable story



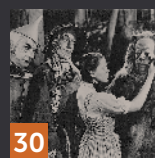
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London SMEs lead the way



Berry's Green agenda
In the running



Book reviews
Leaders and entrepreneurs



Life balance
Wellbeing and values



Environment
Curbing the plastics effect



Crimestoppers
Tackling crime in the workplace



Diversity
Empowering women through trade

Front cover: Dubai cityscape

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London's economy weathers the political storm

London's economy showed its resilience, weathering the political storm during the third quarter of this year, but the tightening labour market continued to trouble businesses trying to recruit

Sales and orders both domestically and for export reached their highest levels on balance in at least a year, whilst business investment and cashflow indicators saw the biggest increase since the start of 2016.

Part of that business investment included spend on training, as a quarter of the capital's firms turned to upskilling existing staff, indicating that businesses are acting in order to counter a labour market that is approaching record levels of employment. Almost a third of businesses reported coming under increased pressure from employees to raise wages in the last three months.

The analysis comes from LCCI's *Capital 500* – London's biggest and most representative business survey. Headline findings from Q3 in London show:

Export

- Export orders are at their highest point on balance since Q2 2017, with 22 per cent of businesses reporting increased orders
- Export sales are up for 23 per cent of businesses.

Domestic

- Domestic orders are up for 18 per cent of businesses
- Domestic sales are up for 22 per cent of businesses.

Investment

- 15 per cent of businesses increased investment in plant and equipment 11 per cent in whilst 17 per cent increased investment in training
- 24 per cent of businesses reported increased cashflow.

Employment

- 83 per cent of businesses did not try to recruit during the quarter
- Of those who tried to recruit, over half encountered difficulties recruiting
- A quarter of businesses said that



“A restricted labour market, continues to pose challenges to the capital's firms.”

they have trained existing staff in order to acquire new skills for their business

- 31 per cent of businesses reported coming under increased pressure from employees to raise wages.

Sean McKee, LCCI director of policy and public affairs, said: “For the second consecutive quarter the London economy has returned results that are better than some would expect, given the ongoing political turmoil and uncertainty of Brexit.

“The performance is testament to the resilience of London's firms. However, some of the increased business investment may be as part of Brexit preparation spending, rather than the underlying strength of the economy. Time will tell.

Challenges

“One thing that is certain is that a restricted labour market, at near record employment levels, continues to pose challenges to the capital's firms. Investment in training increased as businesses continued to turn to upskilling existing employees in order to close skills gaps that they are struggling to fill via recruitment. Consequently, an increasing amount of businesses came under pressure to raise wages.

The capital's continued recruitment challenge will leave businesses ever more mindful that the wrong post-Brexit immigration system

would make the situation even worse. LCCI continue to call for devolution of immigration decision-making to a London level.”

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Export documents and Brexit – update for CO and ATA Carnet users

At the time of writing there is still a possibility of a no deal Brexit outcome and an automatic move to World Trade Organisation rules for the purposes of cross-border movements and trade facilitation

With regard to Certificates of Origin (CO) – preferential and non-preferential – and ATA Carnets, the following should be noted.

Certificates of Origin

In a no deal scenario a UK CO (non-preferential) has been designed in accordance with the relevant international convention and has been approved by government lawyers. This is believed to be an acceptable replacement for the current non-preferential CO and will be issued post-Brexit. Non-preferential CO are generally called for as part of the payment mechanism e.g. via a documentary letter of credit or for trade defence reasons, or because the importer is anticipating re-exporting the goods.

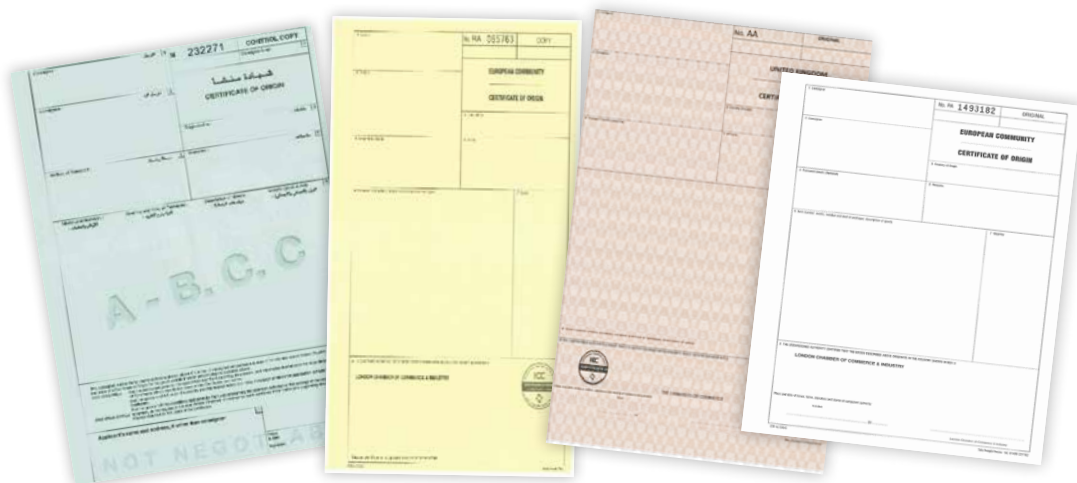
If the Prime Minister's deal does get approved by the UK Parliament, non-preferential CO will continue to be used for the duration of the transition period exactly as they are now and in the same format.

■ www.londonchamber.co.uk/cofo

Movement Certificates EUR and A.TR

The Movement Certificates EUR (in effect a preferential CO) which evidence is origin in EU free trade agreements (FTA) will remain the appropriate document in a no deal scenario only where the agreements have been rolled over.

It is understood that this is the case with Andean Countries (Colombia, Ecuador, Peru), Cariforum trade bloc (Antigua and Barbuda, Barbados, Belize, Dominica, Dominican Republic, Grenada, Guyana, Jamaica, St Kitts and Nevis, St Lucia, St Vincent and the Grenadines, and Trinidad and Tobago), Chile, ESA countries (Madagascar, Mauritius, Seychelles, and Zimbabwe), Faroe Islands, Iceland, Israel, Lebanon, Liechtenstein, Norway, Pacific States (Fiji, and Papua New Guinea), Palestine,



“In a deal scenario, ATA Carnets will continue to be issued exactly as now”

South Korea, Switzerland, and Tunisia.

In other FTA markets, if there is no roll over then the EUR document would not be appropriate though the buyer might call for a non-preferential CO.

The A.TR relates to trade with Turkey. This agreement has not been rolled over and so will not be appropriate in a no deal scenario. In this situation also the Turkish buyer may call for a non-preferential CO.

As with CO, if the latest agreement is approved by the UK Parliament, Movement Certificates (EUR and A.TR) will continue to be used for the duration of the transition period exactly as they are now and in the same format.

■ www.londonchamber.co.uk/export-documents/eur1-movement-certificate

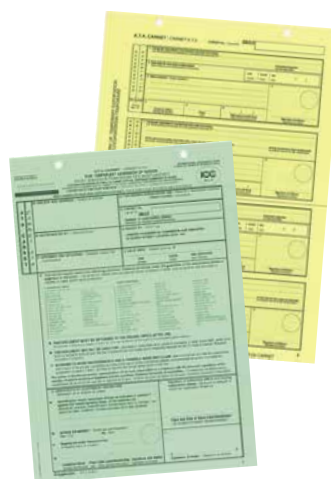
Arab League

Note that non-preferential CO for exports to Arab League countries will be unaffected and there is no need for the format of the document to change in the Brexit context whether there is a deal or not. However, some Arab League states are party to certain EU free trade agreements e.g. Algeria, Egypt, Jordan, Lebanon, Morocco, and Tunisia.

■ www.londonchamber.co.uk/export-documents/eur1-movement-certificate

ATA Carnets

In a no deal scenario it is agreed that ATA Carnets – the passport for goods being temporarily moved cross border for the purpose of being shown at trade fairs or exhibitions, or for professional equipment and samples – will be able to be used for appropriate temporary shipments to the EU27 as the UK has signed the relevant international conventions both as the UK and en bloc through the EU. LCCI have made the necessary changes to the document for this scenario but, naturally, will only make the revised Carnets available in the event of no deal.



In a deal scenario, ATA Carnets will continue to be issued exactly as now, at least until the end of the transition period. Carnets will not therefore be appropriate for temporary movements to and from the EU27.

■ www.londonchamber.co.uk/export-documents/ata-carnet

Northern Ireland

Northern Ireland is of course a part of the UK so in a no deal situation everything as above will apply. If the agreement goes through and a transition period kicks in, there will be no change in the above documentation in any part of the UK, until the end of that period at the earliest. What happens thereafter will become clearer over the course of the transition and Carnet and CO users will be informed as early as possible.

Useful links

Brexit notification for ATA Carnet customers

■ www.londonchamber.co.uk/LCCI/media/media/Carnet-Notice-to-Traders-October.pdf

Information on how to move goods through the Port of Dover and Eurotunnel with an ATA Carnet if the UK leaves the EU without a deal

■ www.gov.uk/guidance/moving-goods-through-the-port-of-dover-and-eurotunnel-with-an-ata-carnet

Information on how to move goods with an ATA Carnet through the Port of Holyhead if the UK leaves the EU without a deal

■ www.gov.uk/guidance/moving-goods-through-the-port-of-holyhead-with-an-ata-carnet

Guidance on exporting goods to EU after Brexit

■ www.gov.uk/prepare-export-from-uk-after-brexit

For further information on export documents issued by LCCI contact Davor McKinley dmckinley@londonchamber.co.uk



Mindset over matter



Sietske de Groot assesses the impact of Brexit on business in uncertain times

It is of course the case that not everyone or every company will be impacted to the same extent if the UK crashes out of the EU and moves to World Trade Organization (WTO) rules. The degree of change will depend on such issues as:

- Where the company sits in the supply chain and specifically how far removed it is from international interaction
- The sector – food products, for example, will be more affected than hairdressers
- Current trade volumes and the proportion of which could be exposed to changes
- Reliance on EU staff.

Smaller firms

There is a particular impact on smaller firms who typically:

- Don't have legal departments focusing on these issues which means that they often have incomplete information on which to make decisions resulting in a possible negative impact on their

competitiveness

- Will find that the implementation of changes to the way they trade under EU rules – potentially new and modified routes for example – could be expensive
- Work with smaller margins than bigger firms and who may find it difficult to absorb those extra costs
- Fill niches with sometimes just a single product or service. If that niche is negatively affected, major problems can emerge.

Key steps

Most companies' key asset is their people, so the first key step is to look after them and support their EU staff with applying for (pre-)settled status.

Companies should also map out their supply chain and their route to market and consider at what points there is interaction with EU partners or cross-border activity.

Perhaps the most important action is to get the mindset right. What does it mean for the business if they – or their partners and clients – trade with the EU as a 'third country' with a separate legal system?

Information and advice

A prime source for Brexit information is the government's portal with step-by-step guidance accessed through www.gov.uk/brexit

Other bodies such as councils, growth hubs, universities and chambers of commerce are sources of information and advice. The London Growth Hub, for example, provides a free two-hour Brexit course for small firms.

It is also worth looking at guid-

“One benefit of preparing for Brexit is that it can help you gear your company up for global, not just European, business.”

ance on the EU side. A series of EU preparedness notices give specific guidance for your product or sector. These are dense documents but give a degree of legal certainty as to what it really means to trade with the EU as an outside country.

Whatever happens with Brexit now, leaving the EU means that we shift from one legal environment to another, either abruptly or in a negotiated way. This is not confined to a few simple changes but involves the whole legal underpinning of a company's dealings with the EU. Don't forget the role of other third-party advisers such as banks, accountants, lawyers and consultants who can offer valuable assistance.

Financial support

The government has been offering grants for certain activities such as training staff to complete customs declarations. But there is no financial support *per se* for business impacted in general terms by Brexit. Some business organisations have been lobbying for compensatory actions such as lower business rates but nothing has yet materialised.

Trade terms

However the coming days and

weeks play out, businesses cannot sit back. A no deal scenario whereby we move to trading under WTO rules could be with us in the foreseeable future. This can either happen if the Withdrawal Agreement isn't ratified and our membership not extended, or if the UK and the EU cannot agree on a trade deal after the transition period expires.

In the WTO rules scenario it is still of course the case that the continent of Europe is geographically close and distance and time zones give the same advantages as now. Moreover it is the world's biggest trade bloc.

Cost-benefit analyses should be carried out and there may be unexpected opportunities. For example, did you know that it is comparatively easy to open a business in Estonia from which you can serve the EU?

Global

One benefit of preparing for Brexit is that it can help you gear your company up for global, not just European, business. Skills needed for trading with the EU under WTO rules are similar to ones needed for trading elsewhere. In both cases you need to analyse the costs and benefits of each market such as distance, business regulation, time-zones, and demand.

Sietske de Groot is an EU regulatory expert and the director and founder of TradePeers Ltd. This is an edited version of her seminar address at last month's Business Live event at Fairfield Halls in Croydon.

www.tradepersconsulting.com



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Devolution needed to make apprenticeship system work

With close to nine in ten businesses in the capital not currently employing apprentices, the 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 per cent of businesses in the capital say that they currently employ apprentices, down from 17 per cent in 2018.

Confusion

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 of those surveyed did not know whether their business is required to pay the levy, whilst over half of those paying the levy don't employ any apprentices.

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

LCCI chief executive Peter Bishop commented: "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

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

ever, yet our research with London Councils shows that only 13 per cent 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 believes that a fully devolved system is the solution. And until we get that, the national system needs immediate reform."

Freedom

Councillor Clare Coghill, executive member for business, Europe and good growth at London Councils, said: "This year's survey continues to show that the apprenticeship 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."

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Moving the Louvre



Designed by the British architects Rogers Stirk Harbour + Partners, the Louvre Conservation Centre, inaugurated last month, will be home to 250,000 works of art making it one of Europe's largest study and research facilities.

Located in the commune of Liévin, Pas-de-Calais in Northern France, 120 miles from Paris, the centre is part of a new phase for both the Louvre and for the local area, being previously an industrial town with a history of mining.

Vulnerability to flooding in the Louvre Palace on the banks of the River Seine in Paris and a desire to gather works currently scattered over 68 sites in one space has motivated the Louvre's requirement for a permanent, robust off-site facility.

Understated

Remarkably for a building of its size, rather than dominate the area, it sits environmentally sensitively within it and is

elegantly understated. It plays with what is hidden and what is revealed, partially beneath the ground, the one-storey structure with a green roof tapers and slopes into the landscape. The west-facing elevation is tall enough to accommodate a mezzanine floor of administrative offices and the most colossal items of the Louvre's collection.

Graham Stirk, senior design partner at Rogers Stirk Harbour + Partners, said: "It has been a great honour to be part of this incredible endeavour. Very few clients are as prestigious as the Louvre and even fewer briefs carry more weight than the relocation of one of humanity's great treasures. The use of simple, elegant forms, marked by a solidity that resonates with the brief to create a powerful language of great French fortresses, that in this case is a large inclined park which protects the works of art below."

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'TIS THE SEASON FOR ... COPYCATS



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

This month we're talking copycats; after all the season of Christmas is always prone to an increased number of fake, counterfeit or copycat goods. And the problem is that we are a nation of bargain hunters, especially as the cost of Christmas rises each year. It's also a time of Christmas gifting for those businesses prone to ride on the coat tails of others by making and selling lookalike products.

Aren't copycat products illegal? Yes... and no.

Sometimes a product is so obviously a copy that the owner of the original work can enforce its intellectual property rights, the lookalike product off the shelves and even get damages for lost sales.

However, in other cases it's not so clear cut. The manufacturers of lookalike products are ingenious when it comes to making small changes that are often indiscernible to consumers, but nevertheless enough to discourage legal action against them. As such, the manufacturers / owners of genuine products are often resigned to having their products knocked off because they know the law doesn't always help them as much as they should, and copycat products are frequently not classed as illegal.

If you're a business that could be affected by copycats it's imperative you have adequate IP protection in place at the outset – be it trade mark, design or copyright. It's something you hear from us time and again in this regular column. But another point we also frequently make is that infringement



affects reputations. And this misfortune can cost you not only sales but also, ultimately, your business.

On the flip side as a consumer when out doing your Christmas shopping, we recommend you thoroughly check over the product you're purchasing, especially if you can see a very-looking similar version on the shop shelf, or if you're aware of another version that's more costly. There's probably a very good reason why one costs less than the original: it's made of inferior materials; it's not met safety standards or probably even been tested properly. Do your homework and know what you're paying for, especially when it comes to children's toys and games which is prone to copycat goods year-round, but no more so than at Christmas when gift purchases are at a peak.

Make sure you protect your business, your brands and your products not only at Christmas, but year-round. And whilst you're out shopping in the coming weeks make sure you make the right purchase decisions for friends and family.

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own thinking

Big sleep out – help the homeless

Next month – Saturday 7 December to be precise – the World’s Big Sleep Out, will take place in 50 locations, including London, around the world, creating the world’s largest display of solidarity to those experiencing homelessness and displacement

With an aim of raising £40million, senior business leaders will join celebrities, musicians, Olympians, broadcasters, politicians and the public to help fight homelessness with what is thought to be the largest charitable fundraising campaign in a generation.

Dying on the streets

The number of homeless people dying on the streets is at record levels with on average two people dying each week in the UK. In England alone the number of people sleeping rough has increased by more than 150 per cent since 2010. Last year, an estimated 4,677 people were sleeping



Photo by Dick Thomas Johnson (CC BY 2.0)



Photo by Gage Skidmore (CC BY-SA 3.0)

“The number of homeless people dying on the streets is at record levels with on average two people dying each week in the UK.”

on the streets on any one night and there are 125,000 children in England without a place to call home.

The amount of people sleeping rough in London across a minimum of two consecutive years has more than doubled since 2008/9, increasing by 131 per cent to 2,080. Of those

people, most have been in care, prison or the armed forces - action is urgently needed.

Support

Dame Helen Mirren and Will Smith will lead the way by telling a bedtime story in Trafalgar Square,

London and Times Square (New York) respectively. Presenter Lisa Snowdon, six-time Olympic champion Sir Chris Hoy, ITV news presenter Julie Etchingham, singer Jamelia, and TV and radio presenters Iain Dale, Kate Garraway, Cherry Healey, Angela Scanlon, Naga Munchetty and Anita Rani will support.

Registration for fundraising is now open. All funds raised will go towards homelessness charities, with a 50/50 split between local and global charities helping homeless and displaced people.

www.bigssleepout.com

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From prorogation to election

What happened when MPs returned to Parliament after prorogation?

Tensions ran extremely high when Parliament reconvened on Wednesday 25 September after the Supreme Court had declared the prorogation unlawful. Prime Minister Boris Johnson argued that the Bann Act was undermining the Government's efforts in Brussels to obtain a Brexit deal. He demanded a General Election to resolve the stalemate.

Opposition furious as defiant PM demands election

■ <https://bbc.in/2owioHa>

Boris Johnson returns to UK to face Parliament after Supreme Court ruling

■ <https://cnn.it/2PuNJVE>

How did negotiations in Brussels fare?

On Friday 4 October, the Prime Minister began a new round of talks in Brussels to sell his Brexit plan which included removing the Irish 'backstop' negotiated in Theresa May's Withdrawal Agreement. Plans for the imposition of a customs border in Ireland were rejected, as were intentions for the Northern Ireland Assembly at Stormont to be able to veto Northern Ireland's alignment with the EU's single market in goods. On 9 October, the UK's negotiations with the EU broke down and it looked as though the UK would leave the EU with no deal by default on 31 October.

Michel Barnier calls on Boris Johnson to rein in No 10 aides

■ <https://bit.ly/3300Cul>

Brexit: The end for negotiations in Brussels ahead of the EU Summit?

■ <https://bbc.in/2pybYky>

Is no-deal about to become the PM's policy?

■ <https://bbc.in/2WnRPQQ>

On Friday 11 October, it was announced that Brussels would hold last-ditch talks with the Prime Minister's team over the weekend to try to prevent the UK from leaving with no deal. Negotiators from both the UK and EU sides tried to overcome what Barnier called "big gaps".



Brussels to hold intensive Brexit talks with UK

■ <https://on.ft.com/2WlfvW8>

Brexit talks continue in Brussels ahead of crunch summit

■ <https://bbc.in/2onYgqu>

Brexit negotiations continue into the night in Brussels as talks plagued with delays

■ <https://bit.ly/2NkpKWF>

When Boris met Leo ...

On Thursday 10 October, Boris Johnson met Leo Varadkar, the Irish Taoiseach, in the North West of England to discuss Northern Ireland after talks halted in Brussels. This came after Varadkar said he was willing to examine how the Northern Irish could agree to arrangements that would avoid a hard border. During the talks, the Taoiseach said he was "convinced" that both the UK and the Irish Republic wanted an agreement that worked for everybody. Both men said they could see a "pathway" to a deal. Following the meeting, Stephen Barclay, the Brexit Secretary, met Barnier in Brussels for further talks.

Brexit: Boris Johnson to meet Leo Varadkar for last-ditch talks

■ <https://bit.ly/2pmXlSj>

Taoiseach 'convinced' UK and Ireland want an agreement in interests of all parties

■ <https://bit.ly/2MWwfzR>

... and the EU agreed a draft deal

As late as 9pm on Wednesday 16 October, following hours of delayed talks, diplomats confirmed that the negotiators had failed to strike a deal. Work on a possible deal continued through the night. By the following day, all EU27 leaders had agreed the text of a draft Brexit deal. This still had many hurdles to clear, including ratification by the UK Parliament. Despite Boris Johnson's being "very confident" that Parliament would agree the deal, there was swift opposition to it. This came chiefly from the Democratic Unionist Party (DUP) who issued a statement strongly criticising the proposals which they saw as imposing a border in the Irish Sea. The Labour Party also opposed the deal.

Brexit: EU and UK reach deal but DUP refuses support

■ <https://bbc.in/2MXq7aH>

EU and UK agree draft Brexit deal but obstacles remain

■ <https://politi.co/2Jwh51Y>

What happened on 'Super Saturday'?

On Saturday 19 October, the first time that Parliament has met on a Saturday since the Falklands War in 1982, MPs voted by 322 to 306 in favour of an amendment tabled by Sir Oliver Letwin MP to withhold their approval of the Prime Minister's Brexit deal. It aimed to close a potential loophole in the Bann Act to ensure that the UK does not leave the EU without a deal.

In practice, the purpose of the amendment was to force the government to seek an extension to the Article 50 period under the terms of the Bann Act because MPs had not endorsed a deal by the statutory deadline of 19 October. Crucially, the ten DUP MPs voted in favour of the Letwin amendment.

The passing of the amendment effectively rendered the Government's motion on the Brexit deal pointless and it was not put to MPs.

Boris Johnson refused to sign the letter to the EU asking for a further Brexit extension and sent a photocopy instead, saying: "This is not my letter; it's Parliament's." He followed this with a personal letter urging the EU to reject the request for a further delay to Brexit. Despite this, the letters were accepted by Brussels.

What does the Letwin amendment mean for Brexit timetable?

■ <https://bit.ly/2qUm7iB>

Letwin amendment passed: Brexit vote over Boris Johnson's deal to be delayed until next week

■ <https://bit.ly/2NpNYif>

Boris Johnson sends letter to EU seeking Brexit delay – without his signature

■ <https://cbsn.ws/2BQ96c0>

How did Parliament vote on the PM's deal?

On Tuesday 22 October, MPs voted to put the Prime Minister's Brexit deal into law at Second Reading by 329 votes to 299, a majority of 30. This result was achieved with the support of 19 Labour MPs, mostly from Leave-supporting areas in the North of England. Of the 21 ex-Conservatives who were expelled from the Parliamentary Conservative Party for voting in favour of the Bann Bill, 16 supported the Prime Minister's deal.



Photo by Chatham House/Flickr (CC BY 2.0)

However, victory turned to defeat just minutes later when MPs rejected the Prime Minister's proposed timetable of the Bill through Parliament in three days by 322 votes to 308, a majority of 14. On that occasion, only five Labour MPs supported the Government while six whipless Conservatives opposed the timetable, despite backing the Bill only a few minutes earlier.

The Prime Minister's response was to 'pause' his withdrawal agreement – and put Parliament on a General Election footing.

UK parliament votes in favour of Boris Johnson's Brexit bill in major win – as it happened

■ <https://on.ft.com/34m2bnl>

Brexit bill 'in limbo' as MPs reject timetable

■ <https://bbc.in/2WnLncv>

Brexit legislation 'paused' after MPs reject Boris Johnson's timetable - as it happened

■ <https://bit.ly/34m2IFR>

Did the EU grant another Brexit extension?

On the morning of Monday 28 October, the EU27 agreed to extend the Article 50 period until 31 January 2020. However, it is a 'flex-tension' meaning that the UK can leave the EU earlier if the deal is ratified by Parliament. Later in the day, Boris Johnson sent his formal reply making it plain this was not what he had wanted and that he was now seeking a General Election to resolve the Parliamentary impasse and ratify the deal. He also said that the current Parliament had "run its course" and would not be considering his deal.

EU grants Brexit extension until February next year

■ <https://bit.ly/2WnV5vy>

Brexit: Is this latest extension the final delay?

■ <https://bbc.in/32YHRrx>

Brexit extension announced as Boris Johnson pushes for December election

■ <https://cnn.it/2NoROYO>

Did MPs vote for a General Election?

On the evening of Monday 28 October, the Prime Minister tried to force a General Election on Thursday 12 December by tabling a motion under the Fixed-Term Parliaments Act, which requires a two-thirds majority in the Commons. MPs voted by 299 to 70 in favour of holding the election, 135 votes short of the two-thirds majority required by law. Downing Street said the Prime Minister would seek to amend the Fixed-Term Parliaments Act to allow an election in December.

Brexit: Boris Johnson to make fresh general election bid

■ <https://bbc.in/3334k7a>

At time of writing, it looked as though there will be a General Election in December because Jer-

emy Corbyn, Leader of the Opposition, lifted Labour's opposition to the poll on the grounds that a no-deal Brexit is no longer an option. Eventually Labour support for an election was offered and the date confirmed as 12 December.

Brexit: PM to try again for 12 December election after MPs reject plan

■ <https://bbc.in/2Pr97Lp>

Brexit: Britain set for December poll as Corbyn lifts Labour's opposition to early election bill - live news

■ <https://bit.ly/31W2jYX>

Brexit Q&A is researched and written by Alexa Michael, LCCI business information 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

Lessons from Tea on a Plane



Earlier this year, I was on a flight and was ordering some tea. The experience inspired a thought for business owners...

It all starts with a cough

After I had delivered my speaking engagement in China, I came down with a bad cough. Travelling with a cough is terrible, especially on a plane!

In an effort to suppress it, I kept asking for tea. I pressed the call button and asked for the hot drink. This kind

woman brought me a steaming cup of tea with a big smile on her face.

The hot water soothed my throat for about 5 seconds before I had to request another. After three rounds, she came with a Chamomile tea bag and a big flask. "Just let me know if you need it refilled. Hope you feel better soon."

I was so grateful for her initiative. I definitely needed many more cups of tea, but I would never have thought to ask for a flask. Reflecting on her behaviour, I had to admire her work ethic – and I realised there was a lesson here for business owners.

This is "exceptional customer service"

Many of our clients are in service industries, working with ultra-high net worth individuals. Their customers are those who understand quality. Being better than the best is how you distinguish yourself.

This air hostess is an example of this. Her priority was not her 'job description', it

was to do what makes the passengers as comfortable as possible. This needs to be applied across your business.

It begins with you

If you are reading this and thinking, "How do I get my team members to exhibit that kind of initiative and care?" Well, the answer is probably in the mirror.

You lead the culture in your business. You manage the processes and systems. Upskill yourself to exceptional levels, and your employees will too.

I'll just leave you with one final lesson from my trip – if you're going to drink that much tea on a plane, it's wise to have an aisle seat not too far from the toilets!

From Shweta's blog [businesscoaching.actioncoach.co.uk/insights](https://www.actioncoach.co.uk/insights). If you want to fast-track exceptional standards in your business, contact us at coaching@actioncoach.com to discuss your business.

LCCI in the news – local, national and international



by Steven Reilly-Hii

As I write, Rory Stewart has just further breathed life into the race to be the next Mayor of London. He will be invited to participate in the Chamber's *Meet the mayoral candidate* series – something which is proving popular with both LCCI member businesses and the London media

Thus far current Mayor Sadiq Khan, Conservative Party candidate Sean Bailey, and Green Party candidate Sian Berry, have taken part in broad-ranging discussions with business about their priorities for the capital. Next up, in mid-November, will be Liberal Democrat candidate Siobhan Benita.

Pledges

Questions from LCCI members or journalists in the room have teased out answers from each candidate - leading to media coverage in print, online and across London's airwaves – with headlines relating to pledges on public transport fares, immigration law, and the size of the ultra-low emission zone.

One of many common areas of discussion at all the mayoral events thus far has been London's transport network – an issue that saw LCCI make the front page of the *Evening Standard* recently, with polling demonstrating that businesses supported reform to the way that unions carry out a strike on the London Underground network.

Whilst respecting the right to strike, 65 per cent of London businesses support banning strikes on the Underground at peak times, with nearly three quarters supporting a minimum service guarantee during times of strike. The *Evening Standard* lent its support to that of business, with an editorial comment saying that the regular threat of industrial action ran the risk of impacting London's reputation as a thriving, open city.

Investment

Brexit will also challenge London's thriving and open reputation. LCCI

Worried about the skills shortage? Look to devolution

BUSINESS BITES

- PADDY Power and Betfair owner Flutter Entertainment is set to merge with Canadian rival The Stars Group. The tie-up creates the world's
- SMALL and medium-sized firms face losing tens of thousands of pounds in the coming year because of a growing shortage of skilled

NEW MAN IN Pearson boss is appointed London Chamber of Commerce president

Training trumps hiring

London businesses spent more on training as recruitment stagnated in the third quarter, according to a survey commissioned by the London Chamber of Commerce and Industry. About 17 per cent of businesses increased spending on training their employees between July and September, up from 11 per cent in the second quarter, according to the online survey of 505 business leaders, conducted by Com Res, a consultancy. More than eight in ten businesses did not try to recruit in the period.

FIRMS: WE DON'T HAVE ENOUGH INFO TO PREPARE

Today, I told London's businesses that I would focus on the things the Mayor can deliver: safer streets, more homes, better transport, and cleaner air. These are the Mayor's jobs and responsibility isn't doing them. He's failing.

The Tory candidate really did say with a straight face today that Brexit - the single biggest economic & social threat to London - is none of the Mayor's business. Backing Boris Johnson on Brexit is yet another reason why he's unfit to be Mayor of London.

A big thank you to @ShaunBaileyUK for talking with LCCI businesses today. He spoke openly about key issues for London businesses: commuters & responsibility - and the creation of work, opportunity & skills preparation, rail, road, river transport, housing affordability, air quality & more.

Shaun Bailey confirms he will increase Tube fares – but says a fare hike is already coming

Shaun Bailey: I would raise transport fares as Mayor, but Brexit is Boris Johnson's business

Was great to share my vision for London with members of the @LondonChamber. Lots of good discussion about crime, homes, transport (including the Mayor's planned fares rise), competitiveness, opportunity, and air quality.

ULEZ should include all of London: Greens co-leader



polling, referred to in interviews by the Mayor during October, showed that only nine per cent of businesses said they were prepared for a no deal Brexit. Of those who are prepared or who are planning – 26 per cent cut back on investment in the UK and 20 per cent cut back on investment in London. Despite the challenge presented,

LCCI chief executive Peter Bishop told *China Global Television Network's* European business show that London's strengths would enable it to survive the storm. And, indeed; the start of October saw LCCI launch the latest quarterly economic results for the capital, which showed a tale of the capital weathering the political headwinds. Sales and orders, domestically and for export, reached their highest levels on balance in at least a year, whilst business investment and cashflow indicators saw the biggest increase since the start of 2016. The launch of the latest results was covered by *The Times*, *Metro*, *City AM*, *On London*, and *London Loves Business*.

Record levels

Part of that business investment included spend on training as a quarter of the capital's firms turned to upskilling existing staff, indicating that businesses are acting in order to counter a labour market that is approaching record levels of employment.

In this climate of recruitment difficulties and an upturn in training you may expect more firms to bring in apprentices. But seemingly not, as LCCI research with London Councils showed that only 13 per cent of businesses in the capital currently employ apprentices – down from 17 per cent in 2018.

Launching the findings of the *London Business 1000* report, LCCI's chief executive Peter Bishop and chairman of London Councils, Cllr Peter John, wrote a joint comment piece in *City AM* – calling for increased devolution of the apprenticeships and skills system and funding to a London level, in order to allow the capital to boost apprentice numbers. The report received further coverage on *BBC London*, *On London* and *London Loves Business*.

The report tells that 82 per cent of businesses polled support a stronger role for London's boroughs in skills and employment provision. Sixty-nine per cent of businesses surveyed did not expect to use apprenticeship funding in the coming year whilst amongst those using funding only 16 per cent said they plan to use more than half available to them (down from 28 per cent in 2018). A sign, LCCI said, of a system in need of reform.

Skills

The need for the right skills and immigration systems remain high on LCCI's domestic policy agenda, and the Chamber's new president brings vital insight to LCCI and its member businesses about how best to tackle skills issues in the capital.

John Fallon, chief executive of FTSE100 educational products and services company Pearson, was elected to this position in September and was welcomed by LCCI with coverage in *Politico London Playbook* and *City AM*.

Steven Reilly-Hii is senior media relations manager at LCCI

Climate changes



The environmentalist action group Extinction Rebellion took to the streets of London last month in an effort to make political leader take action on climate change.

Events in Trafalgar Square, Whitehall and the City featured music (samba drums were prominent), 'funeral processions', supportive speakers such as Stanley Johnson, and actors including Mark Rylance and Benedict Cumberbatch.

Presence

Originally planned for a two-week period, the protests were closed down by the police – who had employed huge resources

to maintain a presence – after ten days. Among the estimated 1,500 arrests (about 80 resulting in charges so far) was Princess Marie-Esméralda of Belgium who joined a sit-in protest.

Also last month the creation was announced of a new cabinet committee, chaired by the Prime Minister, to coordinate – and drive – action to cut emissions across the government.

The move follows criticism that some departments have failed to play their part in combating global heating."

Photographs by Kathy Melia

SPONSORED COLUMN

More changes to the taxation of UK property

By Chris Sparkes, Tax Partner,
Lubbock Fine Chartered Accountants



Owners of UK property have had to cope with myriad changes to UK tax law in recent years, and another major change will be implemented from April 2020 when offshore companies which own UK commercial or residential property will become subject to UK corporation tax.

The use of offshore companies to hold UK property has been common for many years, but the changes introduced in April next year could produce significant adverse tax consequences for some non-resident entities. The owners of such companies should review the suitability of their current structure in light of the upcoming changes whilst there is still time to implement any restructuring that is required.

What's changing? The sale of UK residential property has been taxable for offshore companies since April 2015, but from April 2020 non-UK companies receiving taxable income from the UK will fall within the UK corporate tax regime. Thus, in general, such companies will for the first time be subject to UK corporate loss relief rules, the rules restricting corporate interest deductions and the corporate capital gains regime. There will be winners and losers, but the implications are potentially far reaching. Let's briefly look at each area in turn.

There are provisions to allow tax losses accumulated pre-April 2020 to be carried into the new regime, however, certain aspects of how this will work are still unclear, and property owners will need to ensure that they fully understand the corporate loss relief rules in order to assess the timing and availability of loss relief in the new regime.

Non-resident companies will fall within the corporate interest restriction rules for the first time. The rules can be very complex to apply in practice and can lead to potentially significant restrictions in interest deductions for companies or groups with UK net interest expense over £2m per annum. These rules could have a particularly significant impact on property companies given the way they are typically funded.

Non-resident companies will also be subject to corporation tax on capital gains made on disposals of UK property, although this will only apply to gains accrued from April 2019. The legislation catches both direct and indirect disposals and will catch a disposal of a 25% or greater interest in a 'property rich' company. Again, the implications of this need to be assessed.

Time is running out to plan and implement and any restructuring that may be required.

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Advice that adds up



Bangladesh's remarkable story



The last decade has witnessed dramatic developments in Bangladesh.

With a consistent upward economic trajectory, this surprising manufacturing powerhouse demonstrates a powerful tale of hard work and determination – that of a people and their leader writes *Sophia Shepodd*

The story begins with Bangladesh's ready-made garments (RMG) sector illustrating the entrepreneurialism of the Bangladeshi people. Bangladesh now performs only behind China in the production and export of RMG and the success of this sector has set the precedent for a booming manufacturing hub which now produces quality products from homewares to body wash.

Growth

The Made in Bangladesh label has done wonders to put the little South Asian nation on the map, and every year since 2005 Bangladesh has ranked amongst the top 10 nations for economic growth with an average of six per cent per year. Between 2009 and 2017 Bangladesh's economy expanded 150 per cent - and that is why by 2024 Bangladesh will have the same economic ranking as investor hot beds Mexico, Turkey and India. This young nation has started to attract serious international interest and in March the UN Development Programme upgraded Bangladesh from 'least developed' to 'developing' country status.

Digital

But it is Bangladesh's next chap-



“And that remains a continuing thread within the fabric of Bangladesh's story; a young and passionate people willing to try and try again.”

ter which has the international investor community enthralled. The government's implementation of the Digital Bangladesh programme and the quick uptake of technology and connectivity of the Bangladeshi people, has led many to believe it is only a matter of time before outsourcing becomes a major source of income. Anyone who has visited Bangladesh will know that the people love their mobile phones – it has been recorded that 145 of the 166 million Bangladeshi people are mobile phone subscribers, the majority of whom have subscribed in the last 15 years. No wonder Norway's Tel-

enor which is the major stakeholder in Grameenphone (the bringer of GSM technology to Bangladesh) consider this one of their greatest ever investments.

And that remains a continuing thread within the fabric of Bangladesh's story; a young and passionate people willing to try and try again. This spirit is flowing over into a plethora of sectors. For example aquafarming dominates the global prawn world and is now flourishing in Bangladesh having grown as a sector by 1,580 per cent since the mid-1980s.

By the time we reach 2021 (the year which marks Bangladesh's 50th anniversary as an independent nation) Sheikh Hasina the country's Prime Minister will have made Bangladesh a middle-income society with all the attendant investment opportunities, for example in the FMCG market.

Powering

Growth requires support however, and this support in Bangladesh is two-fold. On the one hand you

have a progressive, outward looking government implementing social reforms and improving health-care availability, education and the empowerment of women. On the other you have the development of infrastructure, from roads to power plants. Bangladesh is powering its nation forward and offering the opportunity to be part of this exciting journey.

The British Bangladesh Chamber of Commerce and Industry (BBCI), based in London, encourages greater bi-lateral trade links and narrow the trade deficit between the UK and Bangladesh. There is a market for British engineering and technical products and services and it is just a matter of encouraging British companies to recognise Bangladesh as part of their international expansion plans – the diaspora have been investing for years and now the secret is out.

Next year the BBCI is organising a trade mission to Bangladesh for delegates to see at first hand the opportunities in the market.

Sophia Shepodd is an independent consultant who has spent time in Bangladesh's capital Dhaka. For more information on doing business with Bangladesh or participating in the 2020 trade mission contact BBCI president Bashir Ahmed on bahmed242@yahoo.com



Defence of the realm

Rt Hon Lord Arbuthnot of Edrom was the guest speaker at last month's LCCI Defence private lunch at Scott's in Mayfair.

Well known to the Chamber from his time as Minister of State for Defence Procurement and chair of the House of Commons Defence Select Committee, Lord Arbuthnot is now chairman of the Advisory Board of Thales (UK).

The lunch was hosted by Brett Lovegrove, chairman of the LCCI defence and security group and director of Valentis Bridge.





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.

Belgium

An ambitious and young company specialising in designing and producing home accessories and gifts, casts composite materials in silicone moulds and creates their own silicone moulds. Because of increased demand and only limited production capacity the company is looking for a production partner abroad.

REF: BRBE20190909001

Italy

A start-up from Trentino region has developed an innovative food product: a special mayonnaise exclusively made from vegetable ingredients instead of animal-derived ones. The company is looking for new clients in foreign markets such as agents and distributors.

REF: BOIT20190809001

France

Company is looking for partners in Europe to install or maintain multimedia equipment such as digital signage, kiosks, video conference, video projection, audio, and cabling. Services agreements are offered to partners especially in European countries.

REF: BRFR20190923001

Portugal

A company from Madeira Island specialises in the production of traditional regional cakes, biscuits and candies is seeking distributors to sell its products abroad through a service agreement.

REF: BOPT20190808001

Germany

SME has developed an e-commerce platform to boost the sale of sustainable and aesthetically desirable products of high quality. They are looking for partners in the fields of cosmetics and home and fashion accessories with a focus on sustainability, fair trade and transparency who are interested in offering their products and brands via the SME platform under a commercial agency agreement.

REF: BRDE20190923001

Spain

SME has developed an easy-to-use and portable tool designed for both physiotherapists and patients that allows the treatment of muscle contractions or overloads. Its innovation lies in its versatility to be used in different body regions and for different types of applications, thanks to its three treatment zones. The company is looking for companies interested in distribution services agreements for product commercialisation.

REF: BOES20190926001

Singapore

An integrated solutions provider for the waste handling equipment industry specialises in product design, fabrication, maintenance, servicing, and repairing of waste management equipment. The company is looking for European partners to distribute their waste handling equipment via distribution services agreement.

REF: BOSG20190819001

Romania

Exporter seeks long term partnerships with manufacturers of high-quality speciality foods aimed at the delicatessen and food service industries. The company wants to act as an agent and represent food products produced mainly from EU countries and US market in Romanian and other markets.

REF: BRRO20190423001

SPONSORED COLUMN

From Brexit to beyond – why organisations need resilience

We're on the brink of recession. Robots are stealing our jobs. There's a global skills shortage and Brexit has blown the lid off Westminster.

These are just some worries organisations may have as we face unprecedented strategic challenges from political, social and economic upheaval. The working world is being recast and necessitating the need for organisations to show resilience and courage in the face of change.

But what are the key attributes for organisational resilience, and where does it start?

The BSI defines organisational resilience as 'the ability of an organisation to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper.'

Put simply, resilience is a key objective for organisations and enables businesses to be more flexible, agile and stronger when faced with market pressures.

Risk-free businesses are a myth and organisations that are risk-averse could fall by the wayside. However, leaders do need to have clarity of thought and take rapid action to counter any threats.

Executives cannot rely on old leadership and management models if they are to assert control. Every option needs exploring and that means adopting a flexible leadership style where decision making is done in collaboration with others.

Resilience is both an individual and organisational capability, but there is no one solution to fit all. To achieve resilience, organisations need to be managed more effectively to remove silos, improve communication, clarify purpose and to improve processes.

A coaching approach can be used to prepare leaders and managers



to positively lead through times of change by avoiding crisis and staying in control. Investing in continuous learning for employees also builds resilience by developing their abilities to promote innovation and diminish the prospect of failure holding them back.

Corporate cultures should be centred on embracing transformation with workers having job autonomy. Those working with risk and change are rewarded with the capacity to meet challenges head on by identifying new opportunities that can be tied into strategic planning.

If you would like to do more to safeguard or augment your organisation's resilience, our team of consultant coaches can work with you to identify where change might be happening and advise on where coaching would be most beneficial by managing change and unlocking long-term growth. Being able to determine and address any vulnerabilities will enable you to become more adaptable and agile in this new digital age.

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



FRAGOMEN

TRENDS IN GLOBAL IMMIGRATION: FUTURE PROOF YOUR BUSINESS

The current immigration landscape is dominated by constant change and uncertainty

2019 marks the end of a tumultuous decade in global migration. We have seen migration spark a resurgence of nationalist political movements and governments elected on a platform that sees immigration as a threat to domestic labour markets.

At the same time, the demand for skilled and highly-skilled migrants has grown as countries face labour shortages and demographic challenges. In London, as in the rest of the UK, the business community has been following the discussions around Brexit for the past three years and assessing both the impact and looking for opportunities emanating from this new era.

Layered on top of this is the evolution of the modern workplace, where the need for flexibility is paramount. Clearly, 2020 will present employers with continued hurdles to hiring much needed foreign labour, as well as heightened compliance obligations and vulnerability to government enforcement. All this results in a perfect storm for businesses trying to plan for the future.

Though today's restrictive immigration environment poses significant challenges,

there is ample evidence to suggest that adopting a strategic approach to talent acquisition and mobility maximises an organisation's ability to access the workers it needs.

As a global immigration lawyer at Fragomen and board member of the LCCI, I speak to clients and companies on a daily basis about the challenges they face in navigating a commercially sensible path through rapid change and continuing uncertainty.

At Fragomen, we have produced a Worldwide Immigration Trends report to help businesses understand the current global immigration landscape and put the right plans in place for the future. It draws on an extensive library of over 50,000 data points and global immigration alerts to provide insight and analysis of the current and emerging trends and offer strategies for success and risk management.

Navigating the current challenges may seem a daunting prospect, but careful planning will help to ensure that you are ahead of the curve and future proof your business.

The report is available to download at
www.fragomen.com



JULIA ONSLOW-COLE

Julia Onslow-Cole is a partner in Fragomen's London office, specialising in Government Strategies and Compliance. Julia helps clients worldwide to optimise their global mobility strategies, enhance compliance and leverage best practice in all critical immigration-related policies including crisis management. In addition, Julia is a board member of the LCCI.

With more than 50 offices and advising clients in 170+ countries, Fragomen is a leading global firm dedicated exclusively to immigration services worldwide.

Excitement builds



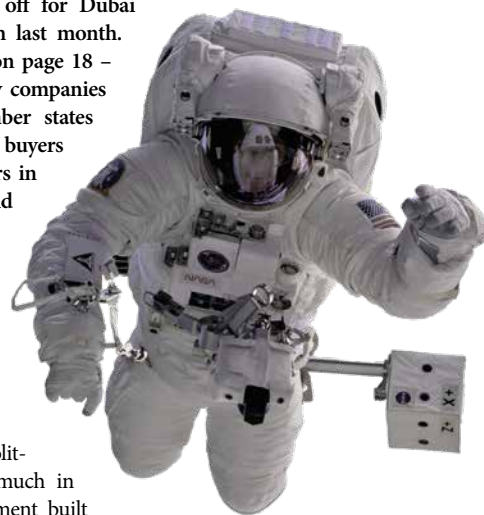
Peter Bishop's
UAE Diary

Trade missions were in the news (thank you Prime Minister) but not necessarily for the right reasons when an LCCI-led European party set off for Dubai and Ras al Khaimah last month. The visit – see box on page 18 – bought together fifty companies from five EU member states to meet potential buyers and business partners in the Arabian Gulf and echoed a similarly pan-European mission the LCCI had led in 2016, a couple of months after the Brexit referendum.

Not that the UK's political issues featured much in local news as excitement built around the first Emirati in space. Hazzaa Al Mansoori had joined astronauts from the US and Russia at the International Space Station and was conducting daily live sessions with scientists and students. As well as satisfying scientific and technical enquiries Hazzaa was able to demonstrate that it was possible to wear the kandoura – the white ankle-length garment traditionally worn by Emiratis – in space and keep it from floating.

Also generating excitement locally were preparations for Expo 2020, scheduled to run from October next year to April 2021, and straplined: *Connecting minds, creating the future.* They don't do construction projects by halves in this part of the

world (think Burj Khalifa) and this Expo is going to be the biggest yet, dwarfing the Milan fair in 2015 and outstripping Shanghai 2010. Sited on the Jebel Ali side of Dubai it will cover a couple of square miles and include pavilions from 130 countries.



The UK's offering is based on 'innovation for a shared future' and is being created by British set designer Es Devlin with what is described as a 'performative structure' that will use artificial intelligence to write poems to which the Expo's estimated 25 million visitors will be invited to contribute. British architecture is highly evident with the pavilions for two of the three Expo themes of Opportunity, Mobility and Sustainability masterminded by Foster + Partners and Grimshaw Architects respectively. A tour of the site just a year before the event is scheduled to open is a bit like a drive in the desert with a few buildings unexpectedly



for Expo 2020



Museum of the Future

20 October, 2020 – 10 April, 2021



hoving into view. What is certain though is that everything – including the metro extension and new station – will be completed on time for a six-month extravaganza with a legacy project – District 2020 covering 80 per cent of the site – to follow. No doubt LCCI patron member UPS, an official partner of Expo 2020, will play its full part in that too.

Making our way along Sheikh Zayed Road from Jebel Ali to Du-

bai Creek we passed an incredible-looking building (even by the emirate's challengingly-high standards) which was under construction. A quick investigation revealed it as the Museum of the Future which will house innovation labs for health, education, smart cities, energy and transport in addition to acting as a repository for futuristic exhibits.

Continued on page 18



Ras Al Khaimah



Shared Space Solutions

Ensure the safety of staff, property, and assets within a collaborative work environment with Gallagher Security.

Find out more at security.gallagher.com

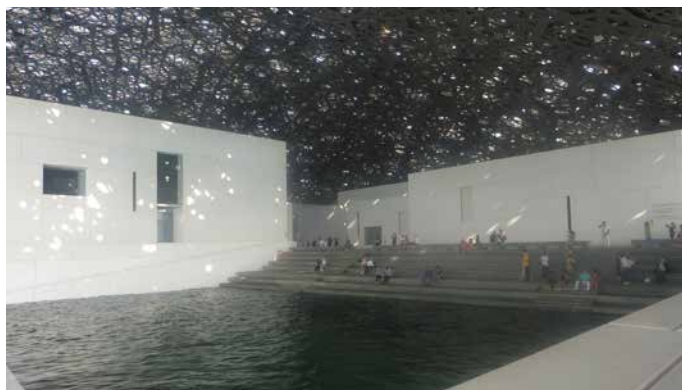




Continued from page 17

The architecture, landscape and culture were more traditional in Ras Al Khaimah where our delegation was hosted by HH Sheikh Ahmed bin Saqr Al Qasimi, chairman of RAKEZ, the most northerly emirate's economic zone. Already nearly a third of active businesses in their patch are from Europe and the pitch to attract more was helped by a tour of Franke's premises. The Swiss corporate, perhaps best known for its kitchen and coffee systems, clearly values its host emirate and inaugurated its second big investment project there a couple of years ago. European hearts were also won over by the hospitality on offer which included a trip to an out of town Ritz Carlton with a falconry display, and an evening meal in the desert.

I returned to the UK via Abu Dhabi – I had the enviable pleas-



ure of flying with Etihad Airways – and took the opportunity to visit the Louvre. Fittingly designed by a French architect – Jean Nouvel – the building combines Arab motifs with a links setting, water and sand playing as big a part in defining the experience as the edifice and the collection. *Rendez-vous Paris* was clearly bringing in the crowds with its Picassos, Modiglianis and Chagalls from the Roaring Twenties in the French capital. Overall though the Abu Dhabi Louvre is essentially an unconventional collection with artefacts, installations, jewellery and furniture all bidding for attention ... and getting it.

www.expo2020dubai.com
www.museumofthefuture.ae
www.rakez.com
www.etihad.com
www.louvreabudhabi.ae

Beat that backstory

Five countries made up the European trade mission to Dubai and Ras Al Khaimah with the fifty businesses hailing from Belgium, Greece, Hungary and Italy as well as the UK.

Some fascinating businesses, a mix of traditional and new industries, were represented. From the UK these included laboratory equipment, food supplements, and care provision services alongside market research, film production and data services.

Evergreen

One of the British missions, film maker – Mark Forstater of Cyclovision Limited – was aiming to get his production company involved in Dubai Expo 2020. Delegates from all five countries were familiar with at least one of his production credits – the evergreen *Monty Python and the Holy Grail*. Forstater was a contemporary and friend of the Python Terry Gilliam, having studied with him at the New York Film School.

Other delegates may not have matched that backstory but they were an interesting bunch. A Belgian company was promoting exotic foodstuffs from Africa, a Greek designer produced portable bullet-proof cabins for police and military use, a



Hungarian sports psychologist was selling an athlete career tracking software system, and there was an Italian manufacturer of greenhouses.



Impressive

Once again an LCCI-led mission to the UAE was made immeasurably more successful and efficient with the cooperation of the Dubai Chamber of Commerce who hosted a day of one-to-one business meetings at their impressive creek-side offices.

The chamber's director general, Hamad Buamim, is the current chair of the ICC World Chambers Federation and will be hosting the next global congress in 2021 which has the theme of youth and technology combining to solve global challenges and create a brighter future. This will be another opportunity for Dubai to showcase its strengths as a city of the future including its world-class infrastructure, location, status as a top tourism destination, experience in hosting major international events, and diverse business community.

The delegates' packed programme included visits to and briefings at DMCC Free Trade Zone, the Dubai Future Accelerator, the British Centres for Business, Dubai

Airport Free Zone, Al Hamra Industrial Zone and Ras Al Khaimah Economic Zone as well as the Dubai Chamber and the Expo 2020 site.

The country groups' mission managers did a superb job in making the mission a success. They are Giada Platania from Sicindustria, Dr Éva Skultéti and Dr András Kiss of the Hajdú-Bihar Chamber of Commerce, Sybille Motte, Brussels Chamber of Commerce, and Elena Molinari of LCCI. All are connected as members of the Enterprise Europe Network, the biggest innovation support network in the world.

www.enterprise-europe.co.uk
www.dubaifuture.gov.ae
www.expo2020dubai.com
www.dafz.ae/en



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London SMEs lead the way on exports

Research by Capital Economics for UK Export Finance (UKEF), the UK's export credit agency, shows that London SMEs that only sell domestically grow less than those that export.

- London and the surrounding South East account for 35 per cent of all SMEs in the UK. Compared with the rest of the UK, those based in the capital have a greater propensity to export.
- London-based SMEs with a domestic focus grow at 5.6 per cent, compared to 11.4 per cent, for those that export.
- Across the UK, 60 per cent cite finance as the main obstacle to exporting.

Capitalising

With growing demand from overseas for British goods and services, London companies should be capitalising on the opportunity to export. This is particularly the case with small to medium enterprises – the research shows that those which export outperform those which do not.

While London SMEs lead the way in the UK for export, research has confirmed that SMEs across the capital are not fulfilling their export potential, due to financial barriers. It is now estimated that 19 per cent of SMEs nationwide believe they could export but do not. Across the UK, 60 per cent of potential exporters cite access to finance as a key factor in their export plans.

Barrier

Late payments are the most criti-



cal issue with 63 per cent citing it as a barrier to entry. Whilst 52 per cent of payments are made at the point of supply, 45 per cent of sales happen on credit. This means that at any one time SMEs are owed an average of £64,000 in late payments, with 11 per cent owed between £100,000 and £250,000. The consequences of this can result in damaging ripple effects that have a greater impact on SMEs compared with larger businesses.

Commonly cited challenges resulting from late payments include cash flow issues, delayed supplier payments and reduced profit performance.

Paperwork

Other key challenges to potential SME exporters in London included difficulty managing exporting procedures and paperwork, the length of time it takes to get paid by foreign buyers and the risk of not being paid at all.

UKEF helps companies of all siz-

es overcome these issues. Last year alone, it supported over 250 businesses. From offering attractive financing terms to help businesses win contracts, to providing insurance to safeguard against financial risks, UKEF helps companies from all sectors to maximise the opportunities available in an international market.

Growth

Secretary of State for International Trade, Rt. Hon. Liz Truss MP, said: "Finance is a key barrier coming between SMEs and their export potential. If small businesses were to export more, Britain would see even more stronger economic growth".

"In its centenary year, UKEF continues to enable companies from across the UK to expand their global reach by helping them succeed abroad. That's why it is at the heart of my plan to get businesses ready to trade as we leave the EU."

Louis Taylor, chief executive of UK Export Finance, said: "The right finance and insurance can make all

the difference for a company that is looking to sell overseas."

Awareness

Over half of SMEs in London are not aware that trade finance exists. Instead, the majority rely on credit cards, hire purchase and government grants to fulfil their potential.

When it comes to microbusinesses in London, those with under 10 employees are some of the lowest users of external finance in the country. A third use external finance in the capital compared to the national average of 40 per cent. This is surprising given that London's microbusinesses are those who are most likely to have the ambition to 'build a national or international business'.

Despite this lack of awareness, 60 per cent of potential exporters in the UK said that a reasonably priced service that insures the against customers who do not pay and lends capital whilst they await payment, would be useful. For the proportion of SMEs that are refused support due to their lack of export experience, UKEF's financial services can be invaluable.

UKEF is the UK's export credit agency, strategically and operationally aligned with the Department for International Trade. Established in 1919 to promote exports after the end of the First World War, 2019 is its centenary year.

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



May the force

Editor-in-chief of *City AM* Christian May was guest speaker at an LCCI patron lunch hosted by the Devonshire Club last month. May has edited the paper since 2015 before which he headed up communications and campaigns for the Institute of Directors. His address to members was a tour de force as he gave his views on the City, Brexit, and London's economy to a captivated audience.

His views are widely sought and May provides a nightly business news roundup on *LBC Radio* as well as being a regular guest on *Sky News Press Preview* and the *BBC's Politics Live*.

www.cityam.com

Outsourcing is The Way Forward

With the advances in internet and IT technology evolving at lightening speed, the world and its business are now, literally, at our fingertips.

Gone are the days when getting things done, even within the same office or premises, took hours or days. Now, with the benefit of IT Technology most tasks can be accomplished within fraction of time. Most business software enables us to multi-task hence we can create multiple reports and analysis by processing entries just once.

Challenges for SME's

To keep up with the evolving IT Technology, businesses must continually update their hardware and software and re-train staff when new and updated software are introduced. There is also the risk of staff leaving for any reason or temporarily taking paternity or maternity leave. This causes major disruption.

All this has time and cost implications, including:

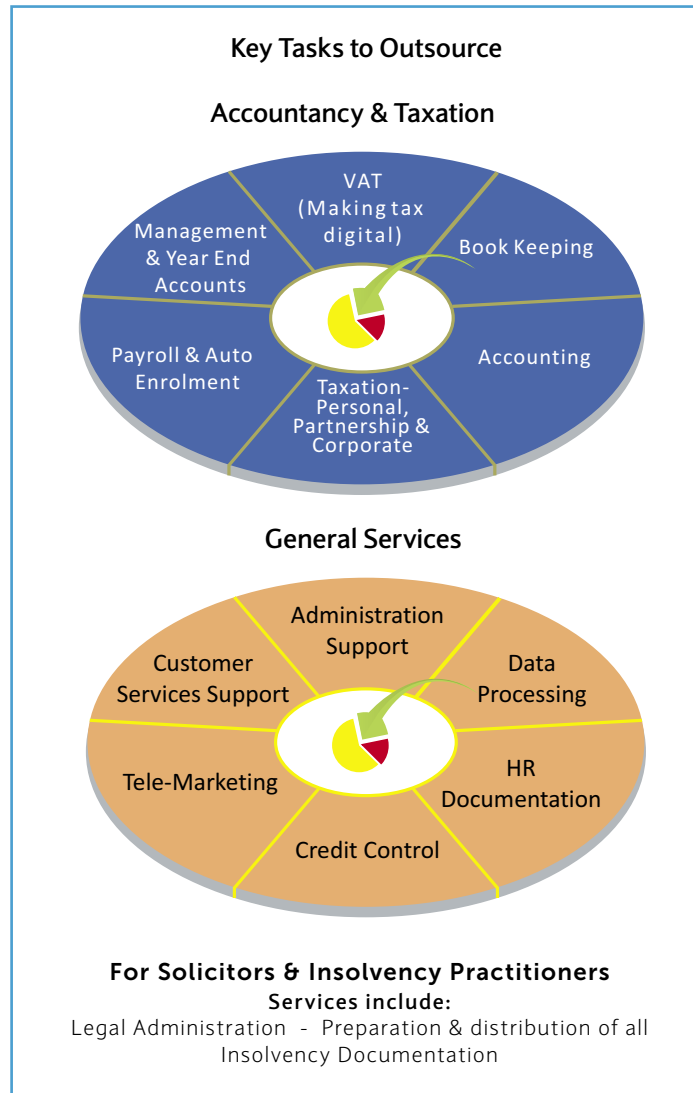
- Staff recruitment and training
- Prohibitive and mandatory costs of employment, including employer's national insurance and pension costs. Holiday and sickness pay. Employers have many other statutory obligations to their employees.

How can SME's overcome these hurdles?

Businesses have now got a variety of choices to OUTSOURCE all or part of their operations.

Outsourcing has following benefits: -

- Cost savings – these would be a lot if the processes are carried out Offshore
- Savings on Capital expenditure including IT Hardware, Software, furniture, etc
- Time saving – owners of businesses would save considerable amount of time delegating all or selective business procedures to Outsourcing companies. They can devote more time focussing on their core business and business development
- Office space – assume that you need 4 staff to carry out various tasks, which can be outsourced. By outsourcing you could either free up approximately 350 sq. ft. of existing space or not take it up at all. There will be obvious cost savings.
- Less worry about employment related legislation



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November 2019

06/11/19 Time 08.15-09.30

ALL MEMBERS

Policy and Public Affairs Breakfast with Jules Pipe CBE (Deputy Mayor for Planning, Regeneration and Skills)**Venue:** Central London Venue TBC upon registration**By invitation only, to register your interest contact the Policy Team****Contact:** Policy Team **Tel:** 020 7203 1911**Email:** policy@londonchamber.co.uk

06/11/19 Time 12.30-14.30

ALL MEMBERS

Time To Talk Business**Venue:** Get Living, 5 Celebration Avenue, East Village, London E20 1DB**Nearest station:** Stratford International**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

06/11/19 Time 18.30-23.00

ALL MEMBERS AND NON-MEMBERS

FULLY BOOKED**Asian Business Association (ABA) Global Dinner****Venue:** The Berkeley, Wilton Place, London SW1X 7RL**Nearest stations:** Knightsbridge and Hyde Park Corner**Headline sponsor:** Lloyd's Bank**Co-Sponsored by:** UHY Hacker Young**Media Partners:** Asian Voice and 21st Century Icon Awards**Individual Places****Patron and Premier Plus Member: £234.00****Local Member: £264.00****Non-member £300.00****Table of 10****Patron and Premier Plus Member: £2,340.00****Local Member: £2,640.00****Non-member £3,000.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

13/11/19 Time 07.45-09.15

PATRON AND PREMIER PLUS 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:** South Western Railway**Patron Member, Premier Plus Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

14/11/19 Time 08.15- 09.30

ALL MEMBERS

Policy and Public Affairs Breakfast with Siobhan Benita, Liberal Democrat Mayoral Candidate**Venue:** Central London Venue TBC upon registration**By invitation only, to register your interest contact the Policy Team****Contact:** Policy Team **Tel:** 020 7203 1911**Email:** policy@londonchamber.co.uk

21/11/19 Time 18.00-20.00

ALL MEMBERS

Connect at Metro Bank Evening Networking**Venue:** 75 Piccadilly, Mayfair, London W1J 8AU**Nearest station:** Green Park**Sponsored by:** Academy of Executive Coaching (AoEC)**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

26/11/19 Time 18.00-20.00

ALL MEMBERS

The Grapevine Network with a Caribbean twist!**Venue:** Croydon Park Hotel, 7 Altyre Road, Croydon CR9 5AA**Nearest station:** East Croydon**Patron Member, Premier Plus Member and Local Member: Complimentary****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

28/11/19 Time 18.30-20.30

ALL MEMBERS

Property and Construction Winter Reception**Venue:** The Music Room at The Ritz, 150 Piccadilly, St. James's, London W1J 9BR**Nearest station:** Green Park**Sponsored by:** CBRE and Emotio Design Group**Patron and Premier Plus Member: £121.20****Local Member: £150.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

December 2019

03/12/19 Time 09.00-12.00

ALL MEMBERS AND NON-MEMBERS

International Business Training: Incoterms®**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: £102.00****Local Member and Non-member: £120.00****Contact:** Gwen Laryea **Tel:** 020 7203 1840**Email:** glaryea@londonchamber.co.uk

04/12/19 Time 12.30-14.30

ALL MEMBERS

Time To Talk Business**Venue:** HSBC, 8 - 16 Canada Square, Canary Wharf, London E14 5HQ**Nearest station:** Canary Wharf**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@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

04/12/19 Time 18.00-20.00

ALL MEMBERS

Annual Winter Reception**Venue:** Fortnum & Mason, 181 Piccadilly, London W1A 1ER**Nearest station:** Green Park**Sponsored by:** LNER**Patron Member and Premier Plus Member: £121.20****Local Member: £150.00****Contact:** Events Team **Tel:** 020 7203 700**Email:** events@londonchamber.co.uk

10/12/19 Time 12.00-14.00

PATRON AND PREMIER PLUS MEMBERS

Connect at Devonshires Solicitors Lunchtime Networking**Venue:** Devonshires, 30 Finsbury Circus, London EC2M 7DT**Nearest station:** Liverpool Street**Sponsored by:** Academy of Executive Coaching (AoEC)**Patron Member, Premier Plus Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

10/12/19 Time 18.00-20.00

ALL MEMBERS AND NON-MEMBERS

Asian Business Association (ABA) Winter Reception**Venue:** Bombay Brasserie, Courtfield Road, London SW7 4QH**Nearest station:** Gloucester Road**Headline sponsor:** Lloyd's Bank**Co-Sponsored by:** Atom Ventures**Patron and Premier Plus Member: £66.00****Local Member: £96.00****Non-member: £126.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

11/12/19 Time 09.00-16.30

ALL MEMBERS

International Business Training: Export Documents**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****Local Member and Non-member: £414.00****Contact:** Gwen Laryea **Tel:** 020 7203 1840**Email:** glaryea@londonchamber.co.uk

January 2020

08/01/20 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**Patron Member, Premier Plus Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 700**Email:** events@londonchamber.co.uk

08/01/20 Time 09.00-16.50

ALL MEMBERS AND NON-MEMBERS

Tunisia: 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: Complimentary****Local Member and Non-member: £15.00****Contact:** Gwen Laryea **Tel:** 020 7203 1840**Email:** glaryea@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 Asian Business Association Global Dinner

Join up to 200 members and guests at the dinner on Wednesday 6 November from 6.30pm - 11.00pm at The Berkeley. Supported by headline sponsor Lloyds Bank and co-sponsor Atom Ventures, tickets start at £195.00 exclusive of VAT per person.

■ Property and Construction Winter Reception

The annual reception will take place on Thursday 28 November at The Ritz. Sponsored by CBRE and Emotio Design Group the event will welcome up to 100 guests for an evening of high level networking. Tickets are £101.00 exclusive of VAT for Patron and Premier Plus members.

■ Cereal Networking

The next breakfast will take place on Wednesday 13 November from 7.45am - 9.30am at LCCI. Sponsored by South Western Railway this complimentary event is exclusively open to members only.

■ Annual Winter Reception

Celebrate the festive season on Wednesday 4 December at Fortnum & Mason. Sponsored by London North Eastern Railway guests will also have the opportunity to indulge in some in-store shopping prior to the reception and enter a business card draw to win a hamper. Tickets start at £118.80 inclusive of VAT for Patron and Premier Plus members.

■ Connect at Metro Bank Evening Networking

Up to 100 members and guests will attend the networking evening hosted by Metro Bank, Piccadilly on Thursday 21 November. Sponsored by the Academy of Executive Coaching (AoEC) this complimentary event is open to members only.

■ Property and Construction Breakfast Club

The last breakfast of the year will hear from Phil Shortman, Regional Managing Director - London Construction, Wates Group on Thursday 24 October. Sponsored by CBRE and Emotio Design Group the event is open to Patron and Premier Plus members only at £54.00 inclusive of VAT per person.

■ Connect at Devonshires Solicitors LLP Lunchtime Networking

Up to 50 members and guests will attend the networking evening hosted by Devonshires Solicitors LLP on Tuesday 10 December. Sponsored by the Academy of Executive Coaching (AoEC) this complimentary event is open to members only.

■ Asian Business Association Winter Reception

Enjoy an evening of fine food and networking at the annual ABA Winter Reception on Tuesday 10 December at Bombay Brasserie. Supported by headline sponsor Lloyds Bank and co-sponsor Atom Ventures this event is open to all members, prices start at £72.00 inclusive of VAT per person.



Lincoln Plaza London

by Jo Wallis

Staying in Town



Canary Wharf is home to London's secondary central business district. Despite the uncertainties around Brexit, the area continues to thrive with new business ventures. This hotel is a testament to that.

I made my way to the east of the city by the driver-less DLR line to Canary Wharf. The elevated railroad track gives great views of the skyline and much amazing building work in a transformed area of London.

Hilton's latest offering to the city, the 129-bedroomed, Lincoln Plaza hotel is housed in an ultra-modern, sleek skyscraper in the heart of Canary Wharf, a few minutes' walk from South Quay DLR station.

Industrial heritage

The hotel, which has been open just under a year, is the latest offering from Hilton's Curio Collection – a group of hotels that offer guests a distinctive, unique feel that relates to their environment.

After a smooth check-in, I meet general manager Ashley Cole and learn that this is the third Curio hotel to come to the city. The Lincoln Plaza, with its modern glass and steel exterior is reflective of the neighbourhood of Canary Wharf. Ashley tells me 'We were very keen to be respectful of the environment and bring the industrial heritage of the area into the hotel.'



This attention to detail can be seen in the open-plan reception area. From the wall of Crittall-style windows that would have adorned dockland factory windows, to the polished concrete floors and reclaimed timber walling – the well-thought-out design pays homage to the area's docklands history.



Brightly-coloured velvet, plush furnishings, along with an inviting bar with touches of gold and fine glass pendant lighting add a luxurious feel.

Socially conscious

South African born Ashley started his career with the Hilton in Johannesburg in the late 1990s and has a genuine passion for the hotel. "As well as being respectful of the area's heritage, the hotel prides itself on the ethos of being as socially conscious as possible. We try to buy products that have a positive influence on the environment or on people's lives. We continually build relationships with the local trade and engage with the neighbourhood as much as we can."

Ashley also mentions the hotel's strong partnership with the Shiva Foundation which addresses the main risk areas regarding modern slavery in the hospitality sector. Ashley proudly tells me that several team members have joined the hotel specifically because of the good work they do.

Positive

After such a positive overview of the hotel I am keen to see for myself what it has to offer. My bedroom for the evening is well-designed, a welcoming space decorated with beige, copper and grey tones. The plush carpets, low lighting and fresh white linen give the room a luxurious feel.

Nice touches include

bespoke, contemporary artwork from local artists including a cast of the Thames Swimmer – a reflection of the hotel's support for local talent, as well as locally-sourced bathroom amenities by Stone Street Soaphouse of Kent and Mozzo Coffee.



Mr Todiwala's Kitchen

My friend and I dined in the hotel's destination restaurant, Mr Todiwala's Kitchen, renowned chef Cyrus Todiwala's flagship venue. Stylishly decorated, with velvet, teal booths and copper pans suspended from high ceilings with an impressive life-sized wooden elephant statue keeping an eye on diners.

My friend and I sampled the delicious, beautifully-presented five-course tasting menu which was paired with a great selection of wines including an Oak Valley Riesling, a Malbec and a delicious Musket dessert wine. Stand out dishes included the crispy puffed puri with crushed potatoes and chickpeas and a sublime mixed grill platter. The flavours and overall experience were very special while the service was attentive and very accommodating.

Jack Speak Bar

After dinner we headed upstairs to the hotel's second bar – Jack Speak. With an old-worldly ambience of a naval officer's mess, the bar is decorated in muted tones of dark blues and copper with moody lighting and a stylish bar. We sampled cocktails and I highly recommend the East India Company Punch and Rum Espresso.



The Food Store

After a very comfortable night's sleep, we were served breakfast in the hotel's light and airy Food Store – the name a nod to the proximity of food storage docks – which is big on sustainable food production with locally sourced ingredients. It offers a varied breakfast menu and I sampled delicious Eggs Royale while my friend had the poached eggs and avocado.

Before leaving we visit the adjoining Grocer which stocks everything from artisan bread, cheeses and fine oils to baked beans and luxury candles. We decide on a tasty pastry each for the journey home.

The Lincoln Plaza goes above and beyond in its offering – with restaurants, two, food stores ... not to mention the inviting swimming pool and sauna below ground. The hotel also offers an impressive 465 square meters of event space distributed across seven elegant meeting rooms. What more could you want?



In fashion

Last month London hosted Wings4Fashion, a two-day event run by FatakaFashions which gave an international platform to emerging fashion designers and brands to showcase their collections. The event attracted of a number of internationally acclaimed personalities from the fashion industry.

Packed into the two days was an exhibition, pitching sessions, a networking evening, and, of course, a fashion show. Investors and mentors in attendance included Professor Yu Xiong, chairman of the London Fashion Fund, fashion expert, Yolande Letshou, former London Chamber chairman Subhash

Thakrar and Poonam Bhagat of the Fashion Design Council of India.

“The startup pitching session was a great success with genuine interest from investors with some investment deals already in the pipeline. A big thanks to the startups and the panel members who made the startup pitching session an extremely valuable part of Wings4Fashion event. We will be making this a continuing feature going forward,” said Dattatraya Kadikar, organizer of the Wings4Fashion event.

www.FatakaFashions.com



Dattatraya Kadikar (left) with Subhash Thakrar



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Berry's Green agenda for London



As part of a series of events to connect LCCI members with key candidates for London Mayor, LCCI recently hosted Sian Berry AM to engage with her on policy priorities. Nadine Tewfik-Saad reports

With activists demonstrating across London to highlight environmental campaigns, this event provided a timely opportunity to hear from the Greens' candidate Sian Berry who also serves as party co-leader, London Assembly member and Camden councillor.

While progress has been made towards bringing down London's emissions, Berry argued that government action has not gone far enough with much more action from the public and private sectors needed to reach the UK's carbon neutral target by 2050. As she develops her manifesto, she is keen to hear from business to understand the support it requires to boost sustainability.



Circular

The Green Party candidate spoke of the need for a culture of re-using and called for a move towards a 'circular economy' focused on repairing, recycling and wasting less. She pointed to the repair of electrical goods and clothing as practical everyday examples for boosting this industry.

Much of the dialogue focussed on transport, a key competitiveness issue for the capital. Berry

discussed the need to flatten fares to make travel fairer for Londoners who live in outer zones and added that fare agreements with train operating companies need to be changed to allow for more flexible travel cards. She called for HS2 to be rethought, and for its costs to be spent on a number of the smaller projects that London needs.

Radical

She explained that she would have introduced the ultra low emissions zone (ULEZ) charge across the whole of London at the same time, rather than phasing in its introduction gradually as Mayor Khan has done. She added that she would make radical changes to the road pricing system by basing it on distance and emissions, ensuring that drivers are paying more towards the capital's transport budget.

On aviation Berry reiterated her view that flights need to be reduced for housing reasons as well as for environmental reasons, arguing that noise disruption risks creating no-housing zones. She highlighted her concerns that fuel efficiency solutions are not developing at a quick enough pace, adding that aviation duty should be reinvested in their development and that a frequent flyer levy would serve both to reduce flights and boost fairness.



Influence

On the role of rail transport and corridors into London, she said the Mayor should have control of these franchises and greater influence over lines and tracks.

Berry welcomed the ban on advertising unhealthy food on the underground, adding that advertising on the TfL network and estates needs to be reviewed to align with the mayoral strategies and promote healthier, better lifestyles.

River crossings

On making better use of the Thames, Berry believes that more crossings are needed for public



On making better use of the Thames, Berry believes that more crossings are needed for public transport, namely walking and cycling, and that better use can be made of the river itself for travel.

transport, namely walking and cycling, and that better use can be made of the river itself for travel. The wharves are developed too casually, she added.

She stressed her opposition to building new river crossings for road transport, arguing that they would simply generate new traffic and make congestion worse. When asked about Rotherhithe Bridge, Berry highlighted the expense



of the project, suggesting plans and rules for shipping should be changed.

Turning to the London Plan and the Mayor's target of 66,000 new homes each year, Berry emphasised the role of existing homes in addressing the undersupply of housing across Greater London, adding that the capital needs its own strategy and plans for their use. She called for London to have free rein of its own planning policy but argued against the release of Green Belt land, advocating increased density within London instead.

Nadine Tewfik-Saad is head of public affairs at LCCI

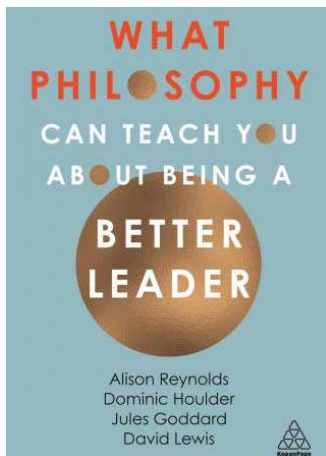
The skills agenda



Robert Halfon MP was guest speaker at a recent LCCI policy breakfast at The Goring.

Chair of the House of Commons select committee on education, the former Skills Minister briefed members on apprenticeships, T-levels and skills devolution.

Leaders and entrepreneurs



What philosophy can teach you about being a better leader

By Alison Reynolds, Dominic Houlder, Jules Goddard and David Lewis

Published by Kogan Page

Has the business world ever felt more uncertain and complex? In such troubled times the chance to learn from the likes of Socrates, Aristotle and Nietzsche is particularly

appealing, so hats off to a quartet of academics (three from the London Business School and one from Hult Ashridge) who have produced this compelling leadership guide.

The premise is that while traditional management practices are rooted in economics and psychology, the business world has lost sight of the important lessons from moral philosophy. Consequently there is a focus on numbers and productivity rather than the people who make the numbers happen.

The book argues that business leaders need to draw lessons from philosophy on finding fulfilment and having a good life as well as running a successful company. All very interesting. And the added bonus for me was that I got to learn a bit about the philosophies of Plutarch, Descartes, Kant, Hobbes ... and the Buddha too. Not all quotations were deeply meaningful, some were simply pragmatic or funny. For example Ralph Waldo Emerson observed of an acquaintance: "The louder he talked of his honour, the faster we counted the spoons!"

The Entrepreneurial Myth: a manifesto for real business

By Louise Nicolson

Published by Lid Publishing

So often these days I get introduced to people (usually male) who are described as 'entrepreneurs' (or, more frequently, 'serial entrepreneurs') and I think: "Really?" Hooray then for Louise Nicolson's enjoyable skewering of the myth and her observation that the word 'entrepreneur' has become

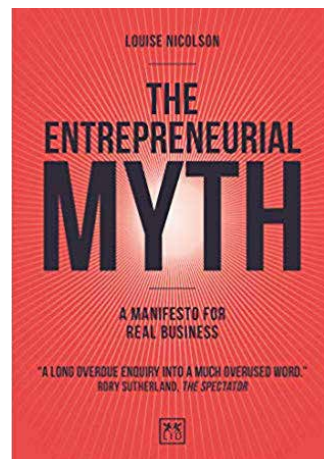
so bloated with different characteristics that it could be used to describe anyone.

Health and wealth

Real entrepreneurship, Nicolson rightly claims "has the power to energise communities, fuel nations and, literally, change the world. Yet entrepreneurial work is more uncertain, more complex, more stressful and less lucrative than corporate work." It is time, she writes "to recalibrate entrepreneurship for the health and wealth of all."

The book is underpinned by three pillars: a brief history of the notion of the entrepreneur on the premise that "what has been, will be again", psychology ("to explore the personal impact of the myth on individual business creators"), and economics – the "creative distraction". Pithy examples and case studies abound and there are insights into Chinese and Indian enterprise policy. Clearly and scrupulously referenced it is a fascinating read.

Reviews by Daniel Peters





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Two minute interview

Henry Ziff, Transworld Business Advisors UK



Who are you?

Henry Ziff, managing director of Transworld Business Advisors UK. I also run my own franchise office, Transworld Business Advisors of London.

Transworld Business Advisors is the world's largest network of business brokers. Over 40 years, we have crafted a highly-personalised strategy to help clients looking to sell their business, and buyers looking to invest in a business.

We have over 220 offices in 16 countries, with a network of 550 brokers selling 6000+ businesses. In the UK we have 13 offices, and 35 brokers with over 450 businesses for sale.

What is your connection with the London Chamber of Commerce?

We are members and believe the LCCI is a great way to engage with our local community. Supporting the local business community is what we believe in, so it is great to meet, network and engage.



What was your first job in London?
Strategy consultant for a boutique retail consultancy.

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

At the end of 2018, I received an award for Best International Franchisor from our parent company, the United Franchise Group. They have 10 brands operating in 82 countries – so I beat a lot of Master Franchisors!

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

... some of the admin required to complete the deals. Confidentiality is very important to us and our clients. We are meticulous about vetting buyers and asking them to sign non-disclosure agreements which is an important administration stage of the business sales process."

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

I would recommend you have a wide net of role models who inspire you for different areas of your life. Pick the best bits from lots of people – both those you know personally, and those who have become a success in their field. There are many successful people out there with different traits from whom you can learn.

How is your business reacting to Brexit?

Brexit is actually proving to be a fantastic opportunity for us at Transworld.

- With sellers, we have clients who aren't sure what the future holds for them, so they are looking to sell now.
- With buyers, we have new clients entering the market looking to take control of the situation and become their own boss especially when facing uncertainty around their roles in the corporate world.

"Brexit is actually proving to be a fantastic opportunity for us at Transworld."

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

Transport for London's network is a great way for us to get around and see clients.

Although having better WIFI would help improve connectivity whilst I am out of the office and travelling between meetings.

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

It's not so much red tape for us. However, landlords are the king-makers with some of the deals we negotiate so for us it is about engaging with them early on, when one of their tenants decides to sell.

What is your favourite and least favourite thing about London?

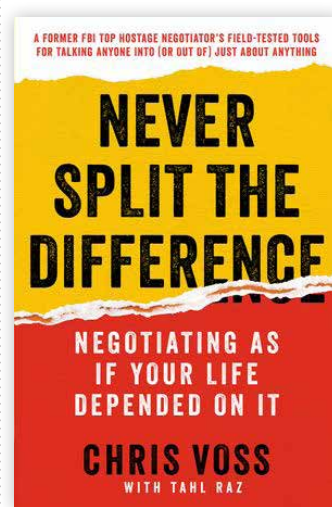
My favourite thing about London is meeting different people, from different cultures and walks of life, everyday – each with their own inspiring story to tell.

My least favourite thing about London is it has everything! A weird complaint I know but is too easy not to get out of the city! I love travelling and exploring new places, so should really start doing more of that.

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

I would change the mindset of the younger generation, to inspire them to want a better future for themselves. I would demand

Westminster spend less time arguing amongst themselves, and more time out in the real world, walk among the young adults, talking with them, to find out what they need in order to create a better future. I would expect them to connect with one young person, to mentor them, and offer them a better role model for winning at life.



What is the last good book or podcast you read or subscribed to?

The book I would recommend is *Never Split the Difference*. It's written by ex-head of FBI and offers negotiation methods he learnt whilst negotiating for the FBI. Some of the tips are translatable for business.

I encourage anyone interested in the art of selling or buying business needs to listen to *The Deal Board*. Recently launched by two of my colleagues, it is a fantastic way for anyone to improve what they do, by learning from others.

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

Based on former experiences I would turbo-charge a coordinated campaign against knife crime. This problem is often drug related and there are too many innocent victims caught up in the terrible blight that is affecting London. We owe it to all the young victims and their families to take immediate action.

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Life balance, wellbeing and values



by Liam Forde

Today's world is fast, faster than any time in history, and a consequence of this is more strain on mental, physical and emotional health

The Institute for Health Metrics Evaluation (IHME) shows that in 2017 almost 300 million people worldwide suffered from anxiety. The British charity Mind refers to a statistic that one in six people in England experience a common mental health problem (such as anxiety and depression) in any given week. In big cities like London, the stresses compound.

Environmental factors however are not the only causes of stress: career, family, finances, relationships and world news from Brexit to climate disaster – all can raise blood pressure.

Responsibility

Business owners and leaders have the additional burden of responsibility for the business, the staff and the mounting swathe of regulations we face just to do business. Often this can feel like a lonely journey with few people you can turn to. Turning inwards helps us lead more authentically, making values-based decisions helps us stay true to ourselves and avoid the trap of short-term gains with long term pains.

As a coach, mentor and advisor, I am still confronted by people who have success in one element of their lives, their career for example, but are struggling personally, or with family, or even struggling to stay connected and relevant to their friends. Early



“In understanding yourself better you can unlock an oasis of calm and centeredness that can sustain you through the toughest of times.”

signs of stress start to manifest.

Our brains cannot distinguish ‘real’ threats (dangerous wild animals or physical danger) from ‘imagined’ threats (failing, getting fired, being alone, losing love...being sidelined...) and our hard wired F3 (fight-flight-freeze) response is triggered. This makes us prepare for danger (real or imagined), adrenaline courses through our veins, blood pressure rises, hearts race and we start to perspire. We get digestion issues, gain weight and constantly feel exhausted. We are in an ‘always on’ state. It’s all in the mind.

Oasis

How do we find a safe haven? How do we decompress? How do we re-balance and recover?

Understanding your values is a

critical first step to understanding yourself. In understanding yourself better you can unlock an oasis of calm and centeredness that can sustain you through the toughest of times.



Photo by CBS Television Network

Your values are your life compass. Without a compass life tends to drift from one demand to another, and over time, we lose sense of who we are and what we stand for (or what we stand against).

The word ‘values’ is from the root ‘valor’, meaning courage. The Lion in the Wizard of Oz, felt lost without courage, in the same way, without understanding who we are and what we stand for we can sometimes feel lost and unable to make the right decisions.

Understanding our personal values gives us courage and strength.

The Values Equation

The first step to discovering your values is to understand the Values Equation.

$$V = I \times P$$

Values = Importance x Priority

The film *Mary Poppins* demonstrates the equation well. Mr Banks and Mary Poppins both knew family was important, but who made it a priority? Mr Banks made work a priority, so we can see his behaviour was all about money, his image, his career, fitting in (being a good banker archetype) and approval from his bosses. Both Mary and Mr Banks had discipline, order and manners as priorities, so he felt respected by Mary, and Mary understood Mr Banks. Mary though, had play as a priority. For Mr Banks it was not even important; children need to learn to be serious (like bankers), there was a clash. Mary saw how much the children yearned for love and play, as all children do. When Mr Banks finally woke up, he realised his mistake and began to ‘fly a kite’ (a play behaviour). It saved the family and finally he and Mary were aligned.

Aligned

Happiness and stability starts by making sure you and your values are aligned, that also applies to work, relationships and family. Misalignment causes stress, unhappiness, underperformance and dis-ease.

It’s important now to distinguish between our inner world (our thoughts, feelings, values etc) and our outer world, what is happening around us, and the impacts of what we do. We are the queens and kings of our inner world, we rule, we decide, we make the rules, but often in our outer world we have less control. We can control our actions and reactions, but we can’t control the weather, the traffic, politicians or our bosses! If we focus solely on the outer world, and make that our king or queen, we may feel swept along and out of control, even a victim. If we focus on our inner world, we can regain composure, control and calmness. This is the power of living our values.

Liam Forde is founder and chief executive of The Zone
www.thezone.co





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Keeping your workforce engaged and motivated

by Kelly Feeham

In a time when we're struggling to give pay rises or bonuses more employers are investing in employee benefits to encourage retention and loyalty as well as maintaining a positive and enthusiastic workforce. Employees are looking beyond financial gains for job satisfaction, as a wealth of workplace benefits can support a more balanced work-life blend as well as supporting mental health issues and working parents.

A recent study by CABA, the wellbeing charity, found that a fifth of employees felt that their employer didn't prioritise the workplace wellbeing of their staff, and nearly a quarter revealed they have no knowledge of the health and wellbeing initiatives their organisation offers.

More employees are focussing on trying to create a reasonable divide between home and their work life. When it comes to motivation and rewards at work a good work-life blend is regarded as the biggest priority followed by being stimulated in their role and then financial rewards.

Taking into account these findings, at CABA we have created a list of the most popular workplace benefits to consider when thinking about the welfare and happiness of employees.

Flexible working hours

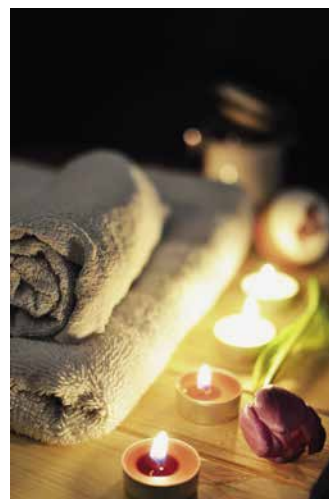
A survey by Adler found that flexible working is the most wanted workplace perk among UK workers. Having a flexible schedule leads to a better quality of life, and many studies have found that this not only leads to higher staff engagement, but also a reduction in the overall number of sick days taken each year.

Wellness programmes

There are a multitude of wellness initiatives available which benefit employees, ranging from gym memberships to holistic treatments such as acupuncture, massage therapy, and reflexology. Supporting the mental and physical health of employees is important to consider when maintaining a healthy and happy working environment. Pro-

viding counselling and care for employees makes them feel supported and secure.

"Described as a 'performative structure' that will use artificial intelligence to write poems to which the Expo's estimated 25 million visitors will be invited to contribute."

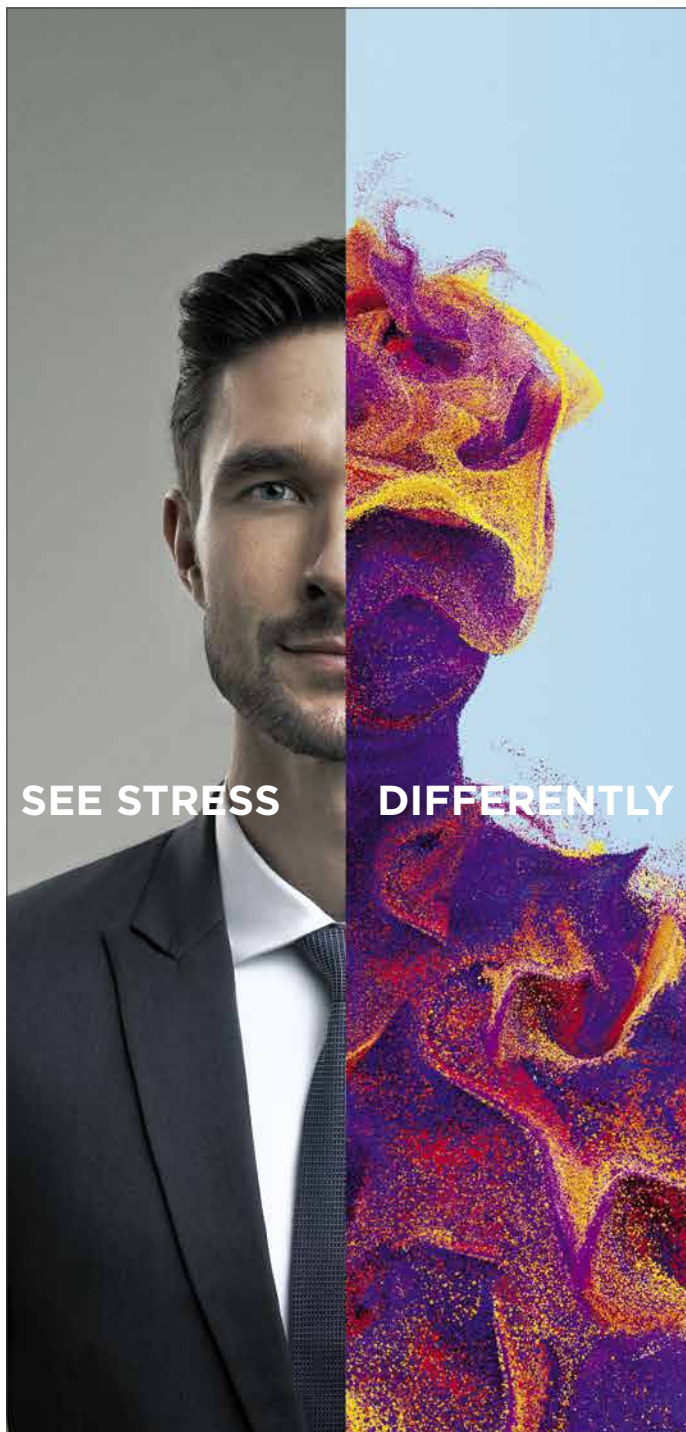


Enrichment events

Offering employees enrichment events such as talks by inspiring speakers, cooking classes, book clubs, and entrance to exhibitions is a great way of engaging employees and fostering a fun and positive workplace culture. Stimulating creativity and inspiration outside of the workplace can encourage employees to feel enriched and motivated to continue this attitude in the office.

Subsidised travel

There are a multitude of ways in which companies can subsidise commuting, from encouraging car-sharing, public transport passes or season ticket loans, shuttle buses and in some cases company cars. Commuting can be a significant expense and supporting employees with this can really improve their



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engagement with the brand and as such increase employee retention.

Paid volunteer days

Offering paid time off to volunteer has a number of benefits such as attracting and retaining top talent as well as increasing productivity. Giving employees a sense of meaning and purpose whilst growing their engagement and sense of empowerment, translates into satisfaction and productivity in the office. Participating in paid volunteer days for charity helps to build a sense of teamwork and commitment. Culti-

vating a drive to align with deeper values in the business whilst making a difference in the wider community not only harnesses brand awareness but also helps individuals to develop new skills, boosting motivation and their sense of self-worth.

Training and development

No surprises here, but in an uncertain environment this is the first benefit to go. However, employers that continue to invest in training and development will reap the rewards. Not only will your employees have more

“Employee benefits are a central structure in sustaining an organisation’s ability to develop and grow.”

advanced skills and perform better at their jobs but their confidence in their abilities will improve as will overall perception of the business and employee turnover should also reduce.

Employee benefits are a central

structure in sustaining an organisation’s ability to develop and grow. Going above and beyond to ensure that employees feel supported and valued provides workers with a sense of security. Attracting and retaining talent is a key part of this, offering strong workplace benefits demonstrates that companies are invested in the health and wellbeing of individuals as well as their future and development potential.

Kelly Feehan is service director at CABA

www.caba.org.uk

Curbing the plastics effect



Dan Howells summarises the changes in policy and regulation

The increasing focus on pollution prevention and the impact of plastic waste in our environment is driving individuals, enterprise and governments to identify solutions to curb the effects on our natural world. In particular, the effect of plastic waste that may not degrade for hundreds of years or possibly not at all. There are significant emerging policies and actions that the UK government and the EU are going to take to reduce plastic waste.

Recyclable content

Increasing recyclable content of plastic packaging The UK government has just finished consulting on whether it will introduce a new tax on the production and import of plastic packaging that uses less than 30% recycled content. If this tax is brought in – and you are a producer of plastic packaging – there may be some immediate impacts in terms of the tax or the increased cost of purchasing recyclable plastic. The long-term intention is that as the demand increases for recyclable plastic and competition increases between manufacturers, the market price will catch up – making recycled plastic packaging less expensive in the long term.

Single-use plastics ban

Single-use items such as plates, cutlery, straws, balloon sticks, cotton buds, products made of oxo-degradable plastics, such as bags or packaging and fast-food containers made



of expanded polystyrene make up over 70 per cent of ocean litter. The UK and the EU, in separate policy announcements, have each stated that they are banning all of these items being sold. The EU has already committed to banning these items from 2021. There will be significant impacts on your business if you are involved in the manufacture or sale of these items. If you haven’t already – you should be immediately seeking alternatives to replace these items.

Extended producer responsibility

This is a strategy to extend the responsibility of manufacturers, retailers and others in the supply chain for an item to its post-use stage. Extended producer responsibility aims to decrease the total environmental impact of a product, by making a manufacturer or retailer of a product responsible for its entire life-cycle – including its re-use, recycling or disposal.

The UK government is current-

ly undertaking a consultation to make the rules tougher with the aim of extending the environmental responsibility to business for products and associated packaging when they become ‘waste’ – invoking the ‘polluter pays’ principle. The EU has also said it will do the same. One of the key changes will be the likely reform of the Packaging Recovery Note system – something that is used currently for businesses to demonstrate that the packaging that has gone onto the market, has later been recycled.

These changes will likely financially incentivise businesses to follow more environmentally beneficial disposal options.

Long-term policy outlook

1. Introduction of an incineration tax
2. Reducing the environmental impacts of clothing
3. Waste re-use and repair policies.

For more information on these developments, download the white paper on emerging plastic policies – see website below.

Preparing for change

It is a common misconception that ‘being green’ can cost the earth. Actually, particularly in the realm of waste management, becoming more resource efficient through waste minimisation or improving the recyclability of a product will bring significant financial benefits.

This is not just about saving the environment – it is about reducing operational inefficiencies, saving money and improving your businesses reputation. A fundamental principle of the strategy is resource efficiency – resource efficient business models extend product life, conserve resources and prevent materials from becoming waste.

Acting now to review your waste requirements will have significant financial benefits to your business. ERA can work with you to understand whether you are currently reaching existing legislative requirements and help prepare your businesses for the many changes that are coming our way.

Give your business a competitive edge by getting ahead of the competition. ERA will be able to advise on best practice and ensure increased profitability.

Daniel Howells is a chartered waste manager and waste management consultant, and a former key account manager at one of the largest waste management companies in the UK. uk.expensereduction.com/emerging-plastic-policies

City Hall versus Town Halls – how well is London Government working?

It's nearly 20 years since the establishment of the office of the Mayor of London and the Greater London Authority (GLA). The first Mayoral and GLA elections took place in 2000, following a London-wide referendum two years earlier when a majority of Londoners voted for a return to strategic government for the capital

The 32 London boroughs (plus the City of London Corporation) effectively function as unitary authorities in terms of service delivery. They provide education, social care for adults and children, refuse collection, road and pavement maintenance, street cleaning, planning, environmental health, libraries plus a range of other services. In addition, each borough must produce a local plan to set out the strategic planning policies for the local area.

Target

The role of the Mayor is to set out strategic plans and policies for the whole of London on transport, planning and development, housing, policing, economic development and regeneration, culture and environmental issues such as climate change and air quality. The upkeep of London's major roads, including red routes, falls under the remit of the Mayor. Additionally, the Mayor must produce the London Plan, the statutory spatial development strategy which includes general policies for the use of land in Greater London. All local plans must be in line with the London Plan. The Mayor also sets an annual house building target for each borough.

The GLA exists to hold the Mayor to account by scrutinising his or her decisions. It must also accept or amend the Mayor's budget every year. The GLA's executive bodies include the London Fire and Emergency Planning Authority (LFEPA), Transport for London (TfL), Mayor's Office for Policing and Crime (MOPAC) and London Legacy Development Corporation (LLDC). For example, TfL is responsible for Greater London's transport while MOPAC is responsible for policing (except within the City of London).

In practice, the London boroughs



The role of the Mayor is to set out strategic plans and policies for the whole of London on transport, planning and development, housing, policing, economic development and regeneration, culture and environmental issues such as climate change and air quality.

deliver local services while the Mayor and GLA provide strategic direction for the capital and funding for London-wide services (with some shared responsibilities like roads).

Alexa Michael of the LCCI asks four London Council Leaders (Cllr Colin Smith (Bromley), Cllr Damian White (Havering), Cllr Jack Hopkins (Lambeth) and Cllr Clare Coghill (Waltham Forest) how the Mayor and GLA roles affect the way their local authority functions.

Q. What impact does the Mayor of London and GLA as a strategic authority have on the workings and responsibilities of your Council?

Clare Coghill: A strong Mayor, supported by able deputies and an active and well-run GLA, such as we have now, is a tremendous asset to the whole of London and to each London borough. The Mayor and his deputies have capital and revenue that can be shared with London boroughs to invest in shared priorities including housing development (especially social and affordable housing), economic development, industrial matters, the night time economy and culture, as well as other issues. A unifying Mayor working with proactive boroughs brings great things.

Colin Smith: There are challenges and deep tensions where the Mayor and GLA hold joint responsibilities but hold different priorities to individual boroughs. This is particularly true of housing, planning and transport. In housing, for example, Bromley has risen keenly to the challenge of building a minimum of 641 new homes per year until 2030 and to minimise the scourge of homeless locally. However, the Draft London Plan's proposed new target of 1,424 new homes annually – 50% of them affordable – would induce highly undesirable logistical and infrastructure chaos across many parts of our borough. In transport,

Bromley now pays a higher contribution for Crossrail 2 through the Mayoral Community Infrastructure Levy (MCIL2), even though Bromley will not directly benefit from Crossrail 1 or 2. We have repeatedly asked successive Mayors that priority be given to *new* transport links to Bromley North (and ideally Bromley South). Instead TfL wants to replace the Hayes line service with an extension of the Bakerloo line to Lewisham. This is neither a priority nor needed.

Jack Hopkins: The Mayor provides a vital leadership role for our city through direct delivery or funding of services, by supporting local Councils and through his ability to speak legitimately to the Government as the voice of London on key issues. More significantly, the Mayor can provide real leadership and action on some of London's most pressing problems. Sadiq Khan's lead on housing – in providing more affordable housing – has been refreshing for Lambeth which suffers more than most from the crippling effects of London's housing crisis. We've also seen sustained action on climate change, increased funding for youth services and in tackling serious violence. These are all crucial issues for Lambeth.

Damian White: The simple answer is too much impact. An invented tier of government takes the catalyst for local decision making away from local people, not closer to them. Outer London Boroughs like Havering with more of a connection to Essex than London have not benefited from a strategic focus that is more tactical than strategic. I believe fundamentally that decisions



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about local areas should be taken as close as possible to those areas. That is one of the reasons I believe in Brexit. Decisions on planning made in City Hall have not reflected the needs and wants of people in Romford, Hornchurch, Rainham or other parts of Havering. The GLA cannot be expected to hold the Mayor to account on behalf of local people when their 'constituency' covers half a million people.

Q. More generally, what do you see as the most positive and most negative aspects of having a London-wide Mayor and strategic authority on the rest of the capital?

JH: The London Mayor is a focus and a representative for London and Londoners; being directly elected adds to this legitimacy. London is a world city and its leader needs to act strategically in the long-term interest of everybody who lives here. That's the best way to drive London's economic growth and prosperity into the future. Mayors are at their worst when their administration becomes dominated by personality or driven by outside factors like the media. A short-term, populist agenda is rarely in our city's long-term interest. We've seen that before in London and I'd argue that we're now seeing what happens when that sort of politics is done at a national level.

CS: If done objectively and collegially, the positive aspect of having a Mayor and GLA is the opportunity it presents to implement high-level infrastructure issues, either pan-London or specific to individual boroughs. London's government also acts as a shop window to the world to promote economic growth, inward investment, culture and tourism. The most negative aspects come from the GLA's



Photo by Fay1982 (CC BY-SA 3.0)

I see only genuine positives from the relationships that can be forged and strengthened between the Mayor, deputy Mayors, the GLA and London Boroughs.

executive bodies such as MOPAC and TfL, especially the conflicts which arise in terms of funding allocations, the conditions at-

tached to available funding and tensions over differing priorities between the GLA and local Councils.

CC: I see only genuine positives from the relationships that can be forged and strengthened between the Mayor, deputy Mayors, the GLA and London Boroughs. Shared ambitions on issues such as transport which require cross-Borough working invariably be massively enhanced and more readily delivered by constructive partnerships.

Q. Could the workings of the two layers of London Government be made to function more effectively? If so, how?

JH: I think that almost 20 years on from devolution to London, it's an appropriate moment to consider how it works and if the balance is right. You might expect me to say this but I think Local Authorities need more power to hold the GLA to account and there should be a greater role for Local Authorities. That's particularly true as more powers are (and should be) devolved to London and as the Government looks at the devolution of business rates (one of the main sources of Local Authority income). London's Councils are clear that we need more control of how we spend

that money, which is raised by local businesses and then spent in our local communities for their benefit.

CS: There is a school of thought, which I personally happen to support, that London is over-governed and that root-and-branch changes need to be considered. If we are going to have a Mayor, it is clear they need to be scrutinised closely and held to account by a body with real teeth. It is self-evident that the GLA is failing hopelessly in this task. Whether London needs both local Councils and a GLA (which adds an additional layer of bureaucracy) is a further point for debate. Greater flexibility for boroughs to operate within a framework – but not bound by centrally set requirements which do not reflect the needs, interests or priorities of a local area – would be a welcome step forward.

CC: It's always an ongoing task to bring together layers of government and the relationship between the Mayor/GLA and London boroughs always needs attention from both sides. Listening and opening dialogue are crucial. When it works, it can reap massive rewards for all institutions involved and most importantly for Londoners.

DW: I would like to see the consensus, experience and local knowledge of Council leaders across London used more effectively. Boroughs need to be more involved in how the mechanics of London work, so I would like to see a panel of London leaders being empowered to work together more on those cross-cutting strategic issues. I would also like to see elected Councillors from the London boroughs to be the London Assembly and to give a real, genuine local dynamic to that body.

However, the issues affecting people in Havering go far beyond local government boundaries. The real problems we need to solve in local place-shaping are in the relationships between residents, businesses and the different parts of the public sector – health, social care, councils, emergency services. A remote Mayor and Assembly cannot influence those relationships and the evidence from the past few years suggests that the outcomes are less for all rather than big decisions progressed.

Alexa Michael is a business information executive at LCCI



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Val Bagnall, managing director, Apex Airspace

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again. By supporting LCCI we get to advertise our brand, demonstrate our work and be amongst key influencers in the city, benefiting from what LCCI do best, which is making connections."

Michael Walters, managing director, AHR London

"Sponsoring an LCCI event has been instrumental in raising our company profile, generating social media traffic and increasing our search engine rating"

Khuram Zubair, chief executive, Smartdeskers

Packages start from just £750.

For more information on how your business could benefit from sponsorship opportunities contact Dean Wade, LCCI sponsorship manager 0207 556 2382 dwade@londonchamber.co.uk

Six simple steps to a rodent free premises

As the nights draw in and food and warmth become scarcer, rodents will begin to view centrally heated buildings as desirable nesting sites for the winter months.



Advice from award-winning Cleankill Pest Control includes:

1. Make sure food is stored in sealed containers. It will often be the prospect of an easy meal that first encourages rats and mice into your building.
2. Good bin management. Make sure all discarded food is put in bags inside durable bins with lids.
3. Gardens and outdoor spaces are a good source of food and nesting materials. Make sure they are clean and tidy with grass cuttings being bagged and removed.
4. Make sure foliage, such as ivy and wisteria, is kept away from walls or rats will use it as a highway to the safety of the attic.
5. Remove sources of water.
6. Check access. A mouse can get in through a gap the width of a pencil and a rat needs no more than a two-centimetre hole, so check air bricks and gaps around windows and doors to be sure they are protected. In addition, drains should have interceptors fitted to stop their use as routes into the premises.

During winter this may be difficult but a rat needs 60 millilitres of water a day. Removing sources of water will encourage them to leave your property.

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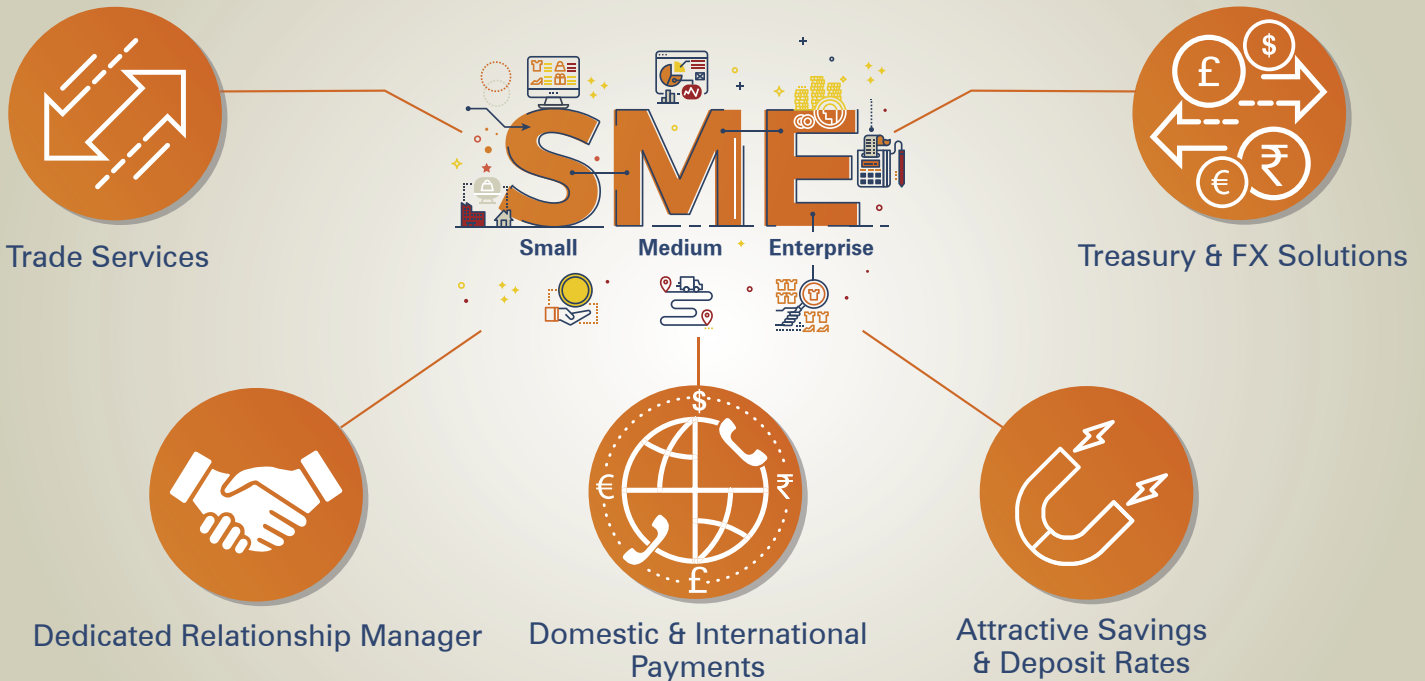
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Is the UK ready for a freelance workforce?

The UK economy is fast becoming increasingly reliant on the freelance workforce's contribution. According to the Office for National Statistics, the number of workers in the self-employed sector rose from 3.3 million in 2001 to 4.8 million in 2017, contributing over £250 billion to the UK economy

Freelancers, along with the self-employed, represent a changing part of the workforce and a growing opportunity for businesses, who can tap into a contingent workforce which they may be otherwise unable to employ full-time. As more people continue to swap the security of a 9-5 job for flexibility of freelancing or working for themselves, Instant Offices have delved into the key factors driving this change.

Is there space for a gig economy and a traditional office?

The workforce of the future will look very different than the current one today. The rise of the gig economy has often threatened 'normal' office work, as it has become a more widely acceptable, and in some cases more desirable to find work on an ad-hoc basis.

According to a recent YouGov survey, flexibility is important to employees of all ages and at all life stages. Recent research reveals the demand for flexible working has increased substantially:

- 92 per cent of millennials identify flexibility as a top priority when job hunting
- Four in five women want flexibility in their next role
- Almost a third of UK employees would prefer flexible working to a pay rise
- 70 per cent of UK employee feel that flexible working makes a job more attractive to them

Who are today's freelancers?

Millennials and UK workers are



Once described as an unreliable profession, freelancing is now a popular choice across all ages.

facing significant lifestyle changes, such as motherhood, or nearing retirement, and are looking for more flexible and empowering ways to work.

Despite younger generations aspiring to have more freedom and flexibility, and baby boomers striving for job security, it is the older generations who represent the largest portion of freelancers, representing almost half.

The number of new mothers choosing to take up freelance work, rather than returning to full-time employment has risen by 79 per cent, while the number of female freelancers has grown by 55 per cent in the past eight years. Comparatively, the number of men

freelancing has increased by 36 per cent in the same time frame.

Creating the perfect work-life balance

Improved mental health, physical wellbeing, creativity and job satisfaction are just a few of the benefits that come from a healthy work-life balance, and research shows that 59 per cent admit their work negatively impacts their day-to-day life.

A recent survey by One Poll found that flexible working hours, larger pension contributions and additional holiday days were among the top work perks desired by UK workers.

Freelancing and self-employment have gone mainstream

Once described as an unreliable profession, freelancing is now a popular choice across all ages, while many young people also consider becoming entrepreneurs and working for themselves. Across the EU, in 2016, there were 33 million people in self-employment.

Shop-keeping, hairdressing and domestic cleaning are among the most popular professions among self-employed workers within the EU. In the UK however, healthcare, Artistic, literary and media as well as sports and fitness are the fastest-growing freelance occupations within the past decade with 191 per cent, 103 per cent and 103 per cent growth respectively.

The future of freelancing

Amid the economic uncertainty of the Brexit era, freelancers are positioned to play a critical role in the British workforce. Freelancers make it possible for businesses to hire the most skilled and suitable talent, with far less financial risk attached.

With the continued expansion of the freelancing trend across multiple industries, it is evident that the UK workforce will continue to benefit from this labour force.

Could your Business be eligible for R&D Tax Relief?

The Research and Development (R&D) Tax Relief Scheme is an HMRC incentive designed to encourage innovation and increased spending on Research and Development activities by companies operating in the UK.



Viru Patel, Tax Partner

To be eligible, you need to be a limited company (R&D Tax Relief is paid through the Corporation Tax System) but it doesn't matter how big or small your business is. SMEs could recover up to 33p in every £1 spent on innovation which can be withdrawn or invested back into the business. Big companies can claim and

benefit too (although it will be at a lower rate). Put simply; if your company undertakes R&D which demonstrates technological or scientific advances or appreciable improvement and new capabilities within your particular industry or sector, then you could qualify.

Innovation does not refer only to new products or ideas but can apply to new ways of doing things, such as altering business models to better suit the needs of customers and staff or adapting processes to improve the end product or service. You'd be surprised to learn what qualifies for R&D Tax Relief. These days you don't have to be wearing a white coat to be actively

working on R&D. There are of course the obvious ones such as manufacturing, professional, scientific and technical, information and communication. But did you also know that bakers, chefs, marketing and media, leisure, architects and retail businesses could also be eligible to claim.

But even failed innovations can bring rewards that can benefit your bottom line, providing extra capital that can be reinvested to fuel further business development.

In the event that you haven't yet investigated whether you might be eligible for R&D Tax Relief, you could be passing up a great

opportunity, particularly when you consider that many claimants receive more than £50,000 a year in the form of a cash repayment and/or a Corporation Tax reduction.

This could mean a financial windfall to support new business ventures, further equipment or the chance to employ more skilled staff, this can help transform a start up business.

At Kirk Rice we can help you explore whether your business is or has been investing in qualifying R&D activity and help you to prepare and submit your R&D Tax Relief claim. Give us a call to arrange a free consultation.

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Who won the survival game after 2012?

In 2012, the UK saw the birth of over a quarter of a million new businesses, according to the Office of National Statistics. Now, analysis conducted by DeVono Cresa reveals that just over four out of 10 businesses launched in 2012 had survived by the end of 2017, with different sectors demonstrating vastly different success rates

Entrepreneurial

Some of the best-performing sectors are those in which businesses may have a more entrepreneurial edge, such as technology, media and communications, and information, whilst the alternative sectors of health and education are also thriving.

- The professional, scientific and technical sector was one of the best performing over the five years between 2012-2017. A huge 61,315 businesses were launched in this sector in 2012 alone, and by the end of year five, just under half were active.
 - Information and communication enterprises also performed very well across this period, with over 25,000 new businesses starting up in 2012. After five years, nearly half of enterprises in this sector were still in business.
 - Businesses in the alternative sectors of health and education have also shown robust growth over this period, with enterprises achieving a survival rate of 55 per cent and 49 per cent respectively, which is well above the national average of 43 per cent.
- Other sectors did not appear to be growing at the same rate:
- The survival rate for business, administration and support services was much lower. Of more than 30,000 businesses that started up in 2012, just over two thirds were inactive after five years.
 - There were considerably fewer births of businesses within the finance and insurance sector, with only 4,450 new enterprises reg-



The biggest sector for growth in the capital continues to be the technology sector, with the professional sector also performing strongly.



istered in 2012. Despite this, at the end of five years, 43 per cent of these businesses had survived, just shy of the national average.

- Property sector enterprises saw a large decline by the end of year one, with only 78 per cent of companies still in business. However, by the end of year five, the sector had levelled off with an above-average survival rate of 44 per cent.

Attractive

London is still the most attractive location for new UK enterprises: in 2012, there were over 65,000 new businesses born in London – by far

the largest number across the UK, and this growth is continuing.

Elsewhere across the UK:

The south west has proved to be a very popular and successful area for new businesses. Of the 20,000+ enterprises that started here in 2012, almost 46 per cent had survived by the end of five years.

North of the border, Scotland saw almost 44 per cent of businesses still trading after five years, with Wales and Northern Ireland 44 per cent and 44 per cent respectively.

London locations

London's commercial office market has also grown geographically. Although traditional areas are still in demand, it is 'newer' locations that are enjoying the biggest success and growth:

- Traditional central London office locations are still the most popular, with almost 7,000 new businesses set up in Westminster in 2012 – of which 35 per cent were still surviving five years. The City of London saw fewer start-ups, but enjoyed a slightly better survival rate
- East London is enjoying a business boom: Hackney saw the birth of 2,140 businesses in 2012, of which 43 per cent were still trading after five years – much higher than the average. The nearby borough of Camden had 39 per cent of 3,140 businesses still trading across the same period.

- Areas along the Southbank has seen a rise in activity. Lambeth saw the second highest number of new businesses launching, with 4,255 set up in 2012 – though only a quarter of these were still in business by 2017. Neighbouring Southwark saw 39 per cent of almost 2,000 businesses still trading after five years, and Tower Hamlets 35 per cent of 2,395.

Trends

DeVono Cresa's own client data statistics from 2017-19 confirm some of the trends seen over the 2012-17 period. The biggest sector for growth in the capital continues to be the technology sector, with the professional sector also performing strongly.

Gemma Foord, head of flexible leasing for DeVono Cresa, said: "Since 2012, there's been a real growth in new innovative and creative businesses, particularly those that are part of the gig economy with start-ups from technology, media and communications firms.



"Our research was prompted by trends we have seen in the market since 2012, especially with the rise in technology firms opting for flexible workspaces. These growing businesses have been favouring shorter terms over traditional leases, giving them the ability to scale up and down as and when required, access skillsets from designers to facilities professionals and creating a workplace that can attract and retain talent. These young and agile companies want fast entry into fully fitted, well designed offices with flexibility."

"These firms attract younger workers with newer working styles, and we are pleased to see such sectors' survival rate being so high."



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Can staff leave without giving notice?



by Helen Taylor

Question: Is quitting a job without giving notice acceptable?

Answer: No. There are only few occasions where an employee is justified in shouting "I'm off", grabbing their bag and heading for the exit.

Whether there is a longer notice period in the contract of employment or notice falls within the statutory framework, it is a reasonable expectation that an employee will provide a written resignation confirming the date they intend to leave, which reflects the relevant notice provision.

Frustrated

In some cases, a quick exit may be advantageous for an employer, as it avoids formal action being taken to remove an underperforming or misbehaving employee, or if there is little point in the employee stay-

ing on. Often, however, employers are left frustrated when a member of staff leaves without giving notice as their unplanned departure can be disruptive and costly. This scenario appears to be happening more frequently. In a marketplace where there is competition for talent and fewer employers are taking up references, departing employees may be prepared to shrug off their responsibilities for new ventures as their actions are unlikely to jeopardise their new employment.

Damages

Whilst leaving without giving notice may be a breach of contract, one of the main problems is that an employee cannot be forced back to work. Employees are, however, often unaware they can instead be sued for damages. A claim for damages may be worthwhile if the premature departure has caused financial loss, i.e. when a new starter has to be paid more to secure their appointment. Should there be a significant commercial threat because the new employer is a competitor,

or if there is a risk that confidential information could be misused, an injunction may be an option.

At this point, a well drafted contract of employment may be invaluable and provide the foundations for taking further action in the courts. The employee could be stopped from working for the duration of their notice period, or even longer if there are valid post-termination restrictions in the contract. Allegations of inducing a breach of contract are also a risk for the new employer.

Consequences

Contractual documentation should not be underestimated when it comes to reminding employees of the possibilities should they breach their contract. The financial consequences of a breach of their obligations can be highlighted. Benefits could be at risk if there are properly constructed 'bad leaver' provisions.

Although often thought to be unenforceable, withholding or recruitment provisions in the con-

tract of employment that act to compensate the business if there is a legitimate interest in having the contract performed may be permissible; the amount due cannot be punitive and must be commensurate with the loss suffered.

Risk management

Until an employee is unwilling to give contractual notice, the full commercial and financial risks to a business may have been ignored. From a risk management perspective, envisaging and planning for such a scenario will help identify what those risks look like.

Effective policies and contractual provisions can then be introduced to control the risks. In our experience, employers who have given this some thought are more likely to be make the employee think twice before they head for the exit without a thought for their contractual obligations.

Helen Taylor is principal solicitor at FG Solicitors
www.fgsolicitors.co.uk

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LONDONERS DIED FROM BEING STABBED OR SHOT IN 2018

TAKE SOME CORPORATE SOCIAL RESPONSIBILITY
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Misconceptions prevent Forces leavers getting a job

ssafa | the
Armed Forces
charity

Research out last month by SSAFA, the Armed Forces charity, shows that British ex-service personnel struggle to find work due to mental health stigma. Almost a half of UK recruiters worry about hiring a service leaver in case they had mental health issues

Despite best efforts from British companies and individuals, including Prince William and Prince Harry, negative perceptions about mental health remain a significant barrier in the recruitment process, with service leavers being stigmatised. Over a third of recruiters feel reluctant to hire someone who had previously served.

To combat this, SSAFA is calling for more UK companies to challenge their perceptions about

hiring service leavers, as their new research reveals concerning misconceptions over the benefits of hiring ex-servicemen or women.

Support

To challenge a lack of understanding amongst businesses and to help service men and women transition from military into civilian life, SSAFA has launched a new campaign called Friendly to Forces. This initiative will encourage companies from all over the UK sign up and show their support and willingness to hire Forces leavers. Mentees from SSAFA's own mentoring programme will be directed to apply for roles at SSAFA's Friendly to Forces employers.

Despite the countless skills that come with hiring a veteran, alarmingly under half of UK workers said they would feel

Over three in 10 of UK recruiters said they would feel reluctant to hire someone who has previously served in the Armed Forces.

comfortable working alongside a service leaver. More male workers said they would feel comfortable working alongside a service leader than female workers. Over one in 10 workers aged 16-24 associate aggression with service leaders.

Reluctant

Over three in 10 of UK recruiters said they would feel reluctant to hire someone who has previ-

ously served in the Armed Forces. More male recruiters would feel reluctant to hire a Forces leaver than their female counterparts.

The research conducted for SSAFA also revealed that mental health is still not being adequately understood by employers - with nearly half of UK recruiters surveyed saying they would worry about hiring a service leaver in case they have mental health problems.

The divide in understanding veterans in the workplace is profound. As on the other side of opinion, 43 per cent say they would feel proud to work alongside a service leaver. Workers cited being a team player, driven, a problem solver, resilient, quick thinking as qualities they associate with service leavers.

ssafa.org.uk/friendly

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Outsourcing, nearshoring and offshoring. What's the difference?



by Jerzy Drojecki

Outsourcing has many names and guises. The term is used in almost every area of business. But what does it mean? Are there various kinds of outsourcing?

When is it worth trying?

Jerzy Drojecki provides the answers

What is outsourcing?

Outsourcing is contracting another company to complete particular tasks for you. In the article dedicated to management and organisation, it is defined in various ways. However, it highlights that outsourcing is a method of reducing the scope of the tasks of an enterprise and entrusting an external partner to accomplish them. Outsourcing may be dedicated to components, individual tasks, functions, business activity processes, or even product modules.

From the company's point of view outsourcing is based on commissioning an external company to perform certain tasks, e.g. the maintenance of the system, creation of particular products or particular activities and tasks that may be related to hiring personnel.

Assets

Outsourcing IT enables a company to focus on the remaining activities and expand them without wasting time and assets on recruiting IT specialists. With outsourcing, a company has constant 24/7/365 IT support. The company does not have to hire therefore saving money that can be used in other areas of the business.

Often, terms such as nearshoring or offshoring are used in connection with outsourcing. Are they the same as outsourcing?

In many cases we can see the terms nearshoring and offshoring which replace the term outsourcing. Both these terms define specific types of outsourcing. The basic difference between them is the location of the people who provide the given services.

Cultural differences

The benefits of offshoring may be similar to those of outsourcing. Unfortunately, due to significant cultural differences, communication problems or the economic and political situation in the region the interest in offshoring is decreasing as it does not yield the expected results.

Due to the increasing problems related to offshoring companies often choose nearshoring. Similar to offshoring, it is contracting to com-

panies in foreign countries. However, the basic difference is that these companies are in a close convenient proximity in the same cultural area. Therefore, when remote communication is insufficient a face to face meeting can be arranged. Companies from UK, Germany or France are increasingly employing companies such as mine, located in Poland, and can reduce their IT costs. Acquiring a new business partner that speaks their language, has a similar culture and understands their business needs.

Why is it worth outsourcing?

IT service outsourcing can be beneficial for any company regardless of size. The lack of desire to create a team and employing specialists may yield enormous benefits – both financial and organisational. Here are some examples of when it would be beneficial to choose outsourcing:

- The lack of human resources in a company – when deciding on outsourcing, you gain access to qualified IT specialists that meet your needs in a short time. Finding such individuals on the market often takes longer, is expensive and does not always yield the expected results. Therefore, if you're looking for particular specialists or an entire team and you want to acquire them in a short time choose the support of an ex-

ternal partner.

- The lack of appropriate knowledge in the company – the IT specialists being within easy reach is not the only advantage of outsourcing. The knowledge and experience within the areas of various projects and technologies are exceptionally important and of great value. Therefore, if you are planning to implement a new system in your company and you need qualified personnel make the right choice for your company, choose outsourcing. Experienced companies have completed hundreds of similar projects and know what the most common problems are and how to avoid them and bring a project in on time and budget.
- The lack of a timely reaction to additional needs within the IT area – are the competition breathing down your neck, constantly implementing technological variations you and your team haven't? In a situation like this you should also consider outsourcing. Due to the immediate and easy access to your team and their constant availability - depending on your requirement - you can implement any changes and system updates on a daily basis.

Jerzy Drojecki is president of Eversoft
www.eversoft.com

Asian Achievers Awards herald diversity



Two decades ago the Asian Achievers Awards (AAA) were launched with the vision of celebrating unheard Asian success stories in the UK. Initially these awards were a unique platform recognising the contributions of the Asian diaspora to the UK's socio-economic fabric. Today, AAA has

become a benchmark for others in the industry to follow suit.

From campaigning for inclusivity and diversity across industries to pulling its promotion of entrepreneurial women, AAA has been actively supported by industrialists, professionals, politicians, and community members across the spectrum.

Excelling

At the latest awards individuals from all quarters of society were honoured for breaking stereotypes and excelling in their own rights. Political and



economics journalist Faisal Islam was rewarded for pushing

the conversation around the rights of the minority groups at mainstream publications such as the BBC, Sky News and Channel 4 News. Other role models included Krishna Omkar, Rajesh Agrawal, deputy mayor of London for business, and Anil Agarwal, chairman of Vedanta Resources. Once again Lord Archer volunteered to be the charity auctioneer of the evening. For this year's chosen charity helping vulnerable children, a commendable £160,000 was pledged.

www.abplgroup.com

New Data Privacy tool to ease GDPR

Businesses are struggling with or ignoring GDPR due to lack of effective tools. Yet an increase in enforcement activity by regulators and the rise of no-win/no-fee legal firms means that businesses are carrying more risk than they might think.

Now a new tool, **Compliance Pro**, provides an intuitive, scalable solution. Available to Data Privacy professionals and business users, the platform is designed to make GDPR easier to manage and maintain.

With new GDPR certifications likely to impact tender frameworks, using a comprehensive privacy solution will benefit many businesses. In a growing data privacy industry, it also opens up opportunities for practitioners.

Compliance Pro will enable users to smoothly navigate data privacy challenges.

If you would like to find out more, visit www.safedatagov.com/lcci



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Helping tackle crime in the workplace



by Rodger Holden

Crime within the workplace can have damaging, far-reaching consequences affecting services, supply chains, staffing and hard-fought reputations. And yet many organisations fail to take the necessary steps to protect themselves from the impact and harm caused by crime

As an independent charity, Crimestoppers was established in 1988 by Lord Ashcroft at a time when it became evident that many people were too afraid to speak directly to the police.

Wall of silence

Crimestoppers gives all sections of society, including business, the guarantee of 100 per cent anonymity, which is core to its services. This helps challenge the wall of silence that empowers criminals to continue undetected and prevents them from facing the consequences of their unfair and disruptive behaviour.

Over three decades on and the guarantee of anonymity remains at the heart of what Crimestoppers offer. Indeed it remains the only organisation in the UK with legal protection from disclosure of its sources.

The Crimestoppers UK Contact Centre is open for business 24/7. Last year over 500,000 people trusted it with their information – that intel may never have been received had it not been for the charity.

Information is taken on every type of crime including attacks on business. In 2017-18, Crimestoppers received nearly 600 terrorism reports, 750 reports on stopping modern slavery and human trafficking, and information on over 2,000 cases of child sexual exploitation. It is clear that it makes



Contact Centre agents are fundamental to the operation with people from different backgrounds actively employed. They are highly trained and never use a script for their prompts as this might compromise active listening and building trust.

a real difference every single day in protecting the lives of individuals and communities.

Non-judgmental

Contact Centre agents are fundamental to the operation with people from different backgrounds actively employed. They are highly trained and never use a script for their prompts as this might compromise active listening and building trust. They always remain completely non-judgmental, even when they are handling calls from individuals with questionable motives. Listening to a more mature member of the team, a grandmother, talking with a caller in the Contact Centre sounded almost like chit-chat over the garden fence. However, when the call was completed, it transpired that it was a terrorist tip-off and required time-critical liaison with law enforcement. Our agents are trained to be calm and professional.

Crimestoppers works very closely with different partners – from the whole of the gas and electricity industry to HM Prison and Probation Services – sharing commitment to protect and safeguard all communities.

London volunteers

Crimestoppers' Volunteer Committees are essential to maintaining and developing relationships with different groups and running community campaigns. Volunteers come from many backgrounds and bring experience and knowledge in areas such as marketing, finance and fundraising. Working closely with regional managers, law enforcement, businesses and community groups, they promote Crimestoppers services and support over 100 regional and local campaigns each year.

In London, there is a Volunteer Committee which works closely with a London Manager. Key partners include The Mayor's Office for Police and Crime, City of London Police and the Metropolitan Police Service who help shape the focus on tackling knife crime, modern day slavery, county lines and hate crime in the capital.

The organisation has strong relationships with over 40 regional Police & Crime Commissioners, all law enforcement agencies including Border Forces, HMRC, National Crime Agency and Trading Standards.

Supporting corporate social responsibility

Crimestoppers also has a very close working partnerships with over 60 businesses, trade associations and statutory bodies. They are a vital element in our fight against crime.

This is often linked to a corporate social responsibility purpose – by supporting employees, customers, communities and complying with regulatory bodies. This is often closely aligned with commercial priorities. Crimestoppers provide a range of services to protect businesses: internal whistleblowing lines, lines for public reporting, campaigns, intellectual property and also packaging reports on attacks taking place against specific organisations.

Some of the issues addressed are fraud, counterfeiting, and theft, often linked to serious crime gangs. The approach is always consultative in order to truly understand the problem and key issues.

More organisations recognise the importance of providing an internal reporting line to prevent and reduce crimes taking place against their commercial operation, employees and customers. Crimestoppers runs the Integrity Whistleblowing service, 365/24/7, with the genuine guarantee of anonymity. It is a simple step that HR departments find difficult to provide.

Protect your business

As an independent charity, Crimestoppers depends upon its relationships with people from all walks of life. It is 100 per cent committed to making London safer for all our communities but can only do this with the support of partners including both commercial, public sector and not-for-profit organisations. Make contact to find out more about how you and your organisation could make a difference.

www.crimestoppers-uk.org

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EU trade agreements are delivering new opportunities

Despite the difficult global economic climate, European companies have continued to make good use of the opportunities created by the European Union's trade network – the largest in the world. In 2018 this network covered 31 per cent of Europe's trade exchanges, a figure that is set to rise to close to 40 per cent as more trade agreements enter into force. Overall trade accounts for 35 per cent of the EU's gross domestic product (GDP).

In 2018 EU exports to and imports from trade agreement partners showed positive developments, with a continued growth of 2 per cent and 4.6 per cent respectively, with a strong performance of EU agri-food exports. The EU's growing network of trade agreements is creating economic opportunities for workers across Europe, with over 36 million jobs being supported by exports to outside of the EU. The EU recorded a surplus of €84.6 billion in trade in goods with its trade agreement partners, compared to its overall trade deficit with the rest of the world of about €24.6 billion.



Preferential

Commenting on the report, Commissioner for Trade Cecilia Malmström said "Trade agreements create opportunities for European businesses to grow and hire more people. The report shows that overall trade is up, and more of our global trade is covered by preferential deals than ever before. Our food and drink exports in particular are flourishing thanks to lower tariffs and legal protection abroad for artisanal EU products like Champagne and Feta. The report also provides evidence of how our focus on trade and sustainable development is bearing fruit. Furthermore, we have taken a number of unprecedented steps to enforce the commitments made by our trade partners in

the last year, including notably on workers' rights. There is still work to be done, of course but by opening up this data to the wider public we hope to launch a wider discussion about how to make sure trade agreements benefit as many citizens as possible." Looking at specific sectors across agreements, the 2018 report shows:

- U agri-food exports to trade partners continued to grow with an overall increase of 2.2 per cent compared to the previous year. Exports of agri-food products to South Korea also gained 4.8 per cent. Agri-food exports to Georgia, Moldova and Ukraine grew by 11 per cent compared to 2017
- EU industrial goods exports also increased overall by 2 per cent, with stronger growth among others for chemicals, mineral products and base metals.
- Looking at one of the recent trade agreements, the report shows that in the first full calendar year (2018) of the EU-Canada trade agreement

implementation:

- Bilateral trade in goods grew by 10.3 per cent and the EU's trade surplus with Canada increased by 60 per cent; EU goods exports to Canada rose by 15 per cent (or €36 billion in extra export revenue), especially for sectors where import duties were previously high such as pharmaceuticals (up 29 per cent), machinery (up 16 per cent) or organic chemicals (up 77 per cent)
- EU agri-food exports to Canada (accounting for 9 per cent of total EU exports) rose by 7 per cent.

Moreover, following intensive discussions in the joint committees created under the different trade agreements, several partner countries lifted barriers to trade, thus allowing more EU companies to benefit fully from the opportunities these agreements offer. Danish and Dutch farmers, for example, will be able to export beef to South Korea, while Poland and Spain will be able to export poultry meat to South Africa.

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Empowering women through trade

EU Trade Commissioner Cecilia Malmström recently hosted a Trade for Her conference to help discover how to achieve greater involvement of women in international trade, in the EU and beyond.

Commissioner Malmström commented: "Why don't women benefit from international trade as much as men, and what can we do about it? These are the questions we will tackle at the second Trade for Her conference in Brussels. We have gathered experts from all over the world, from the public and private sector, to help us better understand the issue as well as proposing innovative solutions. I

am pleased that gender equality is clearly a priority for the President-elect Ursula von der Leyen. It is vital that we capitalise on this to make sure every arm of EU policymaking is making a positive difference for women and girls everywhere."

Speakers in the conference included Arancha González, executive director, International Trade Centre; Roberto Azevêdo, director general, World Trade Organization; Guy Ryder, director general, International Labour Organisation; and Vera Songwe, executive secretary of the United Nations Economic Commission for Africa.

Challenges

The conference examined the results of the first ever study on barriers for women in the European Union, who are engaged in international trade. The study by the International Trade Centre and financed by the European Commission is titled 'From Europe to the World: Understanding Challenges for European Businesswomen'.

It has found, amongst other things, that only one in five exporting companies in the EU is owned, led or managed by a woman. Only one in five

companies reaches gender parity in employment. It also suggests that job segregation remains a reality: fewer than one in three companies reaching at least 30 per cent of women in senior executive positions. DG Trade has also recently published a Chief Economist Note on Female Participation in EU Exporting, which found that the number of women in exports-supported jobs increased by 5.5 million since 2008, but only 38 per cent of the jobs linked to exports to the world are taken up by women.

Airbus dispute

Following the publication of the World Trade Organization's (WTO) award regarding the amount of US countermeasures in the WTO Airbus dispute, Commissioner for Trade Cecilia Malmström made the following statement:

"The European Union takes note of the decision of the World Trade Organization's (WTO) arbitration panel in the Airbus case, and the level of possible countermeasures.

We remain of the view that

even if the United States obtains authorisation from the WTO Dispute Settlement Body, opting for applying countermeasures now would be short-sighted and counterproductive.

Both the EU and the U.S. have been found at fault by the WTO dispute settlement system for continuing to provide certain unlawful subsidies to their aircraft manufacturers.

In the parallel Boeing case, the EU will in some months equally be granted rights to impose

countermeasures against the U.S. as a result of its continued failure to comply with WTO rules. A preliminary list of U.S. products to be considered for countermeasures was published last April.

The mutual imposition of countermeasures, however, would only inflict damage on businesses and citizens on both sides of the Atlantic, and harm global trade and the broader aviation industry at a sensitive time.

Fair and balanced

The European Commission has consistently communicated to the United States that the European Union is ready to work with them on a fair and balanced solution for our respective aircraft industries.

The aircraft sector is amongst the most complex industries in the world, from the development, production and financing point of view. The specificity of the sector calls for comprehensive subsidy disciplines so that all players compete on an equal footing.

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EVENTS



Location: Brussels, Belgium

Registration Deadline: Wednesday 20 November 2019

■ G-STIC2019 is the world's leading conference on integrated technological solutions aimed at achieving the Sustainable Development Goals (SDGs), 17 internationally agreed ambitious goals to move the world to a more sustainable future by 2030.

The Enterprise Europe Network organises a matchmaking event with bilateral b2b meetings on the 1st day of this conference (20 Nov 2019). A pitch session (5' presentations by companies/research organisations offering their market-ready technologies or looking for investors or research cooperation) dedicated to holders of a Seal of Excellence (phase 2) certificate will be organised prior to the matchmaking.



Location: Palma de Mallorca, Spain

Registration Deadline: Monday 18 November 2019

■ This seminar is a platform for research proposals and the presentation of good business practices to promote innovation.

It aims to analyse the potential, opportunities, innovations and main impacts of the circular economy on the tourism value chain. It brings together the national and international experts whose experience and knowledge of innovation and tourism will ensure an optimum input of know-how to promote new activities in the sector and improve the tourism activity at the destination, especially in the Balearic Islands.



Location: Meath, Ireland

Registration Deadline: Friday 15 November 2019

■ Enterprise Europe Network, in conjunction with the Local Enterprise Offices in Ireland and Invest NI, is hosting Food eirEEN, a food "Meet the Buyer" event which offers participants a unique opportunity to engage in face-to-face sales meetings with senior food buyers from throughout Ireland and the EU.

It is expected that in excess of 25 food buyers, and 100 supplier companies, will attend the event. eirEEN is free of charge.



Location: Skopje, Macedonia

Registration Deadline: Friday 22 November 2019

■ Enterprise Europe Network in Macedonia and REECO International are organizing the first International Brokerage Event 'Match 4 Energy Waste Water' which will take place during the 1st International Trade Fair and Conference for Energy, Waste & Water RENEXPO® NMK in Hotel Aleksandar Palace, Skopje on 3rd and 4th December 2019.

RENEXPO® NMK is the biggest international trade fair with conferences, bringing together 1,200 energy and water experts in Skopje and more than 60 exhibitors from 15 countries. The countries Bosnia and Herzegovina, Croatia, Montenegro, Albania, Serbia and Macedonia are presented in conferences, B2B meetings and 2.000 m² exhibition area. Be part of this extraordinary event that builds bridges of cooperation and opens doors to the future!

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Location: Paris, France

Registration Deadline: Friday 29 November 2019

■ The Chamber of Commerce Paris Ile de France and Paris Region Entreprise, members of Enterprise Europe Network, will launch the 7th edition of the ParisRegionBusinessMeeting and invite European companies to participate.

This brokerage event gives the opportunity to companies to identify potential partners and make the development of temporary grouping of companies easier.

The B2B matchmaking event will be dedicated to sustainable construction. The 2024 Olympic Games and Greater Paris are two of the largest projects in Europe in the coming years and are part of a sustainable strategy for the Paris Metropolitan Region.

Prioritising environmentally friendly buildings helps to build a more sustainable, smart and eco-friendly city.

The super-metro works, the Olympic and accommodation infrastructure, offices, etc. will be built with environmental quality in mind, from the choice of materials to how they are recycled, installed and used, and they will meet the new needs of users.



Registrations for all events are now open

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



Pro'Energy: Meetings dedicated to renewable energy

Location: Montpellier, France

Registration Deadline: Thursday 11 December 2019

■ The Occitanie Chamber of Commerce, member of the Enterprise Europe Network, organises the Pro'Energy Business Meetings on the occasion of the International EnerGaïa Forum

This BtoB Matchmaking Partnering event brings together visitors and exhibitors, renewable energy sector professionals and experts, seeking business or technological collaborations. This service will focus on one-to-one 30-minute pre-scheduled meetings in a dedicated area.



Location: Logroño, Spain

Registration Deadline: Wednesday 8 January 2020

■ UK companies have an opportunity to meet representatives from the most important agro-food enterprises in Spain's most productive agrarian industrial area, the Ebro River Valley in La Rioja. Participants will have pre-arranged meetings and will visit wine producers' premises in the area. They will also visit producers of tinned vegetables (peppers, artichokes, mushrooms, asparagus, etc.), olive oil, sausages (serrano ham, chorizo), sauces, ready meals, cheese, fresh fruit and vegetables, and other food- and drink-related products. Last year EEN London took a delegation to this event in a highly-successful mission.

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Issue 160 | November 2019

Capital matters

COVER STORY

Changing Face of How We Build

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Independent utility and energy management consultancy

B2B Energy Ltd is an independent utility and energy management consultancy that ensures energy savings, resilience and sustainability for their clients. Our services range from an initial review and assessment to deploying energy projects and energy saving implementation strategies. We have over 35 years' experience in the industry and a wealth of knowledge working with both small and large organisations.



Paul Webb, MEI
Chartered Energy
Manager

I have been in the industry over 35 Years and have seen many changes with how the UK manages energy from technology, to services and just of late tough complex legislation drivers. Organisations need to embrace legislation to help drive down the UK's carbon emissions with the benefits of reducing the bottom line. It has always been as a known 'rule of thumb' that organisations should either engage with an 'energy consultant' or employ an 'energy manager' if the energy spend breaches £1m.

The UK energy market is a complex industry with many legislation-required tasks that effect every organisation in the UK, especially those who own properties. Though energy is in most cases a business's third large expense, companies struggle to either understand what needs to be done or struggle to find the time to deliver them.

The UK Government has recently launched new energy legislation in April 2019 that actually runs parallel with the Energy Savings Opportunity Scheme (ESOS). It is called Streamlined Energy Carbon Reporting (SECR) and this replaces the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme. This requires organisations to report energy and carbon emissions in their annual report. Where the CRC applied to around 4,000 businesses, the SECR regulations will apply to an estimated 11,900 companies across the UK, increasing awareness further through the need to gather energy data.

It means greater focus will need to be applied on their energy consumption and what their Carbon Footprint is to deliver their services or their products.

In addition, the SECR guidelines say that businesses are required to comment on any energy efficiency projects and provide a narrative description of the principal measures taken to increase energy efficiency during the relevant financial year.

This means that an organisation's actions in this the area of energy efficiency implementation will now be public and must be meaningful, informative and be appropriate with the size and level of energy use of the business.

It is the first-time legislation aligns the organisation with an energy consultant or an employed energy manager with their accountants. The Government also believes that making organisations report their energy consumption in a public way will help them drive down the carbon emissions in the UK.

So, who needs to comply with SECR?

SECR will apply to all quoted companies (those whose shares are listed on the stock exchange) and large UK companies with over 250 employees or annual turnover of more than £36m or an annual balance sheet of over £18m.

Public sector organisations are exempt from SECR, and private companies that can provide evidence that they use less than 40,000kWh in a year will not be required to.

Some Key facts from The Committee on Climate Change:

- In 2019, the UK Government legislated the level of the 2050 target in line with the Committee's advice. This commits the UK to reduce its greenhouse gas emissions by at least 100% compared to 1990 levels (up from a previous commitment of 80%).
- UK emissions have continued to fall since the Climate Change Act was passed in 2008. In 2018, the UK's emissions were 44% below 1990 levels, while the economy grew by two-thirds over the same period. The UK has met the first two carbon budgets (2008-12 and 2013-17) and is on track to meeting the third (2018-22).

What Businesses Need To Comply?



250
EMPLOYEES

£36m
ANNUAL TURNOVER

£18m
BALANCE SHEET

COMPANIES
QUOTED ON
STOCK
EXCHANGE

ENERGY IS YOUR

3rd
LARGEST
EXPENSE

SECR
COULD ACHIEVE
A YEAR ON YEAR
SAVING OF

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Positively supporting the legacy of your local business

A report released in April, indicated a 6% rise in Small Business insolvencies in the first quarter of 2019. Stand out for the right reasons when you're ready to exit your business. Henry Ziff, Transworld Business Advisors of London's MD has 3 tips to guide you.

As a franchise network of Small Businesses, at Transworld Business Advisors we believe in the consistently, positive impact of SME's on the UK's economy. As business brokers, we regularly see business success stories, so it's sad to have seen the latest Insolvency Service report which showed a 6% increase in Small Business insolvencies in the UK between January – April, 2019. We want to see more businesses flourish, at every stage.

If you are thinking about how to exit your business, because it is your right time, you want to be sure the strength of your business is clearly visible to prospective buyers. With over 40 years' experience behind us, here are three areas to consider, for a strong exit strategy:

1. Consider the future of your business. The impact of SMEs in the UK, particularly here in London, is positive across all areas. Consider how small businesses influence employment, the economy, and local services, for example. When you have spent years building up your business, you don't have to see it end, just because you're ready to exit. When you sell your business, focus on the future prospects, your assets, and the right staff who can help the new owner move the business forward.

2. The value of someone by your side. Selling a business can be stressful, so having someone with the experience and knowledge who can help you find the best possible buyer, is priceless. Business brokers, such as those within the Transworld network, have experience of selling businesses like yours. They will guide you on marketing your business, providing key information for prospective buyers, and help assess the market value of your business.

3. Offer your buyer business credibility. Prospective buyers want the assurance of a credible business. If you can show the health of yours, you eliminate some of the pressure. Having your financials in order, a clear database of loyal customers, and proven growth over the years, is a

strong start for showing the strength of your business. Don't be afraid of questions, be ready with answers.



If you are considering selling your business, you're in good company. Transworld Business Advisors are in the business of supporting the legacy of small businesses. See how we can help put your healthy business in front of the right buyer, call 0203 911 1059 or email hziff@tworlduk.com.



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Planning for a more sustainable future

In a national climate emergency, how many will adjust their way of thinking and practice to provide for a more sustainable and inclusive future?

A year ago, Bloomberg's HQ in the City of London by Foster and Partners architects won the 2018 coveted Stirling prize. It was judged by a panel of architects to represent the best in architecture. A massive sandstone and bronze corporate edifice which houses 4,000 staff and is said to achieve a score of 98.5% in its BREEAM sustainability assessment. An outstanding achievement or a monument to wasteful excess? Using 600 tonnes of Japanese bronze and 10,000 tonnes of Indian granite it illustrates how Britain is simultaneously able to celebrate its sustainability prowess and yet produce a building of such deliberate excess. This is more a creative accounting exercise than a true reflection of our carbon emissions. As a production economy with our low manufacturing base we appear to be achieving our net zero carbon targets but as consumers we have moved our production to other parts of the world and this dramatically alters the picture and our carbon emissions score. This year the



Stirling prize was won by a very different type of project – social housing: a vernacular style scheme with modest design aspirations and sustainability at its heart. Goldsmith Street in Norwich is a remarkable change in direction for the Stirling prize. This reflects the prominence of our climate emergency in people's consciousness and can be seen as an important moment of realisation by architects. However, too much of construction is still rooted in the past and needs to change

However, too much of construction is still rooted in the past and needs to change fast.

fast. We are all aware that technologies such as large scale 3D printing which allows us a tantalising glimpse of the future with millimetre perfect accuracy, but the reality of building is very different. Imagine arriving at the McLaren factory, also designed

by Foster and Partners, only to find that they were building the cars outside in the car park. It would make no sense, yet we continue to build our buildings outside, in all weathers using heavy, unsustainable materials and outdated techniques. Factory build techniques are available for a number of off-site construction systems, which allows for greater control of quality and significantly speeds construction. We need to stop using steel and concrete and replace these materials with sustainably harvested timber. In a recent report it was stated that the Netherlands could build 1,000,000 new homes with local timber and save 100 megatons of carbon in the process.

However, any rapid change will require architects, clients and insurance companies to accept the use of alternative more sustainable materials and building methods.

The planning system also required a major overhaul to

Continued on page 58



Continued from page 57

align with a sustainable future. Currently extremely slow and deeply conservative with an inherent mistrust of modern design the planning system creates a bottleneck in the build process that frustrates clients and architects. It is underfunded and losing skilled practitioners to the commercial planning advice world, which is further damaging the process. With ever increasing pressure to build more affordable houses, particularly in London. The whole construction process seems incapable of solving urgent social and environmental problems. In London, as in many other cities, we see construction projects of all sizes, but painfully few like Goldsmith Street.

“Despite the dramatic changes in our consumer habits with an accelerating switch to on line shopping, Oxford Street and Tottenham Court Road are being re-constructed with larger and larger stores, whilst the developers are denying the inevitable consumer change.”

Despite the dramatic changes in our consumer habits with an accelerating switch to on line shopping, Oxford Street and Tottenham Court Road are being re-constructed with larger and larger stores, whilst the developers are denying the inevitable consumer change. Many areas of life are changing and the change is happening fast, according to many commentators 40-50% of jobs will be lost to automation by 2050 and if the predictions are

correct accountants, architects, quantify surveyors, engineers and many other highly trained roles will soon be lost and replaced by artificial intelligence. Denial seems to be the stock solution to all these problems from climate change deniers like President Trump and

“Many areas of life are changing and the change is happening fast”

many governments around the world, down to the individual that plods on hoping that the inevitable won't happen, we are all in some way responsible. We don't need buildings like the Bloomberg HQ with its triumphal display of excess and architects need to stop responding to a client's brief with these unsustainable solutions, whilst with the changing nature of work we don't need these building to house all these workers.

Similarly we soon won't need the shops to sell goods. What we do need, however is a more sustainable and inclusive future and we need to plan for it now.

James Burrell

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How We Build Now

by Richard Young, Senior Director, CBRE

Tower cranes are a constant feature of our skyline. Cities make and remake themselves continually. What's happening underneath those cranes has been transformed over the last 20 years, largely as a result of the same forces that are reshaping so many other aspects of our economy and our culture.

Perhaps the most significant force for change has been the impact of digital technology. As it has for so many aspects of business and commerce, it is helping to reshape how we design and how we build, as well as what it is we build. As transformative as this has been, we are only at the start of the journey towards several ambitious goals which will help us create the most versatile and responsive buildings ever, as well as achieving enhanced standards of sustainability.

Building design has and will always be an intensely collaborative – and iterative – process. A large urban building project might involve the collaboration of as many as 20 different specialist design consultants, each owning an important strand of the project from architecture and engineering to acoustics and ecology. The widespread adoption of BIM (Building Information Modelling), has introduced a digital collaboration tool which allows consultants to contribute to a federated 3D computer model of the building they are designing. This tool immediately shows how all of the various components of a building will be brought together and how they need to be coordinated to fit once they turn up on the building site. The model shows where elements might clash at a conceptual design stage when the problem is easier



to fix: much easier than say, trying to cut a hole through a very large steel section when it turns up on site and blocks the planned path of an air duct. BIM allows the cycle of design development and iteration to run much faster, makes cost estimation easier and more accurate, and improves safety on building sites.

There has always been a challenging articulation between the two key stages of design and construction. Once projects shift from the design studio into construction, they effectively move from one discipline to another. Ideas can lose something in translation or the nuances of the designer's original intent can be misinterpreted. Equally, designers without knowledge of specialist construction technology

or building science don't always see the most efficient way to solve a particular building problem. To help solve this, BIM models are increasingly shared with building contractors at an early stage so emerging design can be seen through the eyes of the builder and shaped from the perspective of practicality and - as the industry likes to call it – buildability.

Perhaps the most far reaching potential of BIM has yet to be fully realised. Every component in the computer model has a unique digital identity and this can be tagged with information. Whilst this is extraordinarily helpful during the construction process, its real value could be in downstream facilities management once the building is brought into use. The idea that

future building maintenance activity could be based around augmented or virtual reality technologies opens up the opportunity that facilities managers will be able to hold up a tablet or a smart phone to any part of the building, see right through it to reveal all of the many thousands of components above the ceilings or under the floors. An information rich, virtual reality display that will provide live diagnostic data, the date upon which they were installed, replaced, moved or maintained. The goal here is one of significantly enhanced building performance as we move much further towards the idea that energy consumption and building performance can closely track the specific day to day needs of the occupiers.

Digital technology - which does a lot of the heavy lifting and number crunching for design teams now - has liberated architects to be more innovative. Building components and systems are, as a result, becoming more complex. This has tilted the building process away from the tradition of raw materials being delivered and crafted on site towards factory production and pre-fabrication. The advantage of this is much better quality control because components are manufactured in controlled environments. It's much easier to achieve good workmanship

Continued on page 62

Is your Building Smart?

There was a time when Facilities Management was simply electrical sockets, lighting, reception desk and 'nut to cup' coffee machines.

Those days are long gone. We now have Intelligent Buildings, Building Management Systems, Circadian LED lighting with Dali controls, PIR, CCTV, Wi-Fi, Li-Fi, Remote Powering and IoT.

There are even mysterious things called 'Intelligent Break-Out Areas with Perch Benches', but we still have 'nut to cup' coffee.

The fact is that technology has now encroached on all aspects of the office environment and for the better, if it is installed, monitored and controlled correctly.

Intelligent Buildings

Intelligent Buildings, IBM state "help facility managers and space planners improve occupancy, utilisation and employee productivity. From IoT devices and occupant behaviours, it generates actionable insights to optimise the entire real estate portfolio."

Building Management Systems are regularly implemented in projects with extensive mechanical, HVAC, and electrical systems i.e. the high energy usage components of a building. BMS are computer-based systems that allow the Facilities Team to manage the environment from a single location. In addition to controlling the building's internal environment, BMS systems can also be linked to security systems such as access door controls, CCTV, motion detectors, fire alarm systems and lifts.



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In addition to controlling the building's internal environment, BMS systems can also be linked to security systems such as access door controls, CCTV, motion detectors, fire alarm systems and lifts.

LED Lighting

LED bulbs last much longer than other bulbs. Traditional **Compact Fluorescent Bulbs** are expected to give out light for around 10,000 hours, whereas **LEDs** can last 60,000 hours. Despite being a little more expensive than other types, **LED bulbs** provide a quick return on investment because of the lower cost in power and their durability.

Cost savings can be up to **80%** of your 'year on year' lighting costs. Buckingham Palace has trimmed Her Majesty's onerous household budget in exactly this way.

An additional benefit of using these high-efficiency visible-light LEDs is that localised lighting can be powered using Category 6A UTP cabling capable of delivering 100W of power. Called 'Remote Powering' (or PoE by some) this means that your lighting, CCTV, computers, audio-visual equipment and IP telephones can all be supplied by the same cable type by the same contractor – an economy of scale cost saving and a very flexible solution.

IP (Internet Protocol) enabled LEDs future proof your building ready for Li-Fi - it will be a replacement for, or an addition to Wi-Fi. Li-Fi uses light to deliver wireless communications at higher speeds to 'light sensitive' devices.

A **DALI Lighting control** system is versatile and highly beneficial if you're looking for a system that helps save energy and costs and does not compromise in terms of utilisation and efficiency. This system will adjust the amount of light in areas of your building according to your needs and preferences and when a PIR motion detection system is also used then no light need ever be left on.

The Internet of Things

IoT is a network of devices in a building that feed data back to the Facilities Team directly or to a BMS system. IoT data assists the Facilities Team in making informed decisions to better optimise the building environment and reduce costs.

British Standard BS EN15232-1:2017, 'Energy Performance of Buildings. Impact of Building Automation, Controls and Building Management', highlights that the convergence of all aspects of building environment control can result in significant energy savings, e.g. more than **50%** for thermal energy usage in an office (Class A compliant vs. Class D).

Security

It is essential that network security is not compromised. All contractors involved in these new initiatives must abide by all common network security principles. The Primary Contractor must be given responsibility for liaising with the in-house IT security team and then imposing the rules upon all involved. IoT devices should be treated in the same high-risk category as laptops and mobile devices with controls put around them and this can only be done at the network level.

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standards in a factory than it is a hundred feet up on some windswept scaffolding in near zero temperatures.

Perhaps the largest scale use of this approach, and the most visible to city dwellers, is in the design and manufacture of building facades which, because of the demanding performance requirements they need to meet, are these days highly sophisticated assemblages of metal and multiple layers of glass which require a factory environment to ensure sufficient quality standards can be achieved. This has changed the traditional relationship between design teams and building contractors because so much of modern buildings are now built around proprietary systems and components developed by specialist manufacturers. The industry has long recognised the advantage of involving builders in the design process at an early stage and many of the modern procurement processes (which is to say the way that work is put out to tender) are based around early contractor engagement. This has meant that the builder is invested in ensuring that designs are buildable and that risks are taken out of the project at a relatively early stage. If the result is that some traditional architectural skills are in decline, because the final detail of design is carried out by specialist contractors, the payback is that risk sits better where it should on projects. Additionally the closer collaboration between designers and contractors is more



likely to achieve a goal with which they are both satisfied.

Pre-fabrication doesn't just stop with facade components, whole bathrooms can be assembled as pods and delivered to site before being craned into place. Again, these small but complex rooms involving the interface between many components and finishes, are best completed in factory conditions, particularly where a large number of similar pods is needed. The focus has moved to making sure that when they arrive



Beyond technology, the second most significant influence on construction has been the sustainability agenda and the climate crisis. As essential as building is, it always poses risks to the environment.

on site they can be lifted into place easily and will fit with the structure which has been erected.

Beyond technology, the second most significant influence on construction has been the sustainability agenda and the climate crisis. As essential as building is, it always poses risks to the environment. More often than not it uses finite resources and once complete and in use, it consumes significant amounts of energy. Government legislation on sustainability is largely implemented through the town planning process in the UK and developers in London will now expect their buildings to have to meet a defined, metric based sustainability standard. The most commonly adopted is BREEAM (a point based rating system promoted by the Building Research Establishment). This will assess the sustainability measures incorporated in the design of any new building, focussing primarily around energy use, thermal performance, and building efficiency, but also taking into account sustainable transport measures by, for example, encouraging developers to include

cycle facilities in their buildings.

As part of the gathering social momentum around the climate crisis, the institutional investors who own the majority of commercial buildings in our cities, are focussing increasingly on the environmental credentials of the buildings in their portfolios. It has taken a while, but sustainability sells, and there is increasing evidence that more sustainable buildings will command a higher value in the investment and rental markets, or at the very least, will hold their value longer than buildings without these credentials. Corporate occupiers will have their own ESG agenda and will want to see them exemplified in the buildings they occupy. The planning system also obliges developers to show what impact their buildings have on the environment and this will often look at a diverse range of issues like water resources, ecology, transport impacts, habitat and alike. Those of us in the City will be acutely aware of the effect tall buildings have on wind conditions at ground level. The City itself is doing additional work on this critical aspect to ensure that

development when it does take place doesn't damage the day to day experience of people walking the City streets. Sustainability is also driving change in the selection of building materials as we look for solutions that are less harmful to the planet. As useful as concrete is, its carbon footprint is unattractive, so modified form or alternatives are beginning to emerge.

The Government's recently announced commitment to achieve net zero carbon is a significant step forward in forcing us to confront the reality of the climate crisis. Whilst this goal yet lacks a common industry definition, the idea of the circular economy is gaining traction. BAM has completed a building in the Netherlands built with materials that are all recyclable; walls are made from coal waste and insulated with old pairs of jeans. It's this kind of ingenuity that will determine whether we can reach the government's target.

Sustainability legislation has been focussed thus far on the performance standards to which we design. Not how buildings perform in use. Design teams meet these design requirements, finish the building and move onto the next. Occupiers move in and because they were not part of that initial design process, often do not fully understand the original designer's

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Continued from page 62

intentions. Sophisticated building management systems will have been installed, but the 2 or 3 days' training which are typically provided by the developer before the building is handed to the new occupier are probably insufficient. The industry has recognised this, and it is likely that future iterations of sustainability standards like BREEM will start to address benchmarking measures of future operation in the building's life.

The third major influence on how we build is the fundamental change in the way we use our buildings. Take office buildings, for example, which perhaps have been subject to the most fundamental change at a cultural level. A broader social dialogue about the nature of work and its place in our lives means we now view the office through a different lens. Employees have more choice about how and where they work; 'you don't have to come to work, to work'. It's called agile working. For businesses this offers efficiencies and overheads savings. The workplace is becoming a function agnostic and flexible environment in which people can

The third major influence on how we build is the fundamental change in the way we use our buildings. Take office buildings, for example, which perhaps have been subject to the most fundamental change at a cultural level.

come together to accomplish a particular task. The result is no allocated desks, fewer desks than employees and a range of different work settings to suit the nature of the tasks being carried out. As an overlay, there is a lifestyle shift reshaping the workplace; digital technology liberates employees from the desk, work can happen anywhere nowadays, so infrastructure needs in offices are reducing and being replaced by a much richer workplace experience. This reflects another influence on office culture, the focus on the welfare of the individual. It may seem obvious now, but it has taken

us a while to realise that healthy, happy people are more productive and therefore better for business. What contributes to health and wellbeing is creating environments where people feel comfortable, have a choice of work settings and a range of support facilities. This is making the workplace a richer environment with everything from gyms and restaurants to yoga and mindfulness classes.

Since a laptop and wi-fi means that work can happen anywhere, the millennial's aspiration is that the workplace needs to be more like, well, everywhere. Effectively, the outside world has been let in. As we move away from traditional values towards the millennial's ambition to have a richer mix of work and social life, so the cities we occupy become inherently richer. London's international status and its cultural diversity has created an exceptional place for people to want to come, live and work and this has created massive pressure on the development of housing.

There are many reasons why we struggle to meet our housing needs but perhaps the most significant response within the last 10 years has been the emergence of the private rental sector. This and its sub-set of co-living creates a model that reflect something of the broader behaviour of millennials which differs from previous generations whose ambition was to own a house and buy a car. Millennials buy services, whether that means streaming movies or hiring a car by the hour, so for them, the idea of renting seems no different. The notion that renting is forced on a generation because house prices aren't affordable is not borne out by the data. Renting is a lifestyle choice for many and sometimes more expensive than owning. Some of the newest towers in London are private rental apartments; this sector is driving its own innovations in construction with an emphasis on prefabrication the use of structural timber. The tragic fire at Grenfell Tower exposed serious concerns about the adequacy of the UK system for Building Control and the soundness of the Building Regulations. This will inevitably lead to new legislation, but in the meantime uncertainty about what form this will take has put a brake on some developing innovation in the wider use of timber. No one is unhappy about this. We are all invested in making safe buildings.

The ebb and flow of economic cycles means that London continues to be in flux. At any point of the market, building land might be more valuable for business use or for residential. A little bit like the under 11's football team, the market will chase an idea en masse whilst it seems to offer value, and switch to another when value perceptions changes. Property developers face the massive challenge of firing an arrow at a target that they have to hope is there by the time the arrow lands. Whilst building is still a risky and expensive business, the benefits offered by digital technology could mean removing risk out of the process, as well as a potential solution to closing the gap between developers and occupiers. The more contractors can be bought into the room to work with design teams, the more efficient the process can become, and the fewer challenges the industry will face as design is translated into construction on site. The construction industry continues to innovate and every building we build is different to the last, so the learning never ends.



The greatest challenge the industry faces is climate change; it is more likely than any other factor to influence the shape of our cities in the future. Perhaps the greatest opportunity, although the hardest to implement, is the idea that our cities can become smart Cities. This imagines our public services, infrastructure, transport networks, utilities and citizens all connected in a holistic digital ecosystem through the Internet of Things, powered by artificial intelligence. The goal is optimising supply to meet demand, achieving long term sustainability and ultimately, resource efficiency. If that can make the difference in our fight to reverse climate change then it deserves to get all of our attention.



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In a cashflow crisis

“When you're waiting on a customer to pay their bill and

“Bridging loans can help with stock, infrastructure costs and general trading costs until the cash starts rolling in. And because you can borrow over 12 months...”

you've got a big outlay on the horizon – like your tax bill – it can be incredibly stressful. Or perhaps you've landed a big order and need cash to buy raw materials or pay extra staff to get the job done. If you know the money's

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How Rob Dewan-Syed has created more than just a pizza restaurant in Canning Town

Zzetta Soul Fired Pizza in Canning Town's Rathbone Market could have been a simple fast food outlet, its not as though the area is short on places to purchase bland bready bases topped with E-numbers and plastic cheese, connected to the people is serves only by the contactless swipe of a card over the payment machine.

But that's not Rob Dewan-Syed's way. Originally from Bangladesh, the 41-year-old came to London at 18 to study and has since built a series of businesses. The name of his latest venture is no glib promise. The realisation things are different here comes when simply walking into Zzetta, and that's because of its market square location.

"Personally I love Italian food especially pizza" said Rob "when we saw this place we were quite interested in the square with the development happening, I wouldn't say we were 100% traditional in our approach, but we thought we would take this unit and turn it into a pizza place. "That was the beginning, when we started doing more research, especially about the old market we spoke to former traders and locals. When we said to them, we were doing a pizza restaurant here, they were quite surprised. They said they'd been waiting five years for something to happen and wanted to know why pizza?"



"When the regeneration of the area was taking place, the locals and traders were promised the market would come back on a bigger scale with much happening, they were disappointed not much had and then here we were with a pizza restaurant -that was the last thing in their heads."



Restaurant designed by the creative architectural and interior design consultancy Block Studio

Rather than trample the area's history Rob and his team set about finding ways to connect the areas history to his new restaurant. "we wanted a way of integrating with local community" he said "the thing everyone was talking about was the market, how it used to be and how they found it, they were emotionally attached. "Even though we were making an Italian restaurant, we decided we were going to do something that is very close to people's hearts."

Rather than a few photos on the wall, the market is woven through the fabric of Zzetta. Its especially designed tables referred to as stalls and recall boxes piled up to display produce.

Shelving on the bar and walls built from steel the same thickness as the structures used by traders. The bare walls have been painted with the silhouettes of the stalls, most striking through are the giant quotes written on plywood speech bubbles and hung from the ceiling.

"we thought we were going to take photos and show the community how in favour of the market we are" said Rob, "but instead we started talking to the older citizens in this area asking them about their memories, then with the library we began having meetings with the older residents and from them we gathered lots of quotes.

"They are picked out, placed on wooden boards and hung from our ceiling, we put them on top of the stalls as though they're still active." The market has got such history my favourite quote is where a lady is describing when Mahatma Gandhi came to Rathbone Market with Charlie Chaplin for an anti-war demonstration. "she said she couldn't recognise Chaplin and they thought he was Gandhi's bodyguard; he was without his moustache and wasn't in costume. It was a shock for them when Gandhi's said Charlie would say a few words".

"We tried to capture all these

things, all that soul – whether it was the ice cream stall or the smell of the leather sofa for sale"

Having started in business aged 13, Rob has created companies in many sectors, but throughout his focus has been trying to engage the communities around him at a deeper level. "I like small businesses they're full of potential and you never know where they might go" he said. "it's a true entrepreneurial spirit with me, I always want to do some business where, rather than waiting for a company to become successful before it starts giving back to the community, to start giving back while I'm doing it.

"It's a nicer way for us to show we care about the local history, the residents and for the people moving into this area, they don't know there was a massive anti war demonstration with Gandhi and Charlie Chaplin, they don't know the old library across the road is where the GMB union was born. Even the early meetings for the labour party were held here.

"I put customers and community before anything else, I tell my staff not to try and sell the pizza but to talk to the customers, gossip, chat – tell the people what's happening around here, have conversations – engage them and build awareness of what's going on"

While the community initiatives offer diners unusual surroundings in which to eat and drink, Rob recognises the quality of pizza is also vital, "there are more than 50 restaurants locally serving something they call pizza" he said "But it's not authentic –. We're top of our game, we put our heart and soul into the food".

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Air Astana takes delivery of first Airbus A321LR

Air Astana, Best Airline in Central Asia and India (2012-2019 Skytrax Airline Awards), has taken delivery of the first of seven Airbus A321LR (long-range) aircraft under an operating lease agreement with Air Lease Corporation of the United States, with the remaining six aircraft scheduled for delivery over the next 12 to 18 months, depending on Airbus' production capacity in Hamburg. Air Astana is the first operator of the aircraft type in the CIS.



common with all other Airbus and Boeing aircraft in the fleet. The aircraft is equipped with the latest generation Pratt & Whitney engines, which reduce fuel consumption by 20%, maintenance costs by 5%, carbon emissions by 20%, and noise levels by 50% compared with the current generation of aircraft.

Air Astana currently operates 19 Airbus aircraft in the fleet, including eight A320s, four A321s, three A320neo, three A321neo, and one A321LR, with another ten Airbus aircraft scheduled for delivery by the end of 2020.

Air Astana officially presented the new Airbus A321LR to VIP guests and media at a ceremony in Nur-Sultan on Wednesday, 9th October 2019.

The new A321LRs will gradually replace the airline's Boeing 757 aircraft on long-haul services to European and Asian destinations, with greatly enhanced cabin comforts and facilities for passengers.

The Airbus A321LR is a long-range version of A321neo, with increased maximum take-off weight and

associated design modifications. The aircraft is configured with 16 Business class seats and 150 Economy class seats.

The lie-flat business class seats are equipped with individual 16-inch screens, with four of 16 seats offering additional personal space. In economy class, the Recaro seats provide increased comfort for long flights and are equipped with

individual 10-inch screens. The design of the interior trim, curtains and seat covers for both business and economy classes have been specially developed for Air Astana, with a combination of elegance and sophistication that embraces a clear national identity.

The A321LR cabin is equipped with a Zodiac (RAVE) in-flight entertainment system, which is in



For more visit airastana.com

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■ Waterstons

Business and IT Consultancy Waterstons are delighted to announce that Kieran Fowler, formerly of the Metropolitan Police, has joined their Cyber team as a senior consultant based in their London office.

Kieran's role as part of the 12 strong cyber team is to help customers understand and navigate the cyber threat landscape. Waterstons has close connections with several police forces and works in partnership with them to help educate businesses on how they can improve their business resiliency, develop strategies for dealing with risk and protect themselves from ever evolving cyber threats.

If you'd like to find out more visit www.waterstons.com or contact stew.hogg@waterstons.com or Kieran.fowler@waterstons.com



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Happy clients voted LCCI members Adlink International (1989) Media Group the Best International Advertising Services Business – 2019 in the Greater London Enterprise Awards. A pioneering global media house, the 30-year-old advertising agency, specialises in Print, Broadcast, Outdoor and Digital advertising in Africa, Asia, Europe, the Middle East and the Far East. Adlink's founder, veteran journalist, editor and author, Mr Shamlal Puri, said, "We continue to serve our numerous foreign and UK clients with vigour. Our portfolio continues to increase. We also book advertising in the UK media and are contract publishers of magazines, brochures, annual reports and books for all genres for various customers. We welcome new clients and offer introductory discounts."

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This December you can make a huge difference to the lives of homeless people and men, women and children receiving hospice care just by getting dressed in the morning. It's a no brainer. CRASH is your industry charity and we need your help to support homelessness charities and hospices with life changing building projects. Join us on Friday 13 December for Christmas Jumper Day by wearing your festive knit to work. You'll instantly feel warm inside knowing you're making a huge difference to those less fortunate at a time of year that is often very isolating. Get involved at www.crash.org.uk/event/christmas

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CML services a variety of industry sectors including fashion, beauty, schoolwear, toys, homeware, sporting goods, electronics and medical for a number of leading high-street and online retailers.



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Aalish Yorke-Long
Digital & Operations Director



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