

London

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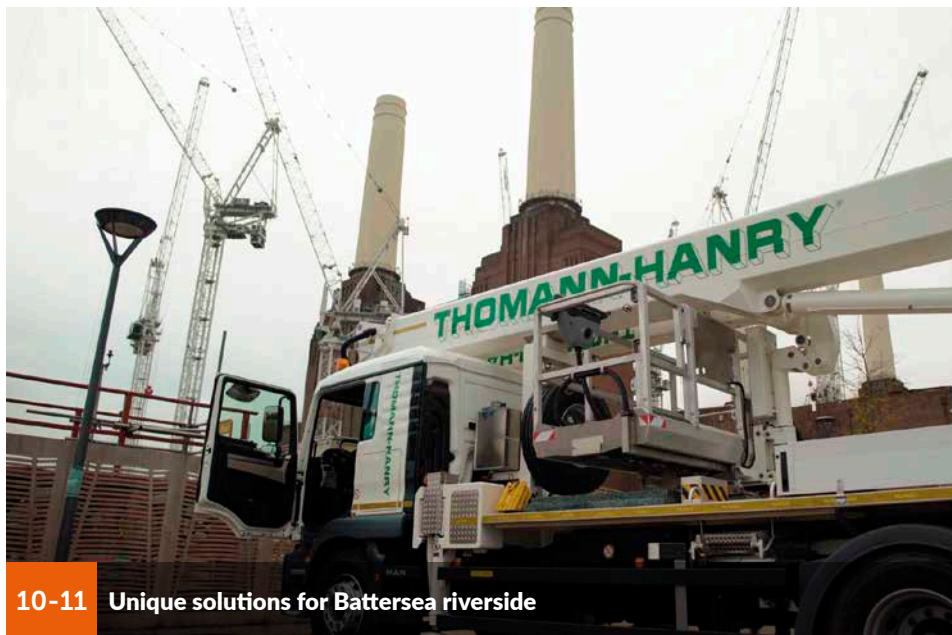
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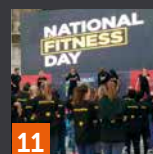
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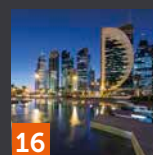
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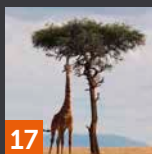
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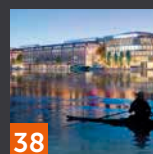
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London Chamber of Commerce
33 Queen Street, London EC4R 1AP
Tel: 020 7248 4444
Fax: 020 7489 0391
www.londonchamber.co.uk

CHAMBER CONTACTS

Events
Victoria Jayne - 020 7203 1875
Export Documents
Davor McKinley - 020 7203 1856
Enterprise Europe Network
Elena Molinari - 020 7203 1929
Information
Alexa Michael - 020 7203 1866

London Business Matters is edited by Peter Bishop: pbishop@londonchamber.co.uk

International business
Vanessa Vlotides - 020 7203 1838
Membership sales
Josie Rogers - 020 7203 1881
Member support
Nick Charles - 0207 203 1957

Patron members
Ian Binns - 020 7203 1954
Trade missions
Marta Zanfrini - 020 7203 1822
Media relations
020 7203 1897
Sponsorship opportunities
020 7556 2382

BRANCH CONTACTS
Croydon Chamber
Annabel Fogden - 020 7556 2389

East London Chamber of Commerce
Irene Fatuzzo - 020 7203 1965

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Crosby Associates Media Limited
Liverpool (Head Office):
Burlington House, Crosby Road North
Liverpool L22 0PJ
Tel: 0330 124 3780
www.crosbyassociates.co.uk

PUBLISHING CONTACTS

Advertising sales
Gina Forshaw - 0161 274 9329
gina.forshaw@crosbyassociates.co.uk



Migration committee 'failure' needs Mayor to step in

LCCI has called on Mayor Sadiq Khan to devise proposals for a new immigration system for the capital. The chamber was responding to the long-awaited migration in the UK final report from the Migration Advisory Committee (MAC) published last month.

LCCI chief executive Colin Stanbridge said: "There has been a failure by the MAC to recognise the full value and benefit of migration to London."

Reliant

LCCI-commissioned research by leading economists that found London is three times more reliant on foreign workers than the rest of the UK; and has a £26 billion contribution to its GVA by EU nationals.

Stanbridge said: "We, along with others, advocated that, due to its unique migration footprint, a new UK immigration system should have a degree of regionalisation. However, the MAC report has ad-



vised against that.

"This report is intended to provide an evidence base for a new UK migration system – yet the MAC admit they faced 'serious constraints' to their work relating to access to data.

"Furthermore, the MAC do not undertake a full review of the existing Tier 2, and their assessment of the Shortage Occupation List will not report until next spring.

Certainty

"London employees and employers need certainty. Mayor Khan previously said that if satisfactory migration proposals for London were not put forward, he would look at alternative options."

Stanbridge went on to repeat the LCCI call for the Mayor to

"London employees and employers need certainty. Mayor Khan previously said that if satisfactory migration proposals for London were not put forward, he would look at alternative options."

bring London's civic and business leaders together to design practical proposals for future migration.

"These London proposals can be used to influence and shape the forthcoming Immigration Bill that Ministers will lay before Parliament".

Get Crossrail back on track to keep London moving



Commenting on the announcement that the Elizabeth Line – Crossrail – would not now open until Autumn 2019, LCCI chief executive Colin Stanbridge said: "It is very disappointing to hear that a revised schedule is now needed, at this stage, to complete the project's final infrastructure.

Overcrowding

"Londoners and the business community need the Elizabeth Line to address overcrowding and congestion within the capital.

"Of course, safety is of paramount importance, however we will hope that it may become possible for the project to be up and running before next summer".

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LCCI in strong position to help London business face the future



Colin Stanbridge's review of the LCCI year

“Over the last year much of our policy work has been dominated by Brexit. London voted overwhelmingly to remain in the EU, matching our polling at the time. Since the vote we have done our utmost to make sure that government and the EU are aware of the concerns and needs of business in the capital. We have published reports based on polling and roundtables highlighting the issues that matter – the status of EU nationals, customs procedures, ports and airports – it is a long list. But the biggest worry for our members is the lack of clarity about what our relationship will be at the end of March 2019 with our biggest market.

Game-playing

Sometimes I despair of the political game-playing that seems to have surrounded this vital issue and the lack of attention to detail. I have spent many years in this job, and previously as a political journalist, around politicians and in my experience they don't do detail. What excites them are big ideas – not the rules, regulations and mechanisms that need to be in place to ensure that goods and services can move easily in and out of the UK. The chamber is doing its best to concentrate their minds – Peter Bishop, my deputy, has been on secondment to the Department for Exiting the European Union and I believe they have benefited from his knowledge and experience of customs and trade practices worldwide. It is a huge tribute to the expertise that the Chamber contains that he has been chosen to contribute in this way.

Brexit helpdesk

Our aim is to do all we can to help achieve the best Brexit possible for London and its businesses. I also see a major role for the chamber when we have left the EU to ensure our members have the best information possible. Politicians may not do detail but businesses do. To that end we will be launching a Brexit helpdesk to help members with their challenges around trading, employment, legal and tax, and planning for 'no deal' and transition scenarios. This will be launched at a seminar on customs and regulations in November and



will be based on our long-standing experience in export and import documentation.

Common business voice

We will also be continuing our conversations with chambers across Europe. Last year we brought a number of big city chambers together at City Hall with our Mayor to back our call for a transition period. We are continuing those conversations to make sure we have the best possible relationships post-Brexit. This autumn we are forming a joint committee with Berlin Chamber to get a common business voice heard in Germany, London and Brussels. We will want to compete as cities post-Brexit but there are many issues of common interest. For example we must not have long immigration queues for business travelers whether they be at Heathrow or Tegel. A common business voice can help avoid such stupidities.

Struggle

At the same time as campaigning for the best possible Brexit for London we have also been making the point that there is a country to run and that Brexit mustn't completely dominate

heard member needs first hand. We have played a major role in making sure that London gets a third runway, that the tube upgrades were fully funded, that Crossrail has (nearly!) been built. And we played a major role in lobbying for the London Olympics and ensuring that smaller firms had a chance to help create the best Games ever.

Stronger

I believe I will leave the chamber in a strong position when it comes to policy and campaigning. Moreover the chamber finances are the strongest in the country which means that for the first time in many years we have the money to invest in its future. I will bequeath to my successor a considerable amount of money in the bank, a fantastic modern office space, and a high reputation as an evidence-based campaigning organisation. This success is down to the hard work of the staff and the leadership of the board and chairmen and presidents I have served under to whom I owe a great debt of gratitude.

Crucial area

I have not succeeded in one crucial area. Membership is still declining as it has done since the war, a trend we share with many business organisations. We have raised numbers year-on-year a couple of times but the best we can say is that we have slowed the rate of decline. This is not through any lack of effort or skill on the part of the membership teams and we have had success in initiatives such as patron membership. It is not for the lack of trying new ideas and services. It is true that we have suffered from increased competition and a new digital age in which you do not need your local chamber to answer your business queries, you just Google it; where you can link up with potential customers online; where you can make your views known to millions via Twitter. We have the best business events programme in the capital but over recent years there has been a huge growth in free events and this networking challenge hits at the heart of our membership offer. And this year we had to face up to the reality of change and close Hammersmith and Fulham and Ealing Chambers of Commerce. It was done with a heavy heart.

“Our aim is to do all we can to help achieve the best Brexit possible for London and its businesses.”

government business. Companies are facing real difficulties in recruitment at all levels, taxes rise inexorably whether it be the apprenticeship levy or huge hikes in business rates, there is still a chronic shortage of affordable housing and despite a slight fall in tube ridership there is still a need for new lines like Crossrail 2. We have done our best to keep these issues to the fore – but it's an uphill struggle.

London business voice

Next March I will retire from the chamber. One of the many things I am proud of over the last sixteen years is the success we have had in getting the London business voice heard. We have been able to make sure that Prime Ministers, chancellors and secretaries of state as well as leaders of the opposition and House of Commons committee chairs have

Optimistic

Do I leave depressed about the future of the LCCI and the chamber movement? Absolutely not, in fact the opposite. I am more optimistic than I have been in 16 years. The momentous change that Brexit will bring is a huge opportunity to revive the importance of the chamber as a trusted source of information. Our expertise in international

trade both in documents and trade missions and seminars will grow in importance as, post-Brexit, the UK looks to new global markets. Perhaps more importantly, through our work with Manchester and Bristol Chambers, we are developing what will be a gamechanger in membership recruitment and retention. This is Chamber Online. Visit the website and see the start of what

we hope will be a significant part of the future of not just the LCCI but chambers across Britain.

Support

As this is my last AGM I would like to take the opportunity to thank all my staff past and present for all their hard work, to thank all my board members and of course my chairman and presidents for all

their support. Most importantly I would like to thank the members without whom there would have been no chamber to lead. ”

Colin Stanbridge is chief executive of LCCI. This is an abridged version of his address to last month's Annual General Meeting
www.chamberonline.co.uk

President extraordinaire



Tony Pidgley with Jeff Adams

Tony Pidgley, the extraordinary businessman who heads up the Berkeley Group, completed his record term as LCCI president at last month's Annual General Meeting held at the Vintners' Hall in the City.

The former Barnardo's boy has the distinction of being the longest serving president in the Chamber's 137-year history and will certainly be remembered as one of its most successful.

Champions

In his characteristically modest style Pidgley paid tribute to the LCCI board, chief executive Colin Stanbridge and LCCI team for their work and support. "As your president I have seen at first hand the superb job you do as champions of London's economy.

"At a time of great political change and uncertainty, the LCCI has been a

force for stability and growth, serving the interests of its members with great energy and skill."

Pidgley praised the Chamber's networking events, trade missions and the valuable support offered to exporters as well as its campaigns on housing, skills, transport and digital capability which he termed "London's critical needs". He warned that the capital's position as a world class city could not be taken for granted. "The Chamber has made the case for the big investments we need to power growth such as Crossrail 2 and Heathrow expansion."



Next generation

He also commented on the Young Chamber programme "which has seen our members working closely with schools in deprived parts of our city. I'm very proud of what we are doing to inspire the next generation of entrepreneurs and business leaders. They are London's future."

Pidgley, awarded a CBE in the New Year's honours list in 2012, was praised by Colin Stanbridge for accepting the presidency, for his unstinting support, and for putting the Chamber on the map.

Hectic

Pidgley will be succeeded by Jeff Adams, former chair of property

company United House Developments, who will combine the roles of president and chairman. Of his predecessor he said: "Tony has given more time to the Chamber than we had any right to expect given his hectic schedule as one of the capital's most successful business people.

"His wise counsel on a whole host of issues from Brexit to business rates has been invaluable. He has led our successful delegations to MIP-IM - resulting in new members and much prestige for the organisation. The LCCI owes Tony a huge debt of thanks which will, I believe, be hard if not impossible to repay."



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Brexit Q&A

What was the outcome for Brexit at the Salzburg meeting of European Union leaders?

On 20 September Prime Minister Theresa May, attended a meeting of EU leaders in the Salzburg which came ahead of the European Council Summit on 18 and 19 October, the target date for the EU to agree the UK's withdrawal treaty.

At Salzburg, the Prime Minister pushed for the terms and conditions of the White Paper generally known as the 'Chequers agreement' to be accepted which includes proposals for divergence on services but adherence to EU common rules on manufactured products to avoid friction at the UK-EU border, including Northern Ireland.

After a private meeting of EU national leaders European Council President Donald Tusk said:

"First, we reconfirmed that there will be no Withdrawal Agreement without a solid, operational and legally binding Irish backstop. We continue to fully support Michel Barnier in his efforts to find such a model.

"Second, we agreed to have a joint political declaration that provides as much clarity as possible on the future relations. Everybody shared the view that while there are positive elements in the Chequers proposal, the suggested framework for economic co-operation will not work. Not least because it risks undermining the Single Market.

"Third, we also discussed the timetable for further negotiations. The moment of truth for Brexit negotiations will be the October European Council. In October we expect maximum progress and results in the Brexit talks. Then we will decide whether conditions are there to call an extraordinary summit in November to finalise and formalise the deal."

Donald Tusk Press Conference in Salzburg

■ <https://bit.ly/2zqhX3E>

What just happened in Salzburg? The EU view

■ <https://bbc.in/2QRvQ16>

May's Brexit plan goes pop after "humiliation" by EU, British media says

■ <https://reut.rs/2xzb1jz>

How likely is Chequers to survive?

President Macron of France warned the Prime Minister that she must come up with "new propositions" if she wanted a deal. The rejection at the Salzburg meeting sparked a reported crisis within the UK government, with one minister describing Chequers as being "dead as a dodo". It has been predicted that some Cabinet ministers will try to force the Prime Minister into abandoning Chequers. The Prime Minister is also highly likely to face angry grassroots activists at the forthcoming Conservative Party conference in Birmingham this month.



The Prime Minister has stayed resolute on Chequers saying: "On the economic partnership, there is no solution that will resolve the Northern Ireland border which is not based on the frictionless movement of goods. Our White Paper remains the only serious and credible proposition on the table for achieving that objective."

Salzburg stalemate: What next for Brexit?

■ <https://bit.ly/2zqlz5Z>

Can Theresa May survive her Salzburg humiliation?

■ <https://bit.ly/2pqsdTG>

What are the alternatives to Chequers post-Salzburg?

Free trade agreement

There is growing pressure from pro-Brexit Conservatives to ditch Chequers and push for a Canada-style free trade agreement with the EU. However, opponents fear this would disrupt industrial supply chains and limit the UK's access to European markets for financial services. There are also concerns that it might not solve the Irish question as Brussels could still demand that Northern Ireland re-

mains part of the EU customs area to avoid a hard border.

No deal

The Prime Minister has always said "no deal is better than a bad deal" and the government insists it is well on the way to preparing for leaving the EU without a deal. However, some are of the opinion that a 'no deal' Brexit could result in chaos, including gridlock at Channel ports, no food in the supermarkets, a collapse in the value of the pound and even civil unrest.

Stick or twist: What are Theresa May's options after EU rejects her Chequers Brexit plan?

■ <https://bit.ly/2QOSCqY>

Brexiters refuse to endorse report urging May to consider alternatives to Chequers

■ <https://bit.ly/2xKaY3z>

The Prime Minister has always said "no deal is better than a bad deal" and the government insists it is well on the way to preparing for leaving the EU without a deal.

Can Brexit be stopped?

A cross-party group of anti-Brexit Scottish politicians was given permission on 21 September to take their case to the European Court of Justice to seek a ruling on whether Article 50 can be overturned, thus halting Brexit.

The Court of Session in Edinburgh had previously rejected their bid to refer the case to European judges. However, the group won an appeal and the European Court of Justice will be asked to give a definitive ruling. The UK government reacted by saying that it remained committed to implementing the referendum result and "will not be revoking Article 50."

Court to rule on whether UK can halt Brexit

■ <https://bbc.in/2I42oS1>

What is the government doing to prepare for a no-deal Brexit?

On 13, 14 and 20 September, the government launched the next 35 titles

in a series of more than 80 technical guidance notices to help businesses and individuals to understand what they would need to do in a 'no deal' scenario, so they can make informed plans and preparations. Some titles were updated from August.

Below are the titles of the 35 new or updated technical guidance notices, together with a web link for each one.

Applying for EU-funded programmes

Connecting Europe Facility energy funding if there's no Brexit deal

■ <https://bit.ly/2NyyE55>

European Regional Development Funding

■ <https://bit.ly/2p4ylB9>

European Social Fund (ESF) grants

■ <https://bit.ly/2Dzsz5Y>

Funding for UK LIFE projects

■ <https://bit.ly/2NDpLXM>

The government's guarantee for EU-funded programmes

■ <https://bit.ly/2MNughS>

Driving

Driving in the EU

■ <https://bit.ly/2OM9c9z>

Handling civil legal cases

Handling civil legal cases that involve EU countries

■ <https://bit.ly/2x69xwG>

Labelling products and making them safe

Appointing nominated persons to your business

■ <https://bit.ly/2CQTLiIn>

Labelling tobacco products and e-cigarettes

■ <https://bit.ly/2Ly3ZzL>

Travelling with a European Firearms Pass

■ <https://bit.ly/2x9rlah>

Trading under the mutual recognition principle

■ <https://bit.ly/2p5paAa>

Trading goods regulated under the 'New Approach'

■ <https://bit.ly/2x8MeCF>

Vehicle type approval

■ <https://bit.ly/2NODVOx>

Meeting business regulations

Accessing public sector contracts

■ <https://bit.ly/2pyU3gQ>

Broadcasting and video on demand

■ <https://bit.ly/2Dsxe8m>

Merger review and anti-competitive activity

■ <https://bit.ly/2Mr7aK3>

What telecoms businesses should do

■ <https://bit.ly/2CQ2ZHR>

Personal data and consumer rights

Data protection

■ <https://bit.ly/2xffwi2>

Protecting the environment

Industrial emissions standards ('best available techniques')

■ <https://bit.ly/2NdmzTz>

Reporting CO2 emissions for new cars and vans

■ <https://bit.ly/2N9J2AI>

Upholding environmental standards

■ <https://bit.ly/2xfvsSz>

Using and trading in fluorinated gases and ozone depleting substances

■ <https://bit.ly/2CTyllt>

Regulating energy

Running an oil or gas business

■ <https://bit.ly/2ON2JLA>

Regulating medicines and medical equipment

Batch testing medicines

■ <https://bit.ly/2w9dznA>

Ensuring blood and blood products are safe

■ <https://bit.ly/2MwPB05>

How medicines, medical devices and clinical trials would be regulated

■ <https://bit.ly/2BBwjS7>

Quality and safety of organs, tissues and cells

■ <https://bit.ly/2w99hwu>

Submitting regulatory information on medical products

■ <https://bit.ly/2BDJotV>

Trading in drug precursors

■ <https://bit.ly/2Mnx0ys>

Satellites and space

Satellites and space programmes

■ <https://bit.ly/2x6q6sK>

Seafaring

Getting an exemption from maritime security notifications

■ <https://bit.ly/2Qrw0wn>

Recognition of seafarer certificates of competency

■ <https://bit.ly/2OpnRHC>

Travelling between the UK and the EU

Mobile roaming

■ <https://bit.ly/2x9tzGF>

Travelling in the Common Travel Area

■ <https://bit.ly/2OgCzR1>

Travelling to the EU with a UK passport

■ <https://bit.ly/2p5h2Qk>

What can I do to prepare for Brexit?



London Chamber of Commerce and Industry (LCCI) is holding a seminar *EU Exit - preparing for UK-EU trade post-30 March 2019* on Tuesday 6 November 2018 to help businesses to prepare for all scenarios after the UK officially leaves the EU. The seminar will cover all aspects of import and export transactions, including:

- Customs procedures
- VAT
- Tariff classification
- Documentation
- Rules of origin
- Authorised economic operator
- Temporary movements of goods

- Services
- Standards and regulations
- Freight movements

The event will feature expert speakers with customs and logistics backgrounds including Martin Dubble of Harod Associates and will be chaired by Peter Bishop, LCCI Deputy Chief Executive.

If you would like to attend the event and table a question in advance, visit www.londonchamber.co.uk/international-business/see-all-events to book your place

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Mind the Gap



By Steven Pinhey, Tax Director, Lubbock Fine Chartered Accountants

In these days of financial austerity, not a week seems to go by without some daily newspaper referring to the tax avoidance by big corporates, citing names such as Amazon, Google and Starbucks or individuals who think that they are above the law.

In fact, Amazon, Google and Starbucks and many of the other large corporates have done nothing legally wrong in arranging their tax affairs the way they have although there may be ethical and moral concerns with the amount of tax they pay. It is also often the case that individuals fail to pay the correct amount of tax not because they are actively looking to evade paying it but rather the UK tax legislation is so complex that errors occur interpreting it when considering what tax has to be paid.

So where are the 'gaps' in our tax take and how is it calculated?

HMRC annual publish their statistics on the UK 'Tax Gap'. This is a measurement of the difference between the amount of tax that should, in theory, be collected by HMRC, against what is actually collected.

'Measuring the tax gaps 2018 edition' was released earlier this year and the findings as always make interesting reading.

The UK tax gap was estimated at £33 billion during the 2016/17 tax year which is 5.7% of all tax liabilities. These figures seem huge, and they are but HMRC

"It isn't the large businesses and definitely not individuals who make up the majority of our tax defaulters."

is keen to point out that this percentage has been falling in recent years. So how is it calculated? and is it the large companies and individuals that make up the largest defaulters? The answers are surprising.

HMRC have calculated the breakdown of the £33 billion by customer group as follows:

Small businesses	£13.7bn
Large businesses	£7.0bn
Criminals	£5.4bn
Mid-sized businesses	£3.9bn
Individuals	£3.4bn

So it isn't the large businesses and definitely not individuals who make up the majority of our tax defaulters.

Society expects us all to pay our fair amount of tax and it is only proper that HMRC have the powers to tackle those who fail to pay their fair share or refuse to 'play by the rules'. However, let's make sure that when we are talking about the tax gap that we are making informed comments and if the rules aren't working or produce an unfair result then let's get the law changed.

Lubbock Fine
Paternoster House
65 St Paul's Churchyard
London EC4M 8AB
t +44 (0)20 7490 7766
www.lubbockfine.co.uk

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Advice that adds up

City Giving Day – turning the Square Mile red



Over 300 City businesses came together last month to celebrate their charitable and volunteering efforts for this year's City Giving Day – a record number for organisers The Lord Mayor's Appeal.

The firms, who have supported hundreds of charities over the last year, showcased their philanthropic efforts with thousands of City workers, clients, suppliers and supporters wearing red for the day.

Champions

City Giving Day is one day a year which is set aside to celebrate the value of the City to society. It champions the activities - whether it is CSR, philanthropy, or volunteering initiatives - that companies do to support charity, society, their local communities and the environment in which they work.



The annual event is a chance for employers to talk to staff, recognise achievements and plan even better

community engagement in the future, whether in the form of mentoring, fundraising or volunteering vital expertise.

Last year's City Giving Day successfully raised over £400,000 for charities and community groups, and over 5,000 volunteers were recruited.

Awareness

Charles Bowman, the Lord Mayor of the City of London, along with the Lady Mayoress, Sheriffs and Aldermen, visited more than 50 companies across the Square Mile who took part in the celebration through a variety of awareness and fundraising events.

Activities throughout the day included a CIBC World Markets' peddle bus which toured the City for seven hours raising money for Lord Mayor's Appeal charities, Hewlett Packard ran sessions teaching children how to build a laptop and firms took part in a fundraising static bike competition, "Tour de City".

Valuable

The Lord Mayor said: "There is really valuable work being done by City firms, benefitting society through business volunteering, fundraising events and philanthropic work. City Giving Day is a chance to shout out about this vital work, whilst at the same time encouraging others to get involved."

The Lord Mayor's Appeal's three



chosen charities, which will be supported through City Giving Day, are Place2Be, OnSide Youth Zones and Samaritans.

City Giving Day coincides with the launch of new research by the City of London Corporation. The research showed that the UK Financial and Professional Service (FPS) sector gave a record £534.5 million to charitable causes, with 38 per cent of businesses giving in every region across the UK.

Drawing on findings from firms representing almost one fifth of UK employees in FPS, the research estimates that the sector contributed more than one million hours of volunteering.

www.thelordmayorsappeal.org/a-fair-city/city-giving-day

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LONDON CHAMBER
of COMMERCE AND INDUSTRY

Unique solutions for Battersea riverside

Standing since the 1930s as one of the most enduring landmarks on the London skyline, Battersea Power Station is currently undergoing a spectacular mixed-use redevelopment. Set to bring a £20 billion economic uplift in its wake, the Battersea project encompasses 1.25 million square feet of office space, 250 shops and restaurants and two new tube stations, creating 20,000 new jobs in what will be London's newest, most vibrant neighbourhood.

Invasive

A key planning condition for this iconic renovation project was the repair of 348 linear metres of river wall. Today, flood defences that date back to the 1850s are showing the ravages not only of tide and time, but of an infestation of Buddleia, which has overrun a significant stretch of their length. Aggressive and invasive, this perennial shrub outcompetes native vegetation, taking a vice-like foothold in walls and causing deep, extensive damage. Producing up to 10 million highly dispersible seeds each winter, once established Buddleia is extremely difficult to eradicate.

The services of London-based



property restoration experts Thomann-Hanry® were enlisted to tackle the task of eliminating the Buddleia and rebuilding the damaged river wall. Undertaken in the past,

mere pruning was not an option – cutting the plant back simply results in stronger root re-growth the following spring. Instead, a more robust and complete solution was called for.



“Battersea Power Station is currently undergoing a spectacular mixed-use redevelopment. Set to bring a £20 billion economic uplift in its wake.”

Pressurised

After cutting back the foliage, marine eco-safe herbicide will be applied, destroying an extensive dual root network that runs both horizontally and vertically across, through and behind the facing bricks. The entire root system will then be cut out of the wall, before all surfaces are cleaned under pressurised steam to ensure that all seeds (which can lie dormant for up to ten years before germinating) are totally destroyed. The river wall comprises a 1½ brick thick English Bond, clad over the original Roman Cement wall installed by the Victorians. The height of the wall has increased at least twice over the years.

Once the Buddleia has been removed and the delaminated and damaged bricks carefully cut away, the wall will be sympathetically repaired using imperial size bricks to match the original. For additional strength Thomann-Hanry® have commissioned a small batch of marine grade stainless steel ties to retain the bricks and ensure the works will last for the next 150 years or more. This is no job for an ordinary bricklayer, as Thomann-Hanry® are using a specialist mortar which cures skin-hard within 30 minutes. The mortar has been matched to the

Crime survey

Sophie Linden, deputy mayor for policing and crime briefed LCCI members last month at a policy breakfast event at the Royal Institution of Chartered Surveyors.

Her role at City Hall includes powers to issue a Police and Crime Plan and to appoint and remove senior Met officers.





original and small batches are prepared each week by Cornish Lime for 'just in time' delivery, as the product has a short shelf life compared to mass produced cements. Sourced from a location in the Alps, the lime continues to cure hard under water as the tide rises without being washed out. No additional chemicals are added to the mix as Thomann-Henry® are obliged to protect the marine ecosystem and avoid doing anything that could affect this delicate balance.

www.thomann-henry.co.uk
www.batterseapowerstation.co.uk



Photo by Deborah Jarvis

Strictly physical

This year's National Fitness Day kicked off with a mass dance workout in the Guildhall Courtyard last month and was led by Dame Darcey Bussell.

The legendary ballerina and *Strictly Come Dancing* judge took hundreds of people through an outdoor dance fitness class to launch a day of physical activity and fitness celebrations across

the UK, as gyms, leisure centres, fitness instructors and sports clubs threw open their doors to get more people active.

Organised by ukactive, the event promotes the benefits of physical activity and last year helped get more than five million people active across 20,000 free events.

"It's such a pleasure to be asked

to help celebrate National Fitness Day," said Bussell.

"This isn't just about one day though – we want to encourage more people to discover physical activities that they love all year round, whether it's dancing with your kids in the kitchen, a brisk walk in the park, playing sport with your friends or a workout at the gym."

Speed in Business Isn't Enough

Every morning in Africa, a gazelle wakes up knowing it must outrun the fastest lion or it will be killed; simultaneously, a lion wakes up knowing it must run faster than the slowest gazelle or it will starve.

It doesn't matter whether you're the lion or the gazelle – when the sun comes up, you'd better be running.

The world is changing at an unprecedented pace. The digital revolution is upon us. Speed is the new currency of business.

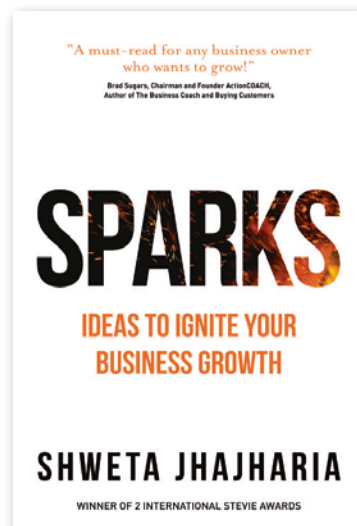
A surprisingly large number of business owners are entranced by the 'need for speed' in everything they do. What they often forget is that there is a crucial dimension that makes all the difference: the difference between speed and velocity.

Speed is how fast an object is moving: 20 miles an hour, 120 miles an hour, etc. Translating this to business, if work/decision-making/activity is not happening, the speed is zero; where there's a lot of movement happening – a frenzy of activity or fast decision-making – the speed is high.

Velocity is the rate at which an object changes position. If you take one step forward from point A, and then take one step backward to return to point A, even

if your speed was 40 miles an hour, your velocity was zero because the displacement was zero. Velocity therefore is speed in a certain direction.

There could be a frenzy of activity, pace and action in your business, but the questions you need to ask are: Is it leading to positive displacement? Is it moving me in the desired direction?



You should choose velocity over speed. This can make all the difference to where you find your business a year from now.

I believe business owners should identify with ice hockey player Wayne Gretzky. His ability to read the game was unrivalled and, when asked how he did it, he said, "I skate to where the puck is going to be, not where it has been."

Excerpted from www.londoncoachinggroup.com/insights. If you are ready to take action on your business goals, get in touch with us at coach@londoncoachinggroup.com and let's deep dive into your business together.



Beijing, Shanghai and Guangzhou – three classic Chinese cities



by Yuri Ou

China is a huge market with a large and fast-growing population and numerous business opportunities. It is therefore of interest to many companies. However there are barriers – such as proximity to market and suppliers, the quality of logistics and labour skill levels and local authority support for foreign businesses – which make it a complicated place to do business. Choosing the right city for your product and service at the outset can make the experience better and the venture more likely to succeed.

Beijing, Shanghai and Guangzhou – all of which I have lived and worked in – have their own characteristics, cultures and economic environments which will inform different entry strategies.

Beijing

The capital city of China, Beijing is a global power house and a leading centre for politics, economics, business, education, culture, innovation, technology, and architecture. As the last of the four great ancient capitals of China, Beijing has been the political centre of the country for much of the last eight centuries. Located in north east China, it is governed as a direct-controlled municipality under the national government with 16 urban, suburban, and rural districts. As the seat of China's government, Beijing is heavily influenced by tradition and consequently has a stable culture. Local people place a heavy emphasis on relationships and connections between each other – 'guanxi' as it is known. Be sure to build up a relationship with potential business partners in Beijing before serious business can be entertained.

Be warned that some locals will boast about potential business with you and may exaggerate their operations. Be sure therefore to do your market research and due diligence.

Vehicle exhaust fumes and industrial pollution cause air quality problems in Beijing so take appropriate precautions. Note though that the health sector is on the rise and may provide opportunities.



Beijing



Shanghai



Guangzhou

Shanghai

Shanghai is the commercial centre of China and the country's most cosmopolitan city which plays an essential role in the national economy. Major industries include metal-lurgy, machine-building, chemicals, electronics, instruments and meters, textiles and other light industries, in addition to its highly developed commerce, banking and shipping activities.

Time was that Shanghai welcomed anyone smart, enterprising and ambitious and while that

still holds true today some urban, class-conscious Shanghaiese may regard non-natives with suspicion.

Overall though Shanghai is a city enamored by all things foreign and the people in Shanghai are very open, so acceptance comes naturally. Additionally, Shanghaiese enjoy life to the full and fashion, jewellery, and cosmetics are developing well.

Guangzhou

Guangzhou, formerly Canton, is the capital and most populous city of Guangdong province, an impor-

“China is full of opportunities but it is also a land of potential pitfalls – don't fail through lack of research and planning.”

tant gateway in the south. As one of the most prosperous trade and business cities in China, it is a symbol of the country's trade and economy power.

Business competition is not as fierce as in Beijing or Shanghai, a factor which makes it a good first entry point.

Guangzhou is close to Hong Kong and influenced by its formerly Western culture and international outlook. Be warned though that the main language in both is Cantonese, significantly different from Mandarin, and this can be a barrier not only for foreigners but for most Chinese. Cantonese cuisine is one of China's most famous and popular ones and the restaurant industry is booming.

Potential


China is full of opportunities but it is also a land of potential pitfalls – don't fail through lack of research and planning. Different cities in China have advantages and disadvantages for business so it is crucial to do a significant amount of homework ahead of time in order to successfully adapt your offering to local preferences.

Yuri Ou is the founder of Linkup China Limited
www.linkup-china.com




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.

 **Bulgaria**
SME with great experience in the design and fabrication of novel high-frequency electronic systems, systems with embedded control, and microwave-based sensors has developed an innovative device for breast cancer screening. The working principle is based on the detection of thermal electromagnetic emissions from the tumour. It can be used for screening in areas with difficult access to medical facilities. Technical agreements and research cooperation agreements are sought.
Ref: TOBG20180913001

 **The Netherlands**
Start-up has developed a speech-to-text engine to automatically get transcripts plus an interface to improve these to 100 per cent in a fraction of the time that manual processes require. The company can train the engine languages in an efficient way and is able to serve countries with languages that are ignored by large competitors. The company offers a technical cooperation agreement to partners interested in a speech-text engine and able to supply data for engine training purposes.
Ref: TONL20180725001


 **Taiwan**
Importer is looking for infant product suppliers or exporters from Europe and the United States. The ideal partner shall cooperate with them to import various infant products depending on the requests. The company also hopes to find a new partner who can supply the company with plastic hopping horses suitable for children's playgrounds. The cooperation is expected to take the form of a distribution services agreement.
Ref: BRTW20180704001

 **Romania**
IT start-up offering an innovative online marketplace is seeking to expand worldwide. The offered solution is based on augmented reality and includes a platform and a mobile application that allows people to see objects

in their own space, using a tablet or mobile phone. Relevant business partners are small and medium furniture manufacturers and interior decor providers which would like to expand their online sales. Cooperation in the form of service agreements is offered.
Ref: BORO20180723002

 **Lithuania**
SME has developed a centralized biometric sobriety testing system which identifies employees by using facial recognition technology and at the same time checks for presence of alcohol in the employees before entering the working site and at the end of a day. The solution combines knowledge of the Internet of Things, cloud computing, biometry and smart engineering. The company is looking for potential partners for commercial agreement with technical assistance.
Ref: TOLT20180725001

 **France**
Company implements digital and payment solutions for Chinese tourists in Europe. It is both a digital communication agency and mobile payment provider able to define and set up marketing and communication strategies targeting Chinese Free Independent Travellers. It offers service agreement to companies worldwide working with Chinese clients.
Ref: BOFR20180829002

 **Finland**
Company has developed a solution that recovers heat energy and thus creates 40 per cent of energy savings in households. The solution is easy to install, either during the building phase or on renovation projects. The company is now focusing on their other business lines and is looking for a licensee or buyer for their patented energy saving technology. The desired cooperation form would be a license agreement or a commercial agreement with technical assistance.
Ref: TOFI20180831001

Duty of Care or "nanny state"?

Adele Martins, Partner and Head of Magrath Sheldrick's Employment Department



SPONSORED COLUMN

"How far does our obligation to take care of an employee go?" asked an employer recently. The particular situation involving a customer facing employee, working in a busy, sometimes pressured, environment. Non work related issues had had an impact on the employee's mental health and she had been absent from work sporadically as a result. She recently requested that she be removed from customer facing duties (90% of her role) so that potential stressful situations with customers could be avoided. Her GP has certified her fit for work (recommending it as being beneficial for her mental health), albeit with the unachievable recommendation that she is removed from customer facing duties!

Although a fairly extreme example, it does raise an interesting question. Just how far must an employer go to protect the mental health of its employees?

When talking about employees who may be disabled within the meaning of the Equality Act 2010 the question is somewhat easier to answer. An appropriate doctor's report (ideally from a mental health specialist) should be obtained, coupled with a request for recommendations as to appropriate modifications to the employee's role, duties or working environment such that they are not placed at a disadvantage by virtue of their disability. A copy of the employee's job description should be supplied at the time the report is requested so that the employee's duties can be properly taken into account when recommendations are made. The employee should (assuming they are fit to work) be properly supported in the workplace with regular meetings to discuss

how they are and the adjustments in place kept under review, supported with appropriately updated medical reports as required.

But what about those employees who are not disabled. Those that self certifying as "stressed" or "anxious"? Employers frustrated by such situations frequently complain about workforces being less resilient, millennials who have been "spoon fed" struggling with the demands of the "real world". But maybe, employers need to accept (like it or not) that the real world is much more pressurised than it has ever been. The support "village" that previous generations had is less present as people relocate, remote working and constant emails means there is no real escape from the demands of a desk job, and social media means that there is a relentless pressure to perform and live your #bestlife #makingmemories and achieving #lifegoals.

Employers that are non judgmental, encourage open dialogue and find innovative ways of addressing pressures that sometimes just mount up, will end up facing fewer issues and fewer sudden absences. Flexible working, employee assistance schemes, holiday actually meaning holiday, a cut off point for late night emails or the ability to actually take a "duvet day" rather than "pulling a sickie" are all sensible options for a modern workplace. Equally, for the more cynical, employers that have an open dialogue with employees about their mental health will be better placed to "call out" the employee who suddenly self certifies as having "workplace stress" when disciplinary issues are raised.

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Importers need same level of support as exporters



by Phil Tobin

The UK imports more goods than it exports, which means that importing is a significant part of our economy and the way we do business. ONS figures released last month show that imports exceeded exports by £10.3 billion in July 2018, valued at £41.9 billion compared to £31.6 billion of exports. Despite this, the UK's trade targets are centred around boosting export output. Selling goods and services overseas even has its own government-backed campaign – *Exporting is Great*.

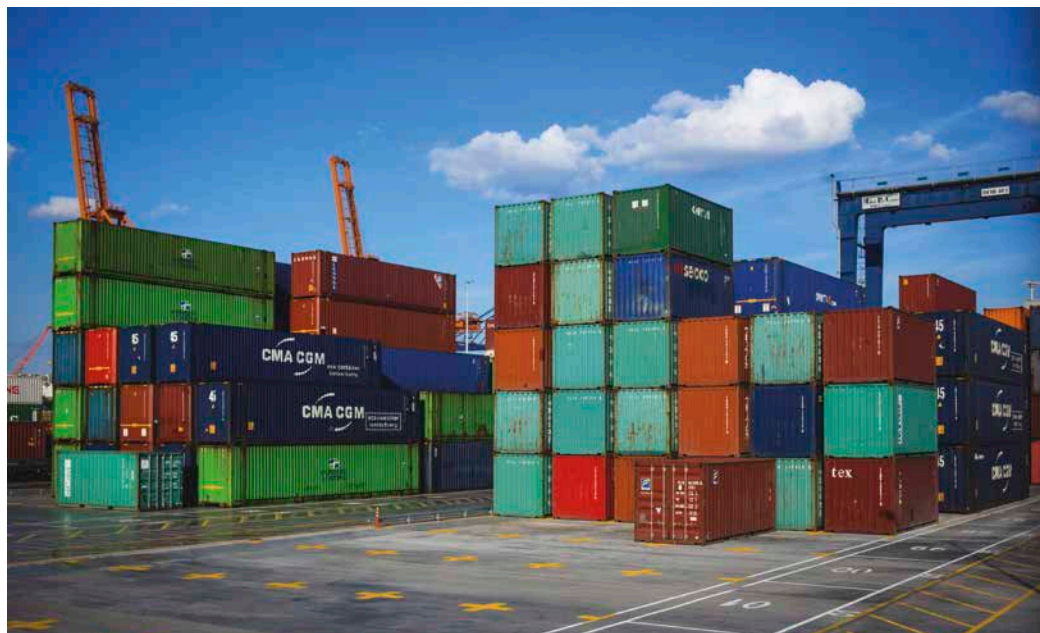
The role of imports is not given the same focus, despite being a crucial part of the UK economy. We are surrounded by imported goods. Walk along the aisles of any supermarket and you will find thousands of them. Even the cars we drive are either imported or made of imported goods. Many companies would simply not be able to operate in the same way without imports.

Made in Britain

Importing enables economies to expand customer choice, increase competition and reduce manufacturing costs. However, it is frequently overshadowed by a national desire to focus on boosting the 'Made in Britain' brand.

Clearing goods through customs can be a complex process for SMEs to navigate, with the top challenges faced by importers including managing currency fluctuations and the logistics process. Brexit is likely to complicate the process further, adding to the administrative burden and increasing the likelihood of customs delays. This makes it crucial that importers work to strengthen relationships with suppliers and increase efficiency.

According to Bibby Financial Services' *Trading Places* report (see link), the average SME importer has ten overseas suppliers and purchases goods from five countries. More than half of the top 20 import markets are within the EU, highlighting the importance of Brexit negotiations surrounding customs, duty and tax.



“More than half of the top 20 import markets are within the EU, highlighting the importance of Brexit negotiations surrounding customs, duty and tax.”

With just six months to go before the UK's formal EU divorce, businesses need to be as versatile as possible to adapt to this changing environment.

Tackling importing challenges

With importing being a vital means of efficiency and growth for millions of businesses and supply chains throughout the world, it is critical that the public and private sector do everything they can to support international trade, particularly given the backdrop of Brexit. However, there are ways that importers can help themselves and protect their businesses from widespread uncertainty.

One particular challenge is that over a quarter of global trade transactions involve cash-in-advance payment to suppliers, according

to the IMF and the Bankers Association for Finance & Trade. This means that importers often have to pay for goods before they're shipped, weakening cash flow. Many suppliers also only accept payment in advance, limiting the number of suppliers SMEs can work with at a time when they should be expanding their global reach.

To help UK importers, Bibby Financial Services has extended its trade finance proposition to enable them to pay overseas suppliers in advance of goods being manufactured and shipped. Having the ability to pay suppliers in advance not only creates a stronger and more efficient relationship with suppliers, but also puts importers in a position where they can negotiate discounts.

Uncertainty

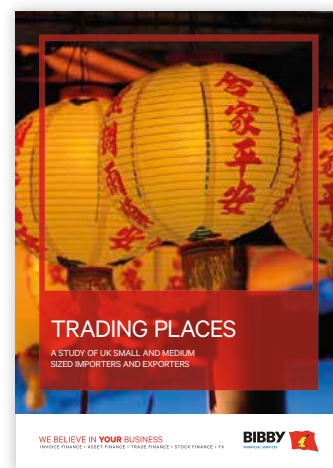
The trade finance proposition has been enhanced in order to facilitate the importing process at a time when many SMEs are considering how to protect profit margins amid the uncertainty of Brexit.

Furthermore, to protect against currency volatility, trade finance and foreign exchange providers can help importers to reduce exposure to currency fluctuations enabling them to lock in exchange giving businesses both control and protection.

As the UK enters a new world

outside of the second largest economy in the world, it is time that the voices of UK importers are lifted out of the shadows and treated in equal measure to their exporting counterparts. In the meantime, more needs to be done to highlight the measures available to support UK importers both now and in the future.

Phil Tobin is managing director for trade finance at Bibby Financial Services
www.bibbyfinancialservices.com



The Trading Places report is at:
www.bibbyfinancialservices.com/about-us/news-and-insights/reports/2017/trading-places



How to win public sector contract bids



Governments around the world are making the bidding process for public sector contracts easier for SMEs by, for example, devising tools to search for tenders. Tom Marsan advises on how to convert bidding into success

Knowing the buyer

In an ideal world the client would provide every piece of information you'd need to write your perfect bid. Sadly, that's not how this works and tenders are often vague or unspecific in places, leaving the bidders to fill in the gaps. While inconvenient this is a blessing in disguise – your opportunity to distinguish yourself from other contractors by demonstrating your knowledge of the client's needs and your experience in the sector. This can provide a challenge with international tenders when applying in countries where you have strong industry knowledge but are unfamiliar with how exactly business is conducted.

It's vital to carefully analyse the

tender to ensure that all the specific needs of the client are being met and that your application does not seem generic but instead is tailored to the client. Ensure that you're demonstrating your unique ability to fulfil the demands of the contract in the way you client can want based on the information provided in the tender. This information can include their openness to subcontracting, risk management attitudes, and time frames.

However be careful not to give away ideas to competitors. Often applications are viewable by everyone and you don't want to reveal your brilliant plan for the contract only for someone else to steal it.

Creating the plan

When multiple people are working on a project it's easy for important information to get either repeated or omitted entirely. Make sure all the relevant teams have all the relevant information and that the document is consistent. A plan also critically ensures you don't fall at the first hurdle and miss the deadline. You won't get 100 per cent

of contracts you don't apply for so staying on top of the deadline is crucial.

Feedback gained from previous bidding experiences can be extremely important when planning the bid and ensuring that you either mirror previous success or avoid repeating previous mistakes. This means that win or lose you should always get feedback from a bid, that will help you in the future.

Writing the bid

There are three key things to keep in mind when writing a bid:

- 1. Keep it brief:** even if there's no length limit, it's best to keep bids concise and to the point. Providing all the necessary details in a clear and business-like manner.
- 2. Demonstrate added value:** it's important that you can clearly demonstrate the value you add above and beyond competitors such as: supporting SMEs; engaging with the community; and bringing specialised knowledge and experience to the project.
- 3. Sustainability of the proposal:** in modern public sector contracts

the sustainability of proposals is increasingly important. You should show that your proposal will have a positive long-term impact or, at the very least, will not cause long-term damage. The key areas here are:

- Economic sustainability
- Environmental sustainability
- Social sustainability

Once you have completed your bid you should start creating a tender library to demonstrate to future clients your previous successes and your capacity to enact their vision effectively.

Useful tools

For contracts across the EU:
ec.europa.eu/info/funding-tenders_en

For UK contracts:
www.gov.uk/contracts-finder

Tom Marsan is studying politics and international relations at the University of Bath and is currently an intern at the LCCI's Enterprise Europe Network office

Welcome to a more confident future!

Successful businesses have vision and ambition. However, it is essential that this dynamism is underpinned by a sound strategic plan, as without it, even the most promising of enterprises could fail.

More so than ever, companies are having to consider some significant challenges such as Brexit, cyber-crime, data protection regulation and the gig economy. It is therefore critical that risk management is embedded into any business plan from the outset. Companies need to be looking at what might get in their way and consider ways to minimise these threats.

At FG Solicitors we can help you identify the most significant legal threats that your business may face and work with you to find innovative and commercial legal solutions to be able to respond. Protecting your business and helping you achieve your business goals are all part of the service you can expect from us.

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Healthier eating means good business in Qatar



by Lee Jennings

As the dust settles over Russia's hosting of the successful FIFA 2018 World Cup tournament, many people are already focusing on the next tournament in 2022, when, for the first time in FIFA's history, the tournament will be hosted by a Middle Eastern country.

For many, Qatar is relatively unknown and, for several reasons, has previously been overshadowed by its Gulf neighbours, Saudi Arabia and the United Arab Emirates.

I arrived in the region for what was meant to be a four-year diplomatic posting to Dubai in June 2000 when England were competing in the UEFA Euro play-offs. At that time Qatar was the poor relation of the region; a place that people only visited during a swift turn-around on their visa-run from Dubai. Who would have thought that within a relatively short space of time a country with a smaller population than Wales, would become the wealthiest country in the world and would be hosting the FIFA World Cup?

The turnaround in Qatar's fortunes can be attributed to the discovery and development of the country's natural gas and petroleum, which accounts for more than 70 per cent of total government revenue, more than 60 per cent of GDP and approximately 85 per cent of export earnings.

Modern metropolis

With the world's third largest proven natural gas reserves Qatar is the second-largest exporter of LNG. The revenues from this source have been invested into developing a modern metropolis. There are currently over 1,000 major projects under development in Qatar, valued at approximately US\$31 billion. Futuristic buildings emerge from the ground with impressive regularity and internationally acclaimed 5-star hotels have dramatically changed Doha's coastline. The all-important infrastructure has been transformed and now has



Doha



new modern highways and rail networks, all designed to ferry those vital tourists and visitors around the capital during the World Cup in 2022.

However, whilst the export of LNG has undoubtedly improved the fortunes of the country and has funded its development during the last 20 years, Qatar is also a country, like many others in the region, that is still very much dependent on the importation of food and drink. A desert environment, low water availability, limited rainfall and desert storms are the biggest constraints for agricultural production.

Reliable sources

With recent political upheavals between Qatar and their closest GCC neighbours which has led to the restrictions on trade and air routes, the country now needs to

“Qatar is also a country, like many others in the region, that is still very much dependent on the importation of food and drink.”

look for new and reliable sources of good quality food and drink supplies.

This is an opportunity for British food & beverage companies to maximise their export opportunities into an exciting and expanding market.

High quality

Growing up in Essex, I was surrounded by open spaces, farms and fields and I appreciate that the crops that continue to grow across the Essex countryside and elsewhere in the UK also produce the high-quality products that are now so keenly sought by importers and distributors across the Arabian Gulf.

Whether products are destined for retail or HoReCa – hotels, restaurants and catering – UK companies should consider the best way of servicing Qatar and the other lucrative markets in the region. Whilst the opportunities are destined to increase as new hotels, restaurants, supermarkets and entertainment outlets are developed in the run-up to 2022, it is important to look beyond that major event to

secure long-term partnerships and supply line opportunities.

Healthier eating

Demographics and life-styles are changing. People are acutely aware of the problems that unhealthy eating habits and lack of exercise has wrought on populations across the region. With incidences of Type 2 diabetes being higher than anywhere else in the world, the population of Qatar recognise the need for a healthier eating regime.

Suppliers of gluten-free, vegan and other 'free-from' ranges of food are seeing an upturn in demand for their products. Quality and price are still a major consideration when purchases are made – but people are now more discerning when considering the impact on their health and that of their families.

Local regulations

Exporters of food and drink will also need to ensure that their products are compliant with local regulations. Whilst Qatar is a very liberal country and the purchase and consumption of alcohol is permitted, such items can only be purchased through licensed outlets. Any food items containing alcohol during the production process will not be available in retail outlets. Halal certification for meat products, or items containing animal gelatine will also require certificates from organisations approved by government authorities.

It is often easy to fall foul of local regulations with resulting customs delays and rejections owing to inaccurate paperwork or out-of-date products.

Whilst these markets can be lucrative, there are plenty of chances to slip up. My advice to exporters considering this region as a destination for their products or services, is to do your research, understand the market and, possibly the most important aspect of all, take time and get to know your partner. Treat your distributor like one of the team and support their activities.

Lee Jennings, a former diplomat and trade attaché, is director of Jennings International Ltd www.jibda.co.uk



Focus on East Africa

East Africa, specifically Kenya, Tanzania and Uganda, is the focus of a complementary lunchtime discussion later this month to held at Watson Farley & Williams' London EC2 office.

According to an African Development Bank report economic growth in East Africa was a robust 5.9 per cent in 2017, figures that are forecast to persist in 2018 and 2019. Higher rates would have been recorded had it not been for political instability in the region's fragile states.

Driver of growth

The bank comments that the service sector is generally the main driver of East Africa's growth as agriculture, which has for a long time played a leading role, recedes. Services grew 12.4 per cent in 2017, compared with 12.0 per cent for industry and 7.1 percent for agriculture. The mineral and industrial sectors' role in driving growth is also increasing. On the demand side, household consumption is the



main driver of growth, followed by public investment in infrastructure, mineral exploration, and construction.

Protectionism

The discussion, chaired by Agnes Gitau of GBS Africa and Tony

Matharu, chairman of the LCCI Asian Business Association, will cover East Africa economic and political risk factors that may impact business operations in 2019. This will be against the background of the global economic climate, Brexit and growing protectionism environment in America and how these impact East Africa operations.

Panellists and participants will include economist Razia Khan, a representative from Watson Farley Williams, and members of the African diplomatic corps.

To register for this complimentary lunchtime (12.00 - 2.00, 17 October, Watson Farley Williams, 15 Appold Street, London EC2A 2HB) event, email EAtradeevent@gmail.com

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The geography of Europe



Patrick Cantrill looks at how Brexit will impact the protection of geographical indications

In the EU protection can be given to certain signs which indicate that a product has a specific geographical origin provided such possesses certain qualities or meets specific standards. The sign usually includes the name of the geographical area and can be used by organisations which manufacture the product in the defined way.

The term 'geographical indications' includes:

- Protected Geographical Indications (PGIs) – which demonstrate a link to the territory where at least one of the stages of production, processing or preparation takes place
- Protected Designations of Origin (PDOs) – which refer to goods that are produced, processed and prepared in the designated territory, so having closer links with the area.

The term therefore encompasses both PGIs and PDOs. They aim to protect legitimate interests of consumers and producers, ensuring the terms are used fairly, thereby preventing potentially misleading practices.

Currently, there are EU regulations which protect geographical indications for wines, aromatised wines, spirit drinks, and agricultural products and foodstuffs. Examples include Champagne, Scotch whisky, and Cornish pasties.

Post-Brexit position on geographical indications

European Union law regulates the use and registration of geographical indications. As currently drafted, Article 50(2) of the Draft Text enables geographical indications protected i.e. registered by the last day of the transition period (31 December 2020) to continue beyond the UK's exit from the EU with the same level of protection in the UK without any re-examination. However, this provision has not yet been agreed and discussions are still ongoing as to whether this wording will form part of the final agreement.

As a result, it is not known



whether the position as currently drafted in Article 50(2) will be implemented following Brexit. The possible options include:

1. The UK continues to recognise the current EU protected geographical indications and any post-Brexit EU geographical indications.
2. The UK continues to recognise the current EU protected geographical indications, but after the end of the transition period, any new EU geographical indications will not be recognised in the UK.
3. The UK ceases to recognise all EU protected geographical indications.

Faced with all of the above options, the UK may choose to establish its own system for protecting

geographical indications. If so, the UK might maintain a register of UK protected signs, such as Kentish ale, Scottish wild salmon and Welsh beef, which are all protected under the current EU system.

Impact

As the position on geographical indications following Brexit is not

“Currently, there are EU regulations which protect geographical indications for wines, aromatised wines, spirit drinks, and agricultural products and foodstuffs.”

yet agreed, it is uncertain whether Article 50(2) as currently drafted will be implemented. However, if it is agreed, there would be no change to how individuals and businesses are allowed to control and/or use signs which are already protected geographical indications.

However, the text of Article 50(2) is not agreed and if the UK were to follow Option 3 (above), signs formally registered as PGIs and PDOs would cease to have such protection in the UK. They may become terms that are free for all traders to use, without those traders having to follow the necessary production, processing or location requirements of the geographical indications. Faced with such a prospect, users of formally protected geographical indications might consider applying to register the relevant signs as UK trade marks thereby obtaining a monopoly over such signs.

Practical tip:

If your business uses a sign which includes a protected EU geographical indication, it would be prudent to review your use of the sign, to monitor the general use of the protected sign in the marketplace, keep up to date with the discussions and negotiations surrounding Article 50(2) and, subject to any rules relating to the registration of PGIs and PDOs, register your relevant signs as trademarks.

Patrick Cantrill is a partner at law firm Womble Bond Dickinson www.womblebond Dickinson.com



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SPONSORED COLUMN

Tier 2 and Tier 5 Sponsors – Updated Guidance

Teni Shahiean – Founder and CEO of OTS Solicitors



One of the key reasons that businesses will look to take advice from the best immigration solicitors they can find is to ensure that they remain compliant with the conditions of the Tier 2 and Tier 5 sponsorship schemes. These visa routes, part of the points-based system, effectively delegate decision making to employing organisations. While it gives those organisations who achieve their sponsorship licence the freedom to recruit workers from outside the EEA, in return, they must make sure that they comply rigorously with the scheme or face losing their licence.

Updates to the Tier 2 and Tier 5 Guidance were issued in July 2018, and anyone issuing certificates of sponsorship under either route needs to be aware of the latest changes. For more details and advice on how this might impact on your business, an experienced UK immigration lawyer will be able to assist.

Under the latest version of the Tier 2 and Tier 5 Guidance, the following areas have been updated, in brief:

No Refund of Application Fees – Under the latest version of the Tier 2 and Tier 5 Guidance, it is now clear that if a sponsor withdraws an application for either a sponsorship licence, or for a certificate of sponsorship, and consideration has already begun, there will be no refund available;

Cooling Off Period – There is now a ‘cooling off’ period in place for employing organisations which withdraw an application for a sponsorship licence while checks are taking place;

Immigration Skills Charge – The Immigration Skills Charge is payable for every year of the certificate of sponsorship, so if the certificate of sponsorship is for 5 years, the relevant Immigration Skills Charge will reflect that;

Tier 2 (General) Annual Quota – It is now possible to assign an unrestricted certificate of sponsorship to doctors and nurses;

Information relating to Resident Labour Market Test – The Tier 2 and Tier 5 Guidance has been updated to require employers to report on the outcome of any applications received by settled workers.

It is important to note that the above extracts are in brief and it is important to understand the full details, which can be onerous to the employing organisations.

Alongside the changes noted above, there are a number of other changes to the Tier 2 and Tier 5 Guidance. As Croatians now have the same right to work in the UK as other EEA nationals, provisions relating to Croatian nationals have been removed.

The Occupational English Test has been added to the list of acceptable tests for nurses proceeding towards registration with the Nursing and Midwifery Council.

A couple of additional grounds for revocation have been added – in respect of sponsors who pay charity workers under Tier 5 more than reasonable expenses, and in respect of sponsors who are suspected of artificially inflating the salary of a worker applying for indefinite leave to remain.

How to improve sales and lead generation



Lance Walker on the sales challenge faced by SMEs

Many SME business owners enjoy and want to focus on the day-to-day delivery of their products or services. So, they do not undertake business development (or sales) on a consistent basis and it is often deferred – other priorities often get in the way.

Alternatively, the business owners are not sales and marketing experts, so it is undertaken on a trial and error or ad hoc basis. This means that they struggle to keep a constant supply of regular orders and get stuck in a feast and famine cycle.

They often rely on networking and referrals for bringing in new business. This provides a level of sales but rarely brings in enough business to achieve the regular and reliable revenue needed to grow the companies' top line.

What is required, is for the lead generation and sales activities to be undertaken consistently and continuously and handled as an ongoing process and project. This approach delivers known and predictable sales orders – resulting in top line growth that most business owners strive for.

Questions to consider

1. Do you have a current documented sales and marketing plan?
2. Do you have a solid process in your business that turns strangers into paying clients on demand?
3. What is your cost of order acquisition or cost of sales and marketing?
4. What is your sales conversion rate?
5. Do you close business using a face to face consultations? If so, how many sales consultations with prospective clients have you had in the last five days?

Defining and implementing a sales and lead generation strategy

It all starts with defining and documenting a clear sales strategy to grow your business.

Value proposition – ensure that you have a clear value proposition your customers will understand and pay good money for (not a solution looking for a problem).

Message – define a strong and compelling message expressing your value proposition in terms of real benefits to your customers.

Target – clearly understand your market(s) e.g. sector, size, and geogra-

phy, and then define and focus what your ideal (core) customers look like – everyone is not a target. The objective is to target people who have a need for your products and services and get them to buy from you now as opposed to delaying or going elsewhere.

Lead generation – poor sales is often due to not generating enough leads, so you end up chasing everything. Build and implement a comprehensive lead generation plan, that generates regular and reliable leads. Lead generation is sometimes better known as marketing. But the sole purpose for any company undertaking the marketing function should be to generate sales leads for the sales team to go out and close.

Today too many SMEs solely focus on generating new business through networking and/or referrals. This is just one method of generating leads. It is necessary to put a more comprehensive and targeted range of lead generation programmes in place to ensure that you are generating enough opportunities.

Lead generation falls into two programme areas:

Outbound is when you proactively reach out to the market to generate leads.

This could be by putting in place telemarketing or email marketing campaigns to promote your business and generate sales leads.

Inbound is when you put something out into your market space (like an advert or blog) and prospects then contact you. Typically, this is about building your presence on social media and placing content out there to raise your company's profile. The objective being to present your company as a thought leader in your industry, the sole focus being for potential customers to reach out to you.

By taking the time to define, and importantly document, your sales and lead generation strategy, you will then be in a better position to go and put it into practice. Remember to continuously monitor your sales progress, refine and fine tune your programmes and the wider sales process, as you get a better understanding of what is working well for your business.

Lance Walker is managing director of the Ministry of Innovation
www.ministryofinnovation.co.uk

OTS Solicitors
 25 Southampton Buildings
 London
 WC2A 1AL
 t. 0203 959 9123
<http://otsolicitors.co.uk>





VAT – trading cross-border post-Brexit



by Claire Taylor

Within six months the UK is expected to leave the EU. However, the details of the exit are still unknown and at the time of writing the UK government were no closer to agreeing a deal.

Trade is one of the key concerns facing not only UK businesses but those trading cross-border between the UK and EU member states.

Unknown

The unknown is causing concern amongst businesses, especially those who rely on the free movement of trade between the EU and UK. Currently, there are no additional taxes and import duties paid on these goods.

On the 29th March 2019, with the result of a no deal, the UK will come crashing out of the EU with only guidelines as to how the country will operate. The impact on value added tax could be huge with the existing VAT system entwined with in the EU.

Currently, the United Kingdom is part of the EU VAT bloc and the customs union. This provides UK

and EU businesses the benefits of the free movement of goods and services as well as EU wide regulations. This allows for ease of trade of goods and services between EU member states.

Regardless of the outcome in March, the only certainty is that the UK will continue to have a VAT system, how this will look is yet to be established.

Documentation

In a bid to help businesses prepare for the implications of a no-deal, HMRC released official documentation in August 2018 outlining how VAT could impact UK businesses trading with EU countries. Furthermore, in order to mitigate the adverse cash flow impacts on businesses the British government have proposed postponed accounting for VAT on goods brought into the UK.

Consequently, the UK must now offer this arrangement for non-EU countries, in line with WTO rules.

The proposed plan leaves the UK open to VAT fraud, which in recent years, has been a priority by HMRC. Legislation has seen fulfilment centres and by proxy marketplaces jointly liable for the compliance of VAT in the UK. Following the event of a no-deal, how the British government

plans to close the potential window for fraud is uncertain. In addition, according to the no-deal papers, online retailers storing goods in other countries could now be forced to find a local fiscal representative in order to remain VAT registered and account for VAT in that EU member state in line with other non-EU countries. This would create additional costs and complexities for businesses trading goods in the EU to consumers.

As per guidance from HMRC, businesses in the UK will be treated as non-EU and not able to utilise the distance selling rules. What's more, UK companies who send goods to the EU will face import VAT and customs duties when the goods arrive in the EU. Following the event of the UK leaving with a no deal, the British government have advised that businesses selling into Europe check with each EU member state, as rules may differ, according to the port the goods enter. The UK is also proposing a new VAT accounting system for parcels under the value of £135 arriving into the country.

Implications

Until the 29th March 2019 you are free to move goods between EU member states and trade with any EU country without being subject to

import duty. It's important for businesses trading between the UK and the EU to understand the potential implications that Brexit could bring on their business.

The government have advised a few measures on how British businesses could prepare from the departure of the EU. One such measure would be to register for an UK economic operator registration and identification number (EORI) number. They have also advised that companies ensure contracts and international terms and conditions of service (INCOTERMS) reflect that you are now an importer.

Damage

Aside from the lack of clarity, businesses are concerned for the impact on cash-flow and the potential implications of increases in customs and excise duties. Despite efforts by HMRC to ease concern, UK companies still need to prepare for the potential damage EU regulations could bring if they choose to make it difficult for UK goods and services to trade with individual EU member states.

Claire Taylor is chief executive and founder of Simplyvat.com
www.simplyvat.com

Your business

Understanding depression and anxiety

How to contribute to a study of the UK's most common mental health conditions

Researchers at King's College London are launching the largest ever single study of depression and anxiety. By recruiting at least 40,000 people in England who have experienced either depression or anxiety at some point in their life, the Genetic Links to Anxiety and Depression (GLAD) study will make important strides towards better understanding of these disorders and improving the lives of future patients. GLAD will provide a 'bank' of potential participants for future studies on the genetic aspects of these two conditions and reduce the time-consuming process of recruiting patients for research.

Anxiety and depression are the most common mental health conditions in the UK; one in three people will experience symptoms during



their lifetime. Access to psychological therapies and drug treatments such as anti-depressants is increasing, but only half of people respond well to existing treatment options. For the thousands who remain unwell, these conditions may worsen over time and can lead to relationship and employment problems, a poor quality of life and even suicide. As such, researchers urgently need more people to take part in mental health research studies.

Research has shown 30-40 per cent of the risk for both depression and anxiety is genetic and 60-70 per cent due to environmental fac-

"Research has shown 30-40 per cent of the risk for both depression and anxiety is genetic and 60-70 per cent due to environmental factors."

tors. Only by having a large, diverse group of people available for future studies will researchers be able to determine how genetic and environmental triggers interact to cause anxiety and depression and how to develop more effective treatments.

The study is open to anyone in England, aged 16 or over, who has experienced clinical anxiety and/or depression.

Taking part involves two simple steps:

- Register at www.GLADStudy.org.uk and complete a 30-minute online questionnaire
- Complete and return a DNA saliva sample test, which is sent with instructions and a free return envelope.

Signing up to the GLAD study will also involve allowing access to your NHS medical records, providing important clinical data to link with other information and give a full picture of each individual. This data will be held securely (in line with new data regulations) and will only be accessed by a limited number of approved researchers. People who take part will receive updates twice a year about the progress of the research and online access to information on upcoming studies.

www.GLADStudy.org.uk

October 2018

02/10/18 Time 09.30-11.00 LOCAL MEMBERS AND NON-MEMBERS

Maximise Your Membership**Venue:** Jurys Inn, Wellesley Rd, Croydon CR0 9XY**Nearest station:** East Croydon

Local Member and Non-Member: Complimentary

Contact: Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

02/10/18 Time 17.00-20.00 LCCI PA CLUB (PAs & EAs ONLY)

LCCI PA Club Showcase Evening**Venue:** Canary Riverside Plaza Hotel, 46 Westferry Circus, Canary Wharf, London E14 8RS**Nearest station:** Canary Wharf

LCCI PA Club Member and Non-Member (PAs & EAs only): Complimentary

Contact: LCCI PA Club Team **Tel:** 020 7203 1700**Email:** lccipaclub@londonchamber.co.uk

LCCI PA CLUB

03/10/18 Time 08.15-09.30 ALL MEMBERS AND NON-MEMBERS

Capital 500 Quarterly Economic Survey Presentation – Quarter 3 2018**Venue:** ComRes, 4 Millbank, Westminster, London SW1P 3JA**Nearest station:** St James's Park

Patron Member, Premier Plus Member, Local Member and Non-Member: Complimentary

Contact: Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

03/10/18 Time 08.15-09.45 PATRON AND PREMIER PLUS MEMBERS

Security Breakfast Briefing with Assistant Commissioner Neil Basu QPM, Specialist Operations, Metropolitan Police Service**Venue:** Central London Location TBC upon registration

Patron and Premier Plus Member: £48.00

Contact: Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

03/10/18 Time 12.30-14.30 ALL MEMBERS

Time To Talk Business**Venue:** Aloft London ExCeL, One Eastern Gateway, Royal Victoria Dock, London E16 1FR**Nearest station:** Prince Regent

Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary

Contact: Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

09/10/18 Time 09.00-12.30 ALL MEMBERS AND NON-MEMBERS

Submitting Winning Public Sector Contract Bids in the UK, Europe and Beyond**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, Local Member and Non-member: Complimentary

Contact: Marta Zanfrini **Tel:** 020 7203 1822**Email:** mzanfrini@londonchamber.co.uk

09/10/18 Time 12.00-14.00 PATRON AND PREMIER PLUS MEMBERS

FULLY BOOKED**Changing Places Lunchtime Networking****Venue:** Tom's Kitchen, 27 Cale Street, Chelsea, London SW3 3QP**Nearest station:** South Kensington

Patron Member, Premier Plus Member and Member's Guest: Complimentary

Contact: Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

16/10/18 Time 09.30-16.00 ALL MEMBERS AND NON-MEMBERS

**Hong Kong: One-To-One Business Clinics*
*Individual 30 Minute Appointments****Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street, Bank

Patron Member and Premier Plus Member: Complimentary

Local Member: £15.00

Non-member: £15.00

Contact: Marta Zanfrini **Tel:** 020 7203 1822**Email:** mzanfrini@londonchamber.co.uk

17/10/18 Time 17.45-20.30 ALL MEMBERS AND NON-MEMBERS

**Networking Training: How To Work A Room
Workshop Leader: Heather White, Networking and Brand Expert****Venue:** etc.venues Fenchurch Street, 8 Fenchurch Place, London EC3M 4PB**Nearest station:** Tower Hill

Patron Member and Premier Plus Member: £72.00

Local Member: £108.00

Non-member: £156.00

Contact: Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

18/10/18 Time 08.15-10.00 PATRON AND PREMIER PLUS MEMBERS

Property and Construction Breakfast Club with guest speaker Val Bagnall, Managing Director, Apex Airspace Development**Venue:** CBRE, Henrietta House, Henrietta Place, London W1G 0NB**Nearest station:** Bond Street**Sponsored by:** Bond Bryan Architects and CBRE

Patron and Premier Plus Member: £48.00

Contact: Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

18/10/18 Time 09.30-16.50 ALL MEMBERS AND NON-MEMBERS

Taiwan: 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: £10.00

Local and Non-member: £15.00

Contact: Vanessa Vlotides **Tel:** 020 7203 1838**Email:** vvlotides@londonchamber.co.uk

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

23/10/18 Time 09.30- 11.00

ALL MEMBERS AND NON-MEMBERS

Breakfast Briefing with guest speaker Neil Chandler, Venue Director, Fairfield Halls, Croydon

Venue: Regus, The Lansdowne Building,
2 Lansdowne Road, Croydon CR9 2ER

Nearest station: East Croydon

**Patron Member, Premier Plus Member, Local Member and
Non-member:** Complimentary

Contact: Linda Saran **Tel:** 020 7556 2393

Email: lsaran@londonchamber.co.uk



06/11/18 Time 09.00-16.30

ALL MEMBERS AND NON-MEMBERS

Export Documents Training Course

Venue: London Chamber of Commerce, 33 Queen Street,
London EC4R 1AP

Nearest stations: Mansion House, Cannon Street and Bank

Patron Member, Premier Plus Member: 354,00£

Local Member, Member's Guest: 414,00£

Contact: Marta Zanfrini **Tel:** 020 7203 1822

Email: mzanfrini@londonchamber.co.uk

06/11/18 Time 14.00-18.30

ALL MEMBERS AND NON-MEMBERS

EU Exit – preparing for UK-EU trade post-30 March 2019

Venue: 1 Birdcage Walk, Westminster, London SW1H 9JJ

Nearest station: Bond Street

Patron Member and Premier Plus Member: £50.00

Local Member and Member's Guest: £75.00

Contact: Marta Zanfrini **Tel:** 020 7203 1822

Email: mzanfrini@londonchamber.co.uk

24/10/18 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

Patron Member, Premier Plus Member and Member's Guest:
Complimentary

Contact: Events Team **Tel:** 020 7203 1700

Email: events@londonchamber.co.uk

25/10/18 Time 12.00-14.00

ALL MEMBERS

The Grapevine Network

Venue: Regus, Interchange House, 81-85 Station Road,
Croydon CR0 2RD

Nearest station: West Croydon

**Patron Member, Premier Plus Member,
Local Member and Member's Guest:** Complimentary

Contact: Linda Saran **Tel:** 020 7556 2393

Email: lsaran@londonchamber.co.uk



07/11/18 Time 12.30-14.30

ALL MEMBERS

Time To Talk Business

Venue: University of Sunderland in London, 197 Marsh Wall,
Isle of Dogs, London E14 9SG

Nearest station: South Quay

**Patron Member, Premier Plus Member, Local Member, Member's
Guest:** Complimentary

Contact: Irene Fatuzzo **Tel:** 020 7203 1965

Email: ifatuzzo@londonchamber.co.uk

25/10/18 Time 18.00-20.00

ALL MEMBERS AND NON-MEMBERS

London Tomorrow panel debate: securing the right immigration policy for London

Venue: The Guildhall, Gresham Street, London EC2V 7HH

Nearest station: Bank

In Association with: PwC

Supported by: London City Airport

All Members and Non-members:
Complimentary

Contact: Events Team **Tel:** 020 7203 1700

Email: events@londonchamber.co.uk



13/11/18 Time 09.30-16.50

ALL MEMBERS AND NON-MEMBERS

Mexico: 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: £10.00

Local and Non-member: £15.00

Contact: Vanessa Vlotides **Tel:** 020 7203 1838

Email: vvlotides@londonchamber.co.uk

13/11/18 Time 12.00-14.30

ALL MEMBERS AND NON-MEMBERS

Keeping Croydon Moving: Executive Club Lunch with guest speaker Heather Cheesbrough, Director of Planning and Strategic Transport, Croydon Council

Venue: Crystal Palace Football Club, Whitehorse Lane,
Crystal Palace SE25 6PU

Nearest station: Norward Junction

**Patron Member, Premier Plus Member, Local Member and
Member's Guest:** £50.00

Non-member: £75.00

Contact: Linda Saran **Tel:** 020 7556 2393

Email: lsaran@londonchamber.co.uk



November 2018

06/11/18 Time 08.15-09.45

ALL MEMBERS

Policy Breakfast with Baroness Fairhead CBE

Venue: to be confirmed on
registration

**Patron Member, Premier Plus
Member and Local Member:**
Complimentary

Contact: Events Team **Tel:** 020 7203 1700

Email: events@londonchamber.co.uk



Continued on page 26

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

Doing business in Italy

Italy is the 3rd largest economy in the Eurozone and the 8th largest economy in the world. Its domestic market offers many business opportunities and, as a result of the measures implemented in the last five years, Italy has become one of the most attractive countries from an investment point of view.

Thanks to various incentives already in place, Italy is now, more than ever, taking up the challenge of improving the country's business environment so as to attract foreign investments.

There are no foreign exchange controls or restrictions on repatriating funds. Residents and non-residents may hold foreign currency within and outside the country, and direct and indirect investments may be made in any currency. Non-residents may freely enter into a wide number of transactions.

A general overview

"What is good for international investors is good for Italian entrepreneurs", this seems to be the mantra behind the efforts made by the Italian legislature over the last five years.

In the framework of a structural reform plan embracing the labour market, the banking sector, the tax administration system and other key areas, Italy has gradually implemented a new fiscal policy approach which has resulted in a marked corporate taxation reduction and which is now granting Italian businesses – and their investors – a more favourable effective tax rate.

Automatic tax credits are granted for several investment schemes and new tax ruling schemes have been implemented in order to facilitate interaction with the *Agenzia delle Entrate* (the Italian equivalent of HMRC) and to enable investors to discuss and agree the treatment of significant and long-term investments.

Recent years have seen considerable changes in the banking sector, with a particular focus on NPL



"Italy is now, more than ever, taking up the challenge of improving the country's business environment so as to attract foreign investments."

(non-performing loans) resolution. With the implementation of a Government guarantee scheme, transactions of up to Euro 100 billion in 2017 and a relevant number of high-profile sales to large investors, the NPL market shows a significant

commercial opportunity for buy-side firms searching for yield.

Investors are also confirming their increasing confidence and demand for Italian real estate: with a 2.1% growth compared to 2016 and a transaction volume of Euro 11.1 billion, 2017 was the best year ever for Italian real estate investment, continuing on a positive trend significantly guided by sales of luxury, hotel, residential and industrial properties.

Most common investment schemes

Foreign investments can be made through the acquisition of an equity interest in an Italian target, individually or through a corporate

or contractual joint venture with an Italian or non-Italian person or entity.

Incorporating a new private limited company, together with establishing a branch of a foreign company, is another common method to set up a business presence in Italy.

The two most common types of private limited corporate vehicles in Italy are the "S.p.A." (*società per azioni*, i.e. a joint stock company or a company limited by shares) and the "S.r.l." (*società a responsabilità limitata*, i.e. a limited liability company). Both companies are treated in the same way under the applicable corporate tax regulations.

Setting up a S.p.A. requires a minimum capital of Euro 50,000 and the appointment of one director and one auditor, while it is possible to establish a simplified S.r.l. with a minimum capital of Euro 1 with only one quota holder and one director, who does not need to be a resident or an EU citizen (an auditor not being required where the company meets certain criteria).

As an alternative to setting up a local subsidiary, foreign companies wishing to do business in Italy can also register a branch. A branch office is not a separate legal entity, rather a foreign unit of the parent company and, as such, does not enjoy organisational and decision-making autonomy. Branches are generally subject to the same legal and tax consequences as private limited companies incorporated in Italy.

Foreign companies must: (i) register their branch in Italy with the Italian Registrar of Companies; (ii) appoint a representative of the branch, who does not need to be an Italian resident; (iii) have an address in Italy and (iv) obtain an Italian VAT number.

Italy is a country very much open to foreign investment. Whilst doing business in Italy is often perceived as being challenging, the Grande Stevens team has the necessary local market knowledge, business acumen and commercial awareness to enable clients to successfully achieve their objectives.

About Grande Stevens

Grande Stevens International is an English law firm that works as an integrated international network with the long-standing and prestigious Italian law firm Grande Stevens Studio Legale Associato.

With offices in London (in the heart of Mayfair), Turin, Milan and Rome, we work with a wide range of clients including international businesses and companies of all sizes, financial institutions, entrepreneurs, private families, private individuals and intermediaries. Grande Stevens works with businesses and private clients not just in the UK and Italy but also internationally.

Through our team of bilingual professionals (qualified in multiple jurisdictions), we deliver a comprehensive range of services to our clients, advising them on the legal, business and personal issues that they face, both on English and Italian law related matters.



28-29 Dover Street, Mayfair, London W1S 4NA UK
T: +44 (0)20 3862 2900 | F: +44 (0)20 3862 2913
info@grandestevensint.co.uk | www.grandestevensint.co.uk

Via del Carmine, 2, Turin 10122 ITALY
T: +39 011 4391411 | F: +39 011 4369183/53
torino@grandestevens.it | www.grandestevens.it

LONDON



TURIN



MILAN



ROME



Via dell'Annunciata, 7, Milan 20121 ITALY
T: +39 02 36 00 92 00 | F: +39 02 36 00 92 02
milano@grandestevens.it | www.grandestevens.it

Largo di Torre Argentina, 11, Rome 00186 ITALY
T: +39 06 68413600 | F: +39 06 68803124
roma@grandestevens.it | www.grandestevens.it

BIG PICTURE, SMALL DETAILS

because it's always the small things that make a big difference

14/11/18 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

Patron Member, Premier Plus Member and Member's Guest: Complimentary

Contact: Events Team **Tel:** 020 7203 1700

Email: events@londonchamber.co.uk

15/11/18 Time 08.15-10.00 PATRON AND PREMIER PLUS MEMBERS

Property and Construction Breakfast Club with guest speaker Geeta Nanda OBE, Chief Executive, Metropolitan

Venue: CBRE, Henrietta House, Henrietta Place, London W1G 0NB

Nearest station: Bond Street

Sponsored by: Bond Bryan Architects and CBRE

Patron and Premier Plus Member: £48.00

Contact: Events Team **Tel:** 020 7203 1700

Email: events@londonchamber.co.uk



27/11/18 Time 18.00-20.00 ALL MEMBERS

Changing Places Evening Networking

Venue: The Morley Gallery, Morley College London, 61 Westminster Bridge Road, London SE1 7HT

Nearest station: Lambeth North

Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary

Contact: Events Team **Tel:** 020 7203 1700

Email: events@londonchamber.co.uk

29/11/18 Time 18.00-20.00 ALL MEMBERS AND NON-MEMBERS

Asian Business Association Winter Reception

Venue: Bombay Brasserie, Courtfield Road, London SW7 4QH

Nearest station: Gloucester Road

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

29/11/18 Time 18.00-20.00 ALL MEMBERS

The Grapevine Network

Venue: Croydon Council, Braithwaite Hall, Croydon Clocktower, Katherine Street, Croydon CR9 1ET

Nearest station: East Croydon

Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary

Contact: Linda Saran **Tel:** 020 7556 2393

Email: lsaran@londonchamber.co.uk



December 2018

04/12/18 Time 18.00-20.00 ALL MEMBERS AND NON-MEMBERS

Annual Winter Reception

Venue: Fortnum & Mason, 42 Jermyn Street, London SW1Y 6DN

Nearest station: Green Park

Sponsored by: Smartdeskers

Patron and Premier Plus Member: £118.80

Local Member: £150.00

Non-member: £180.00

Contact: Events Team **Tel:** 020 7203 1700

Email: events@londonchamber.co.uk



LCCI events highlights

■ Cereal Networking

Aimed at members from a variety of different business sectors and companies, ranging from SMEs to the big corporates. The next breakfast will take place on Wednesday 24 October from 7.45am - 9.30am at LCCI. This complimentary event is exclusively open to Patron and Premier Plus members only.



■ Property and Construction Breakfast Club

The final breakfast of 2018 will hear from Geeta Nanda OBE, chief executive, Metropolitan

on Thursday 15 November. Sponsored by Bond Bryan Architects and CBRE the event is open to Patron and Premier Plus members only at £48.00 inclusive of VAT per person.

■ Asian Business Association Winter Reception

Hosted by Tony Matharu, ABA chairman and managing director, Grange Hotels up to 80 guests will enjoy an evening of fine food and networking on Thursday 29 November at Bombay Brasserie. Open to all members prices start at £66.00 inclusive of VAT per person.

■ Changing Places Evening Networking

Our bi-monthly flagship networking receptions are regularly attended by up to 100 members from a wide range of industry sectors. Our next event will be hosted by Morley College

on Tuesday 27 November. This complimentary event is open to all members.



■ Networking Training

This workshop is ideal if you are new to networking or have some networking experience but are not getting the results you need from the events you are attending. Taking place on Wednesday 17 October from 5.45pm - 8.30pm at etc.venues - Fenchurch Street; tickets start at £72.00 inclusive of VAT per person.

■ Annual Winter Reception

Celebrate the festive season on Tuesday 4 December at Fortnum & Mason. Sponsored by SmartDeskers guests will also have the opportunity to indulge in some in-store shopping prior to the reception. Tickets start at £118.80 inclusive of VAT for Patron and Premier Plus members.

■ 2019 Diary Dates

- Compete & Connect at Mac & Wild Shooting Range and Bar, Devonshire Square - *Thursday 31 January*
- LCCI Spring Raceday at Lingfield Park - *Friday 22 March*
- Annual Summer Party at Westminster Abbey Gardens - *Thursday 4 July*



On the fairway

Richmond Golf Club was the venue for last month's LCCI annual golf day hosted by chief executive Colin Stanbridge.

The challenging course was best handled by Ian Jackson of HSBC who took the individual award and Collyer Bristow LLP who picked up the team prize.



Team winners Collyer Bristow



Individual winner Ian Jackson (left) with Colin Stanbridge



SPONSORED COLUMN

Winning at IP the Wynne-Jones Way

Victor Caddy, Partner, Wynne-Jones IP

A GUIDE TO INTELLECTUAL PROPERTY

THE WYNNE-JONES WAY



Did you know that investing in the protection of your IP can enable you to:

- Maintain higher profit margins
- Protect and enhance market share
- Add value to your balance sheet
- Get significant tax savings or rebates

it is protected by patents or registered designs. You could face a lawsuit and have to pay the rights owners a lot of money as well as losing all your investment in the project up to that point.

"You could face a lawsuit and have to pay the rights owners a lot of money as well as losing all your investment in the project up to that point"

The Wynne-Jones IP Do's:

1. Do determine what IP you have in your business and consider whether or not you wish to protect it. Do also make sure your decision makers know why you are investing in IP; if you are the decision maker ensure the team around you understand. Without realising the importance and value of IP protection it is difficult for people to buy into its strategy across the business as a whole.
2. Do publicise that you have rights and educate the public about what they are.

Why the Wynne-Jones IP way?

- We aren't just any ordinary IP firm
- We create winning solutions tailored to your IP needs
- Strategic advice relating to designs, trade marks, copyright, licensing, patents and renewals
- Second to none knowledge spanning brands, products, inventions, technology, software, IT and processes knowledge
- Jargon free advice from commercially minded people

The Wynne-Jones IP Don'ts:

1. Don't choose a new name or logo without first checking that it is available for use and registration. Don't use a logo if you don't own copyright in it and check any designers you use sign a copyright assignment in your favour.
2. Don't copy someone else's design or technology without searching to see if

T: London - +44 (0)20 3146 7888
W: www.wynne-jones.com



Two minute interview

Jean-Philippe Perraud, NEDonBoard



Who are you?

I am the founder and general director of NEDonBoard, the professional body for non-executive directors and board members. I'm also a non-executive director for a medical company. At NEDonBoard we connect, train and inform 25,000 business leaders.

When I set out to become a non-executive director, I was shocked by how little formal support was available. The board of directors is the highest authority and non-executive directors bring vital objectivity and independent thinking. It is not an easy option as it carries with it onerous legal responsibilities.

Our pillars are connection, knowledge and authority and our jobs board is used by thousands of companies such as private equities, growing companies, listed companies, family businesses and even a government department.

What was your first job in London?

I worked in the financial services industry in the City. Previously I was based in Paris where I held a number of positions within equity capital market divisions, working with institutional clients and rising from being an analyst to managing director.

I served top names in the French asset management and UK hedge fund world and met numerous top executives of listed companies. I still have many connections with institutional shareholders and private equities from this time.

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

During this period we have developed NEDonBoard certification to assess the effectiveness of non-executive directors. Good corporate governance alone will not prevent company failure. The most important aspect is the human element. The board needs a virtuous cycle of respect, trust, and candour. It should be a strong, high-functioning work group whose members trust and challenge one another.

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

... changing all the time. As we are a well-recognised institution in a community of non-executive directors and board members, solicitations are both important and constant. I would love to have, at least for a couple of weeks, the same day at work. But this means my work days are interesting and exciting!"

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

It depends on each individual's unique character and skills. There are few entrepreneurs who make the cut for me. If you are more of a ring leader and want fun in your workplace, Richard Branson is the true inspiration.

Otherwise, if you are looking to make a real impact on peoples' lives, I would recommend Tony Robbins,

"We have some fantastic initiatives for companies to partner with us that will engage their staff and communities."

the American author, entrepreneur, philanthropist and life coach.



Tony Robbins

How is your business reacting to Brexit?

For our business, it is a non-event. We are a UK-centric organisation with international members. From a pure business point of view, the world is already global. At best, it is a political distraction and it gives a topic for media to talk about. Here is the reality: the challenges and opportunities we face as a generation are global.

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

I believe improvements have been made in recent years (cycling lanes and redevelopment of Earls Court, Victoria, Battersea, and Tottenham Court Road). To improve the transport system, I would first look



at the rationale behind the existing issues. Why do people need to move so much in London? The answer is that they live outside the city and the jobs are in Central London. Fix the property market and you will fix a large part of the transport system.

Otherwise, I encourage people to travel by bike or walk to discover its parks – roughly half of London is green.

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

In our company we take full responsibility and we adapt to circumstances. We also have our fair share of problems but I cannot point to one specific cause. As a business owner your role is to solve the problems of your community, members or clients and your company.

What is your favourite and least favourite thing about London?

Favourite by far is the extremely buoyant melting pot this city offers. I checked my DNA recently and it shows that I have genes from Irish and British ancestors, as well as French roots. Nevertheless, being in London, I feel like I am a Londoner – as would the Italian fashionista, the Chinese restaurant owner, and the Swedish executive.

My least favourite thing is the cost of living: if this trend continues, London will look like a huge amusement park for tourists and will lose its local British character which we meet in its pubs and local markets.

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

I would have a day without cars and provide cleaner water. The environmental challenge is the challenge of the generation to come and London should take the lead.

What one thing could improve London businesses?

An effective board. It is a key ingredient of a successful business.

www.NEDonBoard.com

The golden age of podcasts



May Khizam makes the case for podcasts and lists her marketing tips for forward-thinking organisations that want to be different

Blogs and video content for business are great but demand all of our attention. Podcasts allow us to listen and learn while being productive – most podcast listeners are weaving through traffic or opening a jar of pesto while the pasta bubbles away. Welcome to the golden age of podcasts!

What is a podcast and how do we listen to one?



A podcast is essentially a radio show that you can listen to anytime via the internet or offline if you download it. It is an audio file typically available in a series sent in new installments to subscribers at regular intervals.

We can listen to podcasts through

a website (streaming) or download from the website or an app on to our phones, tablets or computers and listen to them anytime without an internet connection.

Podcasts can cover everything from comedy to politics to business. Once recorded, the podcast is uploaded on a hosting site and then distributed for promotion in a directory such as iTunes. A podcast link allows us to easily distribute it by email or on social media platforms.

Podcasting is an effective storytelling marketing tool to deliver specific and specialized information. A good podcast will leave listeners waiting for the next episode. Here are my tips on how to start and grow a podcast series and be heard by new business prospects along the way:

Develop a solid plan

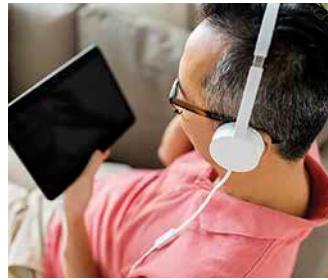
Choose juicy titles and themes that are applicable to a broad cross-section of listeners.

Develop and stick to a solid plan that includes guidelines around communication style and format. Do you want to go for a conversational approach or one that is more research-heavy?

Make sure to standardise your introduction (intro), ending (outro) and any music track you may use for both. Consistency builds listener trust.

See the forest for the trees

As with most marketing mediums, adopting a long-term strategy is likely to be more successful than a one-off. Developing a podcast series demonstrates a commitment to the listener.



Be on time

Decide upon frequency of episodes and stick to a publishing schedule otherwise listener trust is broken. Publishing every two weeks is optimal but a publishing blitz of several times a week during the first few months post-launch is advisable to be recognized and rewarded by the iTunes popularity algorithm.

Authenticity

Avoid being salesy. Your ability to educate, inform and inspire should sell itself.

Young love and old flames

Think of podcasts as a way to develop new relationships and deepen existing ones.

Be useful

Show your clients that you are a market leader by sharing relevant content with them that helps them make an important decision or save time and money.

Be sociable and inclusive

Attach the podcasts to social media platforms to update, engage and include feedback from listeners.

Don't be a hard head

Let listener feedback shape the content of upcoming content (avoid self-defeating traps of being too scripted or inflexible). Prioritise what your listeners want to hear and not just what you want to say.

Show off

Send podcast links to your client base on a regular basis (every two weeks is optimal) and direct them to subscribe so they receive them automatically. Partner with other businesses on a podcast for cross-promotion.

Get optimised

Understand how to get optimised for organic iTunes discovery, watch episode analytics and modify podcast length, content and style according to what listeners most respond to.

Build your tribe

Above all, remember to educate, inform and inspire to build a loyal following. Eighty-five per cent of podcast listeners listen to the entire episode. It is an enormous opportunity to present and make a lasting impression.

For me, the biggest advantage of a podcast, over other marketing mediums, is that it has a voice, which, with its inflection, timbre, emotion and humour is a powerful way to build the 'know, like, trust' factor with a relevant audience.

May Khizam is founder and chief strategist of The Grid Media
www.thegridmedia.co.uk

Plain abseiling

Eddie Bagayawa took on the challenge of abseiling from London's Air Ambulance 300ft helipad last month to help raise money for the lifesaving charity.



Bagayawa, an LCCI membership adviser, completed his feat – almost unbelievably he has a fear of heights – during National Air Ambulance Week at the charity's base on top of The Royal London Hospital in Whitechapel.

This year's event was the most successful ever raising crucial funds to help deliver London's advanced trauma team to the ten million people who live, work and travel through the capital every day.

The charity was founded in 1989 and to date has treated over 38,500 critically injured people and attended most major incidents.

www.londonsairambulance.co.uk



Social media contests – where competition meets connection



by Raymond Wynne

In the business race to engage more customers, social media contests have a strong role to play. Through a winning blend of user-generated content, competition and reward, they're also proving their worth when it comes to cost and real business value.

Advances in social and mobile technology mean customers are more powerful than ever. Today's customers are always on – controlling experiences and staying in charge of when, where and who they connect with.

Sweet spot

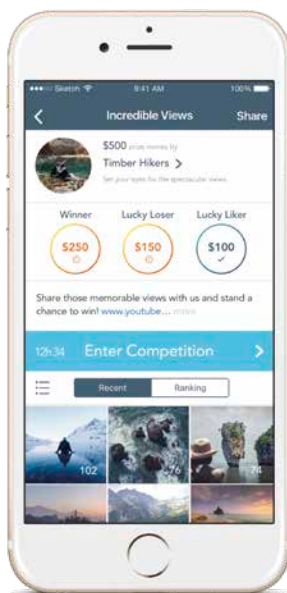
For businesses, where success depends on growing customer audiences (beyond the usual traffic sources like SEO, Google, SEO, and backlinks), the pressure is on to find the sweet spot for real customer en-

gagement. Enter social media contests ... where competition meets connection.

By adapting a marketing tactic that's always worked, businesses are better able to maximise opportunities in a world where customers have the power. And the best part? Social media and online contests deliver tangible business results.

According to Hubspot research, online contests deliver a 34 per cent increase in audiences for new campaigns. As well as driving a third of all contest entrants to sign up for email updates, results show the number of entrants

increases eightfold by running a mobile contest.



Loyalty

Social media contests give you the chance to connect with customers through their own content. They help to grow loyalty and strengthen ties to your brand, taking hashtag campaign contests to the next level. They're also a great way to get more people to subscribe to your newsletter.

Then there's the cost advantage of social media contests. By attracting people

through branded giveaways and focusing on what people enjoy engaging with online, businesses can

realise real growth in sign up, sales and conversion rates, for very little outlay.

Winning

It's why apps like Viral Vote are getting it right as high engagement competition tools. By running photo contests that are easy to share, this free photo competition app blends reward, shareability and connection to drive customer engagement. To expand brand reach even more, it boosts customer chances of winning, with multiple prizes for each contest. The result is a win-win where even more entrants are attracted by improved odds in their favour.

Hubspot research proves that online and social media contests are one of the leading strategies in customer engagement and expanding brand reach.

Raymond Wynne is chief executive of Viral Vote
www.viralvote.com

London's most hated office buzzwords of 2018

While there is no 'i' in 'team', there are three in 'irritating' which is how nearly one in three of Londoners would describe hearing that cliché at work.

Buzzwords and jargon seem to be unavoidable in the modern workplace, no matter how many people find them annoying. Business telecommunications provider 4Com, has looked into the phenomenon, surveying office workers in London to discover the capital's biggest pet peeves when it comes to office jargon.

Despite one in three London workers agreeing that office jargon is annoying, over a quarter admit to using buzzwords daily, and more than one in fifty confess to using them every hour!

Some claim they use office jargon without really noticing, while others choose to do so in order to make themselves appear more professional, and impress their co-workers. A portion of workers even confess to using the language at home - and enjoying it.

Additionally, the survey looked into the jargon that London work-



ers use most often. The top ten most common office buzzwords and phrases nationally are:

- **ASAP**
- **Thinking outside the box**
- **No brainer**
- **At the end of the day, win-win, catch up**
- **To be fair**
- **I've got a lot on my plate**
- **Close of play**
- **Give you a heads up**
- **Back to the drawing board**
- **Best practice**

Using phrases like 'close of play' rather than 'end of the day', and asking to 'catch up' instead of asking to discuss, begs the question, why is office slang so popular in the capital when workers find them irritating and nearly a third use them without knowing their meaning?

Straightforward

Commenting on the research, Mark Pearcy, head of marketing at 4Com said, "We can all be guilty of using the odd buzzword or two

The top ten most annoying buzzwords and phrases according to Londoners are:

- **There's no 'i' in 'team'**
- **Thinking outside the box**
- **Let's touch base**
- **Close of play**
- **110 percent**
- **No brainer**
- **I'll just ping that over**
- **Let's arrange a chemistry meeting**
- **Gamechanger**
- **Play hardball**

when talking to colleagues. It might sound snappier in an email, but unless the person receiving it knows exactly what you mean, there's not much point.

"As a telecoms provider, we are all about communication – the more straightforward, the better. When it comes to making a point or explaining your ideas, it's definitely more important to be understood than to sound slick."

www.4Com.co.uk

Best foods to boost your brain power in the office

Office workers are being urged to swap out sugary treats for these ten brain foods to stay alert and proactive throughout the day.

Office buffs at LondonOffices.com have researched the ten snacks employees should be eating to keep hunger at bay and improve concentration in the workplace.

Suggestions include nibbling on sunflower seeds and sprinkling chia seeds on your lunchtime salad or morning porridge to gain antioxidants and vitamins.

Stress

Workers with a sweet tooth can rejoice at the news that dark chocolate has been scientifically proven to relieve stress and improve concentration.

Plus, cups of tea could provide the right amount of caffeine and a number of antioxidants when consumed in small amounts.

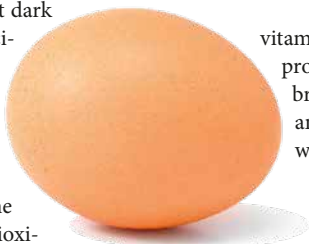
Chris Meredith, chief executive of LondonOffices.com said: "Morning munchies causes many of us to reach for the biscuit barrel, but there are so many other options that would not only satisfy your cravings but serve you with a daily dose of brain power too."

"People that start to feel sluggish at work tend to dose up on carbs and sugar but doing this creates a vicious circle as they'll only make you feel worse in the long run."



Sunflower seeds

Sunflower seeds are packed full of Vitamin E and studies have shown that having high levels of Vitamin E can improve brain function. The



vitamin can actively protect brain membranes from damage and is a must-have when working hard.

Eggs

Eggs are well known for their high-protein content, which is already known to keep your brain sharp. But this dynamic dish is also packed with Choline, a neurotransmitter involved in memory and cognition.

Chia seeds

Chia seeds are a great source of Omega-3 and Omega-6, as well as protein, carbohydrates and antioxidants. Meaning they provide a wealth of essential brain boosting properties.

Sardines

Sardines are full of Vitamin D, which has been shown to have a huge impact on the brain. Studies suggest Vitamin D is essential for



optimum nerve function and just two cans a day will provide your brain with all the Vitamin D it needs.

Biltong

Red meat is packed with iron and the mineral is essential to transporting oxygen around the body, including to the brain. Biltong is a handy and delicious snack that contains around 15% of your recommended daily allowance of iron.



Rosemary

Rosemary isn't just for seasoning roast chicken, it also contains a chemical called 1,8-cineole which increases a neurotransmitter called acetylcholine. So essentially, rosemary is perfect for improving memory and brain function.

"Despite the bad reputation tea gets due to its caffeine content, the hot beverage is one of the best ways of consuming caffeine in a healthy way.."

Seaweed

Seaweed is a great source of iodine, which has strong links to aiding and improving the body's nervous system as well as thyroid function. Many people who eat seaweed regularly find it helps keep their energy levels up throughout the day.

Dark chocolate

Chocolate, in its pure form, provides a variety of health benefits that we don't associate with the sweet stuff. Eating dark chocolate with a high percentage of cocoa has been known to relieve stress, improve concentration and even boost your mood.



Beans

Instead of baked or boiled try snacking on dried beans at work. The tasty snack restores the glucose levels in your blood and provides your brain with a steady stream of energy to keep it functioning throughout the day.

Tea

Despite the bad reputation tea gets due to its caffeine content, the hot beverage is one of the best ways of consuming caffeine in a healthy way. Two to three cups a day provide just the right amount of caffeine whilst also hydrating your body.

Making tax digital – changes to VAT compliance



by Sunil Parmar

Real-time and digital reporting is a growing trend in the global tax landscape. In that context, Making Tax Digital (MTD) is HM Revenue & Customs' latest step towards modernising the entire tax system as it aims to become one of the most advanced digital tax administrations.

The first tax to fall under the MTD regime will be VAT. It is expected other taxes will follow after April 2020.

MTD for VAT will be mandatory for any business with a taxable turnover exceeding the VAT registration threshold, which currently stands at £85,000 for UK established businesses. The first VAT return period commencing on or after 1 April 2019 will need to be MTD compliant.

HMRC has recently released to the public domain the MTD for VAT Notice (700/22), which contains useful information for taxpayers. To summarise, MTD can be broken down into three key requirements:

1. Keeping digital records

Taxpayers will be required to keep certain records digitally, including the net value of their supplies and the rate of VAT charged on a transaction by transaction basis.

2. Submitting VAT returns using an Application Programming Interface (API)

All VAT returns will need to be submitted using an API-enabled piece of software. The API is a two-way digital link, which allows a piece of software and HMRC's systems to communicate with each other. Where MTD is compulsory for a taxpayer, they will no longer be able to submit their VAT returns using the HMRC online account known as 'the VAT portal'.

3. Maintaining a complete digital audit trail to support VAT returns

The data flow from underlying digital records through to the final API submission should be a wholly digital journey with no manual intervention (subject to certain exceptions). Therefore, any transfers of data between different software packages in the VAT compliance process will need to be digitally linked. Furthermore, any spreadsheets within the data flow will need to be formula-driven.

Some examples of digital links are direct exports and imports, spreadsheet formulae or the use of linking software.

Soft landing

HMRC has confirmed there will be a soft landing in respect of penalties for MTD.

However, this will only apply

to the 'digital data flow' aspect of MTD. This means that HMRC will accept the use of 'cut-and-paste' (or manual transfer) as compliant for VAT periods commencing between April 2019 and March 2020. This will allow VAT-registered businesses more time to update legacy systems and software, a process which many clients are already finding a more cumbersome process than expected.

HMRC has specifically confirmed that the soft landing does not apply to the digital submission of VAT returns and, at the time of writing, we have no reason to believe the April 2019 starting date will change.

Adjustments

Certain adjustments, such as partial exemption adjustments or the fuel scale charge, can be made manually and calculated outside of the functional compatible software. The adjustment can be calculated in a separate spreadsheet or other software and transferred into the digital VAT records manually. For more complex businesses for VAT purposes, this is an area where we expect to gain more clarity from HMRC in the coming months.

Getting ready for MTD

Every business is unique and will be at different stage of MTD readiness. I would suggest mapping out the VAT compliance process in full

to identify what changes will need to be made in order to submit VAT returns compliantly under MTD and to remove manual intervention where required.

There are a variety of software solutions out there to suit all types of businesses and levels of VAT complexity. My firm have been working closely with Tax Systems plc, a leading software specialist in tax technology in the UK & Ireland, who are most commonly known for their product Alphatax.

In response to MTD, Tax Systems are in the process of developing AlphaVAT to sit alongside Alphatax. AlphaVAT will provide organisations with complete control over the calculation, preparation and management of their VAT returns in an MTD-compliant manner.

As part of the AlphaVAT product suite, Tax Systems has also developed AlphaBridge™ and AlphaLink™, offering organisations a choice in how they meet the challenges and obligations of MTD. AlphaBridge™ is a tool that allows VAT return data to be submitted from a spreadsheet to HMRC digitally. AlphaLink™ allows businesses to extract data digitally from their accounting system.

Sunil Parmar is a VAT director in the business tax team at Smith & Williamson.

www.smithandwilliamson.com

Getting the best from your mobile phone contract



by Klaus Henke

Earlier this year Ofcom revealed that Vodafone and BT-owned EE were the most-complained about mobile operators in the final quarter of 2017, with customer objections primarily relating to complaints handling, billing, prices and charges.

Shortly afterwards, consumer lobby group Which? released results of their survey, naming Vodafone as the worst rated mobile phone provider for the seventh year running. The results, which were gleaned from the group's annual customer survey of 3,600 consumers, also saw EE, O2 and Three scoring badly.

Even though both surveys focused on the consumer market, they remain a good indication of the full spectrum

of users experience with mobile operators. That said, common sense would assume that business clients would be better treated as they represent higher per-client revenues.

Last year, Billmonitor commissioned a limited survey of 50 businesses to further analyse that assumption and to better understand its target clients. The results were overwhelmingly positive, with eight out of 10 business clients indicating

that they were satisfied with the mobile phone contract they had signed.

Does this result then mean that business clients are treated better than consumer clients? And, if so, do business clients also secure better, less expensive mobile phone contracts?

Overspend

The Billmonitor Business Mobile Report 2018, released in March 2018, highlights that businesses, particu-

Train data: how do we share its benefits?



by **Todd Rayner and David Millard**

The Department for Transport (DfT) recently published its Joint Rail Data action plan setting out objectives and associated timescales which an industry-led taskforce will work on to improve the quality and openness of rail data. The plan focuses on train operating companies (TOCs) and other rail entities addressing the following barriers to wider data sharing.

Data transparency

The action plan refers to a “general caution” exercised by TOCs in identifying data that is commercially sensitive, which in turn has led to the incorrect classification of datasets that, it is suggested, would “improve efficiencies across the railway” i.e. “missed opportunities” to use data for the benefit of customers.

The DfT proposes to navigate this dilemma by establishing clear guidelines on the types of data that are commercially sensitive. By introducing a Rail Information Governance Framework, the DfT proposes to create a transparent process of classifying the sensitivity of data and aims to develop an “industry agreed definition” by October 2018.

Data use and access

Another barrier highlighted by the DfT is the limited clarity over ownership of data. This can be exacerbated by commercial relationships because, for example, third party suppliers may sometimes reserve the right to access and share the data

harvested with third parties. Therefore, it may sometimes be the case that data is not the TOC’s to share.

The Data Action Plan suggests that the DfT will set out a coordinated approach towards greater data sharing generally within the industry, with the goal being that this will “reduce the need for third party contracts to access data that could already be available”.

The DfT is exploring the role that franchise agreements could play in enabling greater data sharing, while the Office of Rail and Road (ORR) will be charged with creating a central list of rail datasets and their owners. Additionally, the DfT is developing a data sharing policy for the industry, which would potentially remove licensing restrictions, preventing entities from charging third parties for their data.

There is a parallel here with the UK bus industry, where bus companies are now required under the Bus Services Act 2017 to publish more data (and of greater quality) about their services (e.g. punctuality and performance statistics). The DfT has predicted that a greater availability of open data will result in an increase in bus passenger numbers.

Data quality and standards

The DfT draws attention to the fact that we do not have a full picture of what datasets exist, let alone have a full understanding of their true value. The Data Action Plan also briefly highlights the lack of conformity in the industry when it comes to data publishing standards. It references variations in software



and inconsistencies in coding for railway stations as barriers to new entrants. The taskforce aims to combat this by developing a common standard for data and meta-data.

Data value and principles

The Data Action Plan infers that the value of data is often underestimated, where in actuality it promotes innovation and expansion. For example, future funding is not being provided because of the costs associated with data sharing. To combat this issue, the Data Action Plan proposes that each rail organisation appoints an “open data champion” who raises awareness of the benefits of open data from within a company.

Rail culture and information

The Data Action Plan notes that the appetite for openness and infor-

mation exploitation is limited in the rail sector. It asks for greater collaboration with “innovators”, such as tech start-ups and tech partnerships like the National Skills Academy for Rail and introduces the idea of a Rail Data Challenge which invites innovators to solve these current data barriers in the rail industry.

Consequences for passengers and the wider industry

The Data Action Plan’s tagline is “addressing barriers to make better use of rail data”, with the intended beneficiaries being the passengers, and the intended consequences being greater accessibility, efficiency and reliability.

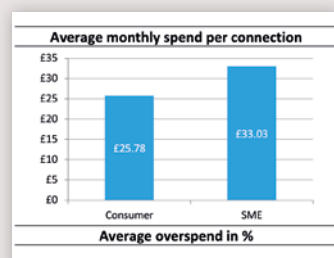
For example, the DfT hopes to make data regarding fares and the “lowest-cost-route” available to technology providers to allow travel planning apps and ticketing sites to offer lower priced tickets – thereby driving competition.

Similarly, there is a “rich and comprehensive” – but undisclosed – data source that underpins the ORR’s aggregated figures on the Origin-Destination Matrix. The release of this underlying data would give passengers an indication of station/route utilisation and would allow outside businesses the opportunity to judge the commercial viability of setting up a concession in or near a station.

Todd Rayner is a solicitor and David Millard a managing associate at Womble Bond Dickinson LLP
www.wbd-uk.com

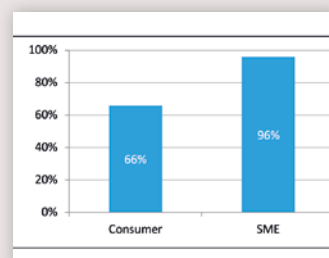
larly mid-sized and larger SMEs, are not only more likely to overpay for their mobile phone services, but are also overpaying significantly more per connection than consumers. The results showed that 93 per cent of SMEs overspend an average of 96 per cent or annually £195 per connection on their mobile phone bills, compared to 70 per cent of consumers who overspend an average of 66 per cent on their mobile phone bills.

The findings, which Billmonitor came to by analysing billing data from 357 business mobile phone accounts and over 4,000 consumer accounts using their proprietary software developed by Oxford mathematicians, are part of the first ever published analysis of the mobile market for UK businesses.



Source: Billmonitor analysis. Note: SME includes all businesses with 1 to 250 connections

At the outset of their research, Billmonitor had expected businesses to benefit from higher bargaining power. However, the opposite was found to be true, with businesses spending more per connection as the number of connections required increases, i.e. larger SMEs with 50 to 250 connections showed significantly higher savings than smaller



and micro SMEs.

Transparency needed

Billmonitor believes that obfuscation is one of the key issues as the business mobile market significantly lacks transparency in two key areas: it’s too hard to work out what you need, and to find what’s available. To make matters worse, the most

significant savings come from diverse and hard-to-predict sources, not from switching networks but from negotiating the right contract with your existing provider.

To date Ofcom has focussed on the higher-profile consumer market, where pricing is now far more transparent than within the business market. In addition, Ofcom needs to consider the networks’ as well as the businesses’ best interests and they cannot implement new legislation. They also only have limited resources to enforce existing laws and the consumer market is, ultimately, easier to navigate and ensures quicker wins.

Klaus Henke is managing director of Billmonitor
www.billmonitor.com

Advanced Management Development with the London Centre for Executive Excellence

Personalised Coaching toward the Knowledge and Ability Essentials of a Traditional MBA

The recently launched London Centre for Executive Excellence [LCEE] is a potentially disruptive force in the marketplace of management and organisational development support for business organisations of all sizes.

LCEE combines high-repute executive education and entrepreneurship specialists, depth of understanding of 'best management practice' and cutting edge cloud-based technology to produce a unique learning and development experience for ambitious leaders and managers. We tailor management and organisational development for the upwardly mobile manager and fast growth-seeking small business managing director/CEO.

LCEE programmes are designed and delivered by a unique blend of leading entrepreneurial academics and practising high achievement entrepreneurs.

Indicative of our support provision is our Advanced Management Development Programme. A personalised advanced management development programme which enables you to develop a toolbox of 'management knowledge, perspectives and abilities' that equate to the essentials which are embodied in a traditional MBA.

A management development programme that brings you together with like-minded individuals to share your views on different aspects of management. Consider new and novel management concepts and perspectives in our Saturday Development Workshops [6 every other Saturday Workshop Sessions over 12 weeks] and take those perspectives back into your day to day activities within your organisation. The AMD Programme has

been developed as a fast track management development provision for ambitious managers, enabling programme participants to learn in own business context – utilising his or her own organisation as key learning and development vehicle.

The Programme is delivered as an 'Open Programme' for a small cohort of individual managers from different organisations here at the London Centre for Executive Excellence – or as a 'Closed Programme' for groups of managers from a particular company. The Programme teases out the essential elements of the focal components of business management that traditional Master of Business Administration (MBA) courses embrace. It provides solid foundations and frames of reference to facilitate 'big-picture' understanding of organisations and their development. The programme participants will build-up rigorous insight and understanding of all functions of business in the 'total organisation context' – learning from specifically tailored Workshop sessions that are academically rigorous and practically relevant

Periods of classroom-based study are short, intensive and challenging and prepare the participants to anchor their learning in their own business context that is itself used as a central enabler of learning and development.

Key characteristics of the programme:

- Enables you to reflect on your learning and emerging new ideas with your own personal LCEE development coach and mentor
- Identifies and utilises management theory and concepts which can effectively underpin and inform management practice
- Focuses on learning 'process' as well as course content – thus nurturing the more effective

and more resilient learner as key source of competitive advantage in uncertain business environments

- Enables participation in a Programme that is led by an entrepreneurial academic with real empathy for the fulltime working/part-time advanced study mode of self-development ('failed school leaver progressed to Professor of Entrepreneurship')
- Engages you in a creative teaching and learning approach which has classroom-based instruction and interactive learning dimensions, an online Learning Management System self-development strand and personal coaching and mentoring of your 'in-own work-context' learning and development activities
- Enables you to examine new concepts and theories and 'try them on for size to see if there is anything in them for me'

And facilitates build-up of **key areas of management knowledge and ability** including:

- Develop or enhance '**financial awareness capability**' – to enable you to more comfortably engage in financial debate and dialogue and understand the nuts and bolts of effectiveness, efficiency and performance of your organisation and its interrelated parts
- Build your **people management abilities** through enhancement of your **emotional competencies** as key means of getting the best out of your team and colleagues and enabling them to get the best out of you
- Draw down alternative perspectives within the contemporary management knowledge bases to more robustly and creatively approach **market- and marketing-orientation** of your organisation and its interdependent parts.
- Develop a 'strategic awareness capability' to enable build-

up of **understanding of the highly uncertain external environment of your business** and the potential for creative interpretation of relevant slices of that environment as key source of business development opportunity [such as product development or enhancement; or new market niche creation].

Join Us - On a learning and development journey in the 'step-up' from your current management knowledge and experience base to a new MBA-commensurate toolbox of forefront management thought, creative thinking capability, state of the art management knowledge and innovative management behaviours. A programme that gives detailed attention to course content: but also to learning process and your ability to grow as a robust resilient learner within the Workshop sessions and also in your future organisational and personal life and synthesise and enhance your Workshop learnings with a significant end of programme organisation-based project with key in business context learning process and outputs which benefit you but also your organisation.

Of course, we don't hold your hand – But we help you to become an effective self-learner and personally guide you on your learning and development journey: partnering you with your own entrepreneurial professor as academic mentor; practical coach and business development consultant.

For more information – Contact Professor Peter Wyer at the London Centre for Executive Excellence.
Email: peter.wyer@lcibs.co.uk





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Contact Professor Peter Wyer for free initial consultation - peter.wyer@lcibs.co.uk or + 44 (0)207 242 1004

London Centre for Executive Excellence is the executive education hub of the London College of International Business Studies.

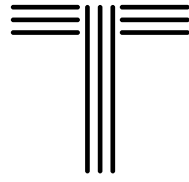


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ABP Royal Albert Dock – London’s next business district

The impressive development that is destined to become the capital’s third business and financial district was showcased by the East London Chamber of Commerce earlier this summer.

Introduced by chamber chair Janette Withey, ABP’s Patrick Hurley described the 4.7 million sq ft development of officespace, residential, retail and public realm. A £1.7 billion project it neighbours London City Airport and Custom House Crossrail station and is within the Royal Docks Enterprise Zone with rents far lower than Stratford, Canary Wharf and City fringe.



The development is being created for businesses from Asia looking to reach new markets in Europe and for local companies seeking to do business with them.

www.abp-london.co.uk/royal-albert-dock



Member offers



■ When the world is wide and time is precious, escaping the corporate world for a couple of weeks in the year is truly deserved. Luxury Escapes with ACE Travel have partnered with Sandals and Beaches resorts to bring you a little closer to paradise, with 19 resorts on 8 Caribbean Islands, you’re just a flight away to reach crystal turquoise waters of the Caribbean Sea.

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Email: lindsey.tidd@acetravel.co.uk



■ Home-cooked, wholesome French food and delicious French wine in the heart of The City is what we are famous for at Threadneedle Street. We have a stunning, high ceiling dining room with dramatic globe lighting, our sought-after mezzanine floor and a cosy bustling bar as well as an open kitchen adding a little theatre.

Offer to members

Brasserie Blanc Threadneedle Street Christmas Party Offer - £50 voucher.

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Contact

Email Amy for more details or to make a booking: amy.williams@brasseriebarco.com <https://brasserieblanc.com/offers/its-beginning-to-look-a-lot-like-christmas/>



■ Situated in the heart of Docklands, Knowledge Dock Business Centre provides affordable, high-quality office space ranging in size from 2 desks up to 12. Our location at the University of East London provides opportunities to grow and develop your business through access to research expertise and student placements and internships. We also benefit from excellent transport links, with the DLR, London City Airport and the forthcoming Crossrail network close at hand.

Offer to members

Apply to join us at Knowledge Dock by 15th November 2018 and receive the first month of your initial 12 month lease rent-free. Visit www.knowledgedock.com to see the spaces we currently have available.

Contact

For more information or to arrange a visit, please contact Knowledge Dock Manager Duncan Boak - dboak@uel.ac.uk 0208 223 6450
please quote LBM when contacting us



■ Charlton Events based at The Valley at Charlton Athletic Football Club is one of the largest event venues in South-East London. Located close to Historical Greenwich, it is the perfect location to host your Christmas party.

Offer to members

- Free Prosecco upgrade for LCCI Members
- 7 December 2018 - Masquerade themed Party
Step into a masked wonderland of a bespoke Masquerade Show full of secrets and surprises with amazing food and epic entertainment.
- 14 December 2018- Dirty Dancing themed party
Join our Dirty dancing themed party as we take you on a nostalgic trip down memory lane to experience a live dancing stage show paying homage to one of the most iconic 80s films.
**Price @45pp includes a three course meal, half a bottle of wine, great entertainment and our resident DJ which will keep you off your seat!*

Contact

Contact Caroline on 020 8333 4040 quoting LCCI
Email: events@cafc.co.uk

Why the Millennial 'issue', isn't an issue

How Millennials have changed the workplace for the better and exploring the power that coaching can have in helping organisations support their young leaders.

I am one of 13.8 million people in the UK who are called Millennials and make up 35% of the workforce.

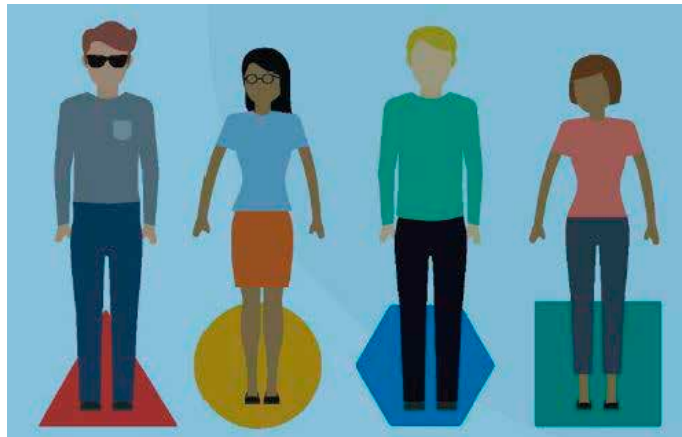
The term "Millennials" broadly describes those born between 1980-1995. Generation Y is another term for this group, and the internet was born when we were children so we are history's first 'Digital Natives'.

Employers often see us as "ego-massaging" graduates who are not ready for the "real world of work". The Confederation of British Industry (CBI) states that a third of companies are unsatisfied with our work because we do not show resilience, self-management and social skills. This phenomenon has been labelled by author Simon Sinek as "the Millennial problem", characterised by our need for constant praise and organisations often losing people they want to keep. In fact, **around 43% of Millennials plan to leave their jobs within the next two years.**

"...around 43% of Millennials plan to leave their jobs within the next two years."

However, organisations can take various opportunities to inspire the next generation of leaders to achieve their true best in the world of work. We are more purpose-driven, collaborative and creative than any other generation.

Firstly, consider purpose: **75% of millennials would take a pay cut to work for a company with more social responsibility compared to 55% of people from previous generations.** Having lived through the financial



crisis of 2007-08 and starting our careers in debt through student finance, we require more from businesses than just profit making. We want to work in environments that prioritise society and individual wellbeing. For example, by ensuring that CSR departments are no longer bolt-ons, but are rather well integrated within the culture of an organisation. Workplaces need to embrace the mindset of a triple bottom line: people, planet and profit, where economic success is only a third of a company's aims with the other two thirds being the wellbeing of its stakeholders and the impact on society as a whole.

Secondly, consider collaboration and creativity. Young professionals often prefer to work in smaller, more flexible teams with shared goals and ambitions instead of competing against their peers. This is seen in part through the rise of co-working spaces in London, starting in 2012. Mainly aimed at micro-businesses and freelancers, this new trend has spread across larger organisations as well, from Innocent Drinks to Camden Council, where people no longer use fixed seating arrangements, but rather decide where to sit every day. Neil Usher, workplace director at Sky states that co-working

spaces "excel in collaboration with a warm, residential and engaging aesthetic."

Additionally, growing up in an age of constant connectivity through Facebook messaging and Whatsapp groups, Millennials are natural collaborators, used to instantaneous feedback loops. New productivity tools such as Slack or Google Docs were created to stimulate quicker response times within teams. Have you noticed how younger team members embrace new technologies quicker to get the job done faster and better? For employers, this collaborative, energetic and solution-focused attitude provides great advantages.

The building blocks are there.

Then, one might ask, how come I still struggle with my young team?

At CoachBright, we believe that organisations often misunderstand the needs of their young workforce. A common feature among graduate programmes seems to be a relentless focus on learning the processes of the organisation and the knowledge required to thrive in that industry (e.g. tax exams, commercial law or information softwares). There seems to be

less training in influencing others and being and behaving in a team. At CoachBright, we know you can only bring your best self to work if you understand yourself. Only through self reflection and feedback can you truly see what your strengths and areas for development are. Gaining this awareness can be just as tricky. It requires patience, training and a framework. We believe that coaching, an approach that helps learners explore and come up with the answers by themselves through exploration and challenge, is key.

That is why we have partnered with the Academy of Executive Coaching (AoEC) to launch the first of its kind Young Professionals Coaching Skills Certificate. It is aimed at people aged between 18-30 and is delivered by faculty who are themselves Millennials. The course focuses on training young professionals in the coaching skills of listening, reflecting and questioning, so that they can better understand themselves in the world of work and take major steps to become their best selves in their profession.

In conclusion, we know that there is an ambitious group of future leaders out there who want to become the best they can be in their professional and personal lives. With their driven, collaborative and creative personalities, all they need is a spark from us to help them take off.

Article by **Robin Chu, CEO of CoachBright, AoEC partner**

www.aoec.com

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Commission approach to modernisation of World Trade Organisation

The EU's approach to the World Trade Organisation (WTO) reform outlined in a document published last month will be presented to EU partners in Geneva during a meeting on that subject convened by Canada.

The European Commission has put forward a first set of ideas to modernise the WTO and to make international trade rules fit for the challenges of the global economy.

Presenting the Commission's concept paper, Commissioner for Trade Cecilia Malmström said: "The multilateral trading system has for the past decades provided a stable, predictable and effective framework for

companies across the world, helping many economies to grow rapidly. Also, the WTO is indispensable in ensuring open, fair and rules-based trade. But despite its success, the World Trade Organisation has not been able to adapt sufficiently to the rapidly changing global economy. The world has changed, the WTO has not. It's high time to act to make the system able to address challenges of the today's global economy and work for everyone again. And the EU must take a lead role in that."

The EU remains a staunch supporter of the multilateral trading system. For that reason,

the European recently gave the European Commission a mandate to pursue WTO modernisation to adapt it to a changing world, and to strengthen its effectiveness.

The EU's concept paper published today and already consulted with EU Member States sets out the direction of this modernisation effort. Without prejudice to the EU's final position on these matters, these ideas relate to three key areas:

- updating the rule book on international trade to capture today's global economy
- strengthening the monitoring role of the WTO
- overcoming the imminent

deadlock on the WTO dispute settlement system.

The EU already started to engage with other WTO partners: with the US and Japan, in the framework of the trilateral discussions; with China, in the dedicated working group set up during the latest EU-China Summit; with other partners, most recently at the G20 Trade Ministerial. The EU will continue discussing these first ideas with various WTO partners in the coming weeks with a view to preparing concrete proposals to the WTO. The European Parliament and the Council will be kept fully on board of those discussions.

Anti-obesity implant among seven UK ideas backed by EU funds

Seven UK-based researchers will receive up to €150,000 each to test the commercial or societal potential of their projects under the latest European Research Council (ERC) Proof of Concept (PoC) grants.

Christofer Toumazou from Imperial College – winner of the European Inventor Award in 2014 for a DNA testing microchip – is one of them. He aims to create an intelligent implant to help

tackle obesity. His research may also have potential for treating cardiovascular diseases and cancer.

Professor Toumazou's idea stems from his earlier ERC-backed research on stimulating the nerves in the gut to regulate neurometabolic processes in the body. A key aspect is identification of an appropriate biomarker to inform decisions on when to stimulate and how much.

The earlier project developed a sensor for measuring non-invasively, from saliva, levels of different hormones, such as leptin, in the body. These hormone levels are indicators of the state of metabolic processes and their effects.

The PoC grant will bring this invention closer to commercial viability, through partnership with DNANudge, a smartphone app which aims to help shoppers choose food options suitable for

their individual DNA.

UK-based researchers received seven grants in the latest PoC award round, joint top with Spain. The UK has consistently been one of the leading beneficiaries of both PoC funding (156 grants worth around €23 million since this type of grant was launched in 2013) and ERC support in general (1,798 grants worth around €3 billion since the ERC was set up in 2007).

Towards a new 'Africa - Europe Alliance' to deepen economic relations

Last month President Jean-Claude Juncker said: "Africa does not need charity, it needs true and fair partnership. And we, Europeans need this partnership just as much. Today, we are proposing a new Alliance for Sustainable Investment and Jobs between Europe and Africa. This Alliance, as we envision it, would help create up to 10 million jobs in Africa in the next 5 years alone. I believe we should develop the numerous EU-African trade agreements into a continent-to-continent free trade agreement, as an economic partnership between equals."

The European Commission is proposing a new 'Africa - Europe Alliance for Sustainable Investment and Jobs' to substantially boost investment in

Africa, strengthen trade, create jobs, and invest in education and skills. Today's package builds on the commitments taken during the African Union – European Union Summit which took place in November last year in Abidjan, where the two continents agreed to strengthen their partnership. It sets out the key strands of action for a stronger economic agenda for the EU and its African partners.

The proposal shows commitment to reinforce the Africa-EU Partnership and outlines a series of key actions that include:

- boosting strategic investment and strengthening the role of the private sector, notably through increased de-risking of investment projects via blending grants and loans, and

guarantees

- investing in people by investing in education and skills, at continental and national level to strengthen employability and match skills and jobs, also including scholarships and exchange programmes, in particular through Erasmus+
- strengthening business environment and investment climate, in particular by strengthening the dialogue with African partners and supporting their reforms in this field
- tapping the full potential of economic integration and trade: building on the African Continental Free Trade Area implementation, the long-term perspective is to create a comprehensive

continent-to-continent free trade agreement between the EU and Africa. To prepare this, Economic Partnership Agreements, Free Trade Agreements including the Deep and Comprehensive Free Trade Areas on offer to the countries of North Africa, and other trade regimes with the EU should be exploited to the greatest extent, as building blocks to the benefit of the African Continental Free Trade Area

- mobilising an important package of financial resources, as reflected in particular in the ambitious proposal for the future Multi-Annual Financial Framework of the EU on external funding, where Africa is highlighted as a priority region.

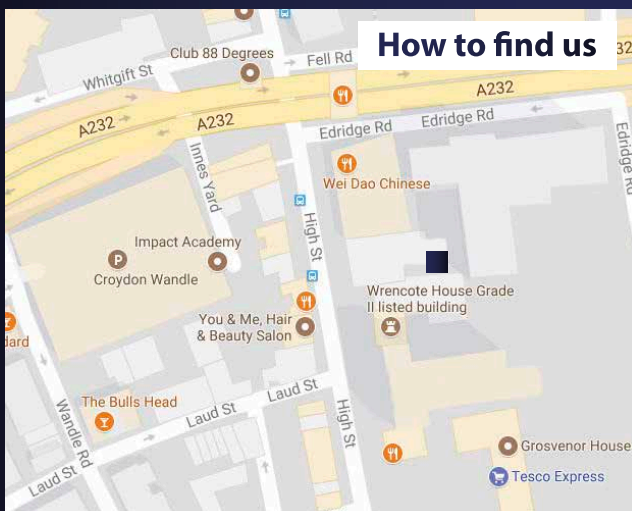


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London Learning Consortium has been an essential part of the education, skills and employment services landscape for over a decade. We are London's only Community Interest Company, delivering skills and training recognised by OFSTED as a 'Good' provider.

Based in Croydon we operate in a range of settings, both in employers premises and at a range of venues, focusing on delivering impact and opportunity to residents and employers across London and the South East.

Funded directly by the government, we are recognised as being adept at delivering high quality training, development and employment related services directly ourselves and in partnership with a wide range of other trusted organisations.

LLC works with both SMEs and large employers in both the Private and Public sectors and also works with Local Authorities in vocational areas that deliver social impact.

As well as Apprenticeship provision and wide range of part-time or full-time vocational programmes, LLC offer a full range of professional and higher level qualifications and units, as well as short accredited and bespoke employer led programmes. Our qualifications are fully accredited, vocationally based and highly valued by employers.

Our programmes are taught by highly qualified, experienced and committed Training and Development Consultants, and are designed to be flexible as well as providing great value for money.

Training is delivered at our venues across London, through our E-Learning Platforms and also offered as 'in house' delivery solutions, located entirely at an employer's premises.

Our programmes are suitable for professionals who want to acquire new skills and knowledge, to help them and their organisation to progress and ensure they are up to date with sector developments.

Discounted rates are available for corporate groups and LLC members and in addition there may be government funding available to support an organisation to up-skill its workforce and prepare for the future.

Whatever your learning and development needs are, LLC and its wide range of partner providers have the solutions to provide 'Your Next Step'.

For more information please call LLC on 0208 774 4040, e-mail on courses@londonlc.org.uk or visit our website www.londonlc.org.uk.



Preliminary results of the public consultation on clock change in Europe

This online consultation which ran from this summer received 4.6 million responses from all 28 Member States, the highest number of responses ever received in any Commission public consultation. According to the preliminary results 84 per cent of respondents are in favour of putting an end to the bi-annual clock change.

The preliminary results also indicate that more than three

quarters of the respondents consider that changing the clock twice a year is a 'very negative' or 'negative' experience. Considerations related to the negative health impacts, increase of road accidents or the lack of energy savings, were put forward by respondents as motivations to put an end to the change.

European Commission President Juncker put the

summertime question on the political agenda as part of his pledge to be big on the big things while leaving it to Member States to take decisions where they are best placed to do so. The public consultation on clock change arrangements was organised by the European Commission as part of its ongoing assessment of the current arrangements on clock change in Europe. It also follows

the European Parliament's resolution in February 2018, as well as requests from Member States, stakeholders and citizens.

The final results of the public consultation will be published in the coming weeks. The Commission will now make a proposal to the European Parliament and the Council with a view of changing the current clock change arrangements.

EVENTS



Formnext is the leading trade fair for additive manufacturing and the next generation of intelligent manufacturing solutions. It focuses on the efficient realization of parts and products, from their design to serial production.

The international matchmaking event at Formnext is an opportunity to generate business contacts, to gain market knowledge and to discover new technologies in the world of additive manufacturing and intelligent manufacturing solutions.

Location: Frankfurt am Main, Germany

Registration deadline: Sunday 11 November 2018



On the occasion of MEDICA 2018 fair, the global meeting place for the medical sector, ZENIT GmbH together with the Healthcare Sector Group of the Enterprise Europe Network are organising an international brokerage event.

The aim is to assist enterprises, universities and research institutions in finding partners in Europe for business cooperation, product development, manufacturing and licensing agreements, joint ventures or other types of partnership.

This international healthcare brokerage event at MEDICA fair has a tradition going back 20 years. In 2016 the brokerage event had more than 350 participants from 35 countries and generated more than 1,100 meetings.

Location: Düsseldorf, Germany

Registration deadline: Monday 5 November 2018



Registrations for all events are now open.
For further information contact the
Enterprise Europe Network London office
at enterprise.europe@londonchamber.co.uk



Futurallia Forum Tunisia 2018 is a multisector business event which will take place this year in Tunis from 14th to 16th November. 21 editions have already been successfully organized in many countries including France, Canada, Belgium, Poland, Qatar, USA, Turkey and Romania.

Location: Tunis, Tunisia

Registration deadline: Sunday 4 November 2018



The Enterprise Europe Network-Luxembourg of the Luxembourg Chamber of Commerce has the is organising the inaugural edition of the international brokerage event Expostast, a culinary arts trade show, that will take place from 26th - 28th November 2018 at LUXEXPO - THE BOX.

Location: Luxembourg, Luxembourg

Registration deadline: Sunday 25 November 2018



Within Pollutec Fair, the Chamber of Commerce and Industry of Auvergne-Rhône-Alpes region, Enterprise Europe Network EURORAA France, will organise 'Green Days' which include pre-validated bilateral meetings, H2020 conference, inter-clustering meetings, expert meetings and networking activities in environmental and energy sector.

Pollutec Lyon is the most important International Exhibition in environmental and energy equipment, technologies and services. In 2016, Pollutec Fair in Lyon received 2,206 exhibitors and 60,834 visitors from 33 countries.

Location: Lyon, France

Registration deadline: Sunday 4 November 2018

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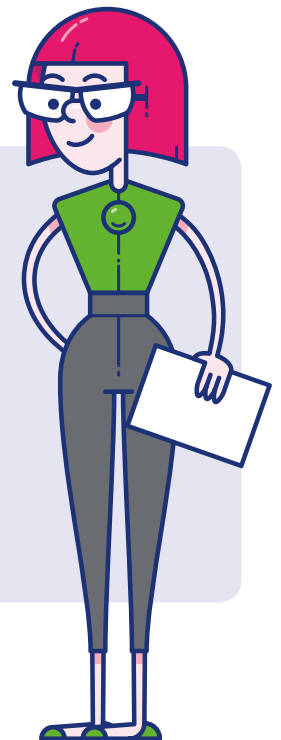
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Why return on investment (ROI) is important for undergraduates

The 2012 higher education reforms, in which undergraduate course fee caps were increased from £3,000 to £9,000 per year, marked a watershed moment for higher education (HE) in the UK. Suddenly, universities and HE colleges had to bear the burden of funding their education provision, and students had to rack up considerable debt in order to gain their bachelor's degrees.

Due to these reforms, ROI has now become the buzzword in the university and student communities. However, the key question still remains unanswered: "How are HE institutions preparing undergraduates for professional success?" Similarly, employers are still struggling to recruit the right employees in spite of the availability of graduates in the market. UKCBC is developing students with the right skills and attitude to meet the expectations of employers.

With the experience gained over the years and our association with the Chamber of Commerce, we understand that the employers

expect to see qualities such as responsibility, flexibility and a willingness to learn in candidates.

At UKCBC, students can get the skills that meet employer expectations

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"We understand that the employers expect to see qualities such as responsibility, flexibility and a willingness to learn in candidates."

We've spent considerable time communicating with small and

medium-sized enterprises to ensure our students are well prepared for the requirements of the modern workplace. As a result, our graduates have a unique set of skills that make them stand out from other candidates: they are reliable, resilient, analytical, and they welcome professional responsibility. And data from the Destinations of Leavers from Higher Education survey highlights our commitment; nine out of every ten UKCBC graduates progress through to meaningful employment following the completion of their course.

We go beyond the course syllabus to ensure each student leaves UKCBC with a strong commercial awareness of their chosen field. UKCBC students are seeing the benefit of a career-focused education; why not tap into our pool of talent by advertising your roles directly with us for free via our internal student network? Contact enquiries@ukcbc.ac.uk today to find out more.

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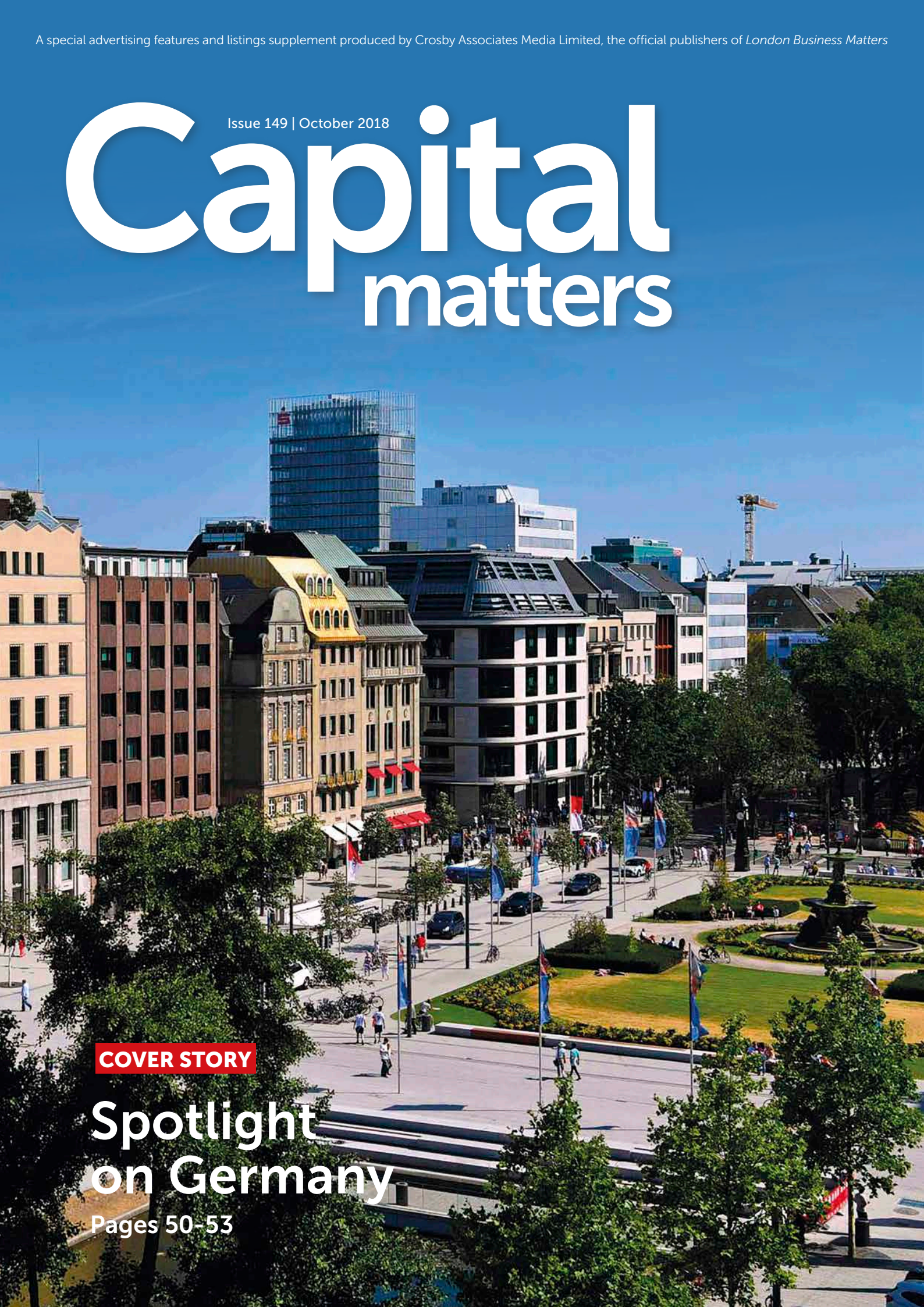
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For any queries on features or advertising in *Capital Matters*, contact:

Gina Forshaw – 0161 274 9329
E: gina.forshaw@crosbyassociates.co.uk

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Air Astana demonstrates strong traffic and revenue growth in the first half of 2018

Air Astana recorded a 10% increase in passenger traffic and a 17% uptick in revenues in the first half of the year compared with the corresponding period of 2017. Between January and June 2018, the airline carried more than two million passengers.

The traffic growth was driven by the strong performance on international passenger traffic that is up 22% compared to the same period in 2017.

“...that is up 22% compared to the same period in 2017.”

International transit traffic in the first half of 2018 grew by 75% to 320,000 passengers on a strong base of 2017. The share of transit passengers reached 30% of Air Astana’s international traffic, up from 21% for the same period last year.

Capacity was bolstered 8% as a result of the introduction of new flights from Astana to Tyumen and Kazan, as well as additional frequencies from Astana to London Heathrow (now daily), Omsk, Dubai, Delhi, and from Almaty to Dushanbe, Baku, Hong Kong, Seoul and Bishkek. Additional services were added to Beijing, Moscow, St. Petersburg and Kiev from both hubs.

In addition, on March 26, the airline launched new Atyrau-Frankfurt-Atyrau services.

In March, Air Astana concluded a codeshare agreement with Cathay Pacific, offering passengers convenient connections when travelling on to Asia and Australia via Hong Kong, becoming its 11th codeshare partner. Air Astana is also continuing with its fleet renewal program. It welcomed three new A321neo aircraft into its fleet as part of a total order for 17 aircraft.

In spring the airline commissioned its Aviation and Technical Center at Astana Airport, which now provides maintenance support to Air Astana’s fleet and intends to provide services for third party airlines flying to Kazakhstan. The facility has been further bolstered with the addition of a new School of Aviation Mechanics, operating under EASA Part 66 License.

Commenting on the results, Peter Foster, President and CEO stated: “Passenger numbers continue to be strong for international traffic and network business. Domestic and regional routes face tough pricing and cost headwinds”

For more information, visit www.airastana.com



Welcome to Düsseldorf!

Germany's Top Location for Business and Foreign Investment

Ranked as Germany's number one city for foreign direct investment, Düsseldorf is an international business hub in the heart of Europe. Thanks to its high quality of life and moderate living costs, Düsseldorf is a magnet for international companies.

Düsseldorf is ideally centrally located on the European continent and has an excellent transportation infrastructure and international airport. European and wider destinations are within easy reach. The city government is decidedly pro-business and actively promotes entrepreneurship. This combined with a safe living environment, tolerance, open-mindedness and the famous Rhineland hospitality make Düsseldorf a hotspot for international business. Every sixth company registered in Düsseldorf has foreign origin. The largest business communities are from the Netherlands, the UK, China, the USA and Japan. Particularly to Asian companies, Düsseldorf has a very strong appeal. Düsseldorf plays host to the largest business community of Japanese companies in continental Europe.

Digital transformation is happening here

Düsseldorf has become a hotspot for Europe's digital economy, thanks to the city's unique cluster of mobile communication firms, start-ups and industrial manufacturing companies.

The digital transformation is already a reality today in Düsseldorf. Furthermore, there are currently around 300 start-up companies in Düsseldorf, forming an important backbone of the innovative strength of the economy in and around the state capital of North Rhine-Westphalia.

This cluster of IT and telecommunications companies, innovative start-ups and a state-of-the-art manufacturing base is unique in Europe. All three large German mobile network operators (Vodafone, Deutsche Telekom and Telefónica) are represented here as well as the most important network suppliers such as Ericsson, NEC, Huawei, Hitachi, Nokia, Oracle and ZTE. These companies are developing the software and hardware for the future "Internet of Things" and 5G applications. The proximity of developers and users, of customers and suppliers is of elementary importance for creating new business models.

Talent pool of Digital Trendsetters

Düsseldorf offers a deep pool of qualified employees with a high level of experience in technology, industry and services. The city has more than 42,000 digital trendsetters, forming a huge network of expert employees. And for the talents of tomorrow, the region of Düsseldorf offers world class education in IT,

engineering and design. There are a total of 37 private universities, 12 Max Planck Institutes, 35 public universities located in and around the city.

More and more companies chose Düsseldorf as their location in Germany and Europe as they find here the right talent or a place that is an attractive city for the international talent they consider recruiting. In response to this trend the City has founded in cooperation with regional partners an Expat Service Desk to make international recruiting even more attractive and easy for companies.

Focus on your success

How can the City of Düsseldorf's Office of Economic Development assist you to relocate, expand or start up in Düsseldorf?

Düsseldorf – where business works! We live up to this promise. We make sure that companies find a business environment that makes settling down, getting started and actually doing business as smooth and easy as possible.

The Office of Economic Development acts as a one-stop agency supporting companies with tailored services such as assisting investors with administrative procedures and permits, help with relocation of or recruitment of staff or finding of office space. We work with

a tight network of consultants, including lawyers, tax advisors or property managers who are experienced in dealing with international entrepreneurs.

The city of Düsseldorf's Office of Economic Development is the central point of contact for international companies, providing comprehensive advice and support to establish a company but also advice during every phase of development. Information is offered in 10 languages, and consulting services are offered in English, French, Japanese, Chinese and Russian. The services offered by the Office of Economic Development include:

- Information on establishing a company
- Establishing contacts to local service providers, such as lawyers and tax consultants
- Help with finding commercial real estate
- Advice and support regarding visas and permits
- Support during entire set-up process and also settling in
- Linking up to business networks

Contact:

**City of Düsseldorf
Office of Economic
Development
Annette Klerks
Head of International Business
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Digital transformation is happening here

- startup ecosystem
- talent pool of digital trendsetters
- digital innovation hub

Focus on your success

- tailored investment services
- network connecting you with local and international corporates and innovative SMEs

Come and meet the team of the Office of Economic Development at stand no. 282 at the Going Global Exhibition in London on 14th and 15th November 2018!



City of Düsseldorf
Economic Development

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**GOING
GLOBAL**

North Rhine-Westphalia – investors' first choice in Germany

North Rhine-Westphalia is strong, dynamic and ideally located. The state is the most important economic region in Germany and has for years been one of the most popular locations for foreign companies in Europe. North Rhine-Westphalia is an innovative and cosmopolitan state with plenty of room for investment and offers British companies the best conditions.

North Rhine-Westphalia is a highly diversified and attractive business location with conditions that offer investors optimal opportunities for success. Above all, companies value its central location in the middle of Europe and the size of the market in particular. With a population of 17.9 million, North Rhine-Westphalia (NRW) is the most populous of the 16 German federal states. In addition, some 160 million people live within a radius of 500 kilometers around the state capital of Düsseldorf – almost one third of all the consumers in the EU. From no other location in Europe can so many people with such high purchasing power be reached within such short distances as from NRW.

Companies benefit from the excellent infrastructure for transport and logistics. Six airports, the proximity to the North Sea ports and the tight-knit transport network make NRW the most important logistics hub in Europe. The state is regarded as the ideal springboard into the EU.

These and other advantages attract companies to NRW, the economic center of Germany. 20 of the 50 highest-grossing German companies are based here, including Bayer, Bertelsmann, Deutsche Post DHL, Deutsche Telekom, E.ON, Metro, RWE, Rewe, and ThyssenKrupp. A quarter of all German small and medium-sized enterprises are also at home in NRW. They all benefit from the fact that the 70 universities, with their 764,000 students, train qualified specialists.

NRW stands for mobility in all dimensions. This is ensured by six airports, the tight-knit transport network, the proximity to the North Sea ports and the world's largest inland port in Duisburg. In almost no other region of Europe will companies find better conditions for



Tiger Turtle Landmark @ Ruhr Tourismus - Stefan Ziese



Cologne

transport and logistics.

Within Germany, the federal state is the United Kingdom's No. 1 investment location

1,500 of the 20,000 foreign companies in North Rhine-Westphalia come from the UK, which is 22.1 percent of all British firms in Germany. Many British companies feel at home in NRW. For example, the UK's leading online retailer for household appliances AO has its European headquarters in the region. The company takes advantage of the outstanding logistics infrastructure to capture the European market from here. Another example is the telecommunications provider Vodafone, which manages more than just its German business from Düsseldorf. It also operates the company's own Vodafone Innovation Park, where new

technologies and services are developed. The British cosmetics manufacturer Lush Handmade Cosmetics opened its production facility in June 2016 in Düsseldorf – the company's biggest investment on the European mainland. The British IT service provider Computacenter has just received the NRW.INVEST Award for its investments in NRW. For 25 years Computacenter has been located in Kerpen, where the construction of a new German headquarters began last year with an investment of 40 million euros.

In the meantime, more than 26,200 British people live in the region – that is one out of every four Britons resident in Germany. A comprehensive British infrastructure provides them with everything they need to feel at home here. In addition, the United Kingdom and North

Rhine-Westphalia have historical ties: It was the British military government that founded the state of North-Rhine Westphalia 70 years ago.

North Rhine-Westphalia offers British companies the best conditions.

In June Prof. Dr. Andreas Pinkwart, Economic and Digital Affairs Minister of North Rhine-Westphalia opened the new NRW.INVEST UK/London office together with Petra Wassner, CEO of NRW.INVEST. By doing so, North Rhine-Westphalia, Germany's economically strongest federal state, is expanding its relations with the UK. The project office is headed by Andrew Harfoot, a marketing and acquisition expert from the UK, who has extensive knowledge of international economic development and is ideally qualified to support British and international companies on their way into the North Rhine-Westphalian market. The London office will provide companies from all sectors with individual services – from information on markets, locations or investment conditions to practical assistance with specific settlement projects.

NRW.INVEST accompanies the settlement process

The state-owned economic development agency NRW.INVEST conducts international marketing for Germany's No. 1 investment location, North Rhine-Westphalia. In doing so, it campaigns worldwide for foreign direct investments for NRW. Besides subsidiaries in Japan and the USA, NRW.INVEST operates branch offices in China, India, Israel, Korea, Poland, Russia, Turkey and the United Kingdom. With its international representations and the head office in Düsseldorf NRW.INVEST supports companies with investment projects or business locations in North Rhine-Westphalia.



New opportunities in North Rhine-Westphalia. Your investment location No. 1 in Germany.

It is only the perfect interplay of factors such as economic strength, infrastructure and cultural life which makes a region a strong investment location. North Rhine-Westphalia | NRW is unique in many ways. Profit from the countless possibilities and conditions that Germany's most populous state has to offer you. Regardless of the industry or the project concerned, this is where you find the ideal prerequisites for new opportunities. More than 20,000 foreign companies have already decided in favor of the metropolitan region North Rhine-Westphalia. Contact us – we will gladly convince you, too. As a one-stop agency we are here to support you in your investment projects: www.nrwinvest.com



Secured by Design: Making it our business to reduce crime

Secured by Design (SBD) is the national police crime prevention initiative in the UK, working on behalf of Police & Crime Commissioners and Chief Constables to deliver a wide range of crime prevention initiatives – all at no cost to the Police Service or the public purse.

The housing boom of the 1960s, '70s and '80s, led to homes being built quickly and cheaply, often with little consideration given to security. Crime increased significantly, particularly burglary. In response, the Police Service set up SBD in 1989.

As a national crime prevention scheme, SBD has achieved significant successes. In our work with National Government, we have influenced national planning policy to embed crime prevention in the planning process and established police security standards in the building and construction industry. This has led to more than one million homes built to SBD crime prevention standards across the UK – that's 30% of all new homes built – with reductions in crime of up to 87% year-on-year as reported by Police Scotland in 2017.

Key to such achievements is the network of SBD trained Designing Out Crime Officers based in Police Forces and local authorities around the UK, who liaise with local authority planners, developers and architects to design out crime at the planning stage in a wide range of building sectors. A number of local authorities have even gone so far as to introduce SBD standards as a planning requirement.

Whilst the Police Service itself is unable to recommend specific security related products, we can act as an effective gatekeeper to signpost people to companies and products that meet our Police Preferred Specification to deter and reduce crime. We are the only way for companies to obtain police accreditation for security related products in the UK.

Our many initiatives include:

- **Police Crime Prevention Academy:** was established in 2018 to provide a new



generation of formally accredited ProQual, and OfQual regulated qualifications in crime prevention and designing out crime.

- **SBD National Building Approval:** is a scheme to make it simpler, quicker and cheaper for companies and organisations commissioning new build developments and major refurbishments across a wide range of building sectors to achieve Building Regulation compliance.
- **Administration of police response to alarms:** we work with the National Police Chiefs Council Security Systems Group to monitor police strategies and technical developments, advising them on policy developments and on the administration of police response to security systems.
- **Community Safety Accreditation Scheme (CSAS):** we assess all private sector companies seeking approval to run a CSAS under Section 40 of the Police Reform Act 2002. This scheme

allows Chief Police Officers in England and Wales to give their permission for persons other than police officers to exercise certain police powers in their police area if it contributes to community safety and security.

- **Counter Terrorism:** we work closely with the National Counter Terrorism Security Office and the Centre for the Protection of National Infrastructure and other government agencies to reduce the opportunities for terrorism attacks where there is a threat to the public and essential buildings.
- **Park Mark:** the UK wide Safer Parking Scheme aimed at reducing crime and the fear of crime in parking facilities. Some schemes have achieved crime reductions of more than 80% compared to equivalent non-Park Mark facilities.
- **Secured Environments:** is a police certification scheme, which seeks to build a safety and security into management culture and practices. It is awarded to organisations, such as universities and shopping centres that are able to show that they have adopted a number of key principles for protecting themselves against the risk of crime.

Whilst strengthening our activities in the built environment, we are developing a range of new services. These include:

- **Licensing SAVI:** The Licensed

Premises Security and Vulnerability Initiative is an online, self-guided and confidential Self-Assessment to help the owners of licensed premises provide a safe and secure venue for the benefit of managers, staff, customers and local communities. For the first time, it brings together in one place all the advice and recommendations about what the Responsible Authorities expect in order to ensure compliance with the Licensing Act 2003 and promote its four Licensing Objectives. Licensing SAVI is for start-up businesses as well as established operators. It will enable licensees to apply for Accreditation and an Award.

- **London Digital Security Centre:** we have taken on the management and development of the London Digital Security Centre to enhance the services offered to protect large and small businesses from cyber-crime, one of the most rapidly evolving crime types in the UK. We are working with the British Standards Institution to create the first industry recognised assurance standards for cyber-crime protection.
- **National Business Crime Centre:** we are looking to host the National Business Crime Centre on behalf of the Police Service, when it reaches the end of its current Police Improvement Funding towards the end of 2018.

Secured by Design



Official Police Security Initiative

The official UK Police flagship initiative supporting the principles of 'designing out crime'

For more information,
visit our website
www.securedbydesign.com

0203 8623 999
enquiries@police-cpi.co.uk

- Secured by Design (SBD) is a UK Police initiative that brings together recognised principles of designing out crime and proven elements of physical security.
- It is proven to reduce crime in new builds by up to 75% and refurbishments by 63%.
- It can discharge the requirements of Approved Document Q and the Scottish Building Standard 4.13 – Security.
- SBD National Building Approval provides companies and organisations commissioning construction work with a more efficient and simplified route to security compliance – at virtually no cost!



How 'Designing out crime' can help reduce the security risks inflicted on our small businesses

Monday mornings for me, I suspect, are like many others who keep office hours.

Not having to deal with a particularly long commute from North London into the City, I tend to start early and get to the office for 7am which affords me a much more pleasant journey in on the tube, (a blessing with the summer heatwave for this year.) Colleagues in the office tend to arrive around 8am so I have an hour to grab a coffee and work uninterrupted; catching up on any emails I've missed from the week before and coordinating my diary for the week ahead. Sometime around 8am my inbox pings with an internal message from our FIB (Force Intelligence Bureau) and it's the message I never look forward to receiving, namely the weekend burglary report.

The City of London, although colloquially known as the square mile actually comprises of nearly 67 miles of streets, alleyways and courtyards and is home to 25,000 businesses. Of course, all the major international banks, investment and law firms as well as insurance companies are based here but many people are surprised to discover that over 90 percent of City firms are small and medium enterprises. It's an oft overused phrase but small businesses really are the lifeblood of our economy and it saddens me to witness first hand that it's they who are disproportionately being affected by commercial burglary. The larger international firms do obviously suffer from unauthorized access related crime, but their large security teams and constantly reviewed security management policies make them a much harder target. Smaller firms however are often in multi occupied offices where security is entrusted to the landlord or associated property management company.



Weekends and the early hours are peak times for commercial burglaries in the City, and the report will contain details of offices that have been broken into over the weekend that have come to Police attention. As I read this Monday morning report however I know other crimes will have occurred elsewhere in the City as employees are turning up for work to discover, locks have been forced, drawers have been rifled through and personal items as well as computer and IT equipment will have been stolen. In the first 6 months of 2018 we recorded almost 180 incidents of office burglary which is a significant

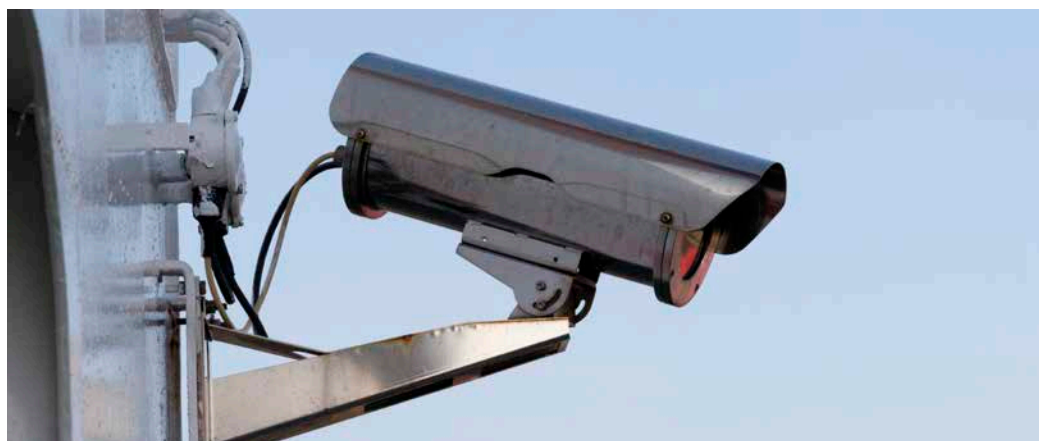
increase on recent years so why is this happening? Firstly, burglars don't associate a victim status so readily to a commercial premise as they do a residential home, (if indeed burglars do have any form of conscience about the impact of their crimes), and courts often consider victim impact statements when sentencing. Secondly in a society where even a large screen tv can be bought for a few hundred pounds it doesn't make an awful lot of sense from a risk and reward perspective, trying to carry a large tv out of a house where you'll likely be spotted by a neighbour is far riskier than taking half a dozen top



of the range laptops, that you can sneak out in an oversized holdall on a quiet City side street at 3am on a Sunday morning. But in my view the overriding reason is that it's so ridiculously easy when tenants and landlords are so complacent around security which is surprising when as if running a small business isn't challenging enough, the potential impact of turning up on a Monday morning to find all the IT equipment missing can potentially be devastating.

As the City of London Police force Architectural Liaison Officer my main role is to work with architects and developers at embryonic stages of a new office development to design out crime where we

continued on page 60



The Security Institute welcomes new corporate partner, Next PLC

3rd September 2018... Since 2016, The Security Institute has worked hard to establish strong working connections with other organisations who share the same values and aims of professionalising the security industry and maintaining best practices in keeping others safe.

Next PLC has now joined twenty other Corporate Partners of the Security Institute and it is with great delight that Syl Chief Executive, Rick Mounfield CSyP FSyl was able to present Richard Stones OBE CSyP FSyl, Head of Loss Prevention at Next PLC with their certificate at the Security Institute Headquarters in Warwickshire recently. Richard said of the newly formed



partnership, "Next PLC are proud to become the latest Corporate Partners of the Security Institute. As a business we value the safety and security of our customers and

staff and I am keen to maintain a professional security function with staff who are well informed on current standards and best practice".

"Next PLC are proud to become the latest Corporate Partners of the Security Institute."

If you think that your organisation would benefit from partnering with the Security Institute, granting your staff members Affiliate membership and giving them access to the exciting range of member benefits, please get in touch with the Security Institute on **02476 346 464** – or visit the Syl website to learn more: security-institute.org/partners-and-sponsors.



Don't miss our **Annual Conference**, themed around Sustainable Security, on **24th October 2018** at **The Crystal, London**

With speakers from government departments and organisations including **NATO, Gangmasters & Labour Abuse Authority, Chatham House, National Crime Agency** and more.

The 'Good Hotel' docked opposite The Crystal has offered **10% off** for Conference attendee's overnight accommodation - enter code **GOODSECURITY** when booking your tickets!

BOOK NOW at <https://security-institute.org/conference> or you can call us on **02476 346 464**

Tickets: Syl members or CSyPs - **£149** • Students - **£120** • Guests - **£199**

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Is cybersecurity finally on the CEO's agenda?

Kicking off each year, World Economic Forum (WEF) sets the tone for the year's geopolitical and economic climate, with the aim of provoking thoughts and actions that improve the state of the world.

Last year, the theme for the event was 'Responsive and Responsible Leadership.' Looking back at 2017, it was certainly a trying year for both political and business leaders. As politicians struggled to tackle the rise of state-sponsored hacking, business leaders continued to grapple with a huge increase in cybersecurity attacks.

This year, the theme reaffirms the need for cooperation to 'Create a Shared Future in a Fractured World.' Looking beyond the clear social implications of 2018's fractured world, there is another force that brings both opportunities and risks for society: technology.

Technology presents extraordinary avenues to improve people's lives. However, there is a common threat underpinning each technological advancement in our lives which can be summed up in a word synonymous with fracture: hacking.

With GDPR now in effect, and governing bodies across the world scrambling to create regulation that can accelerate at the same rate as technological innovation, will 2018 be the year that cybersecurity finally gets the attention it deserves? What are the key issues that partners need to be aware of in order to help the most senior decision makers navigate the increasingly complex cybersecurity landscape?

Creating a Shared Future in a Fractured World'

In recent years, the concept of 'sharing' has become problematic, especially when data is involved. The value of data to IT partners' customers has increased exponentially. Ginnie Rometty, CEO at IBM, wrote from Davos that data is now 'key to competitive advantage.' According to their



research, only 20 percent of the world's data is publicly searchable. The remaining 80 percent of this global data is sitting on private servers, the majority of which are owned by businesses. Sharing this data and pairing it with advanced artificial intelligence and machine learning could unlock all kinds of benefits for businesses and society.

However, as Ginnie points out, the flip side of a data-driven world is that there is more risk than ever before that personal data will be stolen. The result of this is that malicious third parties can use personal data to target individuals for cybercrime.

According to the WEF Risks Report, cybersecurity was cited as the third most likely risk facing the world according to the 1000 decision makers surveyed, with data fraud or theft sitting at number four. Looking at the report, these two issues are the most likely man-made events threatening today's world, highlighting the very real threat that cyber-attack poses, and the need for IT partners to become trusted advisors for their customers to protect them against these threats. Crucially, it also emphasises the need for partners to join forces with the right security specialists that have the capability to not only tackle attacks when they happen, but to proactively prevent them.

On the geopolitical stage, state-sponsored hacking has become an unnerving open secret, as the main weapon for

destruction shifts from physical weapons to well-placed lines of code. A prime example of this is seen in the wake of large-scale cyber-attacks originating from North Korea, who most recently have been using a form of malware called FALLCHILL that infiltrates aerospace and telecom networks.

If reports are to be believed, the main targets for hackers aren't cash-strapped governments, they are large companies with enough money to pay crypto-currency ransoms that further fund their operation. Crippling cyber-attacks on a global scale have increased over the last year, including the WannaCry and NotPetya incidents.

The high cost cybersecurity incidents

For businesses, prolonged cyber-attacks such as these present a large cost, reputationally and financially. According to a recent study by Accenture, the average annual cost of cybersecurity for organisations is now \$11.7 million.

Given the perceived likelihood of cybercrime highlighted in the risks report, cybersecurity is an issue that partners need to help their customers deal with. The Accenture report supports this by citing that the average annual number of security breaches has increased by 27.4 percent. This makes it a crucial action point for the CEO, especially as levels of innovation and automation continue to accelerate, resulting in their critical assets being tied up in technology.

CEOs are responsible for setting

the vision and expectations for their employees. This is especially important in our current cybersecurity climate. Data from Willis Towers Watson's cyber insurance claims identifies employee negligence or malfeasance as an overwhelming source of breaches. If cybersecurity isn't on the CEOs agenda, they can't expect it to be on their employees' agenda.

The good news is that organisations like WEF are building the infrastructure and tools we need to tackle this growing crisis. The new Global Centre for Cybersecurity announced at the event in Davos will serve as a global platform for creating a safe and secure global cyberspace. There is a growing feeling that we can no longer delay our response to the threat of cybersecurity. Alois Zwinggi, Managing Director at the World Economic Forum and Head of the Global Centre for Cybersecurity was strong in the proclamation that failure to act now could result in a 'digital dark age.'

Increased pressure from regulation and consumers will mean that there are no more excuses or apologies. If addressing your customers' security fears, and finding a right security specialist to help you with this task isn't a priority for you this year, your customers risk being faced with the hefty bill for a deliberate oversight.

For further information, please contact partnereurope@tatacommunications.com

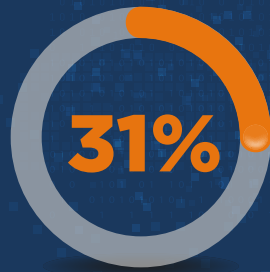
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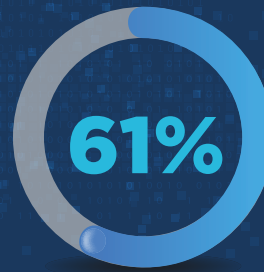


According to @451Research, **31%** of enterprises that currently do not utilise an MSSP plan to do so within the next 24 months¹

The move to Managed Security Services

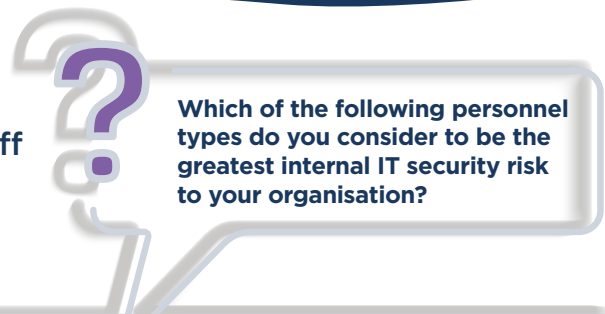


of enterprises that do not currently use an MSSP plan to do so within the next 24 months

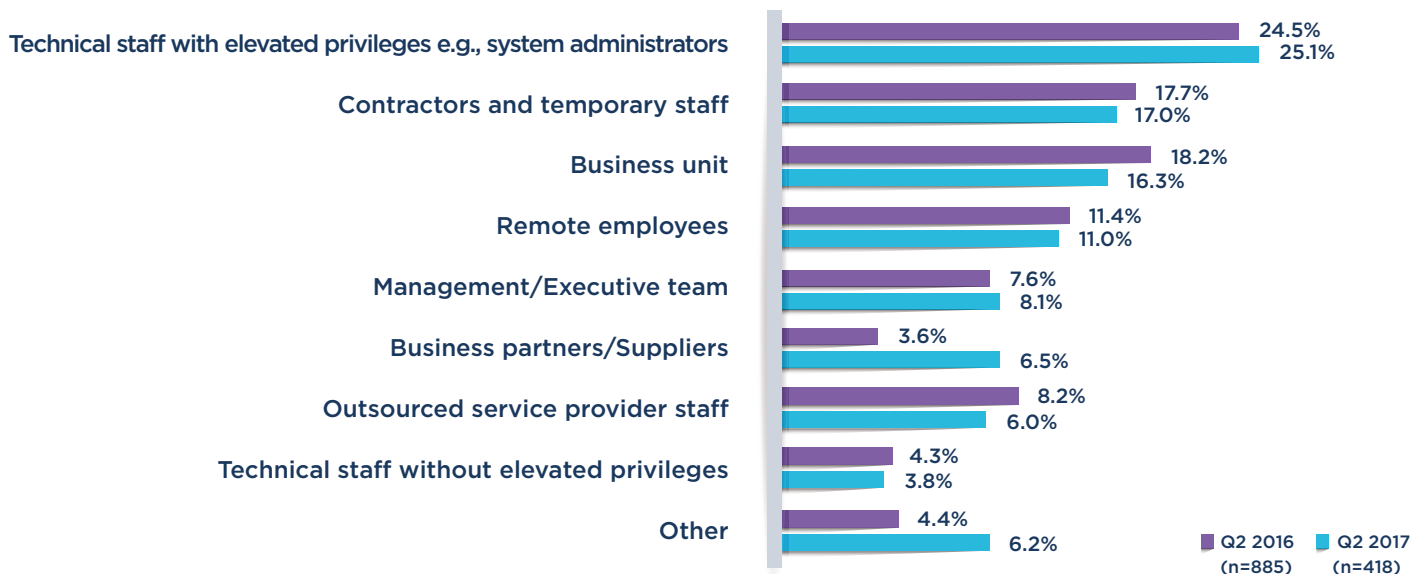


of enterprises that use an MSSP plan to increase spending on managed security services during the coming year

Enterprise security teams believe that technical staff that possess elevated privileges pose the greatest **internal security risk** to their organisations²



Which of the following personnel types do you consider to be the greatest internal IT security risk to your organisation?





continued from page 56

look at lighting, access control and layering security alongside minimum standards on locks, doors and windows. It's always more cost effective than later retro fitting solutions once a weakness has been identified. By adopting some of the 'design out crime' principles we can look to enhance the security of existing buildings and advise landlords and building management companies on exploring ways to 'target harden' their premises. Almost 80 percent of office burglaries are either external front door magnetic locks being forced or tail-gating in at night when office workers are leaving the building. Magnetic locked front doors are a particular issue with multi tenanted offices as they can be so easily forced open by a really good pull and shake method which will compromise the magnetic seal. All too often I see no other security measures once the front door has been compromised allowing the suspect easy access to the whole building. On each floor, internal door sets will usually have a glass panel easily broken with a nearby fire extinguisher allowing a reach through access to a thumb turn. Simple CCTV in the foyer would go some way to dissuading an office burglar but pairing that with another fob access door at the bottom of the stairwell and a

fob control lift works even better. By better placement of the window vision panel on internal door sets we can avoid the reach through scenario. If we can look at getting decent PAS 24 or LPS1175 rated doors, then we can really start to hinder a suspect's progress through the building. (Although I recently went to an office burglary near Chancery Lane where the tenant had installed some decent door locks, but the suspect simply smashed through the adjacent plasterboard wall.

There are decent cube CCTV cameras available these days

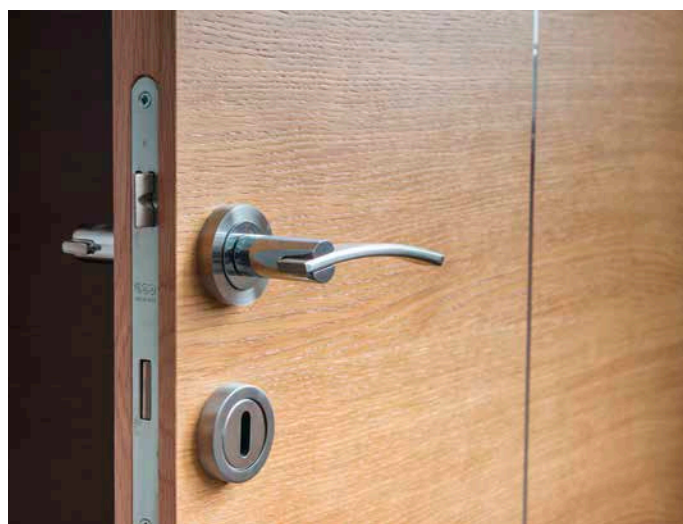
with a motion sensor perfect for small offices which can link to a designated employees' smart phone for a few hundred pounds. If someone breaks in then a 999 call can have the Police there in a few minutes with a likely arrest. I now see companies using padlock and chain on their internal doors so the last one who leaves the office is in charge of locking up which is not an ideal situation especially if they didn't remember to check the bathroom. (It happens). Roof access in the City is often a concern mainly as rear fire escape stairs can lead to the top and professional burglars are adept at getting from roof to roof to

access adjoining buildings. Health and safety require an external thumb turn on roof access doors to stop workmen being locked on the roof who may servicing the plant areas or air conditioning units so again consider laying the security at the top of stairwells. Delivery access areas are often another weakness so review procedures here.

It's important for all tenants in a multi occupy office to work together and adopt a better security culture and become more aware of the threats.

Landlords sometimes need advice on making security improvements consummate with local threat levels and by working with other tenants and getting the support of your local police (DOCO) design out crime officer simply improvements can be made. This is important as in my experience commercial burglary victims often very quickly become repeat victims. Why is this? Well what's the one thing you'll have in your office a few weeks after you've been burgled?.....An office full of brand new computers.

Ford Keeble is the Architectural Liaison Officer with City of London Police and can be contacted at ford.keeble@cityoflondon.pnn.police.uk



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Managed spaces for modern workplaces

We live in a world of sharing and open communication, with visible impact on the modern workplace. Co-working and open plan shared office spaces are becoming increasingly common to support an entirely new way of working. You don't have to look far to find some great examples of shared space solutions such as LABS co-working space in London.

The challenge LABS faced when developing a co-working environment was to offer a safe and secure working environment that is easy to use by both the clients and staff, and uses the latest technology features and provides flexibility and future proofing.

To tackle this problem a Gallagher solution was specified because of the central hub it provides as well as its ability to integrate with a number of products, such as visitor management software (VMS) and CCTV.

The buildings are managed by Community Managers. Community Manager at Camden, Fran, is able to use Gallagher Command Centre for a number of tasks such as monitoring

who enters the building including visitors, checking meeting room reservations, hospitality requirements etc.

Fran said: "The system is simple and easy to use, and it doesn't take too long to show new employees how it works. I like the fact it provides one interface for a number of different functions, saving me time which I can use to focus on providing an excellent client and visitor experience in a safe and secure environment."

One solution to rule them all

With the demand for smart, convenient technology to facilitate great workplace experiences continuing to grow, Gallagher's highly integrated access control solutions offer one system to manage all aspects of a safe, secure and sustainable workplace environment. Having one system that grows with you, means you're always ready for the next leap in workplace evolution.

Find out more at security.gallagher.com



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



Prevention is your first line of defence when it comes to cyber security

It doesn't matter if your business is large or small - if you hold valuable data you are a target. Did you know that nearly one million SMEs suffered a cyber-attack in the last year?

There are of course technical challenges in managing your own IT infrastructure security systems. Particularly as new threats and entry methods are created daily - cyber-crime is an industry in itself.

Securing your business goes beyond just implementing some firewall rules, anti-virus software and data backup solutions. Today, it requires a comprehensive, programmatic approach. The average data breach takes 210 days to be detected. Just think about how much damage that will have caused before you even are aware.

Here's what you need to do to minimise attacks to your business and increase security.

Prevent viruses, ransomware and other software vulnerabilities

Classic anti-virus protection is no longer enough to protect you from modern cyber-security threats. You need a full managed security protection for all devices deployed either on-premises or via the cloud.

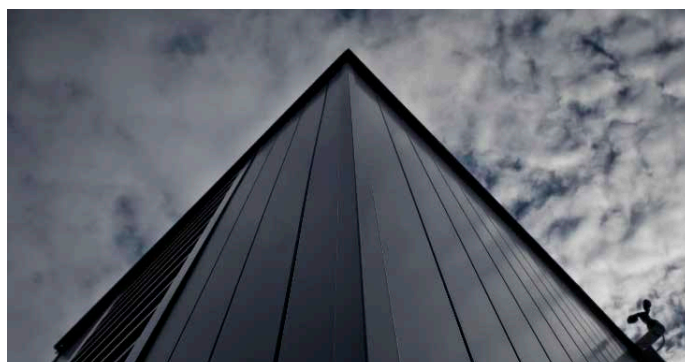
A Managed Endpoint Security solution stops threats and offers complete device control and vulnerable software protection. It covers a huge range of security controls including anti-spam and anti-virus, USB lock, ransomware detection, malware, zero-day vulnerabilities and malicious software.

Protect against threats to your network

Improve network protection, both wired and wireless, and protect against known and unknown threats by implementing Managed Network Security. This won't slow down or limit the capacity of your network.

Improve protection against unauthorised access

With Two Factor Authentication (2FA) in place, user accounts are much better protected against



unauthorised access since access to data is only granted after an additional challenge (the second factor) has been satisfied.

Reduce costs and increase security

Once you have 2FA in place for Office 365 for example, you can protect hundreds of other apps on premise and in the cloud at no additional cost!

Minimise data loss

In order to minimise data loss, you must have backup and disaster recovery solutions in place. BaaS or Backup as a Service means that your data is backed up online by an external service provider to off-site storage. You decide what files should be backed up eg application development, databases, images, source code, other data files.

Should a problem occur such as corruption or accidental deletion, your service provider is available on demand to restore the data as deemed required by the customer. DRaaS or Disaster Recovery as a Service does BaaS and more. It backs up your data securely whilst meeting regulatory and compliance requirements. But it also backs up your services and applications – not just your data. This means that should a disaster occur, such as a cyber-attack or even a power cut, your data and critical infrastructure are restored within a previously agreed timeframe. This is usually between one and four hours - the shorter the time frame the higher the price. But you can have some elements turned off in DR and not paid for until used.

“Prevention is the best defence. Working with a partner is one

“Prevention is the best defence. Working with a partner is one of the easiest ways for SMEs to manage their IT infrastructure security needs - and certainly the most stress-free.”

of the easiest ways for SMEs to manage their IT infrastructure security needs - and certainly the most stress-free.”

The first step

Understand where your vulnerabilities lie with a security review. An Infrastructure Security Audit evaluates the security status of your IT infrastructure by analysing and reporting on how it conforms to a set of established criteria. It checks that your business is protected should a disaster occur and therefore minimises business risk.

An external consultant provides a fresh pair of eyes to check all systems and processes and enables you to dip your toe in the water with an IT security partner. Conducting security audits on a regular basis can help you find and fix any gaps before they become a problem.

Be proactive

You need to be proactive and third party partners together with the cloud can be your best friends. Hosted and managed security services relieve the skill and resource pressures faced by many SMEs. Trilogy's solutions are based on leading security vendor's products and consists of policies and best practices to prevent attacks and monitor your network.

Simon Golding is a director of Trilogy Technologies which provides IT managed services and IT security consulting, auditing and support.

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Short term finance can give business a boost

It's now 10 full years since the financial crash of 2008, and one of its lasting legacies has been a tightening of the rules around access to borrowing. Banks who got their fingers burnt have been reticent to offer lending, relying on rigid tickbox criteria to help them decide whether applicants qualify.

SOME, however, are swimming against the tide. Often described as a 'specialist lender', Together has been in business for over 40 years. Operating a "common sense" lending approach, they say no to 'Computer says no', instead looking closely into potential borrowers' backgrounds.

This approach means they can often lend when others won't. For instance, they'll consider most circumstances, including customers who might be self-employed or have complicated incomes, or those who want to buy difficult-to-mortgage properties like nightlife venues, ex-council properties, and mixed-use developments.

Many building owners in prime London locations could take advantage of the demand for retail and restaurant space by converting ground floor and basement spaces into rentable units. This typically requires planning permission for a change of use, which can take several months to be granted.

Securing the required funding can be tricky until planning permission is granted, especially on a mixed-use property. And meanwhile, you have to contend with upfront



costs such as architects.

In circumstances like these, "Many building owners in prime London locations could take advantage of the demand for retail and restaurant space."

a bridging loan can be used to span the gap between the start of planning and the completion of works – and, with it, longer-term borrowing based on the redeveloped property's increased value.

These short-term loans typically span 12 months, although you can often repay them early with no exit fees. Interest is charged monthly,

but there are no monthly repayments. Instead, the interest is totted up, and you repay the loan in full (complete with any interest and fees) when the term ends.

Broadly speaking, there are two types of bridging loan – regulated and unregulated. In simple terms, the difference is whether the property used to secure the loan is your residence.

If so, you're looking at a regulated bridging loan. These are designed to help you overcome a broken chain when moving house, or secure a property at short notice; this can be especially helpful if you're buying your new home at auction. This is because you must pay the full balance of the purchase price within 28 days

– and this is faster than some mortgage providers can operate.

Unregulated bridging loans are those that apply to investment properties (like buy-to-let and development opportunities), and those secured against commercial premises. These have a wide range of applications, particularly in the business world.


Property investors in particular benefit from the lack of repayments, which frees up cash to perform necessary renovation works. Having secured distressed properties at knockdown prices, they have time to complete upgrades and sell on at a profit. They then repay the loan using the proceeds, with interest and fees making only a small dent in their revenue.

Bridging loans are often available even if you already have a mortgage on the property – helping you to unlock equity tied up in your premises. This can be used, for instance, to invest in staff or raw materials to complete a large order, remodel the premises, or solve cashflow problems of all varieties.

Jon Elliott, Regional Development Director at Together, says: "We're seeing more innovative uses for bridging loans, and a larger appetite for lending over shorter time periods as customers look to expand their portfolios, increase yields, and change the uses of their properties. All these factors are nudging bridging finance away from being what was, perhaps, once seen as a niche product."

For further information on Together's bridging loans, visit www.togethermoney.com/lbm

together.
Common sense lending



When Rob decided to ride solo and buy his own bike shop, we were right behind him with a bridging loan.

At Together our experience spans over decades and tens of thousands of bridging loans. So being self-employed and buying a property for commercial use, is perfectly normal to us. To find out more about bridging loans and our flexible approach to lending call or have a look online.

Call us on 0333 920 1794 or visit togethermoney.com/lbm

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'Rob' has been used for illustrative purposes only.

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■ Karlson

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■ Perfect Pitch Telemarketing Consultancy

This month we celebrate our 9th anniversary. Over the last 12 months we've been nominated for an award for international trade, made over 500,000 B2B marketing calls for our clients, and seen the continued growth of our sister company, self-portrayal training specialists, Perfect Presentation.

We'd like to thank all our clients, supporters, and staff who have helped us over the last year and we look forward to meeting more LCCI members over the next 12 months! www.ppitch.co.uk



■ Heart of the City

The Heart of the City Foundation Programme (<https://theheartofthecity.com/getinvolved/foundation-programme/>) equips and coaches business leaders to run successful companies that make a positive difference to people, places and the planet. The Programme focuses on the practical, with its popular events, resources and network designed for companies new to responsible business. A limited number of funded (i.e. free to access) places are available for qualifying companies. Intrigued? Places are limited so don't miss out. Apply now at <https://heartofthecity.typeform.com/to/yiEvK>.



■ ScaleFocus

ScaleFocus successfully optimised and rebuilt its corporate website. Visit it at: www.scalefocus.com. The website has been designed in-line with latest specifications and responsive properties, ensuring easy access with the same usability from various devices.

The freshly redesigned website provides an interactive user experience, allowing visitors to easily find relevant information. Viewers can browse the website, based on their interests and meet the team, learn more about ScaleFocus' products and services portfolio, explore insights on hot topics such as GDPR, trends in eCommerce and Telecoms and find case studies, describing their expertise in the context of various industries.

Email: sales@scalefocus.com



■ rg+p

PLANNING PERMISSION GRANTED FOR CANALSIDE HOMES IN HERTFORDSHIRE
Multi-disciplinary design practice, rg+p has secured planning permission for 29 new affordable homes in Apsley, Hertfordshire. Stationers Place comprises one and two bedroom apartments along with public open space, parking and amenity space. It will revitalise a vacant site adjacent to a listed cottage, papermill and Apsley Lock.

Grant Giblett, associate director, rg+p commented: "Our design comprises four new buildings inspired by the surrounding wharf-style architecture incorporating a contemporary aesthetic to blend seamlessly with traditional detailing and fenestration."

Stationers Place marks the third scheme between rg+p and Dacorum Borough Council. For more information, please visit www.rg-p.co.uk



■ Elioth

Elioth is an engineering group specialized in innovative envelopes, timber structures and environmental design. They are currently working with architects such as Grimshaw, BIG, OMA and Herzog & de Meuron and have recently opened a London office to continue developing projects for the international market. Elioth's reputation has been built on its unique approach of combining ambitious environmental strategies with cost efficient engineering for some of the world's most emblematic projects. <http://elioth.com/en/>



■ ACE Travel

ACE Travel Management Announce Change in Ownership
ACE Travel Management are delighted to announce that current Director, Sarah Wilson will become CEO on the 17th September 2018. Sarah, has been working with ACE Travel since it started in 1992 and will continue with the success of ACE Travel - who have been providing a professional and personal corporate travel service since 1992, whilst utilising the latest innovative travel technology to support client's corporate travel, group and luxury leisure requirements.



■ The JGA Group

The JGA Group is hosting an exclusive event - Appetite for Apprenticeships in Mayfair on Thursday 25th October from 6 pm. It is an opportunity for employers to find out about who JGA are, what they do and what they can offer to your organisation (get directions: <https://goo.gl/vXrPwz>). This will be combined with canapes (by a former Michelin starred chef), conversation and culture. There will also have Apprentices available to talk about their experiences and JGA can help you maximise the use of your Levy.

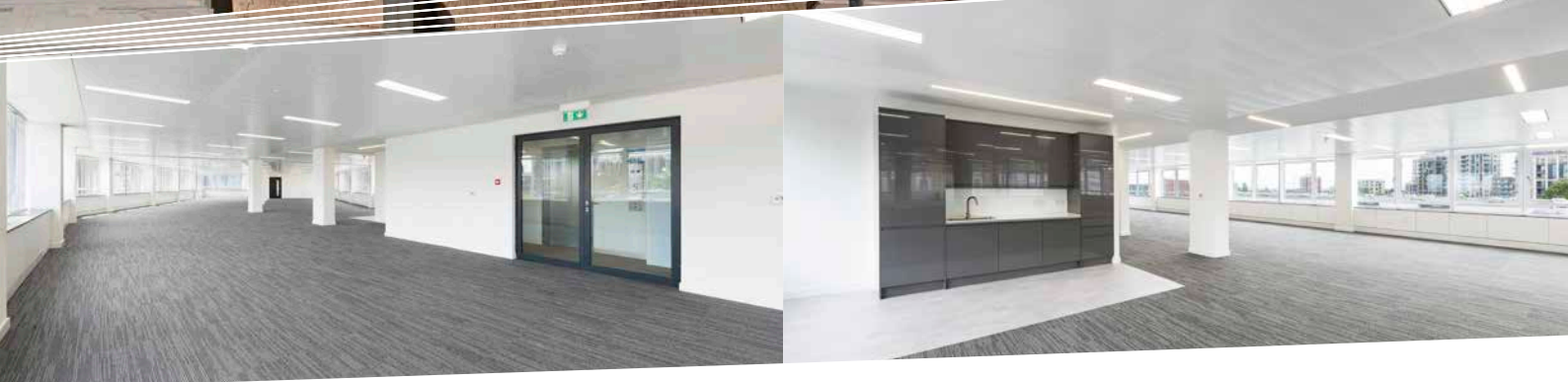
This is a great opportunity to find out about the wide range of professional skills apprenticeships available, how government funding works and how JGA can support your organisation's use of the Levy.

- Reserve your place: <https://goo.gl/okyGSR>
 - Password: JGAevents1819
- <https://www.jga-group.com/>



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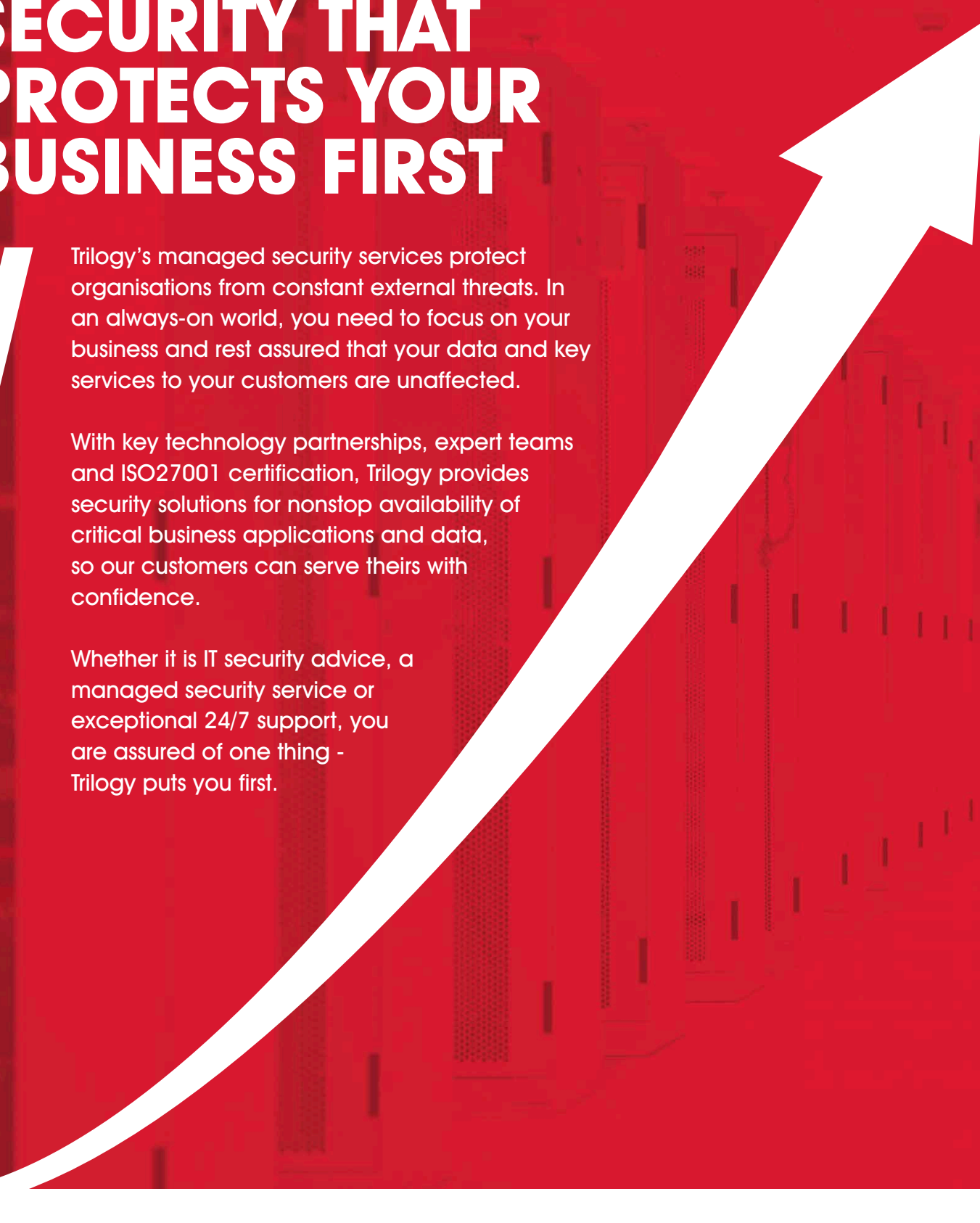
Neil Barker
nbarker@shw.co.uk
+44(0)7714 690 429

Holly Purvis
hpurvis@shw.co.uk
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