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**Business Matters**

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Sowing the seeds of  
British aviation

Cost of living crisis –  
help available

Changes to R&D tax relief  
for your business

Tech predictions for 2023

How to build a global  
marketing strategy

# From Ukraine to the UK

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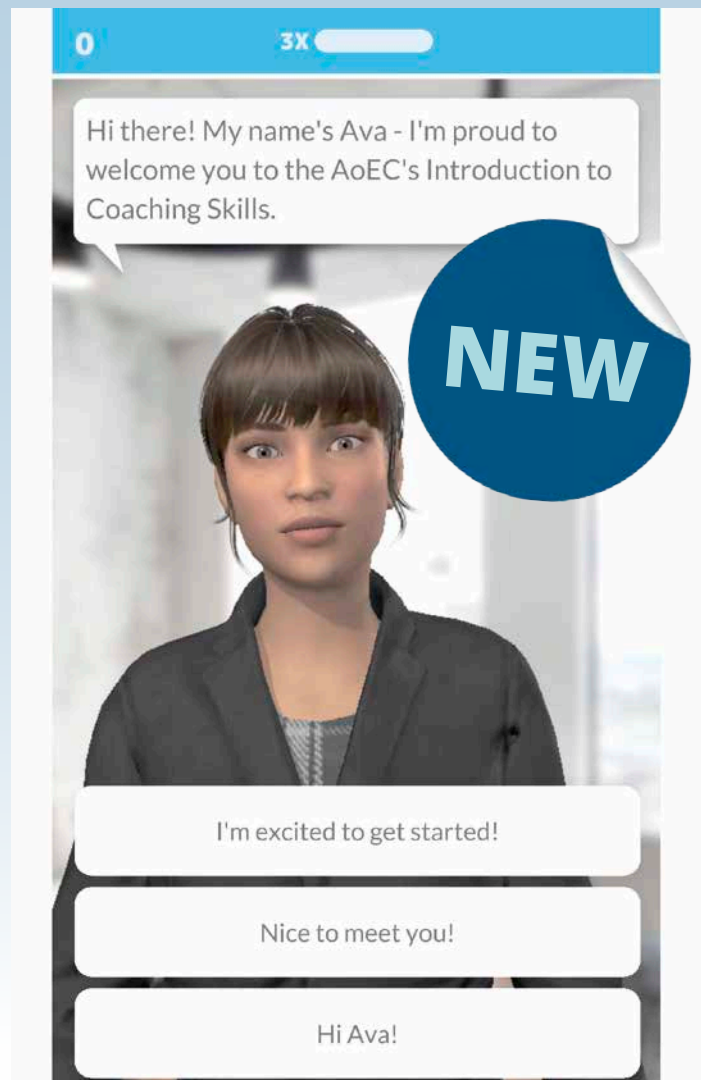
# Introduction to Coaching Skills (ICS)

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## Letter from the editor

**T**he plan was that the first *LBM* front cover of the year would feature the triumphant England men's football team parading the world cup past an iconic London landmark. It was, admittedly, a bit of a long shot – no reference intended to Harry Kane's penalty taking skills. Instead we have an at least equally inspiring portrait of Ukrainian Igor Bartkiv whose story of how he came to be in London – and the important work he is doing – is on page 22.

### Humanitarian

Ukraine's first lady Olena Zelenska is playing a huge part in raising funds to meet the humanitarian needs of Ukrainian citizens. Her recent visit to the UK (p 69) included an event to promote her foundation and was attended by LCCI director Liz Henderson.

On the economic front, the Chamber has highlighted the immense pressure businesses are under in a letter to PM Rishi Sunak proposing actions on energy prices, taxation, skills, assistance for SMEs, and international trade (p 6). Small Business Saturday provided the focus for a 'meet and greet' with former PM Boris Johnson and the Hillingdon Chamber (p 7) and the release of research findings (p 51) on the aspirations of Londoners to run their own companies. The undeniable backdrop though is the cost of living crisis – see page 18 for Hannah Walker-Denney's

summary of assistance to help tackle it through LCCI services.

### This river

Other than occasional references in *The Knowledge* (p 19 in this issue), poetry is rarely featured in *LBM*. Until now. At a recent Port of London reception chairman Jonson Cox introduced *This river*, a joint effort from poet Laurie Bolger and a team of young people connected with the Thames. You can read it on page 20.

At a recent Port of London reception chairman Jonson Cox introduced *This river*, a joint effort from poet Laurie Bolger and a team of young people connected with the Thames. You can read it on page 20.

”

### Diversity

*Ethnic Diversity in Business*, last year's LCCI report, continues to attract attention and to influence and actually change conditions for the better (p 68). There is more to be done though and the City of London Corporation is leading an independent task force to boost diversity in the financial and professional services sector (p 66).

On page 17 there are some shots of the New Year's Day parade in the centre of London. It was not the best of weather but that should not dampen *LBM*'s wishes to all our readers for a healthy, peaceful and prosperous 2023.

**Peter Bishop**

editor@londonbusinessmatters.co.uk

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33 Queen Street, London EC4R 1AP  
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Membership, partnership and  
media enquiries

membersupport@londonchamber.co.uk

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### PUBLISHING CONTACTS

#### Advertising sales

Gina Forshaw – 020 7846 4809  
gina.forshaw@crosbyassociates.co.uk

#### Production/design

Coral Sheekey  
coral.sheekey@crosbyassociates.co.uk



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# Challenge for government to back the capital

**LCCI has sent an open letter to Prime Minister Rishi Sunak highlighting the immense pressure businesses are under and asking for consideration of policy options in five key areas:**

## Energy prices

- Give more power to Ofgem to strengthen regulation of the energy market for businesses
- Introduce a temporary cut in VAT to five per cent to reduce energy costs for businesses
- Announce Covid-style support by introducing a government emergency energy grant for SMEs
- Temporarily reverse NICs and put money back into the pockets of businesses and workers
- Immediately review and reform the Shortage Occupation List to help bring down wage pressures and fill staffing vacancies

## Taxation and business rates

- Immediate pro-business measures, such as a reduction in business rates, to enable businesses to cope in the current climate.
- Tax to be separated out from premises to recognise the shift in working patterns that has taken place since the pandemic.

Such reforms “reflect the need for a strategic, long-term taxation system that encourages business confidence.”

## Help for SMEs

A truly pro-business agenda would develop the mechanisms that would enable smaller businesses to access at least some of the advantages enjoyed by their larger counterparts, which would unlock the UK’s economic potential.

In the long term, LCCI would welcome proposals that provide SMEs with the same access to markets, supply chains, regulatory support, and finance to ensure they are granted a more competitive – and less tilted – playing field.

## Skills and levelling up

LCCI backs the levelling up agenda and believes that London can do more to help level up all regions of the UK through greater economic connectivity. “This is strongly linked to the current skills gaps that we must address to improve productivity and progress toward a high wage economy.”

In LCCI’s most recent quarterly survey of business leaders and their skills requirements, more than a third of London businesses said the current training schemes do not meet the needs of their companies, while almost a quarter felt the training schemes would be of no benefit to their

business. “There is a clear disconnect between the skills requirements of businesses and the public sector’s efforts to encourage their development.”

## International trade

“The EU is our largest trading partner and if our trade flows experience disruption then the immediate impact on London businesses – and businesses across the whole of the UK – could be profound. We urge the government to preserve peace and promote

macroeconomic stability which is so vital during the current cost of living and cost of doing business crises we are currently experiencing”.

## Scale up

In response BEIS minister Kevin Hollinrake MP (pictured above), on behalf of the PM, thanked the chamber for raising such important topics and spoke of the government’s aim to make the UK “the best place in the world to start, scale up and grow businesses. He was due shortly to be discussing the issues facing SMEs and the work of chambers with BCC director general Shevaun Haviland.



David Woolfall, CC BY 3.0, via Wikimedia Commons

# Small Business Saturday in Hillingdon



Richard Burge and Boris Johnson with Hillingdon Chamber's Andy Sharma and Kim McGearty

**Uxbridge MP and former PM Boris Johnson recently championed locally owned businesses in his constituency alongside LCCI chief executive Richard Burge and Hillingdon Chamber of Commerce chair Andy Sharma. The tour of local businesses came in advance of Small Business Saturday last December – an annual event to highlight how critical locally owned shops are to London's communities.**

## Commitment

The party heard from local business owners on how money generated in the community was likely to stay there owing to the commitment of SMEs to serve local residents. It also heard the case for business rate system reform, something long championed by LCCI who have called it “a nineteenth century tax that is not fit for twenty first century businesses.”

Johnson agreed to engage with the LCCI and its affiliate member, the Hillingdon Chamber of Commerce, as well as with Hillingdon Council and the Greater London Authority to explore what more can be achieved to further improve the offers on display in Uxbridge High Street.



## SPONSORED COLUMN

# HMRC invites wealthy taxpayers for a 'chat'

by *Graham Caddock, Tax Risks and Investigations Director at Lubbock Fine*



**HMRC has issued a further batch of so-called nudge letters, this time inviting wealthy taxpayers to call them ahead of submitting their 2021/22 self-assessment tax returns. HMRC believe that such a pre-filing conversation could help prevent errors before they occur. However, in our opinion this voluntary conversation could lead to unnecessary risks for the unwary or unrepresented.**

## How is HMRC's approach different?

As part of this current initiative HMRC is asking a number of wealthy taxpayers, which HMRC defines as anyone with income over £200,000 or has assets over £2m, to have a voluntary telephone call with a tax inspector from their wealthy unit.

HMRC have stated that the calls will help both parties by ensuring the correct amount of tax is paid, any unusual or one-off transactions can be discussed, and clarification can be sort on any uncertain tax matters.

## What are the risks?

For individuals with complex tax affairs, we don't believe it would be advantageous to discuss their tax affairs with HMRC without the support of an experienced tax adviser. Other leading tax and accountancy bodies have also indicated that the new scheme should be approached with a certain amount of caution.

Although the initiative may be well intentioned, those

taxpayers engaging directly with HMRC could risk making an inaccurate or unnecessary disclosure to HMRC, including the possibility of starting an unwanted tax enquiry.

## Who is being targeted by HMRC?

The call for a pre-filing conversation is targeted at high earners, regardless of whether the taxpayer has a tax adviser or customer compliance manager at HMRC. It's worrying that HMRC have also stated that having such a 'chat' does not provide a guarantee that they will not enquire into the tax return after it's subsequently filed.

Although co-operating with HMRC can have its advantages, we strongly recommend that a suitably experienced tax adviser should have a pre-discussion with them to agree the scope, topics and issues to be covered.

The tax adviser should also clarify and understand exactly who from HMRC will be present on the call. HMRC often invite colleagues from their specialist fraud investigation unit to sit in on meetings and telephone calls, sometimes without fully disclosing the department that they are actually from!

## How can we help?

If you receive a letter from HMRC suggesting a call to discuss your affairs, please contact our Tax Risks and Investigations Director Graham Caddock ([grahamcaddock@lubbockfine.co.uk](mailto:grahamcaddock@lubbockfine.co.uk)), or your usual Lubbock Fine contact for a confidential discussion.

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# Conferring on the capital

At the London Conference, hosted by the University of London last November, Mayor Sadiq Khan characterised the capital's story as "a tale of two cities", one that works well for some Londoners but not for a significant number of others. His message for the Prime Minister was: "Work with us. The UK works best when London works. And vice versa."

## Trust

Responding to questions from a full Beveridge Hall in Senate House, the Mayor expressed confidence that the newly-installed Metropolitan Police Commissioner would restore trust in the force; and spoke of the alliance with Metro Mayors across the country: "We are allies not adversaries."

## Integrated pricing

Other speakers at the



@Julia Vasquez



@Julia Vasquez



@Julia Vasquez

conference which was organised by the Centre for London included Paul Scully MP who saw his role as minister for the capital as including "sense checking policy with a London hat on" and AM Sian Berry who repeated her calls for a simple, integrated pricing structure for the many modes of transport used in the city.

[www.centreforlondon.org](http://www.centreforlondon.org)

## Secure your customers cardholder data

Securing your customer's data has never been more important. The constant stream of data breaches, consequent reputational damage, regulatory fines and sanctions demonstrates the challenge facing organisations looking to protect their precious data. Nefarious actors are always looking for new and more sophisticated ways to obtain customers' data and in particular, their payment card information.



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# With you in 2023

By Michael Stirrup, CEO of tech and business consultancy Waterstons

2022 was an exciting time for Waterstons. Amongst many other things, we welcomed over 50 new clients, and increased our team by almost 15% to 280 across our UK and Australia operations.

We were named Best Cyber Security Company over 150 staff at the Cyber Security Awards, celebrated the first anniversary of our 24/7 Security Operations Centre and launched our own board game to help business leaders understand business resilience; the latter two being strong contributors to the former.

We launched a DEI podcast, announced over 15 internal promotions, stepped into the Metaverse and raised money by growing beards, carving pumpkins and marching through March.

But above all, we remained true to our values of trust, putting people first by empowering them, being honest in everything we do, and most of all – keeping our promises.

Last year was my first full year in the role of CEO, and for our newly-formed SLT and board, so was one of immense change and huge excitement.

We have been able to celebrate huge success with our team through promotions, new service offerings, team growth and personal development – not a week goes by without someone gaining a new qualification, and I'm so proud to

see this knowledge take our people forward in their careers and drive results for our clients.

The business has an ambitious growth strategy to take us to 2025 – particularly in M&A, social housing and higher education – and we're well on the way to achieving that. We've promised ourselves and our team that we will be ambitious and bold; that we will take risks, have fun and achieve amazing things together.

But growth by any means possible isn't the way we want to do it – it needs to be done right. To us, that is using technology as an enabler and a differentiator, adding value and reduce risk to clients by walking in their shoes to build trusted partnerships, and leading with humility and respect.

A huge focus for us is sustainability, taking our environmental impact seriously and supporting our clients to do the same throughout the entire supply chain.

We know that software and technology will be a core driving force for sustainability and NetZero initiatives, as currently organisations are struggling to analyse and measure the outcomes of their actions. We're already seeing phenomenal innovations in software to support actionable steps for a sustainable future, but so far this is the tip of the iceberg.

Our team is passionate about innovation and a recent Hackathon gave teams from across the business the opportunity to creatively use their skills to develop software, systems, initiatives and even hardware that could support sustainable housing of the future.

The best part? Their solutions were driven by sketches, videos and ideas provided by the children of Waterstons' employees.

From sensors and smart water butts to energy monitoring and sharing, the concepts were diverse, innovative, creative, and – with the right client and budgets – possible.

This two-day exercise did more than give the teams a pizza lunch and chance to work together on something different. It showed our clients how we innovate and are passionate about solving their problems, even with unknown challenges.

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## SPONSORED COLUMN

# Most of us are now out of our comfort zone



2022 will be remembered as one of the most turbulent years in business history. We ended the year with high fuel prices, soaring inflation on all fronts, rising interest rates, and ongoing supply chain disruptions occurring globally.

Currently, the only positive developments are the decline in ocean freight rates from their peak and the fact that, with the exception of Turkey, where inflation is currently running at 85%, inflation is not even going up in most OECD nations.

This year's biggest change is the long list of CEOs of multinational corporations who have stated that they will not provide any indication of their expected performance in 2023. In the past, it would have been grounds for firing a CEO to claim they have no idea what their immediate future holds. This also implies that all of those meticulously developed business plans have had to be abandoned as businesses learn to roll with the punches. We also have no idea when this will all end or how bad things might get.

According to one large restructuring firm in the UK, 75% of its clients will go into administration or be liquidated by the end of 2023. After surviving the pandemic, many otherwise healthy businesses are now discovering that the added pressures are pushing their operations to the breaking point. However, there is one area where all these businesses have failed, and that is with working capital.

The person with money will always have options. Many businesses that were doing well did not exert themselves enough during the good times. Even though the majority of these organisations aren't yet in trouble,

the longer the economic crisis lasts, the more likely it is that they will fall victim to a perilous trap.

Bank margins and interest rates are rising. Credit insurers' coverage limits are being reduced. All of this suggests that financial institutions believe things will only get worse before they get better. However, there is much that can be done before approaching these danger points.

Now is the time to tighten working capital controls, communicate to the organisation that this is a serious matter, and ask everyone to do their part. Those with extra cash will survive and thrive, while many businesses will not.

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# London jobs at risk due to Northern Ireland Bill

In a speech at the Irish Embassy last December, LCCI chief executive Richard Burge focused on the urgency of protecting the Good Friday Agreement and the need to find practical solutions to the current dispute on the Northern Ireland Protocol

He warned that if the Bill leads to a trade war between the United Kingdom and the European Union, this could be the final straw for a number of London businesses who are trying to recover from the pandemic and the effects of Putin's war in Ukraine.

## Fatal flaws

Burge discussed economic safety among other key principles which underpin the need for a strong relationship between Northern Ireland, the UK, and the EU, recognising that London and Dublin are critical to bringing an end to months of diplomatic discord. Burge's speech recognised what the London Chamber considers to be fatal flaws in the Northern Ireland Protocol Bill and urged the UK government to avoid sleep walking into a trade war with our largest trading partner.

## Critical points

There were three critical points, Burge maintained, that London's business community demands the government heeds:

- The protection and respect of peace and security which has been brought by the Good Friday Agreement
- The UK government must recognise that the current status quo is not the final form of the UK-EU relationship and

that practical solutions are needed for a better partnership

- Both the UK and EU should follow the example set by chambers of commerce – and businesses – throughout Europe who are constantly looking to build and nurture cross-border relationships that can yield prosperity and peace.



## Shadows and doubts

The LCCI chief executive said that the relationship between London and Dublin was hugely important and facilitated fantastic business, cultural and academic ties. "However, the Northern Ireland Protocol Bill casts shadows and doubts over this relationship and threatens trade and prosperity between the countries – and that of the UK and the whole of the EU.

"If the current trajectory continues, there is a very real prospect of the UK sleepwalking into a trade war with the European Union – our largest trading partner by far – and for what gain? The impact on London, which provides over 20 per cent towards UK GDP, could be profound."

Scan to watch a video and learn more about ERA



# Wrapping up the capital

This winter the QEII Centre, best known for its conferences and events, has partnered with charity HandsOnLondon in the collection of coats to distribute to anyone who needed them as part of the WrapUp London campaign.

The capital is the base for nearly half of the country's rough sleepers. Donated coats are distributed via homeless shelters, refugee centres, organisations supporting the elderly, women's refuges, children's

centres, and other charities helping people in crisis.

[www.qeiicentre.london](http://www.qeiicentre.london)  
[www.handsonlondon.org.uk](http://www.handsonlondon.org.uk)



QEII's reception team gather in donated coats

# Interest rate rise a strain on London business

After the announcement in December of the Bank of England's decision to raise interest rates for the ninth consecutive time, LCCI head of policy and public impact James Watkins commented that it was an understandable response to rampant inflation. It would though, he said, create further strain on London businesses. "The last time we saw interest rates this high was during 2008 financial crisis, and many businesses will be asking if they will be able to afford future loans.

## Support

"Businesses need the government's support now more than ever. We know that the cost of financing is going through the roof and that

businesses are already having issues accessing working capital and securing business loans. Unfortunately, this is only going to get harder in the immediate future."

## Soaring energy costs

Watkins continued: "While we understand that this move is designed to bring down inflation, the effects will be felt immediately by thousands of businesses, especially those in London and smaller businesses.

"What the move won't do is change the path of soaring energy costs which continue to cripple businesses large and small."



SPONSORED COLUMN

# Protection in the Metaverse



by Liam Peters, Trade Mark Attorney  
Wynne-Jones IP

Developments in technology often create risks for brand owners, and the metaverse will be no exception. In a similar way to the development of online marketplaces, the metaverse will provide a new means through which rights can be infringed. The unscrupulous could set up shop selling counterfeit virtual goods for their own gain. Avatars could be walking the streets in worlds such as Second Life, wearing goods that have been sold to them without permission from the IP owner.

This type of thing can be a difficult battle in the real-world and the virtual world of the metaverse creates more questions, some of which are yet to be tested and it may take some time before we see the full extent. It's now even more important, to make sure your IP provides protection in both worlds. Trade marks provide the ability to stop unauthorised use, but a mark protected across Europe may not prevent it being used by a business in China for virtual goods and sold to an avatar operating in the metaverse from the United States. Under the current law, the European marks could only be used to stop unauthorised use targeted at consumers in Europe.

Existing trade mark protection may be robust enough for goods and services in the real world, but it's possible that it won't prove as tough in

the metaverse which is why brand owners are looking to future proof their IP. When super brand Nike teamed up with gaming platform Roblox, they were savvy enough to obtain new trade marks for the Nike name, the swoosh logo and the name Nikeland that specifically covered virtual goods and services.

Thought should also be given to the terms of any license agreement: does the licensee have rights to operate in the metaverse or only the real world? Nike's trade mark protection ensured that Roblox required a license to use the brand within the platform and the agreement resulted in a significant win for both companies.

As the metaverse continues to grow and develop it's important that brand owners be proactive in ensuring their portfolio is adequately protected and that they monitor the metaverse for unauthorised use. This approach will allow for early identification of infringement and help to minimise long term damage.

The metaverse is exciting, but it's also risky... so expert advice for this brave new world is essential!

Liam Peters  
Trade Mark Attorney  
Wynne-Jones IP  
[www.wynne-jones.com](http://www.wynne-jones.com)  
[liam.peters@wynne-jones.com](mailto:liam.peters@wynne-jones.com)

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# Standing up for London business

**After Liz Truss' resignation as Prime Minister, LCCI chief executive Richard Burge wrote to London's Conservative MPs to emphasise what the business community expected from their next Prime Minister. In the letter, and later in an interview with Jim Davis on BBC Radio London, he emphasised the importance of maintaining the "highest standards of honesty."**



Richard Burge, chief executive officer of the London Chamber of Commerce, said:

It has become clear from their remarks at the CBI conference that the prime minister and the leader of the opposition have closed their ears to this obvious and practical solution to a perennial problem

He said the group's surveys show a 'dire need for immigration reforms that will help close these yawning skills gaps'.

## Lack of action

In the lead up to the Autumn Statement, LCCI demanded a "long-term, strategic plan for taxation and business rates" in the *Evening Standard*. Burge appeared live on *BBC One Politics London* during the fiscal announcement to share his live reaction, in particular his disappointment at the lack of action to reform business rates and help with energy bills post April 2023.

Richard Burge, chief executive of London Chamber of Commerce, said: "Rail strikes are a lose-lose and another round during the festive period will see London and its businesses suffer for no good reason."

## Shameful

Industrial action snowballed in the lead up to Christmas with numerous strikes led by the RMT taking place. LCCI expressed its exasperation at further disruption during the festive period in the *Evening Standard* and *City AM*, noting that the strikes would affect many of the same firms that endured tough times during Covid-19. In *Bloomberg*, Burge declared it "shameful that the RMT continues to consider strikes as a legitimate weapon wielded with such cynical timing", criticising the government and train companies for failing to find a resolution.

Politics **Sunak and Starmer Spark Migration Row With London's Businesses**

## Skills gaps

The results of LCCI's Q3 2022 *Quarterly Skills Survey* found that nearly a third of London businesses

were struggling to fill jobs vacancies due to skills gaps. Business editor Julian Harris included the statistics in a *Bloomberg* piece which drew a link between unclear rules on immigration and widening skills gaps in the capital, while *The Telegraph* reported the figures in the wake of both Rishi Sunak and Keir Starmer refusing to commit to higher skilled migration at the CBI annual conference.

Meanwhile, the sixth annual *London Business 1000* report in partnership with London Councils showed that three-quarters of London businesses were less confident about the year ahead compared to the previous year. In an interview on *LBC*, Burge emphasised the report's findings that businesses were facing an increase in energy costs averaging 137 per cent.



**Fresh cash will save 53 bus routes as Sadiq Khan warns 'tough decisions needed elsewhere'**

## Global city

Following the announcement of higher interest rates at the start of November, LCCI was quoted in both *The Telegraph* and *Evening Standard* asking the government to "ease the pressure on small and medium-sized businesses". The Chamber also urged the government to help businesses access finance in *Reuters*, observing that firms "are finding it hard to demonstrate they are still sound businesses [...] they're only going to be sound if they can get access to the loans they need."

During repeated rounds of negotiations between the government and TfL, LCCI has consistently argued for a long-term funding deal to provide London with the vital infrastructure it needs to sustain itself as a global city.

The London Chamber of Commerce and Industry (LCCI) said it was delighted, as buses remained "a crucial and iconic part of London's infrastructure."

## Frustration

In response to more positive transport news, comments from LCCI were featured in *City AM* welcoming Sadiq Khan's reversal of planned cuts to numerous bus routes across the capital.

London's financial sector told to tackle class prejudice

Square Mile's governing body says at least 50% of senior leaders should come from lower socio-economic background by 2030

The government's proposal to introduce new flexible working guidelines, which would see UK workers able to request flexible working from day one of employment, was met with frustration by business leaders. In the *Daily Mail*, Richard Burge lamented the effects an uptick in flexible working would have on London emphasising that fewer daily commuters than pre-Covid would be challenging for support businesses such as cafés, sandwich shops and pubs in those areas.

## Britain's brightest black entrepreneurs and artistes feted at awards ceremony



Burge, LCCI's Richard Burge with Headhead of Savor Sounds Systems and Jay Blades

## London Chamber of Commerce Black Excellence Awards prove to be a huge success

Staged at Boodle in London's Clerkenwell, Chairman White and Jay Blades hosted an event which celebrated the inspirational contribution of the Black British community to the cultural and economic development of the United Kingdom



**The inaugural London Chamber of Commerce Black Excellence awards celebrated the exceptional and significant achievements of the UK's diverse black community.**

## Excellence

The inaugural London Chamber of Commerce Black Excellence awards celebrated the exceptional and significant achievements of the UK's diverse black community. A write-up of the event was included in *The Voice*, Britain's most popular black news site. *City AM* also penned a positive review of the ceremony, observing that attendees represented "Britain's brightest black entrepreneurs and artistes".

# Brexit deal problems abound

## Data from a survey of more than 1,168 businesses shows significant challenges for UK firms trying to use the Trade and Co-operation Agreement (TCA).

The TCA was agreed on Christmas Eve in 2020 to allow tariff-free trade with the EU once Brexit took effect. Despite this, a high proportion of businesses say they are still having major problems trying to use the deal to trade with Europe.



## Shortages

The survey also found that alongside problems with the TCA, four in five firms had seen the cost of importing increase, more than half had seen their sales margins decrease and almost three quarters of manufacturers had experienced shortages of goods and services.

A typical comment relays the view that "Customs on both sides of the EU border seem to have a separate set of rules to be able to charge different amounts for the same thing. We don't know until it's too late what these costs are."

## Honest dialogue

Shevaun Haviland, BCC director general, said that businesses wanted political leaders on both sides to move on from the debates of the past and find ways to trade more freely.

"This means an honest dialogue about how we can improve our trading relationship with the EU. With a recession looming, we must

remove the shackles holding back our exporters so they can play their part in the UK's economic recovery.

"If we don't do this now then the long-term competitiveness of the UK could be seriously damaged. It is no coincidence that during the first 15 months of the TCA we stopped selling 42 per cent of all the different products that we used to."

## Proposals

The BCC's *TCA Two Years On* report sets out 24 recommendations to increase UK-EU trade.

Its top five proposals for quick action are:

1. Create a supplementary deal with the EU which either eliminates or reduces the complexity of exporting food for SMEs.
2. Establish a supplementary deal, like Norway's, that exempts smaller firms from the requirement to have a fiscal representative for VAT in the EU.
3. Allow CE marked goods and components to continue to be used in Great Britain after 2024.
4. Make side deals with the EU and member states to allow UK firms to travel for longer and work in Europe.
5. Reach an agreement on the future of the Protocol on Ireland/Northern Ireland with the European Commission in the early months of 2023, to stabilise the trading relationship.

[www.britishchambers.org.uk](http://www.britishchambers.org.uk)

## SPONSORED COLUMN



# Helping Employees Beat the January Blues

by Alex Kiernan

The Christmas parties are over, the nights are cold and long and summer seems an age away. January is not the most appealing month for many, and it is hardly surprising that the third Monday of January has become known as "Blue Monday" - the gloomiest day of the year. Whether you subscribe to the Blue Monday theory or not, January can be a good time for employers to apply that bit more focus on the wellbeing and mental health of their employees.

"I frequently speak to employers of all sizes who invariably recognise the importance of a happy and well workforce, but many are often unclear about practical steps to be taken."

## So, what can be done to help beat the blues?

**Positive culture** - Culture is a word frequently bandied about in the world of employment law, however, it is very important for key personal in the business to decide on the culture they wish to foster and to lead the way. When it comes to mental health, countless staff surveys and many academic research projects demonstrate that when senior team members foster a culture where employees feel comfortable discussing personal feelings and health issues without stigma being attached, there is likely to be a net gain for both employees and organisations. Culture is difficult to define, however, look beyond the obvious of writing positive policies and take steps such as getting senior staff to pro-actively talk about their own experiences, approach and practical systems that are

being put in place. Tools such as company mission statements or constitutions can also be useful tools instilling expectations and approach, if devised with high employee engagement.

**Staff training** - Mental Health First Aiders, individuals specifically trained to help colleagues with mental health problems, can help to embed positive culture. Wider management training is also a very important tool to recognise and nip issues in the bud early, making employees feel secure, appreciated, and supported. **Social Cohesion** - With a busy and usually very social Christmas period, it is easy to neglect team social events and forget "checking in" calls with colleagues as the New Year begins. But this is exactly the time to actively promote face-to-face team social events and "touch base" calls to team build and encourage employees to come out of their shell. With many continuing to work from home, calling up to ask how a colleague is and pre-planning socials can go a long way.

**Targeted support** - Without the above-mentioned approach, struggling employees can fall under the radar making the problems far larger when they surface later, meaning more serious health issues and costs and disruption to an employer. Once a concern is known, it is of course important to take targeted action to help the individual and ultimately the team. It is also important to seek medical and legal advice at an early stage when appropriate.

To speak to us about your employment issues, please contact Alex Kiernan on 020 7377 2829 or email [alex.kiernan@thomasmansfield.com](mailto:alex.kiernan@thomasmansfield.com).

**Thomas  
Mansfield**  
Employment Law



# The seeds of British aviation are sown

**At the opening of the *Civil Aviation: Need of Development* air conference at Guildhall in London on 6 February 1923, Director of Civil Aviation Sefton Brancker predicted that, within five years, an aeroplane would be able to travel from London to New York in just 12 hours**

**Brancker was a very experienced airman who made his debut flight in 1910. During World War I he held senior posts in the Royal Flying Corps, becoming Major General in 1918.**

## Catalyst

World War I was the catalyst to develop British commercial aviation having disrupted rail travel for millions. Towards the end of the war three companies – AT&T, Instone Air Line and Handley Page Transport – began commercial flights from London to Brussels and Paris. Operating costs were high and few people could afford the fares. The companies failed – all British commercial flights ended by February 1921. Winston Churchill, British Minister of War and Air initially opposed State financing but then allowed the companies to receive small subsidies. Handley Page resumed its London-Paris service a month later.

## Imperial Airways

This prompted the government to take commercial air transport seriously. The Civil Air Transport Subsidies Committee was set up to examine civil air policy. The committee wanted to create a single British intercontinental airline by merging four small companies. Led by Sir Handley Page, Imperial Airways was established

on 1 April 1924 with an initial subsidy of £1 million.

One of Imperial Airways' aims was to maintain air routes to the British Empire, initially by carrying airmail to destinations such as India and Egypt. From 1925 onwards, the airline began to survey some of the most inhospitable parts of the world from the Arabian desert eastwards. To enable future flights, the airline built infrastructure including weather services, radio stations and landing grounds. In 1929 it made its first flight from Britain to India in a de Havilland Hercules with eight passengers. The flight had to be carried out in stages and took one week. (The equivalent travel time by sea was three weeks).

## International airport

Imperial Airways also ran more frequent services to Europe, including Germany and Holland. The number of passengers grew sharply – the airline flew over 1,000 people across the Channel in just one

week in August 1929. Before World War II, London Croydon Airport was Britain's first major international airport. London Heathrow opened in early 1946 to become Britain's busiest airport. Gatwick opened in June 1958 and Croydon Airport finally closed in 1959.

By 1934, Imperial Airways was well established and making healthy profits. Further long-haul routes were added to South Africa and Australia with plans to expand into Africa, Hong Kong and China. Commercial flights were here to

stay. Imperial Airways was merged into British Overseas Airways Corporation (BOAC) in 1939. BOAC then merged with British European Airways (BEA) in 1974 to form British Airways.



Sefton Brancker © Imperial War Museum, Public domain, via Wikimedia Commons  
Unknown author, CC BY 4.0

**By 1934, Imperial Airways was well established and making healthy profits.**



## No frills

Did Brancker's prediction come true? Not quite. A flight from London to New York in the early 1950s still took up to 15 hours. This only changed with the arrival of jet aircraft in the 1950s. By the early 1960s, the flight would take as little as seven hours – and in 1996 Concorde's record London-New York flight took under three hours. It was Freddie Laker who changed transatlantic air travel in the mid-1970s with his Skytrain 'no-frills' airline from London Gatwick to New York. By then, millions of Britons flew each year.

More Britons travelled abroad in 2018 than any other nationality, according to the International Air Transport Association. That year, 126.2 million passengers were British – one in 12 of all international travellers.

**100 years ago in London is written and researched by Alexa Michael**



Argosy Over Croydon. Date: 1927

# City of London Chamber to be launched

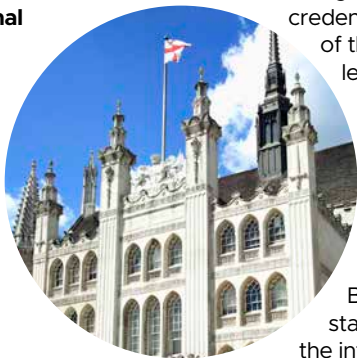
LCCI have announced the launch of a City of London Chamber which will be dedicated to convening, supporting and championing businesses operating within the Square Mile

The chamber will provide a much-needed forum for businesses of all sectors, ranging from large multinational corporations to over 24,000 SMEs who operate in the City and until now have not been represented by a dedicated voice. It will campaign on issues including business rates, improving footfall, solving labour and skills shortages problems, and improving the Square Mile's competitiveness. It has been estimated that the central business district to be covered by the new chamber creates £70 billion per year.

## Engine room

Commenting on the launch

LCCI chief executive Richard Burge said: "London is the engine room of the UK and maintaining the City's



credentials as one of the world's leading financial and professional services centres is crucial to maintaining Global Britain's standing on the international stage".

The new chamber will officially launch on 18 January at the Guildhall, an event which will be reported in full in the March-April issue of *London Business Matters*.

[www.londonchamber.co.uk/business-groups/clubs-and-associations/the-city-of-london-chamber](http://www.londonchamber.co.uk/business-groups/clubs-and-associations/the-city-of-london-chamber)

# Honoured

Long-standing LCCI Council and Asian Business Association member Mahanta Shrestha received an OBE in King Charles III's first New Year Honour's list. Described as a philanthropist in the citation, Monty (as he is universally known) is recognised for services to the community in Ealing and to the Nepalese community.

## Champion

Also on the list was Lesley Batchelor who has joined with LCCI to run Export Bootcamps to help

businesses selling goods and services to develop effective strategies. She is described as an export champion and entrepreneur and her OBE was upgraded to a CBE.



Mahanta Shrestha

## SPONSORED COLUMN

# Thought leadership training can pay off in 2023



By Yogesh Shah, CEO, iResearch Services

**With more companies than ever including thought leadership in their 2023 plans and budgets, obtaining pole position in your sector is even more of a challenge.**

Seven in ten decision-makers say less than half of the thought leadership content they read, watch, or listen to is valuable.

Businesses that present poorly conceptualised and presented thought leadership pieces will fail to build and cultivate trust, and may risk brand credibility, but brands that are adaptable, agile and use thought leadership to lead change, will prosper.

To do so, they must make use of keen minds, sharpened by formalised training, along with effective knowledge management and the use of new tools and techniques.

I recommend five types of formalised training programmes for skills that are essential to thought leadership teams:

- **Data Visualization and Storytelling**  
A compelling storyteller is captivating, inspiring, and triggers action. Fortunately, storytelling is a skill that can be learned and honed.
- **Research**  
Unless your thoughts and ideas are substantiated by empirical evidence, they remain assumptions. The main difference between research that produces

valuable insights and one that is just a good story is data. However, weaving narratives based on poorly-planned research is akin to searching in the dark. Robust research training will help you make discoveries that matter.

- **Data Analysis**

While creativity remains essential, data analysis is also important. With the massive amount of primary and secondary data available, making sense of them is a skill to be learned. Well-trained research teams are able to join the dots to identify the bigger picture.

- **Media Planning**

An omnichannel presence is a must. It has been reported that omnichannel campaigns produced an 18.96% engagement rate, compared to only 5.4% through a single channel. Achieve optimal impact by deciding on the right type and format of content for the channel.

- **Competitor Analysis**

There are many facets of the competition that need to be grasped, but which should you research to impact your strategy and campaign and how should you respond? The right training can help you answer these questions.

Whatever type of training you decide to employ, one thing is certain: the rewards of an effective thought leadership strategy in 2023 are likely to far outweigh the investment you put in.



Resolve to take your thought leadership strategy to a new level in 2023. Email [iResearch Services on info@iresearchservices.com](mailto:iResearch@iresearchservices.com).



# Views from the top

There are many splendid vantage points around London to get a bird's eye view of the capital – St Paul's and Westminster cathedrals, the London Eye, the Monument and the Gherkin come to mind. The views from the latest though – Lift 109 at the redeveloped Battersea Power Station – take some beating.



## Listed

Lift 109 combines an exhibition space housed in the Power Station's Art Deco Turbine Hall A with a glass elevator ascent to the top of the Grade II\* listed building's

north-west chimney – reaching 109 metres above ground level. The preliminary light show can be politely described as 'underwhelming' but the views after the ride to the top more than make up for it.



## Zone in

Two chimneys of the former power station frame the Surrey countryside while beyond the river the Royal Hospital Chelsea takes a rest from its annual flower show. Moving east you can zone in on the BT Tower, the Houses of Parliament, Big Ben and the fast-changing City skyline. Back to the west and looking further afield, the Wembley arch stands out. Other landmarks emerge. That must be the Royal Albert Hall; and isn't that Wimbledon Centre Court? Too soon the buzzer goes to signal your descent. Get your next ticket order in and pray for a clear day.

[www.batterseapowerstation.co.uk](http://www.batterseapowerstation.co.uk)





# London at Christmas and New Year

The capital resumed something approaching its normal levels of activity after two festive seasons dominated by Covid caution

The FIFA World Cup in Qatar did not necessitate an open top bus ride round Trafalgar Square for the England team but another square – Piccadilly – provided a popular venue for London-based Moroccans as their team progressed to the semi-finals.



city centre, much needed in the especially cold spell in the pre-Christmas period.

Meanwhile the Moët and Chandon tree and the popular skating rink at Somerset House brought a comforting air.

Back after a Covid break, the New Year's Day

Parade connected Eros with Parliament Square with performances from thousands of dancers, acrobats, and musicians.

## Transformed

Decorations in the Strand and Regent Street lived up to expectations and transformed and possibly warmed the



## SPONSORED COLUMN

# We're building a bridge between business and technology for a stronger cyber defense



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For more info: contact [sem@xahive.com](mailto:sem@xahive.com)

xahive

[www.xahive.com](http://www.xahive.com)



# Cost of living crisis – help available

Hannah Walker-Denney on the assistance from LCCI to help businesses survive and thrive during a difficult period



Hannah Walker-Denney is campaigns manager at LCCI

[www.londonchamber.co.uk/policy-and-campaigning/campaigns](http://www.londonchamber.co.uk/policy-and-campaigning/campaigns)

## Policy and lobbying

With the cost of raw materials, fuel prices and inflation rising, LCCI is making the government aware of the impact on businesses, particularly SMEs, and the importance of maintaining business confidence. Lobbying on related issues such as energy and the apprentice levy is ongoing while head of policy James Watkins has given evidence before the appropriate All-Party Parliamentary Group. There is regular engagement with key stakeholders in City Hall, local government, Parliament and Whitehall.

## Chamber Finance Finder with new bills tracking tool

This platform simplifies and speeds up the funding process, matching LCCI members and Community Network participants with funding solutions across business loans, equity and business grants. Upload your energy bill and their energy task force can check you're getting the best deal.

## Help for Households

This is an information hub for consumers to view available support and get advice on managing the rise in different costs. LCCI has worked with the government who will advertise any offers a member business is promoting to help customers financially during this difficult period. These offers will be listed on the Help for Households website. Creations Club and Change Consult are two members whose offers were among the first to be featured.

## Chamber Protect: free legal, HR, tax and health and safety advice

LCCI has a free expert advice line, open 365 days a year, plus a knowledge hub and substantial document library of over 750 free downloadable template documents covering employment, health and safety, tax, VAT and legal matters.

They can help you with any questions that you have, from disciplinary issues to maternity leave and GDPR.

## Chamber Connect: ask the expert

LCCI has over 35 Member Experts on hand to provide bespoke, one-to-one business advice on a comprehensive range of business areas. Premier Plus members can access up to 90 minutes of complimentary advice per expert and those within the London Chamber Community Network can access 20 minutes. If rising costs and access to staffing are a concern, LCCI can connect you with the right individuals to offer you expert advice.

## Free Central London workspace

LCCI's executive lounge offers a place for you to work, meet and network in the heart of the city, with great facilities like unlimited wifi, a barista standard coffee machine and meeting room access. LCCI can also offer free workspace, as well as hotel and dining discounts, via hotel and venue partners across London.

## Discounts on trade documents

LCCI's trade documentation specialists are on hand to advise businesses on the documents required, saving you time, money and stress. Chamber members receive up to 50 per cent discounts on many trade documents, including ATA carnets, Certificates of Origin and EUR1s.

## Discounted business breakdown cover through the AA

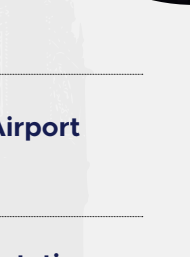
LCCI members can save 67 per cent on business breakdown and fleet costs and are given access to exclusive rates on roadside assistance, fuel assist and car rental with the AA – for businesses and fleets of any size.



# The Knowledge

LBM's test of what readers know about London

- 1 What is the name of the *Evening Standard's* recent cost of living Christmas appeal?
- 2 Which British Prime Minister asserted that its "parks are the lungs of London"?
- 3 Which London football club started life at Plough Lane?
- 4 Which school – George Osborne's *alma mater* – is located on the south bank of the Thames by Hammersmith Bridge?
- 5 What was the 'London particular'?
- 6 Which famous Scottish private members club is situated just off Belgrave Square?
- 7 Which heroine of the Crimean War lived at 157 George Street, Marylebone W1?
- 8 In which year was Heathrow Airport opened?
- 9 From which London terminus station would you take the train to Bath Spa?
- 10 Which poet wrote of "the gloomy hills of London, Hampstead and Clerkenwell"?



Find the answers on page 69

## SPONSORED COLUMN

# Top 5 HR trends that will shape business strategy in 2023



As the 'Great Resignation' and 'Quiet Quitting' continue, organisations across the UK will face the challenge of attracting and retaining talent in 2023 while trying to plan for the new year and beyond.

How to leverage key HR trends to build a resilient business in 2023:

**1. Improve hybrid work** – 84% of workers who had to work from home during the pandemic said they planned to continue hybrid working (ONS). As collaboration technologies' adoption matures into 2023, organisations will need to move from ad-hoc hybrid working to a clear hybrid work system taking into consideration its impact on the overall employee experience.

**2. Refine your recruitment strategy & workforce planning** – UK labour supply will continue to face challenges. The volatile labour market will require a focus on effective recruitment and workforce planning that are connected to current realities – shifting skills, talent scarcity, increased employee turnover, and shift in employer-employee dynamic.

**3. Integrate HR tech and automation into your workflow** – HR automation is the process of using technology to automate part or all of an organisation's HR processes. Start small and scale up. You could start with your onboarding and offboarding processes and key HR workflows (e.g. automate requests and processes associated with

staff leave). If you automate the right processes, you can focus your HR team's efforts on more productive tasks.

**4. Increase transparency on ED&I efforts** - Employees will become more critical of their employer's ED&I track record. A good track record doesn't just account for numerical targets, it means fostering an environment that supports the success of underrepresented talent through an understanding of what they need to succeed. These concerns will surface during recruitment and employment.

**5. Manage the pay policy in a time of inflation** - Inflation will remain well above 3% for the whole of 2023. The pressure on the pay policy will continue and companies will have to be innovative to succeed in attracting and retaining employees, and maximising their Employee Value Proposition.

**Bonus: Anticipate the impact of immersive work environments on HR processes** – In 2022 Microsoft and Meta signed a partnership agreement to "enter the metaverse and build the future of remote meetings". Anticipate how this will change your employee experience.

If you are looking for expert HR solutions to help you build a resilient business in 2023, contact Sarah Jo at [sarahjo@peopleknd.co.uk](mailto:sarahjo@peopleknd.co.uk).



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# A river runs through it

Jonson Cox, chair of the Port of London Authority, highlighted three aspects of the Thames when he addressed guests at a reception on board the Silver Sturgeon by Tower Bridge last November, having initially acknowledged that the PLA's role in ensuring safety on the river was paramount



Firstly, it is a trading river which has supported commerce and generated employment since Roman times. “As a trading hub the river is the conduit to bring the food to our tables, fuel to the forecourts, consumer goods to retail, construction materials and medicines to our hospitals.”

## Asset

It is a destination river: “a fundamental amenity to living, working and getting about in London, a draw for global visitors, and a recreational asset for people trying stand up paddleboarding for the first time”.

And thirdly, there is the natural Thames. “A wildlife haven in parts, great biodiversity but also in need of a huge clean up. The river ranks at the bottom of the survey for cleanliness of rivers flowing through a major city.” Cox said that it clearly wasn't good enough and that was why the PLA was campaigning to “bring an end to unpermitted discharges, to the wet wipes that coat the foreshore and is active in promoting improved air quality. Experience in other major ports around the works shows that this not only benefits the environment but also commerce, tourism, and amenity value.”

## Vision

In that context Cox welcomed the Thames Tideway Tunnel and spoke of the PLA's Thames Vision, recently launched and which highlights the river as part of “the UK's leading port, central to the nation's economy, with net zero emissions”. It will be clean, free of pollution and rubbish, supporting more sport, passengers and freight.

Moreover it will be “resilient, adapting to climate change and richer in wildlife” and “more diverse, providing jobs, learning and enjoyment to the whole community.”

[www.pla.co.uk](http://www.pla.co.uk)

## Poetic licence



Jonson Cox

Jonson Cox spoke of the PLA's role in managing the Thames in trust for future generations. That is why, he said, “we invited young people, from terminals, ship operations, cultural and environmental backgrounds to come together and work with a poet, shaping a poem about the river's past, present and future.”

The poet is Laurie Bolger and this is the poem they came up with.

## This river

no body of water carries stories  
quite like this one  
the river brings us closer  
to the bits that matter  
keeps us all moving  
these memories and metal —  
limestone gold blue mind wharf rust red —  
In the first streaks of winter  
when the river is a pitch black fridge  
or when neon green meets silver  
and this historical escalator brings visitors in —  
and boats nod to bridges  
our conversations lift them  
this river  
our everyday paradise,

our resistant smart connector  
holder of nature, occasion,  
our solution, our route home,  
our colleague, our calm in the concrete —  
loyal spectator, sports ground, busier than ever —  
future generations  
are running through can you see them?  
Pushing forward and the river is wilder and clearer  
wiser —  
the water doing what it's always done —  
guiding silt and stone  
so you can find something new in every tide  
let it be whole lifetimes let it keep us together  
this river —

# Waterloo on top

The Office of Road and Rail have confirmed Waterloo as Britain's most frequently used railway station with an estimated 41.4 million passengers passing through in the 12 months up to March 2022.

London is clearly a magnet for rail users with eight other stations in the metropolis making it into



the top ten – Victoria, London Bridge, Liverpool St, Stratford, Paddington, Euston and Kings Cross being the others in the capital.

Outside London only Birmingham New Street and Manchester Piccadilly make it into the list.

[www.orr.gov.uk](http://www.orr.gov.uk)



# Centre of excellence



Thames-Side Studios in the London Borough of Greenwich hosted an exhibition of the best of the 5,000 paintings entered for the Contemporary British Painting Prize 2022 last November.

The seven-acre arts complex on the banks of the Thames is one of London's outstanding centres of excellence for the arts with its many studios, galleries, and educational spaces – all conducive to creation.



Winner of the prize was Lesley Bunch for her Shadow Sculpture series and whose paintings have been described as having “an uncanny vibrancy and dimensionality”.

[www.thames-sidestudios.co.uk](http://www.thames-sidestudios.co.uk)

SPONSORED COLUMN

# How much Quiet Quitting affects organisations?

by Maria Dimitrova, Lead Auditor



**Quiet quitting is not a new phenomenon. It has, however, been popularised only recently, thus limiting the organisations' capacity to respond timely to the threat it poses.**

In September, a Gallup report showed that quiet quitters made up over 50% of the US workforce. In other words, it affects every other worker in the US economy. Alternative research positions the UK as a global leader in web searching about this phenomenon.

Also in September, the US Department of Labour reported that the unemployment rate decreased to 3.5%, which matches the UK government's figure published in October and further illustrates the magnitude of organisations' challenges.

This article argues that organisations operating management systems in conformity with ISO standards are better equipped to deal with quiet quitting, motivate their co-workers, and increase productivity as opposed to losing their most vulnerable asset: engaged people and organisational knowledge, existent as well as potential.

Key to the success of growing productivity with ISO standards is the focus on the organisational environment and the needs and expectations of interested parties. This approach allows for a better understanding of internal and external factors and how these affect the organisation. ISO standards effectively require top

management to demonstrate leadership, set up policies and objectives, communicate, and ensure all necessary resources to operate the system. As a result, organisations are better prepared to plan how to manage risks and opportunities, evaluate their performance, and continually improve it over time.

In essence, ISO standards are dynamic tools based on a simple and practical principle: Plan the objectives of the system, its processes, and the resources needed to deliver results; Do or implement what has been planned; Check and measure processes and results against the policies and objectives set, and Act upon any deviations or opportunities for improvement detected.

The adoption of ISO standards is a strategic decision for organisations and is meant to help improve their overall performance; provide a sound basis for sustainable development initiatives; and bring in benefits such as the ability to consistently provide products and services that meet requirements, opportunities for improvement, risk management, and the ability to demonstrate conformity to the specified ISO management system requirements. Organisations should consider their particular needs and select the standard or standards that best suit their mission, vision, and plans for strategic development.

**Maria Dimitrova, MBA, AfCIIS Lead Auditor ISO 9001 | 20000 22301 | 27001 | 45001 | 50001**



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iso specialists



# From Ukraine to the UK

Igor Bartkiv is the LCCI's Ukrainian project support officer. Here he recounts how he came to be in London



Igor Bartkiv

“I started my professional life in retail banking in Ukraine in 2005, working my way up from an office clerk to regional sales director.

I moved from banking to the hospitality sector in which I worked as chief operating and finance officer for one of our biggest hotel chains at a time when Ukraine was preparing to co-host the UEFA Euro 2012 football tournament.

## Mystery

In 2015, in what could be described as ‘professional suicide’, I decided to join a poorly performing chamber of commerce – Ivano-Frankivsk in Western Ukraine. The chamber’s activities were a mystery to me back then but with the help of colleagues at home and abroad and by learning from the experience of others, by 2016, we had made our regional chamber one of the best in the country.

## Terrifying

With the support of a UN Development Programme-backed project in 2020, my team started to develop a new chamber

strategy – but our plans collapsed with the full scale invasion in 2022. I will never forget that night of February 24 when a friend woke me up with the terrifying news. I was on the way to Miami, Florida to participate in a trade show with chamber members and we had made a short stop in London.

The next day we headed back home and in just three days we had established a humanitarian hub at the chamber at which we gathered volunteers of various backgrounds to save our homeland. At its peak, we handled several 20-ton trucks of aid per day and forwarded them to the places most in need.

In parallel with this, there was an understanding that adults can survive for a long time in such conditions but we have no right to take away our children’s future. Even before the announcement of the Homes for Ukraine programme, a friend from Suffolk offered to host our eldest son and three of his friends – all had UK visas and could travel immediately.

## Another challenge

In May 2022, our family of five could reunite in the charming town of Bury St. Edmunds. Eventually, my wife decided to continue working for one of the international humanitarian organisations and returned to Ukraine. So I faced another challenge – taking care of six boys aged six to sixteen for the next four months.

In July, after a tough interview I was offered the position of Ukrainian project support officer at LCCI,

responsible for ensuring that refugees from Ukraine gain support and assistance to find work or set up new businesses in the UK.

This involves liaising with businesses, partnering NGOs and public agencies in the UK, and engaging with international organisations and Ukrainian refugees to ensure that full support is provided within the framework set by LCCI.

## Engagement

I’m working closely with our stakeholders and managing engagement with project stakeholders across local authorities and central government to establish strong working relationships.

For example, I participated in a Wilton Park event *The role of the private sector in Ukraine’s recovery and reconstruction*. We are also offering LCCI membership to Ukrainian companies who want to do business in London and the UK; and for high quality assistance to Ukrainian refugees we have joined forces with specialised NGOs such as Breaking Barriers, Tern and the Refugee Investment Network.



## Better and safer

“The future started yesterday, and we’re already late”, said American singer John Legend. The future still seems uncertain for my nation but I am confident that if everyone does their part of the mission, we will build a better and safer world for our children to live in.”

“High quality assistance to Ukrainian refugees”



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# Reflecting on the National Security and Investment Act so far

The National Security and Investment Act 2021 (NSIA) is a new and robust regime enabling the Government to scrutinise and intervene in transactions that it views as potentially harmful to the UK's national security. There are both mandatory and voluntary notification provisions to the regime but, importantly, the Government has the power to call in a transaction whether it has been notified or not and may apply conditions to the transaction or, in extreme cases, block the transaction altogether.

## The challenges of the regime's application

The expansive scope of the NSIA regime has brought its own practical challenges. The 17 high-risk sectors identified in the legislation are very broadly defined. Acquisitions, which may at first appear insignificant may, on closer analysis, fall within the regime and require notification. This means that transactions must be "screened" with great care. Where there is doubt as to whether a particular sector does apply, it may be advisable to err on the side of caution and notify rather than run the risk of a government call-in at a later date.

There are also some unexpected consequences of the regime; its application goes well beyond that of traditional mergers & acquisition activity.

The Government has confirmed, for example, that it can apply to internal group reorganisations even though the ultimate beneficial owner of the group remains the same. In addition, it is possible for the regime to apply to other types of corporate activity such as the entry into joint ventures as well as the allotment of shares and share buy backs, which result in significant changes in shareholder control of a company or group.

## So how has the regime been working in practice?

The Government has published a report on the initial operation of the



regime. In the first 3-month period, 222 notifications were made which is slightly lower than the Government's expectations. The notification process appears to be running smoothly with the Government making its initial assessment of transactions (to clear or to call it in) within the required 30 working days.

Of the 222 transactions notified, only 17 transactions were in actual fact called in for a closer assessment. Generally speaking, this is in line with Government expectations and reflects the approach of introducing a broad-based regime where a large number of deals are caught, but the vast majority are cleared quickly.

## Any interesting decisions?

In July 2022, the Government issued a final order to block an intellectual property licence granted by the University of Manchester to a Chinese company.

The licence related to vision sensing technology, which was to be used in relation to children's toys but was blocked on the basis that the technology had dual-use applications (i.e., both civil and military application). Interestingly, this transaction fell within the voluntary rather than mandatory section of the NSIA regime, but the order is a case in point: NSIA can be

applied broadly in practice including to the acquisition of a licence for relevant technology.

## What is the impact on transactions?

The NSIA regime can add uncertainty to transactions as well as potential delays to deal timetables, and buyers (and their funders) need to understand the implications, if any, of the regime on their deals. It is therefore crucial to seek advice early on.

Birketts can help buyer clients screen a transaction to assess whether the NSIA regime applies and, where applicable, help with the notification process. We can also review potential sales on behalf of business owners to identify whether the NSIA regime may be applicable to a sale of their business so that they are forewarned of potential delays and additional sensitivities around the identity of potential bidders.

*Seamus Clifford,  
Partner at  
Birketts*



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## SPONSORED COLUMN

# Intercompany transactions and customs value

By Rob Holtslag, CCO,  
Pincvision



When a company imports, import duties and other levies often are to be paid to Customs. Also in the case of 'intercompany transactions', which basically means the stock movement of goods (not to be confused with stock movements of E-commerce companies), a payment of duties is required. In such a situation, many companies do not know what needs to be done exactly to ensure that customs-related matters are taken care of.

Usually, the customs value is determined by assessing the invoice as the starting point. When stock is moved between affiliated companies, more than often this transaction or invoice is omitted in the relevant documentation and a customs value will thus have to be determined in a different way. In practice this is not always easy. Customs valuation is often based on the transaction value. This is one of the 6 available methods of customs valuation\*, but how does it work with stock movements?

## The customs value

In the case of intercompany transactions, the customs value must be a 'fair' reflection of the transaction value, such as in a transfer of ownership. For this, a calculation will have to be made using one of the 6 methods. These methods are used in a compelling order (methods 4 and 5 may be used interchangeably). For intercompany transactions, we use method 4; the deductive value method or method 5; the computed value method.

In this type of transaction, we see in reality that the value is marked at a relatively low level due to the relationship of the parties involved. This may seem beneficial in the short term. However, if the customs authorities conduct an investigation and make a recalculation, this can have enormous fiscal consequences. It is therefore important to pay sufficient attention to this subject, given the possible consequences.

## Responsibility

Many companies delegate the responsibility for the correctness of the customs value to the

forwarders or 3rd parties who take care of the customs declarations for them. It is important to realize that the importing party (importer of record) always remains ultimately responsible for the customs value. The consequences of this are therefore also borne by the importer. Unfortunately, we see that this realization does not sink in with higher management of various companies, at least not until the moment that financial repercussions are actually a fact.

Do you feel that this process is not (sufficiently) guaranteed within your organization? Do not wait any longer and take action, because it is of the utmost importance to properly invest in this issue internally and to allocate time and resources to ensure this.

## Could you use some help?

Know that our customs specialists with years of practical experience are ready to help you. They will update you on the latest developments in this area and help you to set up this process properly. This prevents unnecessary financial risks and safeguards that your internal processes are well organized.

## \* The 6 methods of customs valuation

The transaction value method;  
The transaction value of identical goods;  
The transaction value of similar goods;  
Deductive value method;  
Computed value method, and;  
Fallback method.

Only when the method specified earlier in the sequence cannot be applied, can recourse be taken to the next method in the sequence. The primary basis for valuing imported goods is the transaction value method which has to be applied to the greatest extent possible.

Source: WCOOMD

✉ [r.holtslag@pincvision.com](mailto:r.holtslag@pincvision.com)

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**pincvision** 

# New body formed for the temporary export trade

**ATA Carnets – known as 'passports for goods' – are the highly-effective documents issued by chambers of commerce and used in world trade for temporary imports and exports of professional equipment, goods for trade fairs, and samples. They are crucial, for example, in moving F1 cars, TV and film equipment, and high value jewellery in and out of the UK.**



bureaucratic burden. This evolution brings opportunities for streamlining trade documentation and making it more efficient.

## Independent advisory board

UKNATACO will be led by Davor Mckinley with its professional conduct under the supervision of an independent advisory board headed by former global ATA Carnet chair Peter Bishop.

UKNATACO's operation will include the provision of the following:

- A dedicated team that deals exclusively with Carnet matters at the national level
- A dedicated online hub to support chambers with Carnet issue
- Training courses for all aspects of Carnet issue including the discharge and claims process
- Enhanced engagement with the UK government on ATA Carnets
- A more effective body for driving the UK's international leadership in setting standards for the digitisation of international trade documentation
- Annual schedule of assessments and inspections of Carnet issuers
- Updated Carnet manual.

## Export performance

This will result in an enhanced ATA Carnet operation in the UK that is better able to support the issuing network with a more efficient service to traders requiring Carnets – all essential for the UK's export performance.



The global scheme is subject to the appropriate Istanbul Convention and is based on a guarantee network in over 80 countries. Now a new body – National ATA Carnet Organisation (UKNATACO) – is being set up as an overseeing body for the UK to work alongside LCCI which is the country's designated national guarantor.

## Operating context

The UK's operating context for international trade has changed drastically in recent years and organisations that facilitate and serve the process of international trade must adapt accordingly.

The completion of Brexit has made trade with the EU more cumbersome and resource-intensive and has led to greater demand for trade Carnets. At the same time, global trade is moving towards digitalisation in order to reduce friction and





# Arab-British trade – sharing a vision

Under the theme *Shaping a Shared Vision*, the 2nd Arab-British Economic Summit, organised by the Arab-British Chamber of Commerce (A-BCC) at the Hilton Metropole Hotel, was hosted in London last November under the patronage of a number of Arab companies and chambers including the Qatar Chamber of Commerce as the strategic partner

The summit witnessed the participation of delegations from chambers of commerce, industry and agriculture from the Arab world and the UK. Almost 800 people had registered to be delegates to the day-long event.



## Economic relations

In her welcoming remarks A-BCC chair Rt Hon Baroness Symons of Vernham Dean (above) stressed the importance the summit represented for strengthening economic relations between the UK and the Arab world, especially as it was the first to be held in the wake of the pandemic.

Simon Penney, HM's trade commissioner for the Middle East, emphasised the value of trade cooperation in light of the ongoing talks to conclude a free trade agreement between the UK and the GCC. He also spoke of the importance that the Department for International Trade attaches to the agreement and to the vital role played



by the A-BCC in facilitating such agreements.

Noting that the Gulf Cooperation Council countries were the UK's third largest trading partner outside the EU after the US and China, Penney added that Saudi Arabia was Britain's largest export market, driven by remarkable export growth thanks to its Vision 2030.

## Transformational

Bandar Reda, A-BCC secretary general (left) stressed the importance of the event for strengthening economic cooperation between the UK and the Arab world, as the Arab countries were full of promising opportunities, especially in the light of the transformational vision strategies that the region is witnessing with impact at many levels.

The event included the signing of a memorandum of understanding between the British University in Egypt and the A-BCC in the presence of H E

Sherif Kamel, Egypt's ambassador to the UK, and the former UK secretary of state for education, Charles Clarke.

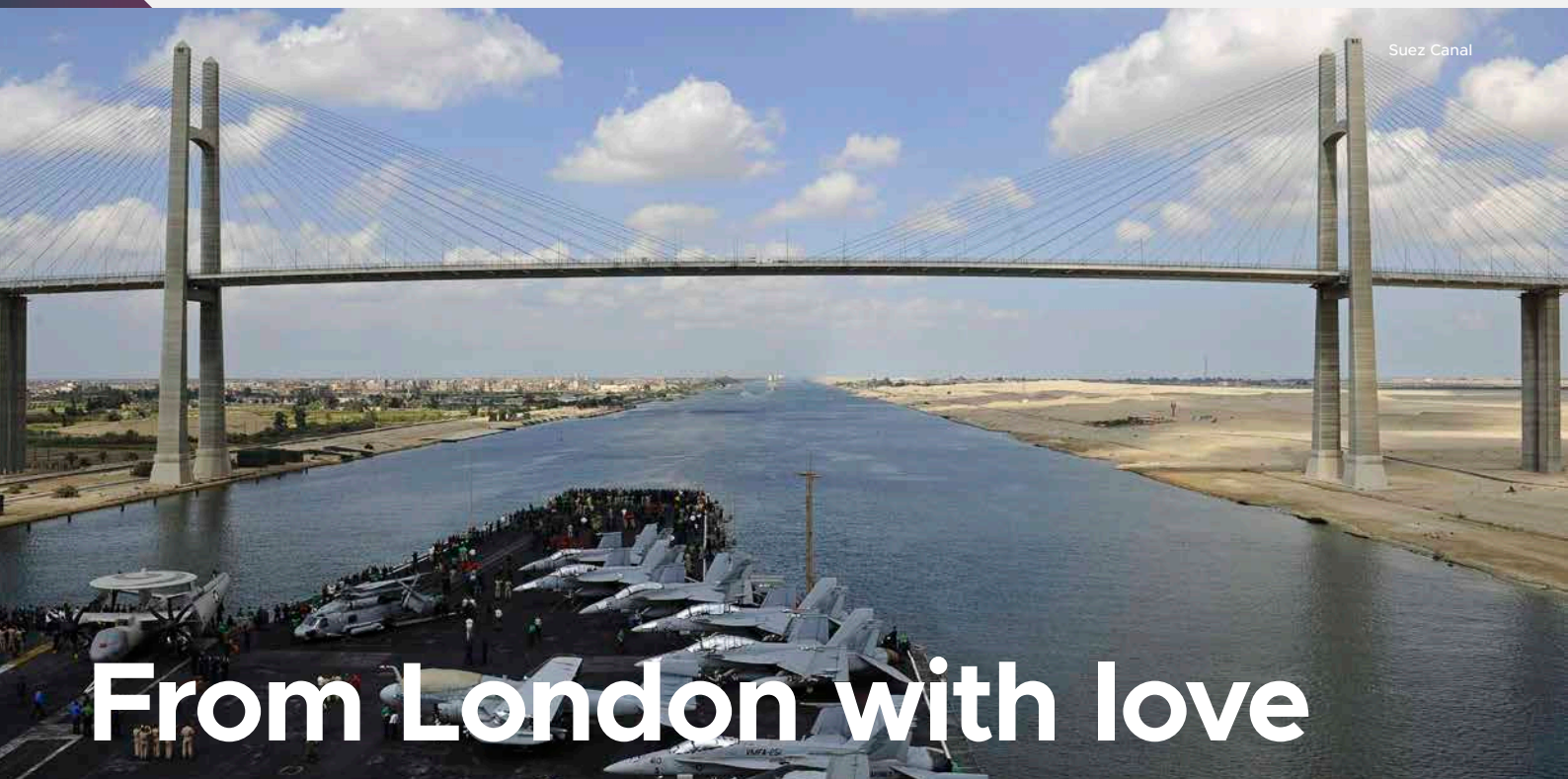
## Lively

Throughout the course of the day, the summit hosted a series of panel discussions on the key areas of trade policy, green energy, healthcare, education, and fintech where experts in their fields explored prospects for bilateral cooperation. LCCI chief executive Richard Burge (below) chaired a lively session on innovative education.

[www.abcc.org.uk](http://www.abcc.org.uk)







# From London with love

During international trade week last November, *Peter Bishop* met with *Michael Cutler-Hodgson*, chair and managing director of BMEC (British Middle East Corporation), who epitomises the British pioneering spirit in overseas markets

If the UK is going to prosper in the post-Brexit trade world, it needs clones of Michael Cutler-Hodgson. His background is fascinating and his experience vast. He started out with a hybrid engineering apprenticeship in Manchester – backing that discipline and ending up many years later with a degree in business/managerial economics.

Following that technical apprenticeship and a few years in supervisory management, he moved on from a UK top 100 group company to the Oliver machinery company, the European subsidiary of a century-old American “high grade woodworking machinery manufacturer” famed for its tradition and innovation. He was then headhunted into the world of insurance. He clearly had a talent for sales and, as per the then McQuaig psychometric test, was told he had the “perfect profile” for the industry.

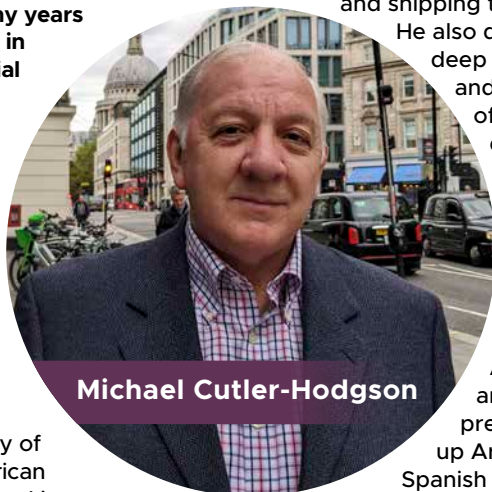
## Traditional

Some years and locations (Cyprus, Greece and Spain) later, and keen to be his own boss, Cutler-Hodgson became aware of the market potential and needs prevailing in Egypt. Recreational tourism was developing alongside the traditional

historical type, and he set himself up in Cairo in the mid-90s.

Tourism industry development both encompasses and complements a variety of commercial sectors, and he added resort development, aviation, and shipping to his portfolio.

He also developed deep knowledge and appreciation of working with different cultures, traditions, and business models spending months in markets such as Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and UAE, and together with his previous stints, picking up Arabic, Greek, and Spanish in the process.



Michael Cutler-Hodgson

## No pain, no gain

This eventually led to his establishment of BMEC. How would he describe it? “In basic terms, we facilitated trade between the UK and the Middle East – but of course ‘trade’ being global, connections are soon made with other regions and I added Uzbekistan.

“We operate as agents, brokers, traders and consultants with an emphasis on energy and commodities. We also act as both merchant and distributor – there are times when you need to take title – no pain, no gain you might say.”

## Practical

Cutler-Hodgson’s international trade advice, connections and introductions, has been sought often by many others, notably government departments, but he is a modest and practical man and is not above seeking guidance from others.

Last year he contacted LCCI for assistance relating to customs requirements associated with trade in precious metals – predominantly gold. He was facilitating shipments from various markets into the UK for processing and re-export for industrial or investment purposes and needed clarification on duty and VAT payments. The chamber team, led by Suvjeet Sibia, were able to “check, advise and confirm” how he should proceed

## Inspiring

Michael Cutler-Hodgson’s enthusiasm for, literally, flying the flag and championing British trade is boundless. He sums it up as follows. “Can you imagine what it is like driving in the sand dunes crossing from mainland Egypt to Sinai? You don’t see the vessel travelling down the Suez Canal, you only see the vessel cargo floating past the sand dunes, a pretty awesome sight. Imagine then when in the midst of all of the stacked containers you see one container overpainted with ‘From London with Love’ and the Union Jack – truly inspiring!”

[www.britishmiddleeastcorporation.com](http://www.britishmiddleeastcorporation.com)





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# Trade with Hong Kong

British Chamber of Commerce in Hong Kong immediate past president Peter Burnett was the moderator at an event last November run by the HK Trade Development Council to help strengthen the economic and trade relationship between Hong Kong and the United Kingdom. Here he is seen with the Special Administrative Region's chief executive John Lee.

## Merchandise

Lee informed delegates that the UK was Hong Kong's top trading partner in Europe, while Hong Kong was the UK's second-largest trading partner in Asia. Merchandise trade between the two totalled US\$ 17.7 billion in 2021, up more than 25 per cent year-on-year. He added that in 2021 more than £7 billion merchandise trade between the UK and



Mainland China was routed through Hong Kong.

[www.hktcdc.com](http://www.hktcdc.com)



# US understanding

The District of Columbia Chamber of Commerce were in town last December to sign a Memorandum of Understanding with LCCI.

# India calling

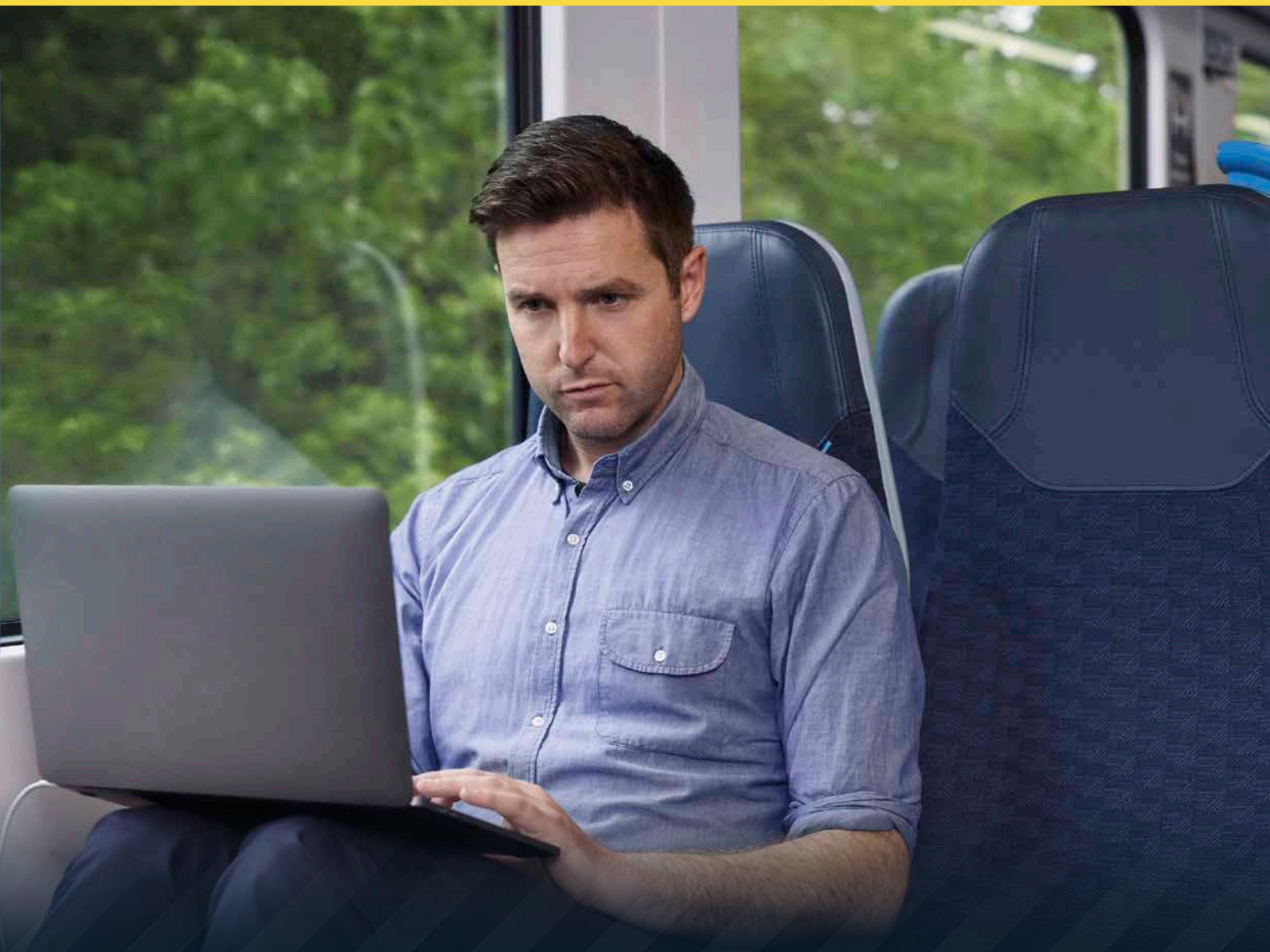
LCCI hosted a recent session for delegates from the Europe Indian Centre for Business and Industry with head of policy James Watkins briefing them on post-Brexit strategy and the UK's current business and employment market, labour and skill shortage issues, and the rise in remote working.

Among topics of discussion were the opportunities for companies to expand and support available for businesses from India to invest in the UK through joint venture partnerships, trade relations and hosting networking events.

[www.eicbi.org](http://www.eicbi.org)



Liz Henderson, LCCI director of membership and events, and DCCC chief executive Angela Franco flank DC's deputy mayor for planning and economic development John Falcicchio.



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# Going global

LCCI chief executive Richard Burge led a seminar on *London – Britain's global asset* at Going Global 2022, ExCeL London at which the chamber also had a stand

London has been a global centre of trade, commerce and innovation for centuries. In the face of a cost-of-living crisis and weakening economy Britain must tap into its unique global asset once again.

## Recovery

Along with Natalie Chapman and Paul Arkwright, Burge assessed how the world views London and how to make London an asset for the whole of Britain, driving a nationwide economic

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# Business news from Europe



## Advance passenger information

The European Commission is proposing new rules to strengthen the use of advance passenger information as part of its Security Union Strategy. The EU continues to strengthen its overall security architecture to enhance citizens' protection as well as the protection of critical infrastructures from physical, cyber and hybrid attacks in fighting terrorism and radicalisation and the fight against organised crime.



## EU - Chile partnership

The EU and Chile have concluded negotiations on the EU-Chile Advanced Framework Agreement, one which is described as being of key geopolitical importance and which will take their partnership to the next level to strengthen political dialogue, deepen cooperation and foster trade and investment opportunities.



## 40 new guarantee programmes

The Operational Board of the European Fund for Sustainable Development has approved €6.05 billion in financial guarantees to support 40 investment programmes in Sub-Saharan Africa, Latin American and Asia Pacific. The guarantees are expected to generate

more than €50 billion in investments in key sectors of Global Gateway, such as renewable energy, digital infrastructure and climate resilience and health.



## COP15: EU joins key initiatives

The EU has supported the implementation of the Global Biodiversity Framework following negotiations at COP15 in Montreal. In addition, the EU and many other partners are also committing to create a Global Knowledge Support Service for Biodiversity. These initiatives will be instrumental in addressing roadblocks to the implementation of future global biodiversity objectives by developing countries.



## Ukraine: ninth package of sanctions against Russia agreed

The adoption of a ninth package of sanctions against Russia is a response to Russia's continued escalation of the war and comes on top of the full EU import ban on Russian seaborne crude oil, and of the global oil price cap agreed with G7 partners, both of which have applied since 5 December 2022.



## Data protection

The European Commission launched the process towards the adoption of an adequacy decision for the EU-US Data Privacy Framework, which will



Compiled by  
Angelina Markousi

foster safe trans-Atlantic data flows and address recent concerns raised by the EU Court of Justice.



## EU working with Africa on migration

The EU and African partners have launched two initiatives focused on the Atlantic/Western Mediterranean and the Central Mediterranean migratory routes to ensure joint efforts by member states and the EU addressing the migration challenges that the EU and its partners of North Africa face owing to the upsurge of irregular flows and abuse by smuggling networks.

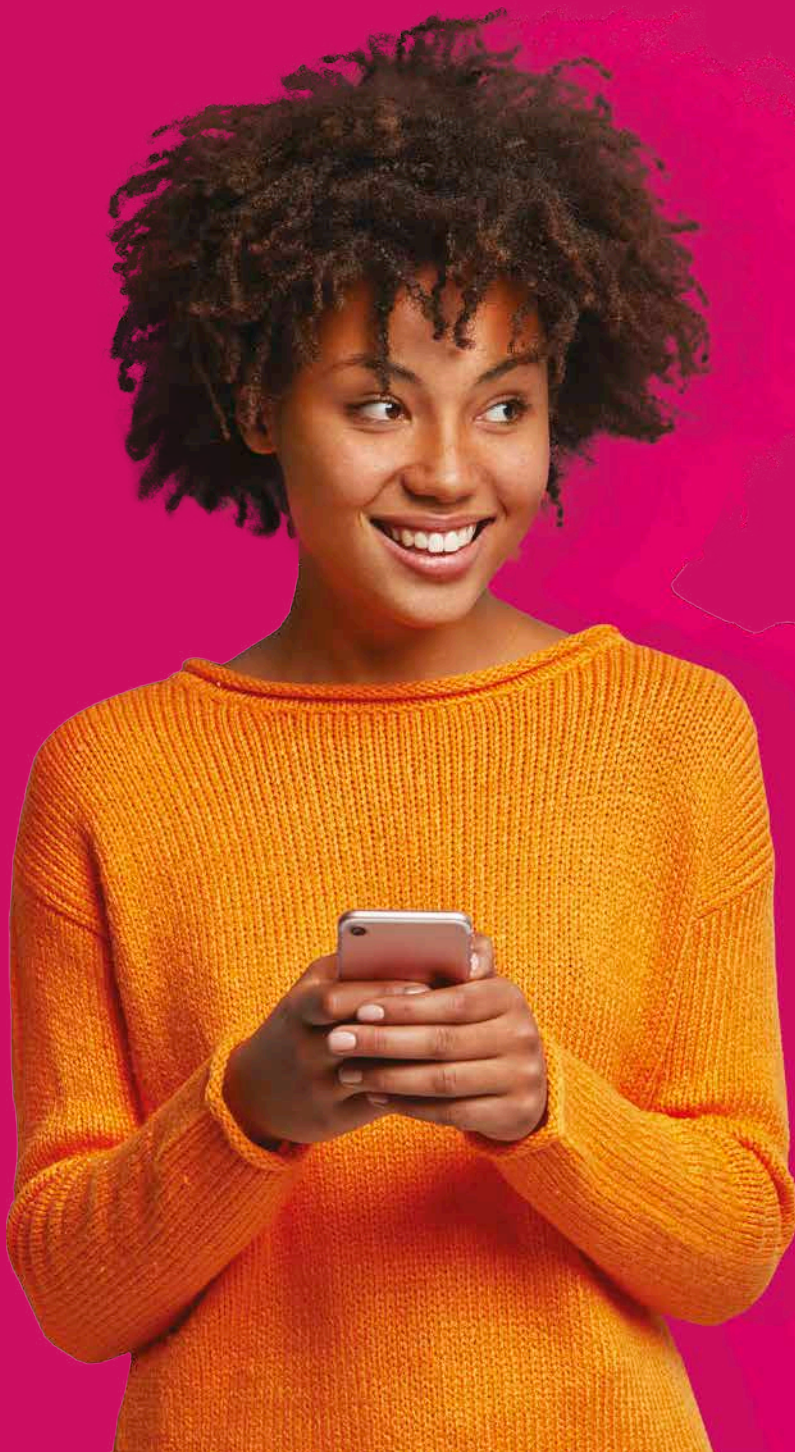


## €13.5 billion for research and innovation

The European Commission has adopted the main Horizon Europe work programme 2023-24, with around €13.5 billion to support researchers and innovators in Europe to pursue breakthrough solutions for environmental, energy, digital and geopolitical challenges.

[www.innovateukedge.ukri.org](http://www.innovateukedge.ukri.org)





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# The future of crime fighting: innovative technology to protect business

**Supporting your business isn't only developing good strategies and executing them, it also includes ensuring the safety of your assets. By the end of the 2021 financial year, 38 per cent of wholesale and retail properties in the UK experienced a crime. This was equivalent to over 150,000 properties, with the majority being due to theft, assaults and burglary.**

Here, with Associated Security, we explore innovative technology that can assist in crime prevention measures and ensure your business is safe from theft.

## Security tags

Technology plays a significant role in the ways businesses protect themselves against crime. Electronic article security (EAS) tags are used widely in retail to assist in anti-theft measures. After installing an EAS system, businesses claim a 60-80 per cent reduction in theft. Yet, despite their already apparent protection benefits, innovations in EAS technology are still occurring.

New benefit-denial tags have been developed which, when tampered with or removed, spill staining ink across the stolen item. This ruins the product and deters thieves from stealing as they would have to remove the tags themselves, putting the product at risk and rendering the crime useless.

## Centralised system units

As with the development of technology, we also see an

increase in integrated systems and centralisation models. Whereas before, technology was disconnected and worked independently of one another, it can now be connected to work more efficiently. This will sync all systems from the surveillance cameras and safes storage systems to alarms. If surveillance is triggered, then safety measures can be automatically enhanced through these systems and coding rather than relying on human input.

**AI is having a significant impact on many industry sectors, security being one of them. Retailers might use this technology for facial recognition.**

”

## Artificial intelligence

AI is having a significant impact on many industry sectors, security being one of them. Retailers might use this technology for facial recognition. Particularly for purchases which legally require ID, AI can alert assistants for ID verification, particularly for purchases which legally require ID. Facial recognition could also be used for repeat offenders who target regular spots. It can also recognise employees to provide added security to staff areas which might require authorisation to access. This can

improve the safety of the workplace as dangerous work areas can be monitored more easily, noting the amount of time an employee might spend in an area, and alerting a manager if the AI detects danger.

Artificial intelligence can also reduce inventory shrinkage. This can often happen through employee thefts, which account for 22 per cent of retail shrinkage within the UK. AI can detect common anxious behaviours and routine inaccuracies.

## Wi-fi assistance

Wi-fi can assist in multiple ways. Wi-fi waves can be used to detect movement and misplacement within a property. Unlike CCTV, wi-fi waves can offer uninterrupted views of an area and is not affected by walls, lighting and other external factors. Businesses can use this as a means of monitoring storage, increasing security without the need for an alarm system which might be tripped or need deactivating if the area is being used.

Wi-fi can also be used to increase security with remote tuning. Increased security doesn't just come from implementing innovative technology but maintaining the upkeep of these security measures so that they are performing their best. EAS can sometimes have issues but wi-fi can be used to operate remote services. Systems can be diagnosed and operated from afar, reducing the need for a technician to visit the store.

[www.associatedsecurity.co.uk](http://www.associatedsecurity.co.uk)





# Employ Anywhere and Expand Your Business Globally

**Employ and pay your workers anywhere in the world with Mauve Group's award-winning employer of record solutions.**

Nowadays, businesses of any size can go global by using an Employer of Record provider – from small businesses to large corporations, the benefits of a global footprint are open to almost anyone.

Employer of record solutions have boomed in the UK and beyond over the past five years, as firms seek to overcome the impact of 'the Great Resignation', Brexit and the trend for remote working.

Talent shortages, supply chain issues and shifting workforce needs have placed extra pressure on businesses in the wake of these global events, and they need efficient solutions to help them adapt.



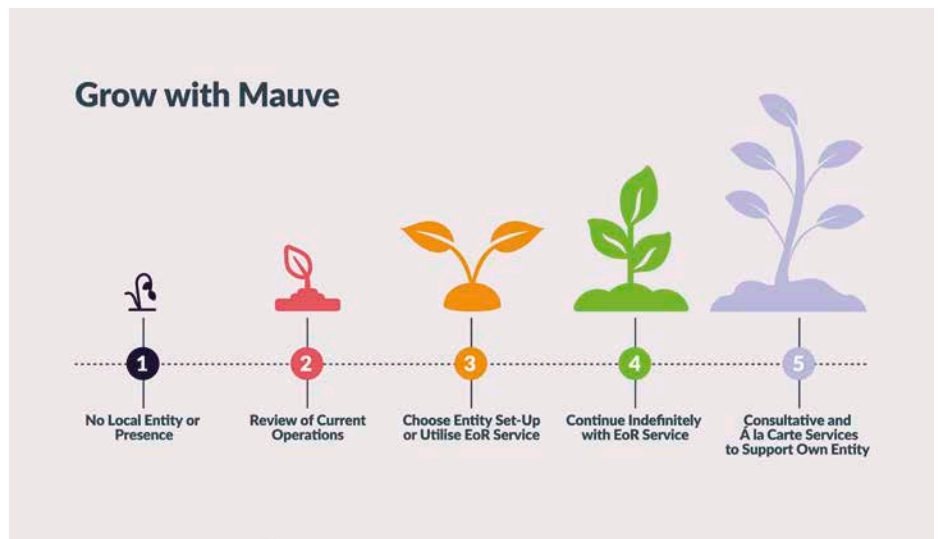
Recognising that many job roles can be carried out remotely, organisations are looking beyond their home markets to source skilled workers. But what do you need to compliantly employ those workers once you find them? How do you navigate the complicated rules of international jurisdictions without having to commit time and cost resources?

This is where employer of record comes in.

## How does it work?

An employer of record — the legal employer of a worker in a certain country — works by employing a company's staff overseas on their behalf, in locations where the company doesn't have its own entity set up.

An Employer of record solution is a tri-partite relationship between worker, company, and the employer of record provider, who employs the worker,



provides them with a local employment contract, payrolls them in-country in local currency, remits taxes to the authorities and ensures ongoing compliance with local labour legislation.

From hiring the best developers in Estonia to helping your sales manager relocate to Canada, this service allows you to find the best talent for the job, or employ existing staff wherever they need to be, without spending money on extra resources.

## Who are Mauve Group?

Mauve Group is an award-winning provider of global employment and business expansion services, founded in 1996. Our employer of record solutions have seen an explosion in popularity since the rise of remote work, recording 40% year-on-year growth in new clients from 2020-2021.

With our own companies in more than 50 global locations and services in more than 150, Mauve supports organisations of any size to realise their international aims - from SMEs to multinationals.

## Mauve grows with your business

Mauve's services don't begin and end with employing your staff, either. Mauve offers a full lifecycle of services for the globally ambitious company – our global expansion solutions can help you assess the right locations for strategic growth, and once you've decided on the perfect market, we can help you set up your company and comply with the local legal framework.

If you've pinpointed a possible location but are unsure of its viability, employer of record helps you test the waters

before the long-term commitment of entity set-up.

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# How the metaverse will impact customer service

**The customer service sector has changed dramatically in the last few years, with the growing popularity of ecommerce and social media being a driving communicator between brands and customers. With technology advancements occurring regularly, companies are finding new ways to connect with their customer bases**

**Once advancement is the rise in the metaverse - augmented reality (AR) and virtual reality (VR). From virtual learning environments to 3D modelled products, the internet is changing the customer experience.**

**Kura explores some of the impacts that the metaverse will have on customer service and the customer experience.**

## Brand interactions

One way the metaverse will start impacting customer service is through the interactions consumers will have the brand before, after and during purchases. The metaverse can offer an immersive shopping experience from the comfort of your living room – including diagrams and model creations of products. There might also be the opportunity for customers to walk through a shop without having to leave their home, as well as interact with

virtual shopping assistants throughout. These can be robotic assistants who can answer a range of commonly asked questions or hologram-projected assistants who regularly monitor the 'shop floor'.

Businesses can also use the metaverse to contribute to a virtual economy and drive loyalty. The introduction of the metaverse has also seen intangible additions, such as cryptocurrencies and the creation of non-fungible tokens which can be used to increase customer interaction and promote loyalty schemes to specific brands, improving the customer experience.

## Personalisation

The metaverse has a great opportunity for brands to increase customer personalisation and targeted marketing. The reality capabilities of the metaverse means that brands can design their own interactive and immersive worlds which represent their brand identity in a way that traditional marketing, such as video ads, cannot.

This can be personalised down to the customer's own home – showing them how your products will look within their own environments.

This is crucial as 80 per cent of customers are more likely to buy from a brand which offers a tailored experience.

## Better support

The metaverse can also help expand a company's omnichannel support. Omnichannel support is the ability to communicate with customers

and handle complaints through multiple channels – whether this be live chat, email, phone call, or another form. By adding metaverse capabilities, you are offering customers a wider range of communication points and improving the customer experience. This will offer customers face-to-face human interaction, no matter the location.

The quality of customer service and complaints handling you can offer might also be improved by the introduction of the metaverse. A study has shown that the information a human can store is 70 per cent greater when using AR than not, meaning that your company could make a significant difference to customers by using the metaverse. The metaverse allows you to demonstrate solutions and products, and discuss troubleshooting easier than a lengthy email correspondence might.

## Provide training

Further quality can be provided through internal use of the metaverse. Virtual reality can be a useful tool when it comes to company training, such as customer service agencies or company sales teams. Adopting augmented learning environments means you can teach new recruits from multiple locations and monitor progress.

By improving your training programmes, you can make sure that customers are handled with the best care possible. Better service training can improve your customers' satisfaction. Outstanding customer service can lead to a rise in the desire to buy, with consumers spending 17 per cent more after good interactions with customer support.

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# Fun on the dance floor

## | Cathy Scott gets a taste of Vodafone's latest offering

Mid way through December and I was seriously behind in my Christmas planning and present-buying activities. Should I concentrate on getting festive season preparations on track or should I attend the launch of Vodafone's Pro II Ultra Connected Christmas House in Temple?

"Powered by the UK's fastest wi-fi technology, it will be a night of festive fun, food, cocktails and a kitchen disco performance by Sophie Ellis-Bextor" is what the invite promised. No contest! Perhaps the shops would still be open afterwards ...

The venue, 180 The Strand, was new to me, and as a former events organiser at LCCI I know a few. A great venue for a celebration, never mind a launch



– one for the Chamber to check out for a future event.

Fizz on arrival, then an array of white and red wines and some dangerous looking, highly colourful cocktails. Best to get some ballast on board and right on cue some delicious bowls of pasta are bought round. There is a buffet too with a charcuterie and a Neal's Yard cheeseboard among the offerings.

Staying with a food theme, the effervescent Great Britain Bake Off winner Candice Brown gives a demo of how to cook savoury and sweet Christmas pancakes. Obviously a master chef, she could also more than pass muster as a stand-up comedian and had everyone in stitches, not least my neighbour in the kitchen, the delightful Ellie Simmonds, the British swimmer and

Strictly star. Was I the only person at this do who hadn't been on an iconic TV show?

Time to get rid of some calories and boogie with Sophie on the dance floor. I'm old enough to remember her mum Janet Ellis hosting Blue Peter. Now it was murder trying to get near to her among the throng as she sang her signature hit. See what I did there?

Sophie left but the fun continued. Vodafone certainly know how to throw a party. And with a cool crowd – not a tie in sight – they are as connected as their wi-fi. Just one drawback. It was looking like I wasn't going to get any Christmas shopping done after all.

Cathy Scott is stakeholder engagement manager at LCCI

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# Reacting to the new digital era

Millions of telephone lines and internet connections are about to be switched off. Openreach, which maintains the telephone lines to nearly all UK homes and businesses, is terminating its copper wire-based lines *writes Mark Castle*



**Mark Castle is director of Fusion**  
[www.connectedbyfusion.co.uk](http://www.connectedbyfusion.co.uk)

**Supporting your business isn't only developing good strategies and executing them, it also includes ensuring the safety of your assets. By the end of the 2021 financial year, 38 per cent of wholesale and retail properties in the UK experienced a crime. This was equivalent to over 150,000 properties, with the majority being due to theft, assaults, and burglary.**

By 2025, it will all be gone but you need to act before then. Openreach plan to carry out the switch off in stages, and the first steps have already begun.

It is going to affect broadband Internet as well as analogue and digital voice telephone services plus a range of other systems including dial-up devices, faxes, alarm systems, modems, CCTV, and EPOS.

## Background

Britain's telecommunications infrastructure has utilised copper wire since 1876 when the first telephone call was made.

In the 1980s, ISDN was tacked on to the analogue lines to deliver digital services but with the advent of fibre broadband and other new communications technology, that too is now outdated.

The old infrastructure is expensive to maintain and is being phased out in favour of a fully digital, fibre-based network that can meet the demands of the new digital era.

## Process

Openreach is going to go through each telephone exchange. That process was already well underway a year ago with more than 200 exchanges banned from selling services based on the old technology. This also means no changes are allowed to existing services running on the old wires.

Once an exchange has gone through this "stop sell" phase, the lines will be switched off within two years.

## Does it affect me?

Most homes, businesses and other organisations will be affected.

The big switch off will terminate voice and broadband services delivered by

landline (PSTN) or other fixed lines, including broadband ISDN.

If you have not switched over to a different telephony solution by the time your line is switched off, you will find yourself without service.

## Checklist

If you have a landline (PSTN) or ISDN contract, consider switching to a fully digital, fibre-based alternative. The majority of broadband lines rely on a landline so these will also cease.

Check when your contract is up for renewal and prepare for the switchover by then at the latest. It will give you time to evaluate different options and service providers, find the most cost-effective service and learn how to use any new systems that you install.

Check that all the services you currently use with your old analogue line will still work with whatever alternatives you're looking at.

Check any other services connected to the old line such as alarms or conference phones. Contact your supplier or the equipment manufacturer to see if they are compatible or need upgrading.

## Lead times

Many businesses will opt for a decent fibre broadband connection to run their computer systems and any other IT. However, more intensive users who are running critical applications may decide a fibre leased line is required which can result in lengthy lead times

You might also need more power sockets or a power over ethernet switch because analogue telephones receive their power down the telephone line but digital equipment needs mains power.

## Alternative products

When it comes to broadband, the choice is between ethernet fibre connection or if that isn't available, SOGEA, which is a conventional broadband service without the old telephone line.

Remember to make sure when switching over that you keep your telephone number.





# Top driving distractions – be smart on the road

**There are plenty of things that can draw your attention away from driving. With some insights from van leasing company Van Ninja here are some of the most common distractions that can occur. This way you'll know what to be cautious of and avoid while you're on the road.**

## **Tailgating: the biggest distraction for motorists**

Not every distraction comes from within your vehicle, as driving safely also takes into account the environment and other traffic. In a survey conducted by IAM RoadSmart of 1,000 British motorists, tailgating was one of the most popular responses, with 30 per cent stating it's the biggest distraction.

Tailgating is the act of driving within a short distance of a vehicle ahead of you, and it's not just frustrating to feel like you're being followed closely or hurried, it's also dangerous.

The appropriate stopping distance between vehicles varies depending on the speed limit and driving conditions, so if you're having to make a quick emergency brake you're more likely to be involved in an accident.

## **Eating and drinking: you could be fined for careless driving**

It's not illegal in the UK to eat or drink while driving. It's always good to carry a bottle of water with you to avoid dehydration, especially as research

has found that it can have an impact on concentration.

However, if a police officer perceives you to be distracted from your driving while eating or drinking, you could be fined for careless driving. This comes with a fine of £100 and between three to nine penalty points on your licence for four years.

To avoid being distracted by eating and drinking, have a bottle close by that you can take a drink from quickly, so your hands aren't occupied for too long. For food, it might be better to avoid anything that you can't grab with a single hand so you can keep the other on the wheel.

For the safest results, wait until your vehicle has come to a halt before reaching for snacks and drinks.

## **Mobile phones: out of sight and out of mind**

Mobile phones have advanced to the point where most of the global population own a smartphone. Research from Uswitch found that at the start of 2022, there were 71.8 million mobile connections in the UK.

This means that more than ever there's the opportunity to get distracted while on the road. In 2020, the UK government recorded that 17 people were killed and 499 were injured in collisions that were caused by the use of a mobile phone behind the wheel. Using a mobile phone, satnav, or tablet while driving is illegal, and

the maximum possible fine is £1,000 as well as six penalty points on your licence. In extreme cases, it could result in a driving ban.

**If you need your phone for entertainment or directions from a navigation app, connect your phone to your car entertainment system either through Bluetooth, an aux cord or USB cable.**

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If you need your phone for entertainment or directions from a navigation app, connect your phone to your car entertainment system either through Bluetooth, an aux cord or USB cable. Letting contacts know that you'll be behind the wheel also helps to avoid any phone calls coming through, further distracting you.

Many drivers actually put their phone away in the glovebox while driving – out of sight, out of mind.

## **At ease**

The most crucial thing is not to let the frustration or stress of a reckless driver around you affect your driving. And you can keep your mind at ease knowing you're operating your vehicle within the law and not at fault.

<https://vanninja.co.uk>

# Digital transformation is top challenge

Over a fifth of chief executives in London state that digital transformation is the key challenge facing their business, followed by keeping their team motivated and driving high performance, as per ECI Partners' recent *Growth Characteristics* report.

## Positive

Despite the challenges, all of the chief executives interviewed are feeling excited about the future of their business. It is positive to see that businesses in the capital have successfully adapted to the post-Covid world. Only 11 per cent of London chief executives stated that they were still struggling to design the future of work in comparison to 27 per cent in 2021.

## Key findings

Other key findings from the London section of the *Growth Characteristics* report include:

- The most in-demand hire in 2022 is a chief operations officer but chief financial officers, chief information security officer and chief technology officer are also in the top roles that leaders are looking to hire
- The most sought-after trait by London chief executives was being enthusiastic while the same proportion believe adaptability is an essential trait, followed by logic
- Chief executives from the region stated that having a strong social purpose, open and honest communication and an ambitious strategy are the most successful ways of driving engagement.

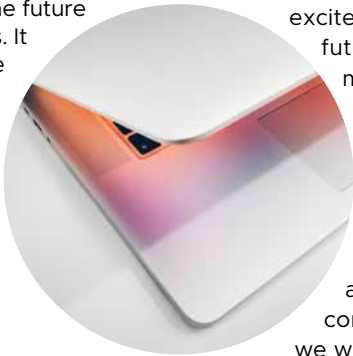
## High growth

Chris Watt, managing partner at ECI Partners commented: "Digital transformation remains right at the top of the agenda for London CEOs and we expect more focus on digital going into 2023 as businesses look to drive efficiencies and boost productivity. It's heartening to see that business leaders remain optimistic and excited about the future, despite market challenges. Good businesses can thrive in all conditions, and we are confident that we will see high-growth companies exceeding expectations next year as they continue to grow and invest in their businesses."

## New Silicon Valley

Although one in five London chief executives are struggling to transform digitally, it is yet to be seen if Rishi Sunak's vision for the UK to become the new Silicon Valley might see more support for companies to make progress on their digitisation journey. The good news is that a recent report from The Smart Centres Index revealed that London is the most technologically advanced city in Europe, highlighting the positive infrastructure and support for innovation for chief executives in the capital.

[www.ecipartners.com/news-and-insights/report/2022/eci-growth-characteristics-2022](http://www.ecipartners.com/news-and-insights/report/2022/eci-growth-characteristics-2022)



## SPONSORED COLUMN

# What goes up... shouldn't always do so!

Average weekly earnings have shown a steady increase year on year since 2000 having grown from £307 per week to £617 per week (source: ONS). Having lived through a rising earnings and low inflationary period, we are now coming to terms with inflation increasing at a faster rate than salary settlements.

Matt Young, Chartered MCS1 IMC, explains that whilst the cost of goods and services are rising, the amount of life insurance you need, by the same logic, is as well. However, there are a couple of points you need to consider.

Let's take the example of a £100,000 life insurance policy taken out 20 years ago. The person who took the policy out did so having specifically calculated that in the event of their death, their spouse would need £100,000 to have sufficient capital to top up their income and have cash to pay for lifestyle items such as family holidays. But that was 20 years ago. Today, to have the same purchasing power as in 2002, you would need £169,357 according to the Bank of England.

To deal with this issue, many insurance companies design inflation linked policies both for lump sum death benefits and for income payments in the event of illness and incapacity.

However, there is a twist to this otherwise sensible approach and that is the impact of inflation on both the premium and the sum assured.

## The premium issue

If you have a policy where

the increase in the premium is linked to inflation, there is an anomaly where if the increase in the inflation rate is higher than the increased rate of mortality (the risk of you dying during the policy term) then you may find you are overpaying for your insurance and could obtain the same level of cover at a lower cost.

## The sum assured issue

The same can be true of income protection policies but they have a further twist. Income protection policies are usually limited to a pay out of 75% of your earnings so if the level of cover and premium have gone up at a rate higher than your salary increase, you may find that your policy won't pay out the increased sum insured but will limit a claim to 75% of your salary and provide you with a refund of the overpaid premium.

If you would like to discuss how we can help you or your business check that your life insurance policies are covering you for the correct amount, please call us on

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# Keeping consumers in the know

When the new Strong Customer Authentication regulations were put in place, the goal was clear – reducing ecommerce fraud. But the two-factor authentication has also created significant friction in the customer journey. *Ed Whitehead* explores customer awareness of the regulations and gives valuable advice to merchants



*Ed Whitehead is the managing director EMEA for Signifyd*

[www.signifyd.com](http://www.signifyd.com)

**Due to the rising fraud pressures as a result of the boom in ecommerce sales, new payment regulations have been implemented across Europe and the UK. The Payment Service Directive 2 mandates Strong Customer Authentication (SCA). Its aim is to ensure the legitimacy of online orders, maintain the customers' trust in online purchases, and sustain the growth of the ecommerce economy.**

## Authentication

Customers have to complete a two-factor authentication during the online checkout process to validate their identity.

They have to choose two out of three independent authentication factors, including:

- Something the customer knows (password, PIN, secret answer)
- Something the customer has (mobile phone or token used to make the purchase)
- Something the customer is (fingertip, voice recognition, face recognition).

All in-scope ecommerce transactions within the EEA area are subject to SCA.

## Consumer awareness

Regardless of the new changes that came with full enforcement in Europe and the UK, consumers are lacking sufficient awareness of SCA.

A little more than half of UK respondents in a survey by my company are aware of SCA; and in Italy and France, this is less than a third of respondents.

The younger population is more aware of SCA than older age groups; and those aged 25–34 have the greatest awareness of the changes in all three countries. Unlike France and Italy, the UK is not seeing a major discrepancy between awareness in the various age groups.

## Responsibility

The responsibility to inform customers about the new regulations lies with the bank/card issuer.

Once the communication has been sent, customers also need to take the time to familiarise themselves with the new process. Yet 16 per cent of UK respondents who have received information about SCA have not read it.

Perhaps banks/card issuers can work in collaboration with merchants to propose better methods of communication regarding payment changes in order to increase awareness.

Moreover, merchants can also disseminate information about changes and use their websites and social media to highlight the new authentication process, instilling more trust in the process and securing more completed transactions.

**Customers are looking for speed and efficiency in the shopping experience. One negative review, or using the wrong font, can cause merchants to lose their customers.**



## Efficiency

Customers are looking for speed and efficiency in the shopping experience. One negative review, or using the wrong font, can cause merchants to lose their customers. Eighty per cent of orders on mobile devices in the second quarter of 2022 in the UK were not complete.

With such high rates of cart abandonment, friction in the checkout process can be detrimental for purchases, especially when customers are not aware of SCA and its fraud prevention benefits. My company's survey shows that a third of UK respondents have decided against shopping with a particular retailer after being asked to complete additional verification steps.

## Working together

The new SCA regulations provide a framework for better ecommerce fraud protection. While merchants are navigating the new process, upping their customer retention game and also rethinking the checkout experience, some online shoppers are sitting in the dark in terms of the changes.

By working together with banks/card issuers, merchants can raise awareness of SCA and its benefits in order to reduce card abandonment and increase their revenue.

# Tech predictions for 2023

| Pete Hanlon picks his top five



*Pete Hanlon is chief technology officer for Moneypenny*

[www.moneypenny.com/uk](http://www.moneypenny.com/uk)

## #1 Computers will be more creative

2022 saw the release of state-of-the-art image-based AIs such as DALL-E 2 from OpenAI, Imagen from Google and Stable Diffusers from Huggingface. These state-of-the-art AIs can generate photo realistic images from a simple text prompt. For example, the prompt 'Darth Vader riding a bicycle in the style of Claude Monet' will create exactly that, an image of Darth Vader on a bike as if it was painted by Monet. Now you might be thinking, I could find that on Google image search, but the AI isn't searching the internet for existing images and pasting them together. Instead, it's creating a completely new image based on its general understanding of what Darth Vader and a bicycle look like, and Monet's painting style. So, the AI is creating something completely new – a unique image.

In 2023 the field will move to the next level, going from generating static images, to 3D models and video generation based on just a text description. I also predict that AI-based music generation will move forward massively. While there have been systems able to do this for some time, 2023 will be a year where we see AI-based music generation improve to the point where you may enjoy listening to it.

## #2 Lawyers will benefit from AI

Having the ability to generate images, videos and music by simply telling an AI what to do gives everyone the tools to be creative. Producing music for marketing campaigns, designing a logo, and creating a meme, or images for PowerPoint presentations, become quick and relatively trivial tasks. However, the technology is evolving quickly and there are big question marks over intellectual property and the ownership of the created content. The common response now is that AI art can't be copywritten, which is fine if the content isn't being used commercially. However, it could be a problem if used to create imagery for a movie or a marketing campaign. Although an AI image can't be copywritten, if you create an exact copy of the Mona Lisa using an AI and you use it commercially, you could be liable.

## #3 AI will become even more explainable

As AI systems and deep learning models

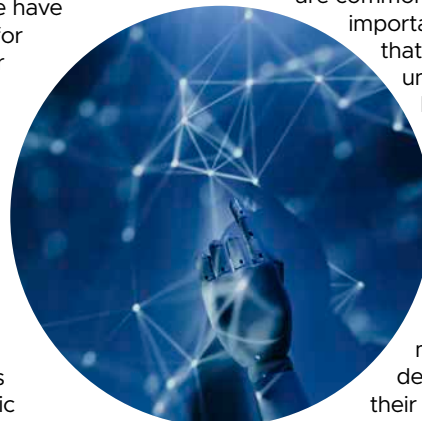
become ever more complex, it becomes increasingly challenging to explain how systems make predictions. Deep learning models are often trained on billions of data items. However, if we want to understand why a complex model gave a particular prediction, it's almost impossible to do in a way that is understandable to humans.

To trust AI that drives our cars and helps run our lives, we need to be able to understand the processes it went through to make a prediction. This is a big area of research by all the large tech companies and many research groups, and I expect this to be a field of research that will improve significantly.

## #4 Digital transformation will accelerate

The world is changing rapidly, and all businesses should understand what those changes mean for them. Technologies such as artificial intelligence, the internet of things, virtual and augmented reality, cloud computing, blockchain, and super-fast network protocols like 5G,

are commonplace. It's more important than ever that businesses understand how they can embrace state-of-the-art technologies as part of their business as usual, helping them to automate tasks, make better decisions and align their products and services more closely with customer needs.



## #5 Outsourcing will increase

The pandemic has taught us to focus on what we do best and to bring in experts when we need specific solutions. Businesses that adopt this model can grow, innovate and pivot faster, which makes them more competitive in the constantly changing and evolving business environment in which we all operate.

Technology is not a field that stands still. There are always advances and groundbreaking achievements; that's what makes it such a phenomenal industry to work in. Business needs to embrace this, get excited by the potential and harness its power to thrive in 2023 and beyond.



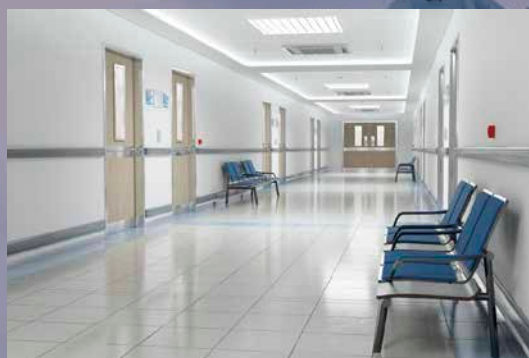
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# ULEZ widening must not undermine business



**ULEZ – the ultra-low emission zone – will be widened from the end of August this year to cover all of Greater London. The announcement from Mayor Sadiq Khan follows a consultation that took place last summer.**

## Scrap

Alongside the wider ULEZ, the Mayor announced a new £110 million scrappage scheme for Londoners on lower incomes, disabled Londoners, small businesses and charities, with successful applicants receiving a grant to scrap their vehicle.

Responding to the announcement James Watkins, LCCI's head of policy and public impact, said that although more London businesses supported steps to reduce to reduce air pollution in the capital than those who opposed it, the timing of the expansion to ULEZ was critical to the success of the scheme.

## Stress

Watkins said: "While we welcome the announcement of the new scrappage scheme, which will provide grants to successful applicants to scrap or

retrofit their older vehicles and replace them with cleaner modes of transport, businesses across London have been given less than 10 months to make the necessary arrangements. The time and monetary pressures of acquiring compliant vehicles will add unnecessary stress in these already difficult economic circumstances."

## Greener future

Owing to the scale and scope of the ULEZ expansion in 2023, the Chamber has asked that the Mayor "communicates clearly and constantly with London's business community and ensures that the scrappage scheme is widely available and sufficiently resourceful to help London businesses transition to a greener future."

Prime Minister Rishi Sunak later weighed in to the debate, calling on Mayor Khan to "listen to the public" and scrap the planned expansion of the zone. This followed a YouGov poll that found that 51 per cent of Londoners did not want ULEZ.

# Giving back

**LCCI member Buckingham Futures, an environmental recruitment service owned by Ketan Dattani, was a recent recipient of a £10,000 grant as part of Fiserv's Back2Business programme.**

Dattani was inspired to donate the award to fund the construction of a well in Uganda in order to provide access to safe drinking water.

"My parents are refugees from Uganda, who came here in 1972," he said. "Four years ago, my parents went back to visit the village my dad left all those years ago, and it still didn't have running water. Since then I've wanted to give back and do something about it."

[www.buckinghamfutures.com](http://www.buckinghamfutures.com)

[www.fiserv.com](http://www.fiserv.com)







# NoLo on the rise

NoLo refers to drinks with no or low alcohol content. In this article *SnowShock* explores changing trends in drinking and the impact they are having on the market

## The context of reducing alcohol

Drinking culture in the UK is well established with over 80 per cent of adults claiming to drink alcohol. However, as people aim to improve their physical and psychological well-being, there has been decisive action to reduce alcohol consumption. Between 2021 and 2022, there was a rise of 22 per cent in predicted Dry January participants, with over 131,000 people taking part in Dry January 2022, opening a gap in the market for more NoLo beverages.

NoLo is the conscious drinking trend which focuses on choosing non- or low-alcoholic alternatives. With one in four young people remaining teetotal and the predicted number of participants for Dry January ever-increasing, it is more important than ever to provide good quality alcohol alternatives.

## The NoLo market

When Seedlip broke into the market with their first non-alcoholic spirit in 2015, we saw the creation of the NoLo trend. The first of its type, the company claim a 200 per cent growth annually until 2018. This unexplored territory highlighted a gap in the market which once went unrecognised.

However, in 2018-19, NoLo drinks made up only 0.2 per cent of all alcohol sales, with under 50 per cent of adults having tried a NoLo drink. Yet, by 2020-21,



the market had grown to over £200 million in supermarkets alone. This promises a year-on-year growth of NoLo consumption. A trend which companies are realising isn't leaving anytime soon.

In the 2021, the United Kingdom saw over 15 per cent growth in the NoLo drinks market with health-conscious buyers opting for 0-1.2 per cent alcohol choices over the traditional beers, wines, and spirits. Sainsbury's claimed a reported increase of over 90 per cent in their NoLo drinks sales year-on-year, with Tesco reporting an increase of over 105 per cent.

The public-focused health movement has caught the attention of many businesses, resulting in a market gap for low- and non-alcoholic beverages to arrive. As more people become sober-curious, it is important for businesses and brands to accommodate this new taste.

## How brands are reacting

Brands such as Heineken brought out their first non-alcohol alternative to their traditional beer back in 2017. Since then, many other brands have produced their own non- or low-alcohol lines to match their pre-existing alcoholic beverages.



Previous alcohol giants have turned to the NoLo trend, producing variations of their classic drinks to suit a larger market of people. With campaigns such as Heineken's drink driving awareness alongside Formula One, brands are using the NoLo trend to promote, not only healthier lifestyle choices, but drink safety.

## Mocktails

Some brands create new lines of NoLo creations altogether, with canned mocktails rising in popularity. Bars have already tapped into the mocktail revolution, offering slush syrup and flavours to create alcohol-free replications of their popular cocktail menus.

The NoLo trend is rising and shows no signs of stopping. The drinks' market has opened to a new alcohol-free selection. Not only are people looking for tasteful mocktails but they also are in search of replications of alcohol-heavy drinks in a new, lighter and healthier way. Whether people are looking to remove alcohol completely, or cut down on their weekly units, it is important that they are offered high quality products that rival the traditional alcohol alternatives.

[www.snowshock.com](http://www.snowshock.com)

# Be honest, don't greenwash

## I Four responsible changes to make your business greener

**With the severe consequences of climate change becoming more apparent every year, businesses are striving to play their part in safeguarding the planet.**

However, some companies have attempted to exaggerate the true extent of their sustainability efforts and have fallen foul of greenwashing. Greenwashing is the process of providing misleading information about the eco-friendliness of a company's products or services.

Why greenwash when, as a business, you can take several effective measures to protect the wellbeing of your surroundings?

Here, with some insights from the commercial LPG division at Flogas, we look at some of the ways in which you can ditch greenwashing and search for responsible changes and solutions.

### 1. Carbon offsetting

One way to mitigate your business on the planet is to compensate for its carbon emissions. Carbon offsetting allows companies to balance their carbon footprint, therefore reducing the negative effect they might have on their surroundings.

**Consider investing in schemes such as tree planting, forest preservation, greener farming methods or renewable energy programmes in developing countries. This way, your business will be actively supporting projects that are 'making up' for your carbon emissions.**

There are several ways in which we release carbon dioxide into the atmosphere: heating the office, charging electronic devices, travelling to and from the headquarters, and even printing work documents. Using energy is inevitable but carbon offsetting can reduce the impact by funding other projects elsewhere that are having a significantly positive impact on the environment.

Consider investing in schemes such as tree planting, forest preservation, greener farming methods or renewable



energy programmes in developing countries. This way, your business will be actively supporting projects that are 'making up' for your carbon emissions.

### 2. Switch to more sustainable options

Changing over to more sustainable energy options is another responsible solution that will keep your company away from greenwashing. You will be getting your energy from sources that aren't having a significantly negative impact on the wellbeing of our planet.

In this respect, bioLPG is an excellent alternative. Obtained from renewable and sustainably-sourced materials such as biological fats and oil, it has a lower carbon footprint than conventional options.

Ultimately, your dedication to safeguarding your surroundings will get you in the good books of customers and consumers.

### 3. Educate your staff

In order to drive your efforts to make your business more eco-friendly, it is important that your employees are aware of the importance of sustainability too.

Send reminders about turning the lights off in unoccupied rooms. Organise entertaining activities, from 'green' bingo and environmental quizzes, to educate your staff and

keep them committed to sustainability. Remember that a business that claims to be green in public should keep the same philosophy behind closed doors as well.

### 4. Be transparent

Inform your customers about your sustainability efforts. Make sure that you are honest and transparent about your aims and successes. Be clear and specific about the sustainability benefits of your products and services.

If your business is not completely green yet, do not be afraid to let the consumer know. Most will understand that such a significant process cannot simply happen overnight. Instead, tell them where you are in your sustainability journey and highlight your company's progress to date.

Climate change is a pressing problem. People across the world are starting to realise its damaging effects on the environment and are playing their part in trying to mitigate their impact. Hence, consumers are increasingly attracted to green businesses and sustainable services and products.

Many global companies have provided misleading information about their eco-friendly efforts. However, taking environmentally conscious steps is a simple way to avoid falling foul of greenwashing.

[www.flogas.co.uk/business](http://www.flogas.co.uk/business)



# Apprentice and master

Former Westminster Kingsway College apprentice Nikita Pathakji was victorious in last December's *Masterchef the Professionals*. The college is an LCCI member as part of the Capital City Colleges Group

Pictured with her award, the 25 year-old from Clapham is the second former apprentice from the college to win the grand final of the BBC TV series following Alex Webb's triumph in the competition in 2020.

Her winning menu featured a starter of seabass cured in citrus dressing with smoked aubergine and spiced red pepper purées, followed by a main of crispy chicken thighs, tortellini filled with chicken, mushrooms and coriander topped with a coconut curry sauce, and for dessert a cardamom custard tart with poached apricots and a honey tuile.

## Stunning

Masterchef presenter



Gregg Wallace said: "Nikita opened up the larder of the world and brought us dish after stunning dish after stunning dish."

Pathakji, who works as a junior sous chef at Michelin-starred restaurant Kitchen W8 in Kensington, undertook Level 2 and

Level 3 apprenticeships, sponsored by The Worshipful Company of Cooks, at The Lanesborough in Knightsbridge and Claude Bosi at Bibendum in Kensington.

## Impressive

Westminster Kingsway College – known as WestKing – has an enviably impressive list of alumni when it comes to hospitality and culinary arts which includes celebrity chefs Jamie Oliver, Ainsley Harriott and Antony Worrall Thompson.

[www.westking.ac.uk](http://www.westking.ac.uk)



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## What are you doing for wellbeing?

A recent Gallup study of more than 12,500 full-time employees found that 76% of workers experience burnout on the job. According to the American Psychological Association, companies without systems to support the wellbeing of their staff suffer from higher turnover, lower productivity, and higher healthcare costs<sup>1</sup>. As a result, it's more important than ever to help managers and employees manage and reduce their stress levels.

Born and tested at Google, the neuroscience-based programme Search Inside Yourself (SIY) helps individuals through practices around mindfulness, self-awareness and self-management. In a survey reviewing over 10,300 participants from all over the world, participants reported reduced levels of stress, increased wellbeing and improved problem-solving abilities after taking the programme.

Perhaps not surprisingly, SIY has been widely adopted by companies such as Deloitte, LinkedIn or Hyatt as well as leading universities and business schools such as Johns Hopkins University, UC Berkeley

Hass School of Business or the Rotman School of Management.

Empowered with the mindset and skillset to better navigate the challenges of work and life, trained participants not only see their wellbeing increase, but also their collaboration, creativity and ultimately their performance. What is your company doing for wellbeing?



**Jean-Christophe Trentinella**

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Wellbeing Consultant

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 **UK ENTERPRISE AWARDS**

<sup>1</sup> Burnout Is About Your Workplace, Not Your People by Jennifer Moss, HBR, December 11, 2019



# Leading your team through a recession

**The Bank of England believes the UK economy is now in a recession – and is likely to stay there for a while writes Charlotte Boffey**

**A recession means the economy is shrinking rather than growing, and for longer than just a quarter.**

**Recessions are never easy for anyone – employees or employers. Across the wider economy, they usually result in job losses, falls in revenue, and reduced investment.**

But there are ways for your business to get through such a downturn – and even to thrive.

## The burden on your employees

Employees often carry the burden of a recession. Even the ones who will never get close to being made redundant will be a lot more worried about their economic future as costs continue to rise, putting serious pressure on household budgets.

This could easily spiral into disengagement at work, which will hurt your wider business. If your company does have to go through a redundancy round, the employees who stay will likely have more responsibility, making them more stressed. The stress of the general downturn will also add to their stress levels.

Managers will be more stressed too, which could lead to employees being mismanaged. Overall team morale is likely to fall as the budget for engagement events like parties or outings drops.

Here are some ways to combat these issues.

## Create a recession roadmap for your staff

Create a roadmap to deal with the downturn and its effects on your employees.

At the heart of this plan has to be frequent and clear communication.

Make sure your employees know how the wider business is doing

so they understand any decisions you make. Build a foundation of trust. When you explain something to them, they shouldn't think you are pulling any wool over their eyes. Try to be optimistic about the future – but also realistic.

Involve them in the wider decisions about how your business should get through the downturn. They are on the shop floor – is there a cost centre dragging you down that you don't know about, or an area of the business that is seeing the fall in demand more strongly?

## Double down on your company culture and values

Through all the stress, don't forget why your company exists and why your employees want to work there. Remember these values, act on them, and communicate them.

A good culture should encourage a general sense of belonging at work. Research suggests sustainable diversity, equity and inclusion initiatives will increase overall inclusion by 20 per cent. Here are some tips on creating an inclusive workplace.

Every business can have a healthy company culture, regardless of its size or budget and doing so will do wonders to help your employees through the stress of the downturn.

## Reward and train staff

Employees may have to put in extra effort during a downturn, and you should do all you can to recognise that.

In a downturn, it's going to be hard to always give the pay rises or bonuses you might like to give staff but there are many other ways to reward staff that don't have to cost as much.

These can include gift cards, longer lunch breaks, handwritten thank-you notes, actual awards, and additional days off.

You should also not let the recession stop ongoing training and professional development of your staff. A downturn is exactly when you need your team to be more productive – and that's exactly what training can do. It will also help your staff feel valued.

Employee wellbeing should stay at the top of your agenda. Inflation and the pandemic have already contributed to serious burnout. Don't let a downturn be the thing that pushes them over the edge.

**Charlotte Boffey is head of UK services at Employment Hero**

[www.employmenthero.com](http://www.employmenthero.com)



**Charlotte Boffey**



# What now for IR35?

**IR35 are the off-payroll working rules which apply to contractors who provide their services through their own limited company. As part of the current Chancellor's reversal of many aspects of Kwasi Kwarteng's mini budget, the government's plan to simplify the IR35 rules from April 2023 have been scrapped. That's right, writes Katy Ponsonby, IR35 is here to stay!**



**Katy Ponsonby is an associate solicitor at Clarke Willmott**

[www.clarkewillmott.com](http://www.clarkewillmott.com)

**Many businesses jumped for joy at the prospect of not having to comply with the IR35 rules, lifting what is considered to be a costly administrative burden. The change would have resulted in contractors once again carrying the responsibility for determining their employment status and associated tax.**

As a result of the U-turn, employers must continue to meet their obligations under the existing IR35 legislation.

## Background

Prior to 6 April 2021, contractors held all responsibility for assessing if they were 'self-employed' for the purposes of determining their tax status. As the contractor was responsible for determining this status, and given the financial benefits that could be gained, most considered they were not an employee and avoided the PAYE regime.

To bolster their position, 'self-employed' contractors would provide their services to the end user through a third party (usually a personal service company or PSC or through an agency or intermediary). Where the contractor used a PSC to receive the payments, they would often pay themselves a sum under the threshold required for income tax and NICs and top up their take home pay through the payment of dividends.

The government's position was that they were missing out on tax and NICs to the tune of an estimated £700 million per year – and IR35 was born.

The IR35 rules place responsibility for the assessment of employment status on the end user who benefited from the services. Medium and large private companies became responsible for assessing whether the contractors they engage via intermediaries were a 'disguised employee'.

The rule of thumb is that a contractor, who would otherwise have been an employee, may be caught by the IR35 rules. The majority of commentary available suggests IR35 only covers PSCs and agencies. However this is erroneous. IR35 can also apply to individuals engaged directly but treated as 'self-employed'.

HMRC are also only concerned with whether an individual is employed or self employed in practice, rather than what is set out in the contract between the parties. If the rules apply, income tax

and NICs must be deducted from the fee payable to the contractor and paid to HMRC. This means that the contractor, who could once have gained a financial benefit, is now paid no more than the employees they work alongside.

## Practical steps

For 'small' private companies the responsibility for deciding whether IR35 will apply, will remain the responsibility of the intermediary or contractor. Here 'small' is used to mean companies with a turnover of no more than £10.2 million, with a balance sheet total of no more than 5.1 million and fewer than 50 employees.

For 'medium and large' companies HMRC's online tool can be a useful starting point for determining whether IR35 applies to a particular engagement, although it cannot be used if you employ the contractor directly. Do continue to keep records of your checks and tax status determinations.

Where you engage a contractor directly you will need to determine employment status for yourself. There are numerous factors to consider making such a determination and no particular factor is determinative in itself. This is where the help of an employment solicitor can prove invaluable.

In addition to considering whether the contractor is a 'disguised employee', end users should also issue a 'status determination statement' to the contractor and any other intermediary it contracts with, confirming the determination and providing reasons. Be sure you understand what you need to do.

Remember, HMRC have the power to claim backdated tax and NICs along with any accrued interest and a penalty. Companies have therefore been mitigating against the risk of an incorrect determination by including tax indemnities in their agreements. An undertaking that the contractor will comply with their obligations under IR35 is also helpful.

The controversy surrounding the changes rolls on. Nonetheless, in the meantime it is important to remain compliant with the current legislation. If you are unsure about the employment status of the people who work for you or with you, you should seek legal advice from an employment solicitor.

# Half of Londoners want to be their own boss

Research published to coincide with last December's *Small Business Saturday* (page 7) revealed that 53 per cent of Londoners had either started their own business or aspire to do so in 2023 – compared to nearly a third of people overall

Carried out by the Association of Accounting Technicians (AAT), the research also found that making their own money and being their own boss are top of the agenda for Londoners. This chimes with the experience of the 'great resignation' fuelled by the pandemic though one in ten people are reportedly put off starting a business by tax and accounting and one in five don't think accountancy skills are important to start a business.

## Take the plunge

Rob Alder, head of business development at AAT, said: "The pandemic has proven to be a powerful catalyst for people to reassess their work lives, and our research shows that 2023 could be the year for

many Brits to take the plunge to be their own boss. British workers are exploring the best way to take control of what they earn."

Additional research by AAT with 500 small business owners in the UK revealed that the top three mistakes when starting a business are poor understanding of the target market, cash flow management and ignoring technology.

## Pressure

Jo Fairley, co-founder of Green & Black's, commented: "Don't be scared to start a business in a recession: Green &

Black's was born in one and it taught me some important lessons about always being lean and hungry, agile and adaptable, and above all, not wasting money, which stuck with me ever since. Take advantage of all the help that's on offer from a mentor or by using great resources online such as Informi which has easy-to-understand info on every single aspect of running a business, from steering you to the most helpful TED talks to tips for handling the financial pressure."

[www.aat.org.uk](http://www.aat.org.uk)

[www.informi.co.uk](http://www.informi.co.uk)



## Working with the best accountancy and finance talent in the London market

Butler Rose specialises in the provision of accountancy and finance talent, from Accounts Assistants through to Group FDs, providing both permanent and temporary talent solutions. We also have specialist consultants working in the accountancy practice market. With teams across the UK – including in the London and Home Counties areas – we partner with a range of clients from SME businesses to Big 4 accounting firms to source them the best talent possible.

Butler Rose recruits only the best consultants in the marketplace: our selection criteria ensure that our recruiters are fully focused on service delivery. Each consultant is an expert in their chosen markets, whether that be providing you with temporary accounts clerks or running a retained search assignment for your next CFO. Our consultants spend years building extensive

networks of accountancy and finance contacts relevant to their markets – all of whom are potential candidates. And in the highly candidate short market we find ourselves in, these networks are everything. This is why we're filling more roles for our clients than ever before.

We put our candidates through a vigorous assessment process which include competency based interviews and, where appropriate, McQuaig assessments. All of our temporary contractors are fully referenced. We'll only provide you with the very best shortlist.

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# Needed: a plan to reskill the UK workforce

**The UK is falling behind the rest of the world in reskilling its national workforce and the government must urgently rethink its approach if we are going to see growth in this decade, according to a new report *Access All Areas: People* from Enterprise Nation and The Entrepreneurs Network**

**The UK currently has 1.25 million job vacancies and with a pipeline of innovative start-ups and early-stage businesses also expecting to hire, that figure is set to be stretched significantly.**

According to figures from small business support platform Enterprise Nation's Small Business Barometer, 46 per cent of start-up business owners are looking to make their first hire as part of their growth strategy.

## Access to talent

Another 66 per cent of scale-up businesses say access to talent is very important or vital to their growth, with a third rating it as their top priority. Yet the skills they need are just not there.

Since 2005, UK employers' investment in training has fallen by 28 per cent in real terms. Businesses in the EU invest double that of the UK. At the same time 90 per cent of business owners say school leavers are not ready for employment and two thirds of parents believe the education system is not preparing children for the workplace.

According to government figures, more than five million working age adults are on out of work benefits and another 402,000 people are economically inactive.

## Forensic lens

Emma Jones, CBE, founder and chief executive of Enterprise Nation, said: "We need a fresh plan to incentivise businesses to invest in skills and we need to apply a forensic lens on reskilling the millions of people who are economically inactive.

"The underlying equation is that skills = growth. Without the skills and the available workforce, we are not going to see growth in this decade."

## Training

*Access All Areas: People* found that the Apprenticeships Levy has not had the impact on training it was expected to have. Research shows that fewer than one-third of levy-paying employers say it has led them to increase the amount they spend on training. This is down from 45 per cent in July 2017, showing confidence in the levy has dwindled since it was introduced.

Many start-ups and small businesses need adaptable skills, with workers who can work across several roles.

The report identified a major untapped opportunity to equip young people with entrepreneurial skills that employers want, and employees favour themselves. More than half of young people have thought about or already have started a business. Embedding entrepreneurial education across the curriculum including universities and developing an entrepreneurial education strategy in line with EU countries, could help to transform career outcomes.

UK businesses large and small rely on foreign talent. While many small businesses can get by employing only domestic talent, a significant minority, particularly the most ambitious, reach a point where they need foreign talent to grow. Before the end of free movement, this was less of a problem – following Brexit, the pool of easily employable talent has shrunk dramatically.

## Recommendations

*Access All Areas: People* makes eight recommendations to government:

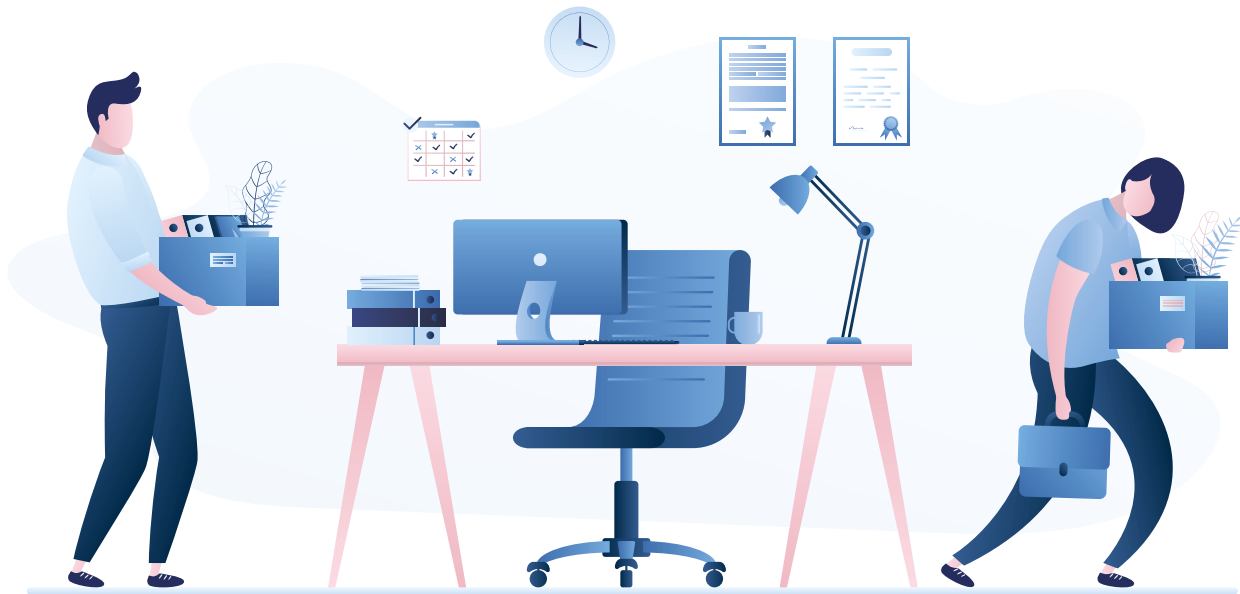
- Allow self-employed people to benefit from the same tax breaks as employees

- Widen the scope of training tax breaks to include other forms of accredited training
- Allow employers that pay the Apprenticeship Levy to transfer even more of their funds to smaller companies down their supply chain, or replace the Apprenticeship Levy with a Skills Levy
- Embed enterprise education across the curriculum
- Develop an entrepreneurial education strategy across the curriculum in line with other countries
- Offer better visa guidance through the GOV.UK website, a separate landing page, or a chatbot that can guide employers and employees based on their circumstances
- Reduce the cost of visas
- Extend the High Potential Individual visa to the world's best graduates.

[https://a.storyblok.com/f/102007/x/85e249c91e/access-all-areas\\_people-enterprise-nation.pdf](https://a.storyblok.com/f/102007/x/85e249c91e/access-all-areas_people-enterprise-nation.pdf)



# Why is staff turnover increasing?



**There are many factors to consider when it comes to staff turnover – but while some may be inevitable, such as retirement, a change in career, or even moving away, others can be controlled.**

Employee wellbeing experts **Loopin** have highlighted six of the major factors in the workplace that could lead to a high staff turnover.

## Little opportunity for growth

Not providing any opportunities for employees to progress can cause them to feel stuck in their roles and feel as though their hard work and commitment aren't recognised.

Offering promotions for existing employees rather than hiring externally can provide opportunities for growth. Communication is key to ensure that staff have clarity on how they need to perform in order for this to be possible. Providing relevant training courses for staff allows them to educate themselves and stay up to date with the sector, thus being an excellent opportunity for growth.

## Lack of feedback

Offering feedback to employees is a small implementation that can go far. Regular 1-1s are an opportunity to provide feedback, as it gives employees the chance to address any areas they are struggling in.

As an employer, the purpose is not to provide top-down performance feedback, assess the company's performance, or evaluate the status of certain projects. Instead, the employee needs to take centre stage. You should ask questions to discover more

about their goals and ambitions, as well as any concerns or pain points.

**... the employee needs to take centre stage. You should ask questions to discover more about their goals and ambitions, as well as any concerns or pain points.**

”

## Micromanagement

Micromanagement can drive employees away. Not only does it limit creativity but it also implies that you don't trust employees to make the right decisions on their own.

It is wise to avoid micromanagement. Although it can be daunting to let go of projects, delegating to your team members will allow employees to feel valued, trusted and therefore confident to complete the task. Seeing your employees complete these tasks will help you to see their skills first-hand and allow for timely feedback.

## Lack of flexible working

Implementing flexible working options where employees can be more autonomous and set their own schedules offers a healthier work-life balance; without it, employees may turn to a different company that does provide this benefit.

To incorporate it into the organisation, you can start by selecting the core

working hours in which every employee must be present – but outside of this, employees can decide when they start and finish. Switching to a hybrid workplace where employees split their time between the workplace and working remotely can increase productivity and allows them to use their time more efficiently.

## Overworking employees

There may be times when employees will have additional responsibilities. Managers must monitor the workload of all employees and find ways to protect them from burnout and stress caused by unavoidable workloads.

Without doing so, staff are more likely to search for another role that offers a better work-life balance. On the other hand, employees must have enough work and understand their contribution to the make-up of the organisation's overall mission, vision and success.

## Feeling undervalued and unappreciated

Free lunches and table football are great but they barely scratch the surface when it comes to creating a culture where employees feel appreciated. If employees feel their work is not valued and their contributions go unnoticed, they are likely to lack motivation and may consider leaving their current role for a job that is more rewarding and enjoyable.

Understanding an employee's concerns, values, needs and hopes for the future is crucial to retain your top talent.

[www.letsloopin.com](http://www.letsloopin.com)



# Wellbeing trends that will shape work in 2023

Research by Nuffield Health reveals that both mental and physical health has got worse in the last year. *Marc Holl* suggests six workplace wellbeing trends we can expect to see as employers look to create relevant and effective wellbeing offerings

## Managing MSK

The recent rise in remote working has delivered many benefits for employees, including a greater work-life balance and a reduction in stressful commutes.

Yet it isn't without its challenges – namely overworking and the physical impact of unergonomic home offices – with 72,000 individuals recently reporting a musculoskeletal (MSK) disorder directly caused or exacerbated by the pandemic.

Despite employers' responsibilities to provide comfortable home working set-ups, many aren't meeting their obligations. However, they are becoming increasingly difficult to ignore.

While financial support should continue to be made available to employees for furniture and equipment – and employers should signpost to how to access these funds – we are now entering the age of the corporate physiotherapist.

## Work-life balance

Our idea of 'work-life balance' traditionally involves unwinding from work stress at home, after leaving the office. But what happens when home life itself becomes increasingly stressful?

Research suggests the current cost of living crisis has been linked to a direct increase in stress. With financial stresses showing

no signs of letting up, employers have a responsibility to help individuals avoid burnout.

## Self-help support

Despite efforts to challenge the stigma around ill health, research suggests a third of employees still wouldn't feel comfortable disclosing a mental or physical health issue to their employer.

So, businesses have a responsibility to offer tailored support to those who may feel uncomfortable asking for it.

This may include making remote support offerings and self-help platforms available to those who would prefer to work through advice and specialist help at their own pace, away from the office.

## A focus on prevention

There is no one-size-fits-all intervention for the unique physical and mental challenges facing employees. However, businesses can embrace technology to access instead data-led, personalised interventions that make a difference for the individual.

Digital platforms featuring AI technology can analyse behavioural data provided by the workforce to predict future challenges, allowing businesses to action interventions before symptoms become unmanageable.

## Employee power

Recent workplace trends including 'the great resignation' and 'quiet quitting' suggest power is shifting away from the employer, with employees no longer willing to go above and beyond for their employers.

So, businesses – especially those guilty of encouraging

unhealthy workplace cultures in which employees are expected to be 'always on' – must rethink their relationships with employees to retain their brightest talent.

Managers have a responsibility to lead by example when it comes to widescale cultural change. This means clearly outlining employee expectations like working hours and contactable obligations, as well as being seen to leave the office on time each day.

## Family focus

A shift towards flexible and remote working has somewhat blurred the lines between work and home life, with mixed results.

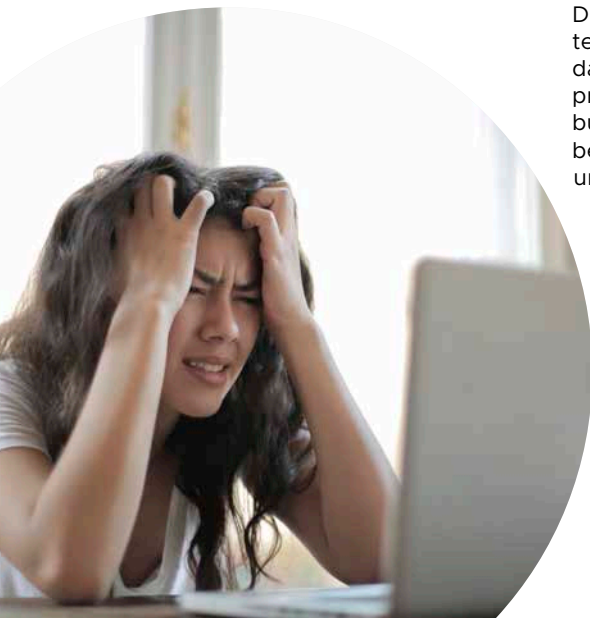
Some of the negative consequences include employees working longer hours to compensate for not commuting, while others have enjoyed the benefits of spending more time at home with family.

These lifestyle changes must now be a key consideration for businesses. As employees continue to mould their work lives around personal habits – often familial responsibilities such as childcare – these challenges must be reflected in the support offered by businesses.

The workplace must remain flexible in terms of shift patterns and remote opportunities to meet the needs of those with busy family lives. However, we will also start to see businesses extending benefits to the family, for example, private healthcare and medical benefits for partners and children and familial mental health support.

**Marc Holl is head of primary care at Nuffield Health**

[www.nuffieldhealth.com](http://www.nuffieldhealth.com)



# Hire an Apprentice With Croydon College

**Croydon College is one of South London's leading providers of apprenticeships, with a growing reputation for its focus on the employability of students. The college ensures that students leave education not only with top qualifications, but work-ready and equipped with the skills employers really want.**



The college works closely with local, regional and national businesses to gather valuable expert advice to inform the teaching and curriculum, and to provide students with the opportunity to interact with some of the best employers in the country. This keeps staff and managers up to date with employer requirements and industry standards, and allows local businesses to advise on curriculum and courses.

Employers are regularly invited by the college to participate in "Learning walks", giving them the opportunity to experience – first-hand – the skills, techniques and workplace-readiness that are prioritised in the learning offered to students. College managers and staff take part in "Employment walks" on local business' sites to refresh skills and upgrade their commercial awareness and expertise.

A cornerstone of the employability offer at Croydon College is the large number of apprenticeships on offer, including opportunities in the following professions and industries:-

- Accountancy
- Building and construction
- Carpentry and joinery
- Digital marketing
- Engineering
- Hospitality
- HR
- IT
- Plumbing and heating
- Project management
- Property maintenance
- Teaching

Apprenticeships are offered at Intermediate, Advanced and Higher (degree) levels, depending on the applicant's existing qualifications and experience. There are no tuition fees due by the student, since training costs are funded by the government and employer.

The Quality Assurance Agency (QAA) acknowledged Croydon College's



focus on employability in their review of the provision and stated, "There is strong evidence of the development of employability skills." At its most recent inspection, Ofsted noted, "Initiatives introduced by the college to develop students' employability skills have been successful in exposing students to the world of work in a number of different ways, including through imaginative projects and live briefs."

Croydon College continually works to maintain and improve its relationships with employers to ensure students leave with the skills they need, and employers want.

If you are interested in working in partnership with Croydon College, please contact [apprenticeships@croydon.ac.uk](mailto:apprenticeships@croydon.ac.uk) or telephone **020 8686 5700**.

## HIRE AN APPRENTICE

- **Expand your workforce**
- **Upskill your team**
- **Tailor talent to your needs**



92% of companies that have taken on apprentices believe this leads to a more motivated and satisfied workforce\*

**Hiring an apprentice or upskilling an existing member of staff helps build a stronger workforce that is motivated, skilled and appropriately qualified to meet the needs of your business.**

**Apprentices come with all levels of experience: from school leavers to university graduates, from career changers to self-improvers. Hiring an apprentice is a cost-effective\*\* and exciting way to offer on-the-job training, enjoy higher staff retention, and build a culture of learning and development.**

\* Data from apprenticeships.gov.uk

\*\* Smaller employers are eligible for government funding which will pay between 95% and 100% of the apprentice training costs. Larger employers can use the levy to pay for training.

To find out more, email [apprenticeships@croydon.ac.uk](mailto:apprenticeships@croydon.ac.uk)



# ‘State of the art’ arbitration

| **Khizar Arif** takes a look at the Law Commissioner’s review of the Arbitration Act 1996



**Khizar Arif**

*Khizar Arif is a partner at Giambrone & Partners LLP*

[www.giambronelaw.com](http://www.giambronelaw.com)

**After nearly 27 years of the Arbitration Act 1996 (‘the Act’), the UK government has asked the Law Commission to revisit it. On 22 September 2022, the Law Commission published a Consultation Paper outlining preliminary law reform proposals. Its proposals remained provisional until the end of the consultation period (15 December 2022) and its final report is likely to be published in mid-2023.**

## Confidentiality

Confidentiality applies in the context of arbitration, for example, to things said during an arbitral hearing or to documents submitted to substantiate a claim. The Act does not explicitly include any provisions on confidentiality in arbitration and whether it should codify the law of confidentiality in arbitration is a debated issue. The Commission suggests that codifying the law of confidentiality would be of little use in practice since the law of confidentiality can be better developed by the courts on a case-by-case basis.

## Arbitrator independence

Generally, independence is the idea that arbitrators should have no connection to the parties or the dispute. The Paper considers whether the Act should impose an explicit duty on arbitrators to be independent. The Commission’s provisional conclusion is that a duty of independence is ‘not practicable’ in many areas of arbitration and it is more important for arbitrators to be impartial. The Commission’s proposal is to codify a continuing duty on arbitrators to disclose to the parties any information that may reasonably give rise to justifiable doubts as to their impartiality (*Halliburton Co v Chubb Bermuda Insurance Ltd* [2020] UKSC 48).

## Immunity of arbitrators

The Consultation Paper highlights the importance of strengthening the immunity of arbitrators (section 29 of the Act). This supports the finality of the dispute resolution process and the impartiality of arbitrators. Also, the Paper refers to case law that held that arbitrators can be liable for the costs of applications to remove them, even if the party making the application is unsuccessful. The Commission’s provisional proposal is that this case law should be reversed.

## Summary disposal

In the Act there is no explicit provision for the dismissal of proceedings when claims/defences are without merit. The Commission proposes to amend the Act to expressly allow arbitrators to summarily dispose of bad claims and defences. It would be open to an arbitrator who receives a request for summary disposal to consider the appropriate procedure to follow. The provision would be non-mandatory, allowing parties to exclude it from their arbitration agreements.

## Jurisdictional challenges

Under section 67, a party may challenge a tribunal’s jurisdictional award before the Court. Currently, case law (e.g. *Dallah v Pakistan* [2010] UKSC 46) provides that applications to the Court to challenge arbitral awards on jurisdiction entail a full rehearing. In the Paper, the Commission considers whether the jurisdictional challenge to arbitral awards should be by way of a rehearing instead of an appeal. The Commission favours appeal as it considers the potential unfairness of a full rehearing. During a full rehearing before the Court, a party may develop new and improved arguments (considering the tribunal’s previous observations) and introduce new evidence. Also, a full rehearing might mean reduplication, which could result in delays and increased costs.

## Appeals

Under section 69 of the Act, parties can appeal to the Court if they believe a tribunal in making a decision erred on a question of law. Although there have been some suggestions to repeal section 69 as it would aid the finality of arbitral awards, the Commission has said that section 69 as it stands provides a fair compromise between preventing unreasonable challenges and allowing for an error of law to be corrected so the law is applied consistently. Moreover, section 69 is non-mandatory, thus the parties can opt-out of this provision in their arbitration agreements.

In summary, although the Act has stood the test of time, it needs to be updated to ensure it remains ‘state of the art’. The Law Commission’s proposals are not major but focus on aspects such as summary disposal of issues or arbitrator impartiality. Further, the proposals may help to promote arbitration as a dispute resolution method.

# Incentivise all your teams – not just sales

I started my career in sales working for the largest pest control company in the UK and probably the world. In that company, shareholders not customers were the most important people. This meant very demanding sales targets and incredible incentives.



**Paul Bates, Managing Director  
Cleankill Pest Control**

But there comes a point where companies get too greedy and push their salespeople to sell services customers don't need. At the same time, the service and admin teams who aren't sharing the same rewards have more work than they can cope with and are treated like the poor relations.

When I joined Cleankill Pest Control as Managing Director and started working with three former colleagues from the company mentioned above, we agreed that we'd take what we'd learned there and do it better – particularly making sure quality of service is as important as sales. After all it's much better to keep a customer than try to find new ones.

Incentivising all our staff at Cleankill is an important aspect of how we run the company. Staff across all levels share in Cleankill's success through financial incentives and non-financial rewards like team-building events/ team lunches. For instance, Service Teams

have to achieve quality of service targets. Any team achieving their targets is awarded money to spend on an afternoon activity such as indoor skydiving, axe throwing, bowling, and curling.

Our admin staff are linked to the service teams' quality of service targets which is a great way to encourage team working. It incentivises the admin team to make sure correct customer information is taken and communicated which is important for invoicing.

A 'fun'; incentive and quality assurance check is called Wiff-Waff. This involves the directors hiding blue table tennis balls in rodent bait boxes. The idea is that technicians should be regularly checking all bait boxes to make sure there is still bait and clear any dead rodents. If they check every box, they will find the balls. They receive a cash sum for each ball found. This is a fun incentive with an important message behind it.

For our sales staff their incentive is mainly financial – if they work hard, the sky's the limit as commission is open ended at Cleankill. But we do take them all away for an occasional night away in a nice hotel as they also need to team build and share ideas – particularly those who are new to sales having



moved from the operational side of the business.

Bonus bonds are awarded to all staff when we achieve a record month enabling

everyone to share in Cleankill's success and this year all staff will receive a Christmas hamper in recognition of their efforts during 2022.

My best advice is to make sure your incentives are available to all staff – my company would fall apart if we didn't have excellent admin and service teams and they need to be recognised. Incentives don't have to cost the earth - you just need a little creativity.

**Go to [www.cleankill.co.uk](http://www.cleankill.co.uk) or call 0800 056 5477.**



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# Transformative education to empower people to change

**Professor Nic Beech, vice-chancellor at Middlesex University, argues that London's economy would be boosted by investing in higher and degree apprenticeships**

Middlesex University is supporting the University Alliance's campaign to turbo-boost higher and degree apprenticeships. They are crucial to supporting businesses to build the skilled workforce they need, increase productivity and grow the economy.

## Return on investment

Modelling from the Chartered Management Institute (CMI) suggests apprentices trained in 2019 are projected to have added £7 billion to the economy by the end of 2029 – a 300 per cent return on investment. Higher and degree apprenticeships are a policy success that meet employer needs through the use of the apprenticeship levy and it is important that the use of the levy does not change. The CMI report also came to this conclusion.

University Alliance members are pioneers in higher and degree apprenticeships. Eleven members received project funding through the Degree Apprenticeship Development Fund launched in 2016 by the Higher Education Funding Council for England.

## Bureaucratic burden

While the government appears to support giving Higher Education Institutes (HEIs) the confidence to make longer-term investments in apprenticeships, there are still barriers to growth which Department for Education, HEIs and employers can work together to remove. These include the scale of initial investment to set up apprenticeship programmes, the bureaucratic burden of the rules and regulations and the need to ensure employers and providers are better informed about the learning requirements before apprentices start, by changing the definitions of 'off-the-job' and 'on-the-job' training.

## Key workers

At Middlesex we're always looking for ways to innovate and break new ground in apprenticeships. We lead the Police Education Consortium, a partnership of four universities delivering the Police Constable Degree Apprenticeship



programme with three forces and our Nursing Associate programme is helping to upskill NHS staff and train the essential key workers that the health service so desperately needs.

We believe that degree apprenticeships are having a significant impact on increasing social mobility as 66 per cent of our apprentices come from diverse backgrounds and thanks to these programmes they have the opportunity to become a professional – and many in essential public sector roles. Our *Move On Up* study demonstrated how degree apprenticeships backs this up. The link was also reflected in the September 2022 Ofsted report which praised our courses for boosting social mobility and addressing national workforce shortages in policing and nursing.

## Portfolio of apprenticeships

The Ofsted report identified several key strengths about the university's programmes including: a portfolio of apprenticeships which

help address national workforce deficits, particularly around nursing and policing; a strong focus on teaching apprenticeships that enhance both employer productivity, and apprentices' social mobility; and programmes that help public sector employers meet some of the major challenges that have arisen as a result of the pandemic.

## Independent

The authors of the report also concluded that our apprentices develop into independent and reflective learners with a positive work ethic, a high level of professionalism and respect for others and acquire the knowledge, skills and confidence they need to succeed

in their job and to progress in the workplace. These are the individuals that the London public and private sectors are crying out for.

Delivering high-quality apprenticeships that meet the needs of the capital while providing access to professional careers is a key part of our vision to provide transformative education which empowers people to change their lives.



**Professor Nic Beech**

# Top Tips for Preparing your Business for Sale

**Selling a business is often the most important 'transaction' in a business owner's life. Here Paul Herman, CEO at Bluebox Corporate Finance, provides business owners with some top tips for preparing your business for sale.**

## Tip 1 - Setting your objectives

Misalignment of objectives between shareholders is a key reason many sale processes fail. You (and your other shareholders) must consider what you are looking to achieve from the exercise before getting started. Setting objectives involves more than simply agreeing on what value you are happy selling your business for. When are you looking to sell? What percentage stake are you looking to sell? Are you looking to have an ongoing role? If so, for how long? Is there anyone in the business that should be looked after following completion of a deal? These are only a few of the financial and non-financial questions you should ask yourself. It is critical you fully identify your objectives at the outset of an exercise as these will ultimately shape your exit route and the types of buyers you speak to.

## Tip 2 - Health check your business – get rid of any skeletons in the closet!

It is a sad fact that over 90% of all businesses 'taken to market' fail to sell. One of the main reasons for this is that there are 'skeletons in the closet' that are unearthed late in the due diligence process. To protect against this, and to

give yourself the best chance of achieving a successful exit, you should review key areas of your business such as intellectual property, employment, health and safety and tax to check against any material issues that may arise.

## Tip 3 - Prepare a list of potential buyers

Before you "go to market", you first need to identify the buyers you are going to speak to. The list of buyers will heavily depend on your objectives for the exercise and your chosen exit route. In many cases, dual-track processes can be run whereby strategic and financial investors are contacted, and multiple exit routes are explored. Determining your list of buyers is probably the most important element of any sale exercise. Not only do you need to identify buyers who are likely to have interest in buying your business, but they also need to have an ability to pay. The latter, particularly in the SME space, can be challenging; often the relevant information is not disclosed publicly. Corporate finance advisors will use a host of resources to reach a conclusion on this and prepare a qualified list, such as databases and leveraging their networks.

## Tip 4 - Put together all marketing materials

Compile a mini prospectus or teaser, this is a short document that is sent to your buyers when first approached. Whilst it may be brief, it should contain sufficient information about your business (what it

does, what makes it special and headline financials) to stimulate initial interest. If potential buyers are then keen to find out more, you should ask them to sign a Non-Disclosure Agreement (NDA), meaning they agree to keep the process confidential, as well as any information received.

## Tip 5 - Get all your financial information in one place

We recommend putting together a 'data book', usually in an Excel spreadsheet – this is a great way to compile financial information about your business to share with potential buyers during the sale process. A Prospectus will contain limited financial information and buyers will need to understand this in more detail before putting forward an offer. Some suggested information a data book could contain is as follows:

- Detailed management accounts
- A reconciliation between management accounts and statutory accounts
- Details of any exceptional, non-recurring costs or revenue to the business (these should be added back or deducted from profit in the year they occur to arrive at a 'normalised profit')
- Breakdowns of revenue and gross profit

If you are considering a sale exercise, now is a great time - just ensure you are adequately prepared for the process and know the type of buyers you want to pursue. For a free confidential exploratory consultation, please email us at [info@blueboxcfg.com](mailto:info@blueboxcfg.com).



Bluebox Corporate Finance

## UPCOMING EVENTS

Join us at one of our upcoming events if you would like to get a taste of what we're about. All events are designed for business owners thinking about the next phase of their business journey.

26

JAN

10:00 AM - 11:00 AM

**Valuation Masterclass and Preparing Your Business for Sale**

Join us in Partnership with the London Chamber of Commerce and Industry for a webinar covering topics such as enterprise value, attributing value, valuation methodologies and creating a forecast. We will also be discussing how to prepare and position your business to achieve a desirable sale, whilst maximising value.

22

FEB

06:00 PM - 07:30 PM

**Examining the Health of Your Business**

If you're interested in discovering key areas in your business that can be improved upon so as to maximise exit price, then join us in partnership with Mortimer House & RWK Goodman for an evening filled with tips, pointers and practical advice to ensure you get no frights when examining the health of your business, when the time to sell comes.

8

MAR

06:30 PM - 08:30 PM

**Celebrating International Women's Day: with Women in Business**

We are passionate about championing and enabling women in business, that's why we are hosting this special event in collaboration with Home Crown, London's leading business club, to bring together inspirational women founders and professionals alike to discuss this year's theme - embracing equity.

29

MAR

06:00 PM - 07:30 PM

**M&A Pitfalls and how to avoid them**

Join us at 12 Hay Hill Private Members Club for an informative and interactive masterclass focused on the topic of M&A pitfalls and how to avoid them in order to achieve a successful transaction. Together we will explore what you need to know to clarify your objectives and help you reach the outcome you want.

MORE INFORMATION

+44 (0)20 3924 5150  
[blueboxcfg.com/events/](http://blueboxcfg.com/events/)

ABOUT US

Bluebox Corporate Finance is an award-winning corporate finance firm based in London with an enviable track record in selling businesses and raising finance.

GET IN TOUCH

If you would like to learn more about how we could help you and your business, book a casual & confidential chat via [info@blueboxcfg.com](mailto:info@blueboxcfg.com)



## SPONSORED COLUMN



### Tech tips: 5 phone niggles your customers shouldn't have to live with

By Helena Belcher,  
CMO at Windsor Telecom

With the telephone still being the preferred way for customers to contact us, and technology being as advanced as it is today, there's no excuse for providing anything other than a seamless and excellent experience for every customer call.

Here we share the top 5 phone niggles that we get asked to solve:

#### 1. Bad queuing etiquette.

Customers don't mind queuing if they're kept informed along the journey. Update the customer on their position regularly, direct them to someone who can help and never cut them off mid-queue.

#### 2. Complicated IVRs.

Keep your welcome menu choices simple. Your customers just want to get through to the right person to help them as quickly as possible.

#### 3. Share the right number.

Your phone system should make it easy to change the number displayed when you call out so it's relevant to the person receiving the call. If it doesn't then it's time to upgrade.

#### 4. Transferring.

If you can't answer an enquiry but know a person who can, then you want to be able to see their availability and transfer that call easily and quickly, even if they're in a different location. If you can't then it's your customer who will miss out.

#### 5. Working away.

No one works from one place anymore. If your phone system doesn't work on any device and in any location, then it's not fit for the future of work.

If you'd like advice on how to ensure a niggle-free calling experience for your customers and colleagues, then please get in touch.



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# Six handling equipment essentials to maximise efficiency in business

Supply chain issues have affected businesses in every industry while labour shortages have added more pressure. Labour-saving and handling equipment are key for many companies. Slingsby assesses the main categories.

## 1. Hand-operated trucks

Hand trucks and platform trucks are one of the most versatile pieces of labour-saving equipment and can be applied for many different uses.

From the capacity, to the style, material or even wheel type, hand and platform trucks come in a variety of specifications according to the setting they are intended for and what needs transporting. Trucks with swivel wheels, for example, can easily navigate tight corners in offices and school buildings. Those with larger weight allowances may find more use in industrial settings.

In such settings where heavy items need moving around, the space around a site or existing machinery might not always be appropriate for electric or drivable trucks. In this case, the varying features of pallet trucks can prove useful in allowing your staff to do more without overexerting themselves.

## 2. Shelf and container trolleys

In the hospitality industry, lifting and handling-related injuries are the second-most common workplace injury, so it's important

to make sure you've got the right equipment to minimise the physical effort of staff. Shelf and container trolleys are a very efficient way of moving items to where they need to go.

Hotels and other accommodations, for instance, rely heavily on quick turnover when it comes to housekeeping. This can be even more difficult in the face of the severe staff shortages mentioned above. Making the routine processes

as easy and swift as possible is of the utmost importance for the well-being of your people.

## 3. Pallet trucks

Pallet trucks or pallet jacks are another important piece of equipment where goods are primarily transported on pallets, such as in warehouses and distribution centres in the logistics industry.

They feature two forks to grip onto the pallet and a hydraulic system which means they can be used by hand and with minimal effort, moving large quantities or heavy loads around different areas in a time-efficient way.

## 4. Drivable trucks

The other main types of industrial trucks used across the UK are motorised or fully drivable. This can include equipment like forklifts, sideloaders, and order pickers.

Some are designed solely for the

movement of materials and others both load and stack. If you have a small space with a stacking system, sideloaders are specially designed to easily navigate narrow aisles and store items at height.

## 5. Electric drive-powered tugs

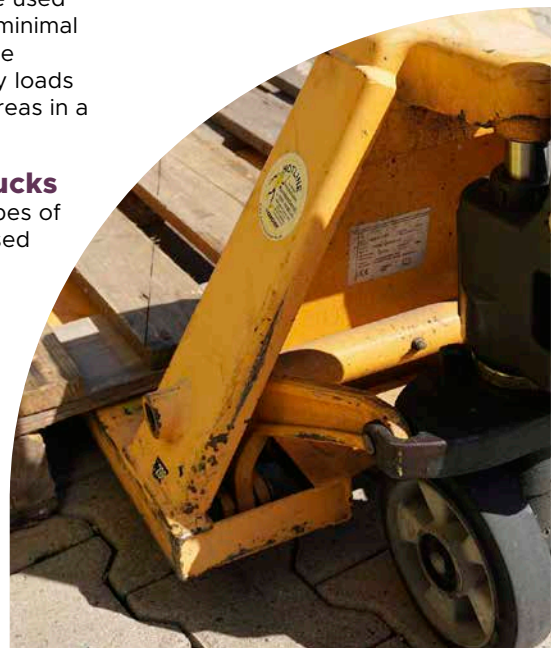
If your business often moves heavy-duty loads, electric drive-powered tugs may be a better solution for increasing efficiency. Using electric batteries, these programmable tugs can push, pull and steer wheeled loads around and are useful for moving large items across inclines or declines.

## 6. Conveyor systems

If your facility works with large quantities of items, it's best to use equipment that is designed to move items in bulk, simultaneously. Conveyor systems are a good example of this and can be either manual or motor-driven.

This is an abridged version of an article from Slingsby, one of the UK's leading suppliers of industrial and commercial equipment

[www.slingsby.com](http://www.slingsby.com)



# Presenteeism in the workplace

## I Vicky Walker on why it's so common and how to spot it in your employees

**Presenteeism in the workplace is when employees show up to work but are not productive due to mental or physical health problems that prevent them from doing their job.**

### Phenomenon

Some research suggests that unconscious bias in managers plays a part in presenteeism, which may cause them to favour workers who show up early and leave late. This is partly down to the 'mere-exposure effect', a psychological phenomenon suggesting that just being in the office and around other people will help employees build stronger rapport with their co-workers and thus be more likely to get pay increases.

For the employees themselves, it can also be common to harbour an ingrained fear that a lack of physical presence in the office will harm their prospects. This disproportionately affects younger workers and those in junior positions who feel more pressure to prove themselves.

### Hybrid working

Rather than putting a stop to presenteeism, the rise of hybrid working has only moved it out of the office and online instead. CIPD's 2022 Health and Wellbeing Survey discovered that levels of presenteeism are higher for employees who work from home vs those in a workplace setting.

Longer work hours have contributed to heightened stress levels among UK workers. Between 2020-1, the Health and Safety Executive (HSE) reported that 822,000 workers were suffering from work-related stress, anxiety, and depression. The 'always-on' culture of working online has only enabled presenteeism and continuing to work despite worsening mental health.

### Warning behaviours

There are many warning behaviours to watch out for that will point towards presenteeism.

- Employees minimising their struggles and/or illnesses
- Coming into work when they are unwell
- Arriving/logging on early and leaving late

- Working through lunch or not taking full breaks
- Responding to emails and messages late at night
- Changes to interpersonal relationships
- Becoming withdrawn or disengaged.

### How to help employees

Investigating why presenteeism is occurring in your workplace is the best place to begin. Commit to a top-down evaluation of what's important in your workplace and look into ways to measure productivity outside employees' physical presence, for example, through tangible outputs or whether your employees are completing their work on time.

When taking active steps to stop it, health and well-being need to be a top priority.

Employees should be able to feel comfortable admitting if they're struggling or need time off for their health. Managers should lead by example, ensuring they log off on time and do not send emails or messages to colleagues outside work hours.

### Productivity

Demonstrate to employees that help can be available when they need it

through implementing workplace well-being services, especially for those who work remotely. Some companies in the UK have also been trialling a four-day to discover whether it can boost productivity and improve well-being. So far, the trial is showing positive results, with 95 per cent of the companies reporting either the same or improved levels of productivity.

**Employees should be able to feel comfortable admitting if they're struggling or need time off for their health. Managers should lead by example, ensuring they log off on time and do not send emails or messages to colleagues outside work hours.**

”

Creating a healthy and happy workplace is vital for your business's long-term goals. It will not only improve productivity and reduce costs incurred through presenteeism but it will also help your business to attract and retain employees, and result in better outcomes as a whole.

**Vicky Walker is director of people at Westfield Health. This is an abridged version of her article**

[www.westfieldhealth.com](http://www.westfieldhealth.com)





# Changes to R&D tax relief

In his Autumn Statement, Chancellor Jeremy Hunt announced his financial plans for the UK economy at a time of significant economic challenge for the UK and global economy. *Olly Newman* looks at the impact on research and development



*Olly Newman is R&D technical manager at Kene.Partners*

[www.kene.partners](http://www.kene.partners)

**Jeremy Hunt has said it would be a “profound mistake” to cut the government’s research and development budget, promising to protect the incentives and increase funding by 2024-25. With new and updated legislation becoming effective in April 2023, drafted to better capture the shape and nature of the UK’s innovation with software and big data, the Chancellor also expressed a desire to turn Britain into “the world’s next Silicon Valley”.**

## Rates

The statement contains significant reforms to the R&D tax-credit schemes:

- for expenditure on or after 1 April 2023, the Research and Development Expenditure Credit (RDEC) rate for large companies claiming R&D relief will increase from 13 to 20 per cent
- the small and medium-sized enterprises the SME additional deduction will decrease from 130 to 86 per cent
- the SME credit rate will decrease from 14.5 to 10 per cent.

These reformations continue a long-upheld series of improvements to the generosity of the government’s large-company RDEC scheme; the changes also appear to indicate the first step towards what Hunt has called ‘a simplified, single RDEC-like scheme for all’.

## Short-sighted?

The government’s efforts to increase compliance and continued increase to RDEC rates for large companies are welcomed. But the latest amendments may be a somewhat short-sighted approach to cutting costs which penalises fast-growth start-ups and SMEs while better rewarding the already-larger, typically more prosperous and stable businesses that claim RDEC. A significant amount of the tax-savings will be borne by R&D-intensive SMEs who are already struggling in the current economy.

Hunt’s most recent measures come as a quick-fix which may have the effect of damaging long-term growth. Innovative SMEs that are providing highly skilled jobs are the losers in the announcement. The real issue remains a lack of compliance measures to target abuse of the system.

More measures to combat fraud and exploitation of the scheme while improving legislative clarity are required. It is hoped that the government elucidates and elaborates on these points in April 2023.

**More measures to combat fraud and exploitation of the scheme while improving legislative clarity are required. It is hoped that the government elucidates and elaborates on these points in April 2023.**



## Numbers

Some potential scenarios based on the Chancellor’s amended rates are described below:

- an SME with large profits can expect the rate of its relief to decrease from 25 to 22 per cent while an SME with small profits will receive a benefit rate of 16 instead of 25 per cent
- a loss-making SME receiving a cash-credit can expect its rate of relief to decrease from 33 to 19 per cent
- an SME claiming a cash-credit in a break-even profit position can expect to see its benefit rate decrease from 19 to 9 per cent
- benefit rates for RDEC-claimant companies will increase by between 4 and 5 per cent depending on their profits and tax position.

The government will continue to consult on the development of a single, integrated R&D scheme which prioritises compliance without restricting accessibility, seeking all the while to continue to offer value for money for both SMEs and large companies. It will be interesting to see what further changes are discussed in the coming months – as well as how the changes can support UK SMEs as well as big businesses.

# Discover a new leadership playbook



**When an organisation like Gallup reports that 62 per cent of workers globally are emotionally detached from work and 18 per cent are downright miserable, we must ask just where are employers and leaders going wrong?**

## **Leadership reinvention - command-and-control is a postcard from the edge**

We've moved to an age beyond VUCA. "Unprecedented" does not begin to cover it. The shift is tectonic, so there is an imperative for leaders to change and grow - to "be" more to "do" less and to hear their stakeholders more deeply, to make work engaging and even fun.

To be a great leader you don't have to be perfect. But we do need to accept that bosses who model tough and overbearing behaviours are often the root cause of disengagement, low morale and poor productivity.

Traditional hierarchical structures are unsustainable. What organisations need now are individuals committed to unlocking the brilliance of their people and enabling them to shine.

That means identifying and developing the capabilities of individuals to lead others effectively. And crucially, being able to create organisational cultures that promote autonomy and empowerment.

The qualities, competencies and behaviours that are ever more integral to business agility, are the same as those which define a coaching style of leading or managing others. And as the attributes of coaching and leadership



move closer together, we are seeing organisations transitioning towards a new set of leadership goals.

This offers a low stakes strategy in a high stakes business climate.

## **The relationship between leaders and employees is evolving for the better**

Leaders must enable their people to be the best version of themselves.

First up, do you hear your employees? Do they have a say in decision-making? Do they have a sense of ownership within the organisation?

Start committing to listening to what your people think and want. Invite them into the conversation. Good leadership is a personal relationship between you and your people and where everyone has an equal voice.

True leadership requires strong social skills development in the aspects that are relational and emotional. Being kind, compassionate and caring don't cost you anything, but they earn you a huge amount of trust, loyalty and buy-in.

One of the most commanding skills a good leader has is listening. Never underestimate the power of being in the moment where you are able to listen to where people are at and even hear the things not being said. These are hallmarks of great leadership.

As Jon Clifton, CEO of Gallup highlights in *Blind Spot*: "The best managers are coaches. Coaches focus on workers' strengths and development, help them get more opportunities to do what they do best and help them build strong emotional connections with their colleagues. But most all of, they listen. Great managers have frequent conversations with their team members (at least once per week); the worst managers ignore their workers. In fact, ignoring workers puts them in a worse state of mind that giving them negative feedback."

Leaders using a coaching style are better able to balance the short-term pain with longer-term gain. They are emotionally invested in themselves so have better focus, reflection and problem solve quicker. They are also better placed to take their people with them because of strong communication skills and mutual trust.

A coaching style offers high-return practices for the new world of work. It aligns organisational design with culture because it is intrinsically linked to the concept of quality work. If organisations want to continue being successful, they need to build cultures founded on ongoing learning and championing internal mobility where skills are developed in line with the employee and the organisation's needs and wants.

Think about how you would like to be led if you were in your employee's shoes. If you aren't modelling any of these behaviours, then what can you do to change?

Could coaching help reinvent your leadership and transform it for the better?

The AoEC is a leading global provider of accredited coach training for individuals and in-house, executive coaching and coaching-based solutions for organisations. To arrange a free virtual coaching conversation or to attend a virtual open event, please visit [www.aoec.com](http://www.aoec.com), email [consulting@aoec.com](mailto:consulting@aoec.com) or call us on **020 7127 5125**.



*By Karen Smart,  
head of consultancy, AoEC*



# Developing young people

Robin Booth hosted last autumn's CET – Commercial Education Trust – reception at the trendy King's Cross Impact Hub. This was one of his last duties as chair of the independent charity which champions the development of young people so they can thrive both at work and within society more widely.

## Celebrated

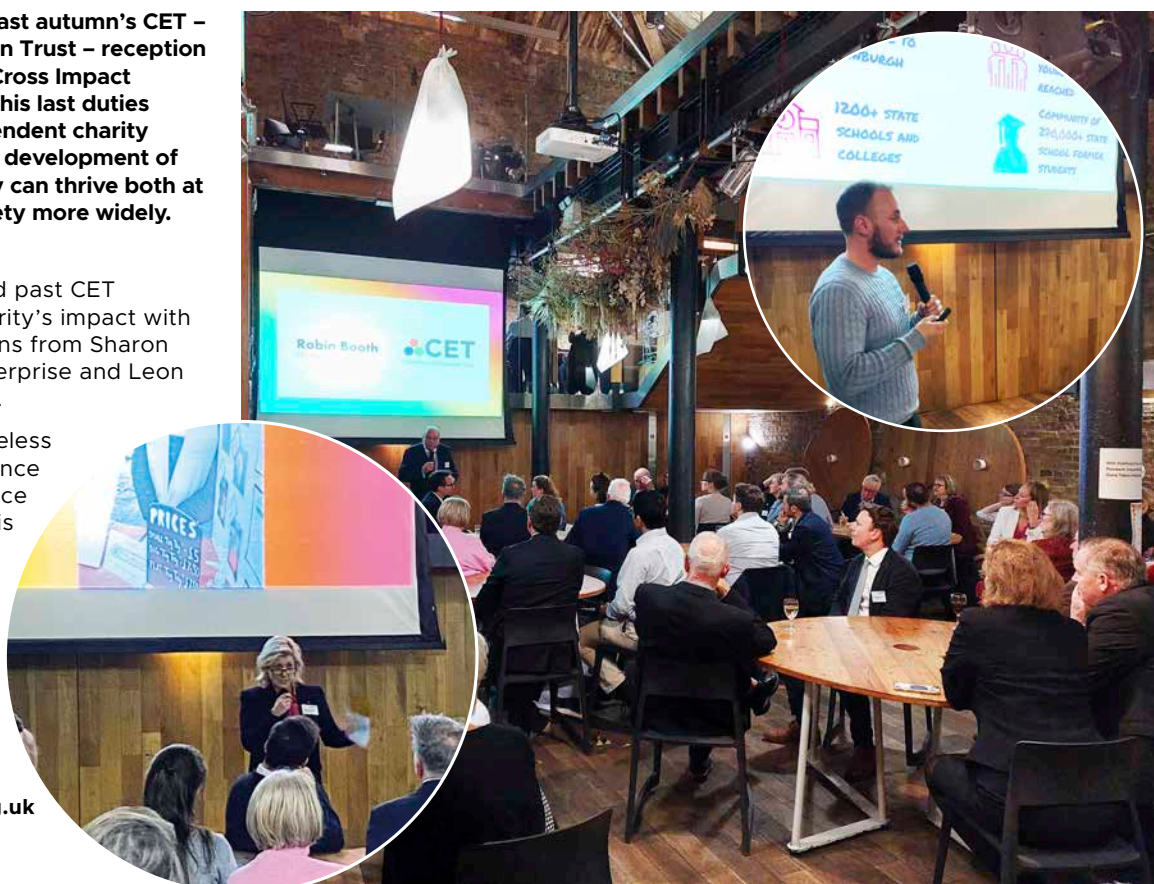
The event celebrated past CET projects and the charity's impact with inspiring presentations from Sharon Davies of Young Enterprise and Leon Ward of Future First.

Booth has been a tireless and effective chair since 2020 and trustee since 2012. The new chair is Darragh O'Sullivan, the founder of DOS & Co, a virtual family office service company.

[www.thecet.org](http://www.thecet.org)

[www.young-enterprise.org.uk](http://www.young-enterprise.org.uk)

<https://futurefirst.org.uk>



# Public relations made simple

**PR ON A BEERMAT** is a guide to public relations aimed at freelancers, entrepreneurs and owner-managers of growing businesses

Author Louise Third MBE, who works regularly with LCCI member Brunel Co-Innovate, draws from over 30 years as a business adviser and PR consultant. "I decided it was time to capture in print the advice I share through my mentoring and online workshops," she says. "Everyone can do PR. It's simple once you understand the basics but it must be done well."



as TEA REX teas, outdoor clothing company Alpkit, Tuneless Choir, retailer The Bottle Top and Lindhurst Engineering.

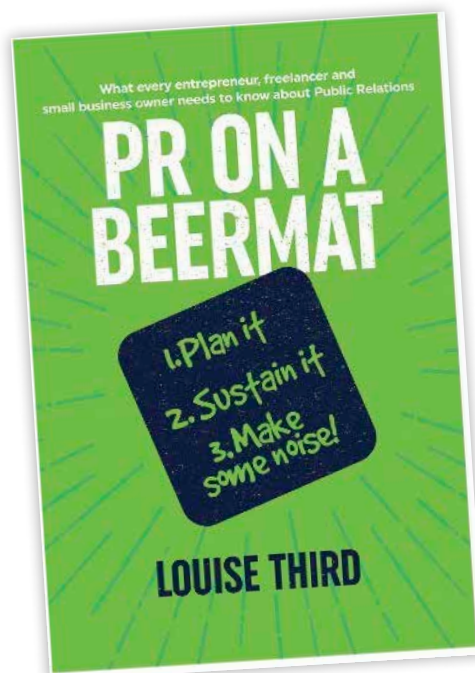
Journalists from The Daily Express, The Times, the Daily Mail, and the Nottingham Post guide the reader about how to work with the media.

Given the increasing importance of online publicity, Third drew on the expertise of the multi-award-winning digital marketing company, Hallam.

[www.pronabeermat.co.uk](http://www.pronabeermat.co.uk)

Order copies from Amazon  
[www.amazon.co.uk/dp/B09CGS11TN](http://www.amazon.co.uk/dp/B09CGS11TN)

£1 of each sale goes towards sinking a fresh water borehole in NE Uganda through the Teso Development Trust <http://teso.org.uk/>



## Media

Central to the book are the stories of smaller firms who use publicity to get noticed. These include firms such



# Race, leadership and success

Michelle Moore, author of *Real Wins: Race, Leadership and How to Redefine Success* bought her book tour to LCCI at a Black Business Association (BBA) event last December. She took the opportunity to discuss conscious and authentic leadership, identity, ancestral legacy, resilience and redefining success.

## Influential

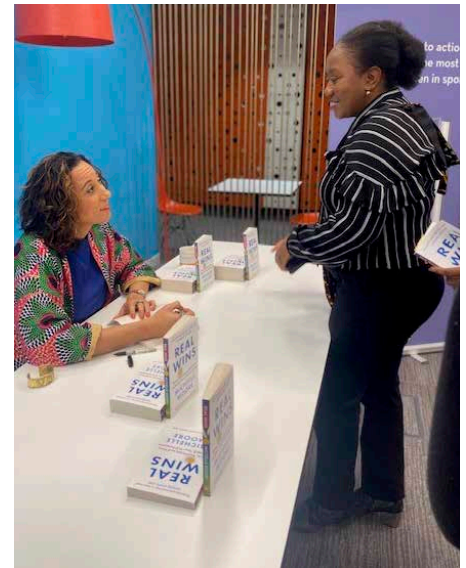
As the only Black, female author in the WH Smith business charts, she seeks to redress inequality at all levels and shows how to challenge stereotypes and assumptions. She is an award-winning leadership coach, author, speaker and educator who has been voted one of the UK's 50 most influential women in sport.



Chair for the evening was Eni Timi-Biu, founder of Create Your Table and BBA committee member.

*Real Wins* is published by John Murray Press, Hachette UK

[www.michellemoore.me](http://www.michellemoore.me)



## Business struggles are impacting wellbeing

Small business owners are feeling the brunt of the rising cost of living on their mental health as well as their bottom lines, according to research from HSBC UK

**One in four small business owners are reporting that cost of living pressures are causing a decline in their wellbeing.**

Businesses reported that rising inflation was the main threat to their company, followed by the decline in consumer spend, rising energy costs, wage inflation and cash flow management issues.

### Reluctance to talk

HSBC UK identified a reluctance to talk about such threats, with over half not disclosing to anyone – not even friends or family – about the impact on their business.

Two in three said they had not talked to their bank about needing financial support and a third reported they had used their own personal savings to fund their business over the last few months. Over half said they preferred to

research financial support online instead of speaking to someone.

### Perfect storm

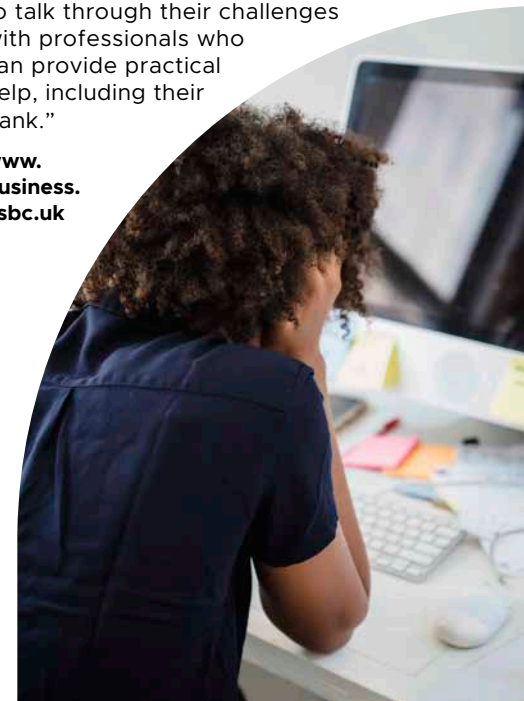
Commenting on the findings, behavioural psychologist Jo Hemmings said: “With the rising cost of running a company, on top of an increase in the cost of living, small business owners are facing a perfect storm.

“It’s not surprising that many are struggling with their personal wellbeing and it’s understandable that some feel reluctant to open up about the challenges ahead. But business owners shouldn’t see talking through their personal or professional concerns as any kind of admission of failure and research shows that internalising anxieties will not help.

“They are not alone and I’d urge those feeling the pressure of running

a small business at this difficult time to talk through their challenges with professionals who can provide practical help, including their bank.”

**www.  
business.  
hsbc.uk**





# Diversity essential for good governance

**HM Treasury and the Department for Business, Energy & Industrial Strategy have commissioned the City of London Corporation (CLC) to lead an independent task force to boost socio-economic diversity in UK financial and professional services sectors**

**The CLC's report, published last November, recommended the establishment of the Socioeconomic Diversity Taskforce and a sector-wide goal of at least half of senior leaders in the UK financial and professional services sector coming from a working-class or intermediate background by 2030.**

The report's research found that only 36 per cent of senior leadership positions were held by people from lower socio-economic backgrounds and that working-class employees progress 25 per cent slower and earn up to £17,500 less than their peers.

## **Economically advantaged**

Globally, the UK has one of the lowest rates of social mobility. "People from working-class backgrounds do not have access to the same opportunities as those from professional backgrounds, and those who are already economically advantaged

tend to stay at the top," says the report. The task force will review the targets in 2025 to ensure they are realistic.

David W. Duffy, chief executive and co-founder of the Corporate Governance Institute, commented: "Diversity is not just a moral goal to ensure fairness and representation; it is an essential part of good governance. Only when a multitude of voices exist in the halls of economic or political power can we truly prepare for all outcomes.

## **Engagement and education**

Duffy pointed out that diverse companies were more resilient and performed better. "The measures proposed are far overdue but welcome; not only do they establish goals and quotas but also the task force and

government regulation to ensure they are met.

"However, business leaders and politicians are still forgetting a key element of good governance – perhaps the most important part: engagement and education. For too long, board members, directors, and executives get their positions because of who they are and who they know.

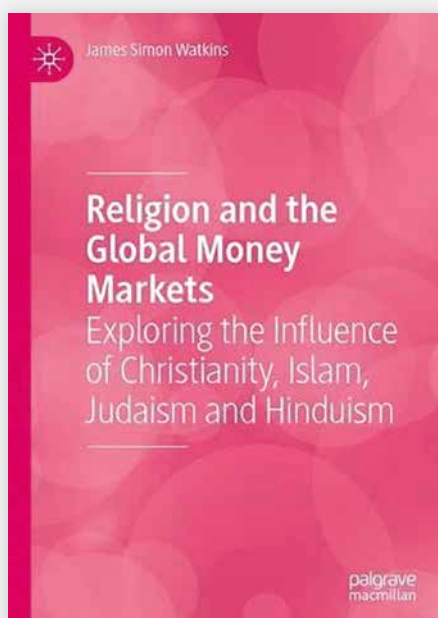
"Business leadership should engage with real issues, not hold meetings on the golf course with eyes on the literal, and not metaphorical, ball. They also need to be educated on the topics that matter the most today, such as ESG and the environment, digital transformation, and cybersecurity."

[www.thecorporategovernanceinstitute.com](http://www.thecorporategovernanceinstitute.com)



# Money and religion

**James Watkins, LCCI's head of policy and public impact, is the author of the recently published *Religion and the Global Money Markets; exploring the influence of Christianity, Islam, Judaism, and Hinduism***



**The book focuses on how these religions are shaping the ethos and daily actions of market participants within the global money markets. The concepts inherent within Christianity, Islam, Judaism, and Hinduism are making themselves felt within the global money markets.**

## **Significant strides**

As Islamic finance led to the introduction of sharia-compliant derivatives, for example, Christian investment funds are leading ethical initiatives on Wall Street, the City of London and elsewhere, such as divesting from fossil fuels in response to the climate change emergency. Jewish faith-led funds are making significant strides with the further development of impact investments. The concept of Hindu economics is also beginning to shape the actions of some market participants which are tied to the ideals of Mahatma Gandhi.

*Religion and the Global Money Markets* is published by Springer International Publishing AG

[www.link.springer.com](http://www.link.springer.com)

**Jewish faith-led funds are making significant strides with the further development of impact investments. The concept of Hindu economics is also beginning to shape the actions of some market participants which are tied to the ideals of Mahatma Gandhi.**

”

# Interview with CEO & Founder of Sparta Global, David Rai

David Rai, CEO & Founder of PE-backed technology education business, Sparta Global, says the tech skills shortage in the UK is so acute now that the future security of our nation and the economy are under threat.



## CM What is your business model?

DR: We're a technology educator and a start-up launched in 2015. We provide access to cutting-edge technology training and careers.

The kind of skills our 'Spartans' acquire during their time with us such as Software Development, Cyber Security, DevOps, Data and Business Analysis are in heavy demand. As a result, we have seen rapid growth since inception and now employ 1000 people.

## CM You are concerned about the acute tech skills shortage in the UK. How are you bridging the gap?

DR: Traditionally, careers in tech have been the preserve of white, male graduates hailing from Russell group universities. But tech desperately needs a more diverse workforce made up of individuals who can bring multiple perspectives and creativity to problem solving. For that reason, we actively encourage under-represented groups to train with us namely, women, people from black minority and ethnic backgrounds.

Otherwise, it won't only be the tech industry that suffers as a result, but the future security of the country and the economy, too.

Graduates, non-graduates, returners, career changers are all given an equal opportunity to join Sparta Global, receive paid training in in-demand technology areas, and be assigned to work on live digital projects with our clients.

We can help organisations access the digital skills they are missing, but we are also incredibly proud to give them access to the diversity of thought they need to succeed.

We hire purely on attitude and aptitude for our digital careers. Diversity and inclusion is in our DNA, in our business values and ingrained in me.

We want to spearhead industry change and evolution to truly become inclusive.

## CM What has been your own journey as an entrepreneur?

DR: You could say I come from humble beginnings, born in Coventry to immigrant parents who arrived here from India in the 60s. I grew up watching my dad build a successful business - a car dealership - from zero. He had to break down so many barriers - linguistic, cultural and more, to succeed. He and his peers grafted hard to open doors for the next generation and it's over to me now to push those boundaries further. I was the first generation to go to university and enter the workforce as a graduate. I had a lot of fun as a marketing manager in the hospitality industry when I first graduated - it was I suppose my baptism of fire. But the entrepreneurial spirit that runs in my family soon got the better of me, and it wasn't long before I took a sideways step away from corporate life to start a business of my own. What I've learned so far is to ignore the naysayers, stay focused on the vision I've set out for myself, try and do some good, and to enjoy the journey along the way. Life's short.

## CM You met Princess Anne earlier this year. What was that about?

DR: I was awarded The Princess Royal Award for services to training, and also for diversity and inclusion in the workplace. It was a huge honour for me and the whole team and a leap forward on our mission to widen the appeal of a career in tech to diverse communities.

## CM Hit me with the numbers

DR: 3000 Spartans have gone through

our programmes to become employed by some of the country's major corporates

- 98% of Spartans are taken on full-time by the companies they are assigned to work with
- 32% of Spartans are female
- 52% are from an ethnic minority
- 58% are the first in their family to go to university
- 42% are from state schools
- 70% received free school meals meaning they are accessing social mobility opportunities through Sparta Global.

## CM What does the future look like?

DR: The country needs expertly-trained tech specialists and the demand just keeps on growing. But it feels like we're still in the foothills of spreading the word that exciting, well-paid tech careers are accessible to the many, not just the few. So, there is plenty for us still to do towards levelling up the playing field for the workforce as well as future proofing our country with robust tech infrastructures to protect the nation.

*David Rai is the CEO & Founder of Sparta Global, a PE-backed technology education business based in the City of London.*

6th Floor, 125 London Wall, London EC2Y 5AS

Tel: **+44 (0) 208 940 2333**

E: **contactus@spartaglobal.com**





# Progress on diversity in procurement

Following the LCCI's publication of its *Ethnic Diversity in Business* report last year, the Greater London Authority (GLA) and a number of related public sector institutions have recently made a shift in their procurement policies

The Chamber's Black and Asian business associations have been invited by the GLA to participate in the following work streams:

- A review of the current standard terms and conditions to support SMEs in entering the GLA group supply chain
- A pilot to build a database of micro/SMEs and diverse-owned businesses across London
- Planned market engagement events next year with SMEs, particularly around relevant training opportunities and content
- Specific procurement opportunities where we seek to increase SME involvement, as per the recent GLA event management framework



These steps should lead this year to more small businesses having direct access to procurement opportunities which were previously difficult to access.

#### Support from MPs

In a further encouraging development,

Sir Stephen Timms MP initiated a parliamentary debate last December which focussed on the report and widely praised it commending the work of LCCI's Esenam Agubretu and her colleagues in the process. Further support came from MPs Dr Lisa Cameron and Sir Peter Bottomley.

In response, the Minister for Industry and Investment Security, Nusrat Ghani MP, promised to consider further the issues raised in the debate while stating that the government is determined to remove the obstacles faced by too many minority ethnic-owned businesses.

- [Ethnic-Diversity-in-Business-Paper\\_1.pdf](#) ([londonchamber.co.uk](http://londonchamber.co.uk))  
- [Ethnic-Diversity-in-Business-Paper\\_1.pdf](#) ([londonchamber.co.uk](http://londonchamber.co.uk))

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# First Lady in London



Olena Zelenska, the first lady of Ukraine, welcomed business leaders, including LCCI director of membership and events, Liz Henderson – seen here with Inna Prystaiko, wife of the Ukrainian Ambassador to the UK – to a special event in London last November to garner support for the Ukrainian people at a traumatic time for the country.

## Humanitarian needs

The first lady emphasised the importance of the Olena Zelenska Foundation to raise funds to meet the humanitarian needs faced by many Ukrainian citizens in the face of ongoing military aggression.

LCCI has set up partnerships to support Ukrainian refugees in London and it is putting in place a programme of

**The first lady emphasised the importance of the Olena Zelenska Foundation to raise funds to meet the humanitarian needs faced by many Ukrainian citizens in the face of ongoing military aggression.**

work to support Ukrainian SMEs who are continuing to operate in the country. This is led by Igor Bartkiv – read his story on page 22.

[www.londonchamber.co.uk/news-and-insights/news/ukraine-support](http://www.londonchamber.co.uk/news-and-insights/news/ukraine-support)

<https://zelenskafoundation.org/en>

## Answers to The Knowledge

On page 19

- 1 On the Breadline. It is run in partnership with the *Independent* newspaper.
- 2 William Pitt, Earl of Chatham (Pitt the Elder).
- 3 AFC Wimbledon. They have recently moved back to a stadium in the same road.
- 4 St Paul's School for boys. The girls' equivalent is in Brook Green.
- 5 It was the name given to the city's characteristic fogs which often created darkness at noon and were described in the 1820s as being "as thick and yellow as the pea-souper of the eating house."
- 6 The Caledonian Club. It was founded in the 1890s.
- 7 Mary Seacole, the Jamaican nurse and author of *The Wonderful Adventures of Mrs Seacole in Many Lands*.
- 8 1946. Previously London's air travel needs were provided by Croydon Airport.
- 9 Paddington is the main terminal though Waterloo also runs a service to the West Country Georgian city tourist attraction.
- 10 TS Eliot in *Burnt Norton*, the first of his *Four Quartets* 1935-42.







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# Two minute interview

Mike Powers of Auditel UK



## Who are you?

I am a cost management consultant in the Auditel UK network. I grew up in the West Midlands but now live in South London with my wife and two children.

## What is your connection with the London Chamber of Commerce?

Having started my own business, I quickly realised the importance of networking and so became a member of LCCI where the networking opportunities are endless.

## What was your first job in London?

I moved to London from the North East in the mid-1990s as a sales engineer for a global engineering corporation whose main UK sales office and customer base were located here.

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

Taking the plunge and starting my new business, a B2B consultancy as part of Auditel UK's 100 + strong

network of procurement specialists.

## “If there is one thing I hate about my job it’s ...

... cold calling. Trying to get past gatekeepers to the decision makers to have meaningful conversations on how I can help improve a business' financial position. This dislike just further highlights the importance of networking!”

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

Steve Jobs, the late co-founder of Apple. I'd also say be very clear about why your business does what it does. Steve Jobs was clear about why Apple existed, believing that by making something useful, empowering and beautiful, it expressed love for humanity and he would not be distracted by money or power, something not all well-known entrepreneurs can say.

## How has the pandemic affected your business?

I lost my job of 30 years as a result of the pandemic but

while it had a huge impact at home, it presented me with a fantastic opportunity of starting my own business. As far as the new business is concerned the biggest impact has been the difficulty in arranging face-to-face meetings.

## What measures have you taken?

Like many other businesses, I've had to set myself up with a well-equipped home office and good telecommunications as well as make use of various social media outlets to promote my business.

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

By taking more vehicles off the road, predominantly cars. Public transport would need to be improved and affordable, and better use of the river could be made, certainly in moving goods around.

## Which piece of red tape causes most

## problems for your company and why?

As a start-up I've not come across any problems yet. Given the nature of my business, I'm not expecting too many issues as a result of “red tape”.

## What is your favourite and least favourite thing about London?

My favourite thing would be London's diverse nature, whether it be in the people that live or visit here, the architecture, the events that take place ... the list is endless. My least favourite thing would be the pollution, of all types, whether it be noise, light, rubbish or air quality.

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

I'd change the transport system, taking a serious look at how we can improve public transport and take more cars off London's roads.

<https://auditel.co.uk>





# How to build a global marketing strategy

Some of the biggest, most recognisable brands across the world owe their success to the fact that they've nailed their global marketing strategy. Brands like Airbnb and Coca-Cola are known for their almost universal messages, whether that's being made possible by hosts or sharing happiness

**In the age of the internet and social media, however, having a global marketing strategy is no longer only in the realm of the biggest companies. Almost any business can employ similar tactics and grow its global customer base. For example, by making localised social media pages or websites.**

Here, experts from *Heriot-Watt University* investigate some of the most successful global marketing strategies, why it's so important, and how businesses can develop their own.

## What is a global marketing strategy?

Those who have studied an international business management

degree will know that, in short, it's a marketing strategy that encompasses several countries. The aim of this is to plan and coordinate marketing efforts so that they can be adapted to different markets and audiences, while remaining consistent with the overall brand.

For some brands, their product will have a universal appeal that transcends borders or language barriers. For all, it's vital to get to know the local culture and population and use that to inform the strategy.

## Common methods of a global marketing strategy

On one side of the spectrum, there is standardisation, which means the same approach to marketing will be taken

regardless of country. On the other end is localisation, where communications are adjusted depending on the area and audience.

This can also include using either a centralised or de-centralised team. The former means that all marketing efforts are standardised across the world. Decentralising involves employing separate marketing teams for different areas. These will often be made up of people who are local to the area.

Whether a business chooses between standardised, localised, or some combination of the two can be dependent on its brand, what markets they want to reach, and its overall goals.

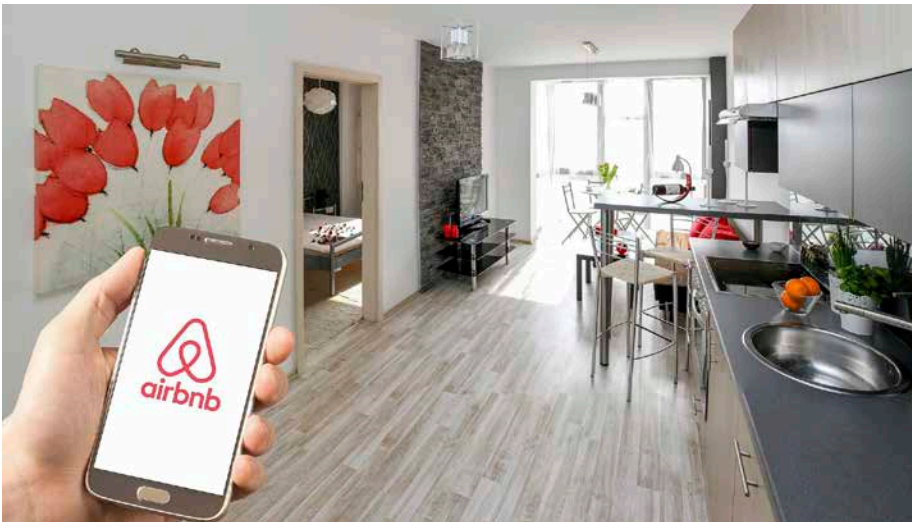
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### Benefits of a global marketing strategy

While there are some challenges that will need to be addressed, such as language barriers and local laws, there are many benefits to a global marketing strategy.

It gives businesses a chance to grow and gain new customers. Looking at how a business can expand globally also helps to home in on the values that are core to the brand and concretise its identity. It can also build the reputation of a business in different countries, establishing trust with customers across borders.

Here are five companies that have aced their global marketing strategies.

#### Airbnb

Founded in 2008 in California, Airbnb has grown into the third most visited booking platform in the world.

Globally, Airbnb currently has around 5.6 million active listings and four million hosts.

For their global marketing strategy, Airbnb uses a combination of localised and standardised approaches. The overall message remains the same, 'made possible by hosts', a campaign launched in 2021. Yet by putting the focus on the hosts, Airbnb is also able to feel local.

As part of its campaign, Airbnb captured photos and videos from some of its properties to create a sense of a more localised holiday experience. Getting locals involved as much as possible is a great way to create content that is far more appealing and relatable to other locals.

#### McDonald's

The iconic golden arches of McDonald's are well-known across the world. McDonald's currently operates over 40,000 restaurants in over 100 countries. While the brand's visual identity remains the same, McDonald's also adopts localised tactics to appeal to different tastes.

It mainly does this through region-specific dishes that offer takes on local favourites. For example, in Hong Kong, you'd be able to order the Ebi Burger or the McArabia in Saudi Arabia.

Ronald McDonald has a different name in Japan because it is difficult to pronounce in Japanese (he's known as Donald McDonald instead). This approach means McDonald's can have worldwide appeal but also offer menu items tailored to the local market.

#### Red bull

Much like Coca-Cola, Red Bull relies on a single stand-out design that helps build recognisability across borders. Where Red Bull's global strategy really excels worldwide is through sponsorship of local extreme sporting events. From soap box racing to BMX championships, these sponsorships solidify Red Bull as a high-octane, high-energy brand.

The genius of this is that Red Bull's overall brand message is tied to the excitement and thrills of extreme sports, which won't ever be lost in translation.

#### Innocent

Innocent currently operates in 15

countries across Europe but this company is a good example of how to retain a consistent approach to marketing and branding. The way Innocent does this is through its tone of voice, which is consistently humorous and quirky.

This allows Innocent to be captivating and entertaining across social media, which builds awareness and its reputation overseas as a light-hearted, fun-loving brand.

#### Spotify

To build its global marketing strategy, Spotify has taken advantage of the very nature of its product, which allows for an extremely localised marketing strategy.

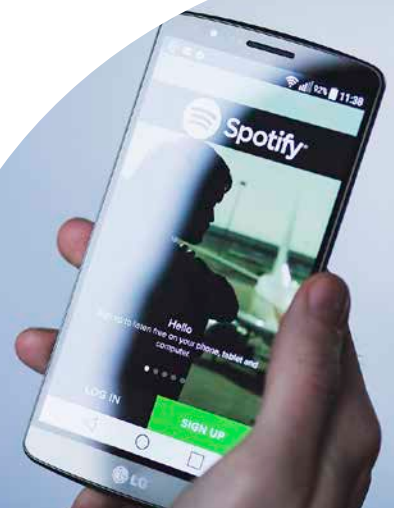
Thanks to the huge amounts of data Spotify collects about what its users are listening to, it is able to be customised not just by country or region but by individual users. Each user is served with their own personalised 'daily mix', which helps introduce users to new artists and for artists to reach audiences outside of their country much more easily.

Data is also what drives Spotify's yearly event Spotify Wrapped, which started in 2015 and went completely viral, gaining over 1 million shares. In 2020, that figure had risen to 60 million.

Spotify Wrapped uses all the data from the year to reveal each user's favourite tunes and podcasts. Through games, sharable statistics and a lot of tongue-in-cheek humour, the success of Spotify Wrapped has made it a best-in-class example of how to do a global brand strategy.

[www.hw.ac.uk](http://www.hw.ac.uk)

<https://www.hw.ac.uk/uk/study/undergraduate/international-business-management.htm>





# Two minute interview

George Grey of Xcina Consulting



## Who are you?

I am the managing director at Xcina Consulting, a risk management consultancy based in the City of London which specialises in assurance, information security and regulatory compliance.

## What is your connection with the London Chamber of Commerce?

Xcina Consulting joined the LCCI as a Premier Plus member early last year, keen to share our thoughts and impart our risk management expertise to the LCCI Community through our regular networking events.

## What was your first job in London?

I was an external auditor in the banking and capital markets team at PwC

## Which one recent business achievement are you most proud of, and why?

For the second year in a row, we won the *Computing Security* magazine's Computing Security Award for Cyber Security Compliance, demonstrating again much appreciated recognition from our clients and testament to the hard work from everyone in the team. We can be really proud of the quality of the service we deliver to clients to ensure they maintain the highest levels of cyber resilience.

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

... the disruption, human and economic cost to

organisations from risk events caused by threat actors in cyber space, incorrect handling of data and information internally or non-compliance with regulatory requirements, which can be significantly reduced by implementing effective internal controls."

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

Entrepreneurs are unique and rather than modelling themselves on a single individual, they should identify and take the best bits from a broad range of business people. They should stay true to who they are – what may work for others is not necessarily appropriate for their own circumstances.

## How did the pandemic affect your business?

We adapted well to the changes that were brought on by the pandemic by implementing hybrid working practices, better leveraging our technology to better serve our clients, and making conscious decisions about the welfare of our staff including providing access to resources to better manage mental wellbeing. Our parent company, Shearwater Group plc, has been very supportive, continuously looking to improve the working environment for all staff across the group.

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

With the population in London increasing and the drive towards more environmentally friendly and sustainable cities, increasing the capacity and resilience of public transport must be a priority. Enabling the system to better cope with disruptions from environmental factors would ensure smooth movement of people and increased reliance on the system.

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

Working in the risk management sector, I understand the necessity of having rules and regulations to better manage the risks within organisations and keep our colleagues safe.

## What is your favourite and least favourite thing about London?

The vibrancy, energy and diversity of Londoners is incredible and a real draw for people from across the globe. The crowds

which can be overwhelming at times are what gives London the buzz and vibrancy – there is no place with the same vibe in the UK or globally.

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

Provide more practical support for businesses to thrive and innovate in the city e.g. adoption of innovation hubs across all areas of the city to encourage entrepreneurship.

[www.xcinaconsulting.com](http://www.xcinaconsulting.com)

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## Venues with Impact -

# Introducing Old Street's hidden gem at The Trampery

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When you book a meeting room or event with The Trampery you are actively supporting underrepresented entrepreneurs to access workspace and business support. Since 2017, revenue from The Trampery's event spaces and meeting rooms has helped support over 500 entrepreneurs.

The Trampery is a purpose-led enterprise dedicated to making business a positive force in society. They provide workspaces, venues, and training in pursuit of their mission.

They provide a choice of unique spaces for events of all sizes, a skilled events team and extraordinary options for cuisine, production and innovative AV solutions that are unlike any other venue. Events they've hosted include off-

site strategy meetings, ministerial policy launches, hackdays, workshops, conferences, and product launches.

Their main events hub is located in Old Street, with four distinct meeting rooms and 2000 sq. ft event space with custom acoustic treatment and a 12-metre-long art installation



by acclaimed London designers, Bad Marriage. They also have meeting rooms and event space for hire at their sister sites in Tottenham and Fish Island Village in Hackney Wick.

They put sustainability at the heart of all of their events and

exclusively work with local and independent suppliers with positive social and environmental impact, from social enterprise coffee roasters to community food businesses delivering only by bikes.



Want to create a specific social impact for your event? The Trampery will work with you to achieve this and identify suppliers aligned with your values.

Learn more about The Trampery Venues at [thetrampery.com/venues](http://thetrampery.com/venues). Get in touch via email at [events@thetrampery.com](mailto:events@thetrampery.com), or by calling 020 3111 9884.

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# LCCI Member News



## Waterstons Limited

### Avoiding an Udder Disaster

Information security and business resilience experts from Waterstons have developed a farmyard-themed board game to replicate real-life events in a fun and interactive way for businesses to avoid an Udder Disaster.

Craig, Cyber Assurance Head at Waterstons said: "Articulating the importance of balancing business objectives with good risk management, cybersecurity and a well-thought-out strategy is difficult, so we created this game to close the gap between innovation, growth and the reality of building a business.

The game takes common business scenarios and applies them to the context of a dairy farm for players to successfully navigate business challenges, considering key elements to protect, adapt, optimise and innovate.

Craig continued: "One of the biggest cyber security weaknesses for businesses is lack of knowledge amongst staff, so Udder Disaster can be used as a training tool for teams to understand vulnerabilities, risks and budgets outside of the context of their own business." [www.waterstons.com](http://www.waterstons.com)



## Nockolds

### Nockolds Goes International with Spanish Office Opening

Nockolds is delighted to announce the opening of its first international office in Estepona (Málaga, Spain) under the trading name of Nockolds Lawyers Spain.

Following the growth of international work undertaken by the firm and with the increased need for cross-border legal advice, Nockolds is now able to offer a seamless service between English and Spanish legal systems.

Nockolds Lawyers Spain will be led by Javier Jurado, a dual qualified Spanish lawyer (Abogado) and Solicitor in England and Wales, and Flor de Lis Van Beetz Gil, Spanish Abogada and member of the Malaga Law Society.

Whether the matter relates to personal or business issues, the team of bilingual lawyers at Nockolds Lawyers Spain along with the International Team at Nockolds Solicitors Limited have the expertise to guide clients through a variety of situations.



## YouControl

### RuAssets

Ukrainian company YouControl launched RuAssets tool to help expose companies, assets, and individuals linked to those supporting Russia's invasion of Ukraine.

The platform reveals whether companies and people from around the world are linked to Russian or Belarusian national public figures. It also flags ties with sanctioned individuals, military terrorists, and propagandists. It helps to pick up Russian traces and is perfect for investigators.

RuAssets use state registers and publicly available data. It checks all the links between businesses, individuals, aggressor countries, and those on sanctions lists through chains of intermediaries.

RuAssets' tool can visualise data and entities related to an individual. Public officials and law enforcement use it to find Russian assets and make decisions on further freezing or seizures. Compliance managers or anti-money laundering professionals to carry out due diligence and background checks.

**For further information, please email [oksana.kharchenko@youcontrol.com.ua](mailto:oksana.kharchenko@youcontrol.com.ua) or visit <https://ruassets.com/>.**



## Freighthood

### Export Documentation and Collaboration software

We are delighted to join the Chamber and we are looking forward to meeting other members soon!

We are Freighthood, a web application that helps small and medium exporters, importers, and freight forwarders to manage their cargo shipments. An all-in-one platform that simplifies the creation of shipping documentation and allows your team and external companies working on a shipment to communicate, share export documentation and update its progress in one place.

Freighthood saves your company valuable time and money by allowing you to create error-free digital documents in a few clicks. Eliminate data re-entry with our export document builder and connect your team to a shared dashboard to have visibility of your shipment from anywhere.

[www.freighthood.com](http://www.freighthood.com)  
**Interested in a demo and a free trial? Contact: Cecilia Cini**  
[Cecilia.cini@freighthood.com](mailto:Cecilia.cini@freighthood.com) or  
**+44 (0)77 1062 9803**

## UNIVERSITY OF WESTMINSTER

### University of Westminster

The University of Westminster deliver higher and degree apprenticeships across various sectors and in 2023 we are hosting events for businesses to find out more about existing and new apprenticeship programmes.

### Apprenticeships at the University of Westminster: information Webinar 17/01/2023 - Online

An online session for employers in Construction, Property, Project Management, Business Management, Town Planning and Healthcare to hear more about our apprenticeships.

### Chartered Manager & Project Manager Apprenticeships Launch Event 07/02/2023 - Marylebone Campus

This event is aimed at employers interested in upskilling Project Managers and/or Managers in their workforce with Leadership and Management skills.

### Showcase of Apprenticeships: Employer Evening

**09/02/2023 - Marylebone Campus**

A chance to hear more about the apprenticeships we offer, meet the team, network and have a tour of our Marylebone campus.

For more information on any of these events and to book your place, please get in touch via [enquiries.apprenticeships@westminster.ac.uk](mailto:enquiries.apprenticeships@westminster.ac.uk)

**Please Read Carefully™**  
We write clear business info

## Please Read Carefully

**Please Read Carefully™** is a Plain English writing service founded by **Jane Lamprill** in 2016.

### Jane

- Is a specialist, lay language writer.
- Has 12 years' experience as a 'delegated powers' committee member.
- Cares deeply about good customer service, transparent governance and 'every day' business ethics.

### Why use lay language?

#### Clear information

- Is faster to read
- Reduces the risk of fraud
- Makes reports easier to navigate
- Enables better compliance
- AND saves you time and money

### Main sectors

- Business & governance
- Pharmaceuticals & health

### Happy to help with e.g.

- Document 'makeovers'
- User-friendly policies
- Key-fact summaries
- Easy-read bereavement forms

### Feel free to get in touch

<https://laylanguage.com/business-and-governance/>

### Budget help

It's a pleasure to offer you 10% discount on writing services. For LCCI members + their contacts if booked by **31 May 2023**.



## Livability

### Run with #TeamLivability in the 2023 TCS London Marathon

Livability is the disability charity that's committed to enabling children, young people and adults to live a life that adds up for them. Through our care homes, special education, and brain rehabilitation services, we promote inclusion and wellbeing for all. Together, we work to see people take part, contribute, and be valued.

Whether you plan to run just one marathon in your lifetime, or you have a string of finisher's medals, the TCS 2023 London Marathon should be top of the list.

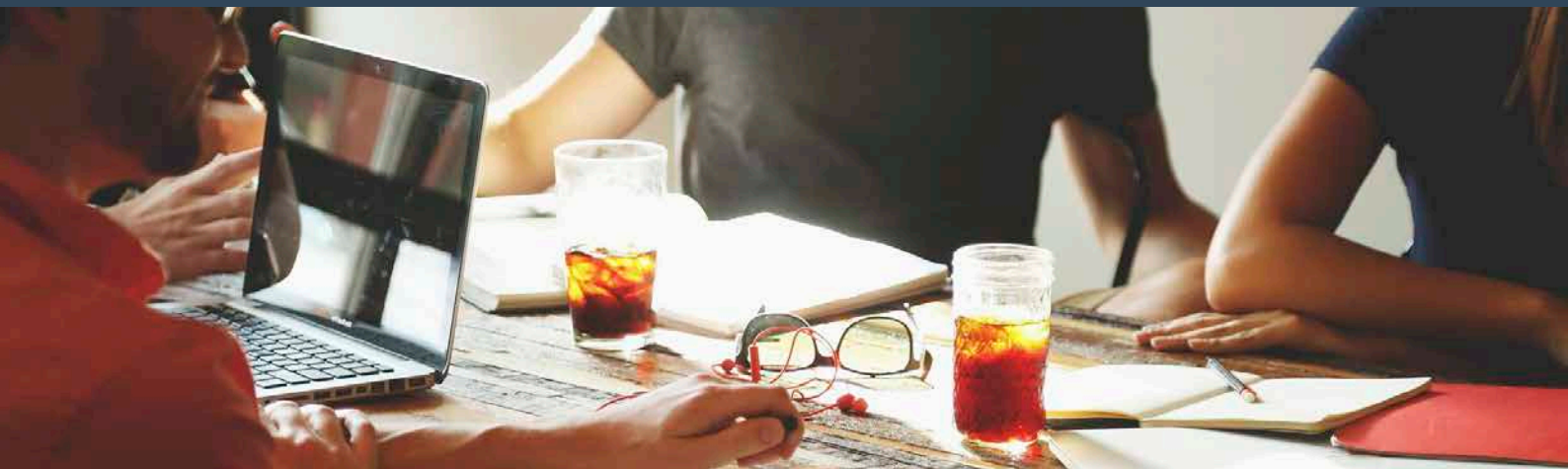
From the iconic landmarks lining the 26.2-mile route to the infamous finish line on The Mall, you'll be cheered on by hundreds of thousands of spectators to become a part of London Marathon history.

If you would a place in the London Marathon on Saturday 23 April 2023, join Team Livability! Please get in touch to take part [livability.org.uk/get-involved/events/running/london-marathon/](https://livability.org.uk/get-involved/events/running/london-marathon/)





# New Members



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**Abel + Imray**  
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<https://abelimray.com>  
 Intellectual property attorneys

**Aby Ltd**  
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 Business and management consultancy

**Acenteus**  
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**ActionCOACH**  
<https://leytonmarahes.actioncoach.co.uk/>  
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**Aegean Diving Services Limited**  
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 office@ads-ltd.com  
<https://ads-ltd.com>  
 Commercial diving and marine

**Alembic Strategy Limited**  
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 info@alembicstrategy.com  
[www.alembicstrategy.com](http://www.alembicstrategy.com)  
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**Bahar Property Trading**  
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 bahar.choudhary@baharproperty.co.uk  
 Property trading

**Bell Stone Associates Ltd**  
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 oliver@bellstone.co.uk  
[www.bellstone.co.uk](http://www.bellstone.co.uk)  
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 legal@capital.com  
<https://capital.com/>  
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**Cerebral Ape Ltd**  
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 stuart@cerebralape.co.uk  
<https://cerebralape.co.uk/>  
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**CERTLabel Ltd**  
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 enquiry@certlabel.com  
[www.certlabel.com](http://www.certlabel.com)  
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**Compuhire Ltd**  
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[www.compuhire.com](http://www.compuhire.com)  
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**Driver 8 Ltd**  
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**Escudo-watches Ltd**  
<https://escudo-watches.com>  
 Watch manufacturer

**Freeman Studio**  
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 cecilia.cini@freighthood.com  
[www.freighthood.com](http://www.freighthood.com)  
 Export documentation software

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 Graphics

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[www.haydonconstruction.co.uk](http://www.haydonconstruction.co.uk)  
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**HE Carbon SuperCap Ltd**  
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 accounts.csc@he.co  
<https://he.co/>  
 Energy innovation

**HR Dept Clapham**  
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**Nachural Music Limited**

07774 116545  
ninder.johal@nachural.co.uk  
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<https://connectedbyfusion.co.uk/>  
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**Novotel London West**

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H0737-sb1@accor.com  
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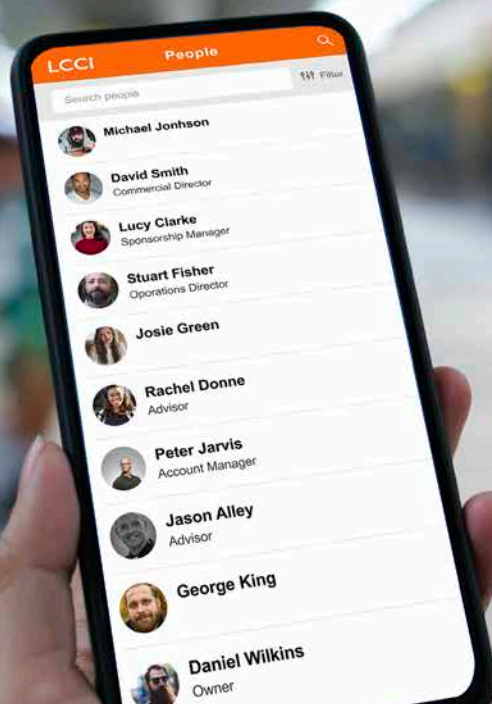
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## How to download the LCCI Community App

LCCI Members can download the app on Android and iOS by scanning the QR code:



**Not a member?** Join the free *London Chamber Community Network* where London's businesses can access a number of benefits including the LCCI Community App.

[www.londonchamber.co.uk/membership/lcci-community-app](http://www.londonchamber.co.uk/membership/lcci-community-app)

# Making business connections on the LCCI Community App

**Christina Gurgu, growth manager at Fortech, speaks to *London Business Matters* on how the LCCI's app has helped her reach London's business community, expanding her network of connections in London as well as increasing the brand awareness of her company**

**Gurgu leads the professional services strategic direction at Fortech, helping new clients access custom software development services and managing relationships with existing accounts.**

Fortech SRL is one of the largest IT firms in Romania with a team of over 1,000 engineers, all based in the company delivery centres in the country, who help clients to build quality software tailored to their needs. The company's engineers cover all mainstream programming languages and specialised frameworks, using Agile methodologies as the main approach to software development. Fortech provide support throughout all stages of the software development lifecycle.

[www.fortech.ro](http://www.fortech.ro)

### What was your first impression of the LCCI Community App?

When I registered for the first time, the LCCI app gave me a sense of belonging to the London business community. I felt I was part of the vibrant entrepreneurial life in London and had the chance

to connect with relevant business professionals while leveraging the knowledge and opportunities offered by the application.



**Christina Gurgu**

### What have you found you like the most about the app?

I was delighted to see that, compared to other applications, users on the LCCI Community App are quite active and use the platform to engage

with the community. Most of them accept to connect, respond to messages, post interesting events, and publish special offers.

### Do you have a favourite feature on the app?

I mostly like that the profiles can be filtered based on their industry, which is very helpful for a more targeted networking approach, allowing you to reach out precisely to the people who are in your area of interest.

### Have you been able to connect with LCCI Members and the Community Network?

Yes, I already have a sizeable network

of connections and it keeps expanding as additional connection requests are accepted.

### How has the app benefited you so far?

It has helped me to gather intel about relevant business contacts, start conversations, and expand my network of connections in London. It also allows me to increase the brand awareness of my company, post offers we have for member firms, and invite people to join the events we organise in London.

### What has made the Community App stand out for you?

As part of the business development team, I am focused on building relationships and the Community App perfectly complemented the channels I was already using. Additionally, the app puts me in front of the business professionals from the London area, one of my company's target locations for growing our business.

### Would you recommend using the app to others?

Absolutely, with all my heart. They can achieve fantastic outcomes if they invest time and leverage the multitude of features the app is offering.

# NET ZERO SHORT COURSES

Get ahead in the Net Zero transition

LEADERSHIP &  
MANAGEMENT

DESIGN

ENROL NOW  
FOR JANUARY  
2023

The UK is facing a rapid shift in culture and mindset as the demand for Net Zero accelerates. As 2050 fast approaches, with pressure from all sides to meet ambitious but legally binding net zero targets, the sector needs individuals to support its transformation.

To meet these demands, London South Bank University has launched new single-term immersive courses to deliver actionable skills across the Built Environment. The ground-breaking programme of short courses are a fast-track way to upskill in sustainability and construction, and get ahead in the Net Zero Future.

Created in partnership with industry leaders. Designed to fit round work and home. LSBU's Net Zero Short courses go beyond CPD, offering immersive, degree-level learning.

**“These courses provide the most up-to-date Net Zero and systems change thinking. The result is a unique, fresh qualification that directly responds to sector needs.**

Professor Aaron Gillich, Professor of Building Decarbonisation, LSBU's School of the Built Environment and Architecture, and Director of the BSRIA LSBU Net Zero Building Centre (NZBC)

To find out more and apply visit:

<https://www.lsbu.ac.uk/study/postgraduate/net-zero-campaign>

The pilot programme is supported by the Office for Students (OFS) new Lifelong Loan Entitlement (LLE) scheme – meaning students on this short, effective degree level course can apply for a student loan to cover fees, irrespective of past loans and learning pathways.





LCCI chief executive Richard Burge with newly-elected president Martina King



# Food for thought

The world-renowned Food Hall at Fortnum & Mason was the venue for the LCCI's annual winter reception where chief executive Richard Burge welcomed guests, announced the prize winners of the much sought after F&M Christmas hampers, and introduced the newly-elected LCCI president Martina King.

## Magic

Fine wines and canapés are *de rigueur* at such an event and the fun was further enhanced by Papparazzi VIP and their Magic Mirror photo booth which proved a popular attraction.





# Get Ahead of the Field this Summer with Summer School @ HEC Paris



HEC Paris, Europe's Top Business School\*, opens its doors this summer to bachelor's master's students and young professionals to see what all the buzz is about HEC Paris.

Elyse Michaels-Berger, the Summer School Director, explains why. "Our Summer School brings highly motivated international students together to address the challenges of our rapidly changing world. It is a testament both to such dedicated students and professors that participants can assimilate such rich material over an intense two-week summer period at HEC Paris".

Each year the HEC Paris Summer School brings together young people from all over the world for 2-week intensive courses that help them advance their careers, as well as gain exposure to the experience of HEC Paris professors and industry leaders. The international participant perspective mirrors the international stage as each participant shares unique opinions and experiences.

Among our range of programs, participants who select *Globalization, Geopolitics and Business Strategy*, taught by Professor Jeremy Ghez, dive into how geopolitics and globalization have an impact on decision

makers in all sectors. In a constantly changing world, geopolitics offers young leaders critical insights into how geographical, political, strategic and economic studies interact and play out on the world stage.

Another highly topical program on *Business & Climate Change* explores the challenges facing companies as they move to incorporate national and international energy and climate policies into their business models. As the Academic Director of the program, Jean-Michel Gauthier, clearly states, It is the duty of managers across the board to learn about the challenges of the energy transition.

In addition to these programs, HEC Paris also offers a selection of finance-related programs (*Corporate Finance* for newcomers to the field, *Investment Banking & International Finance, Fintech, Mergers & Acquisitions*), an immersion in *Entrepreneurship & Digital Innovation* in cooperation with the Technical University of Munich, and what better place than Paris to study the specificities of *Luxury Management* with Professor Anne Michaut, Director of the LVMH Academic Chair?

Find out more about the HEC Paris Summer Programs for you, **if you are a young professional** (18-30 years old) or **if you are looking for new ways to develop talent within your team**, or check out our **Youth Programs for your ambitious children** and high school students (15-18 years old).

[www.hec.edu/en/summer-school](http://www.hec.edu/en/summer-school)



HEC  
PARIS



# Coming up...



## JANUARY Capital 500

Thursday 12 January, 1.00pm – 3.00pm  
LCCI

LCCI will discuss the latest results for the Capital 500 – London's largest and most authoritative regular business survey. We will be joined by guest speakers Ian Daniels, Property Partner from Haysmacintyre, Vicky Pryce, Chief Economic Advisor and Board Member for Cebr, and James Rentoul, Director at Savanta ComRes, to hear their thoughts on the Q3 2022 results. This complimentary event is open to all Members, Community Network and Non-members.

**haysmacintyre**

*Sponsored and hosted by Haymacintyre*

**Go Connect! Networking at LCCI**  
Thursday 12 January at 4.00pm – 6.00pm

**Performance Management - a Roadmap for Developing, Implementing and Evaluating your Performance Management Strategy with Sarah Jo Loveday, CEO, peopleknd.**

Tuesday 17 January at 12.45pm – 1.15pm

**How Tech can Help you Grow your Business in 2023 hosted by Shimron Equiano, BBA Committee Member with guest speakers Leke Sholuade, Founder & CEO of Black Valley and Oyinkansola Adebayo, CEO & Founder of Niyo Group at LCCI**

Tuesday 17 January at 5.00pm – 7.00pm

*Programme Partner: University of Westminster*

**City of London Chamber Inaugural Reception hosted by Richard Burge, Chief Executive, LCCI and Alderman Prem Goyal OBE JP, Chairman, City of London Chamber and Deputy Chairman, Audit and Risk Management Committee, City of London Corporation and guest speaker Keith Bottomley, Deputy Policy Chairman, City of London Corporation**

Wednesday 18 January at 6.00pm – 8.00pm

## Resilience: using techniques to gain focus and control

Monday 23 January, 2.15pm – 3.00pm

Webinar

If the last three years made us see the need for resilience, then the global downturn will test it to the limit. This webinar goes beyond simply surviving a crisis or overcoming problems. Our speaker Edward Owen-Burge, former military intelligence operator and specialist, will show us that by adopting simple performance systems, resilience can become the cornerstone to how we work. This will enable attendees to drive their business forward - no matter how difficult the situation - without being tied to their desk or sacrificing their enjoyment. This webinar is free to attend for all Members, Community Network and Non Members.

**LCCI Property and Construction Networking Club with guest speaker Matt Carpen, Managing Director, Barking Riverside at LCCI**

Tuesday 24 January at 12.00pm – 2.00pm

*Programme Partners: Goodstone Living and Menzies*

**Valuation Masterclass and Preparing your Business for Sale with Paul Herman, CEO & Founder of Bluebox Corporate Finance**

Thursday 26 January at 10.00am – 11.00am

## Establishing your Company Voice on Social Media

Tuesday 31 January at 1.00pm – 3.00pm  
LCCI

Keeping up to date with future social media trends and platforms may be just what keeps your company ahead of the curve and competition. Social media networks have transformed how many companies communicate and build a brand in the modern era of marketing, and it's vital for organisations to utilise it to its full potential. Join this event at LCCI to meet and hear from Sadiq Hussain, Business & Mindset Coach and TEDx Speaker, on learning how you can utilise Social Media to your advantage, in order to build an engaging community and attract more customers and clients for your business. Part of the Business Owners Club this event is supported by programme partners **Grenke** and **OnBoard**.



## FEBRUARY

# How to raise capital through an IPO

Monday 6 February at 2.00pm – 2.45pm  
Free Webinar

This event for business owners, company directors and their representatives, will hear from Nicholas Nelson, Managing Director, Nexfin Limited who will give an overview of the flotation process with insights into areas of prior preparation before starting the journey and will give you an understanding of the easy way of taking your company public and optimising valuation on the fund raise. The webinar is free to attend for all Members, Community Network and Non Members.



## Tackling Bullying and Workplace Conflict

**Tuesday 7 February, 10.00am – 10.45am**

Webinar

Workplace bullying can affect any workplace, and recent research suggests that it has been experienced by many. Bullying not only affects the individuals concerned, but can have a wider 'knock-on' effect across an organisation. Employees who witness or become aware of bullying can be affected in terms of their confidence and enthusiasm for work. Join this webinar with Sarah Jo Loveday from peopleknd to learn more about how to identify and prevent bullying in the workplace and what to do if you receive a complaint related to bullying. Free to attend for all Members, Community Network and Non members.

## Go Connect! at Breakfast Networking

**Thursday 9 February, 9.00am – 10.30am**

LCCI

Our monthly flagship networking events are regularly attended by up to 60 members from a wide range of industry sectors. The first breakfast for 2023 will take place at LCCI on Thursday 9 February, 9.00am – 10.30am. This complimentary event is open to Patron and Premier Plus members only.

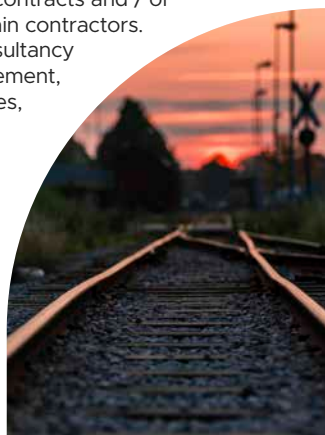


## Procurement: Bidding for Rail Contracts

**Tuesday 21 February 10.00am – 10.45am**

Webinar

This webinar will provide advice for anyone who is interested in bidding for Network Rail and HS2 contracts and / or supply chain opportunities with main contractors. Mike Raynor from Raynor Bid Consultancy will give an overview of rail procurement, describe where to find opportunities, explain the common themes in rail tenders and give practical advice regarding how companies can create winning submissions. There are still many HS2 contracts to be issued for tender and a much larger number of sub-contracts that will be issued by the winning tier one contractors. The event is free to attend for all Members, Community Network and Non members.



## What Every Importer Needs to Know

**Wednesday 22 February, 10.00am – 11.00am**

Webinar

Managing your imports has always been important and may be even more so now that goods coming from the EU are imports. Since January 2022 full Import Customs Declarations have been mandatory and, even if using an agent, the legal responsibility for accuracy of the information included falls to the importer. It is also vitally important that importers are checking that accurate duty and VAT have been applied and paid or accounted for. This webinar will cover the procedural and financial obligations faced by importers to help them put robust processes in place. Free to attend for all Members, Community Network and Non Members.

**Your Organisation Wellbeing Strategy - does it really make a difference, or are you simply slapping on a sticking plaster? with Rachel Shackleton, Green Key Personal Development**

Wednesday 22 February at 2.00pm – 2.45pm

**New Year, New You with LinkedIn: How to build your brand and network in 2023 with Gemma Adair, Director & Principal Marketing Consultant, Riada Consultancy**

Thursday 23 February at 10.30am – 11.30am

**Export Customs Change from CHIEF to CDS**

Tuesday 28 February at 10.00am – 11.00am



## Hospitality, Leisure and Tourism New Year

**Tuesday 28 February, 12.00 -2.00pm**

Venue: Libertine

Join us for the first Hospitality, Leisure & Tourism event of the year on Tuesday 28 February, 12.00pm – 2.00pm and hear from Sharon Ament, Director, Museum of London who will be discussing the Museum of London's plans for re-opening in 2025/2026; the ongoing impact of Covid-19 on the industry, labour shortage and how to retain staff. This reception will provide an excellent opportunity to engage with senior-level LCCI members from a variety of industries and build valuable connections.



# London Business Matters

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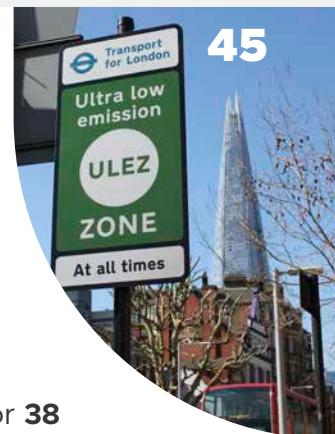
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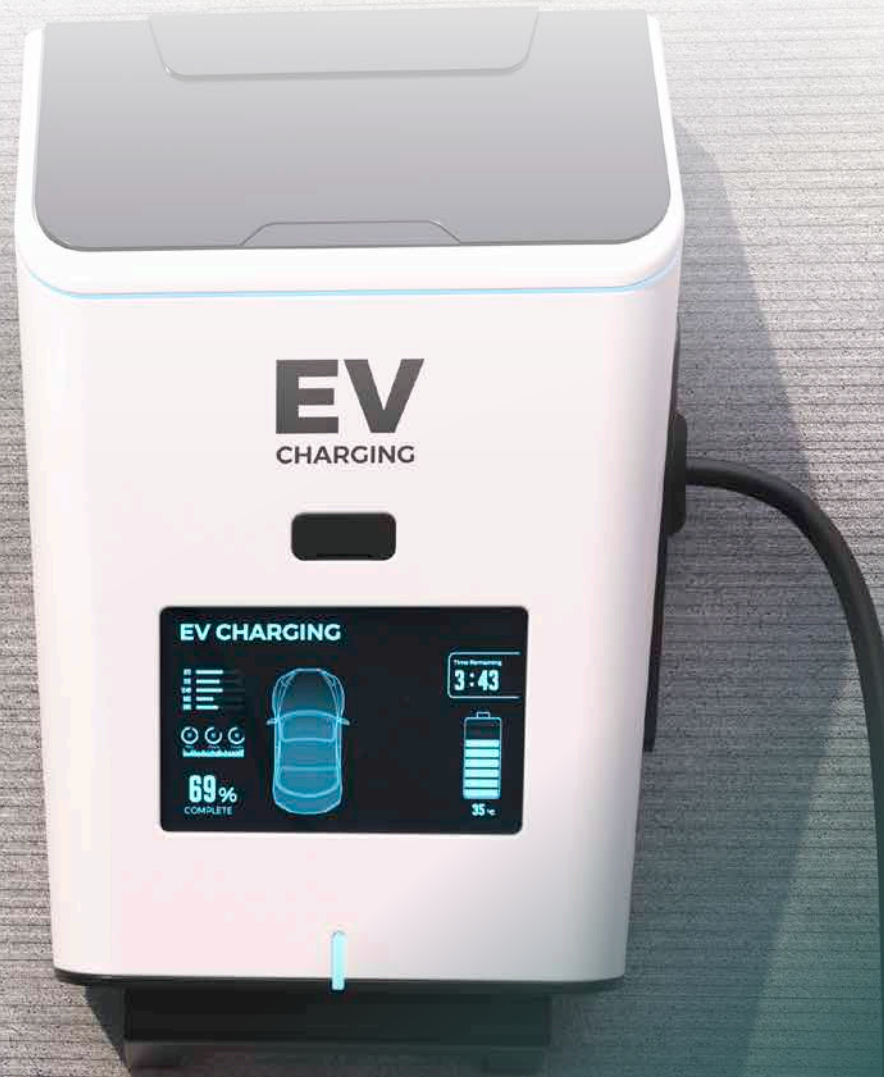
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# CAPITAL MATTERS

JANUARY/FEBRUARY 2023



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

**Gina Forshaw**  
020 7846 4809  
E: [gina.forshaw@crosbyassociates.co.uk](mailto:gina.forshaw@crosbyassociates.co.uk)

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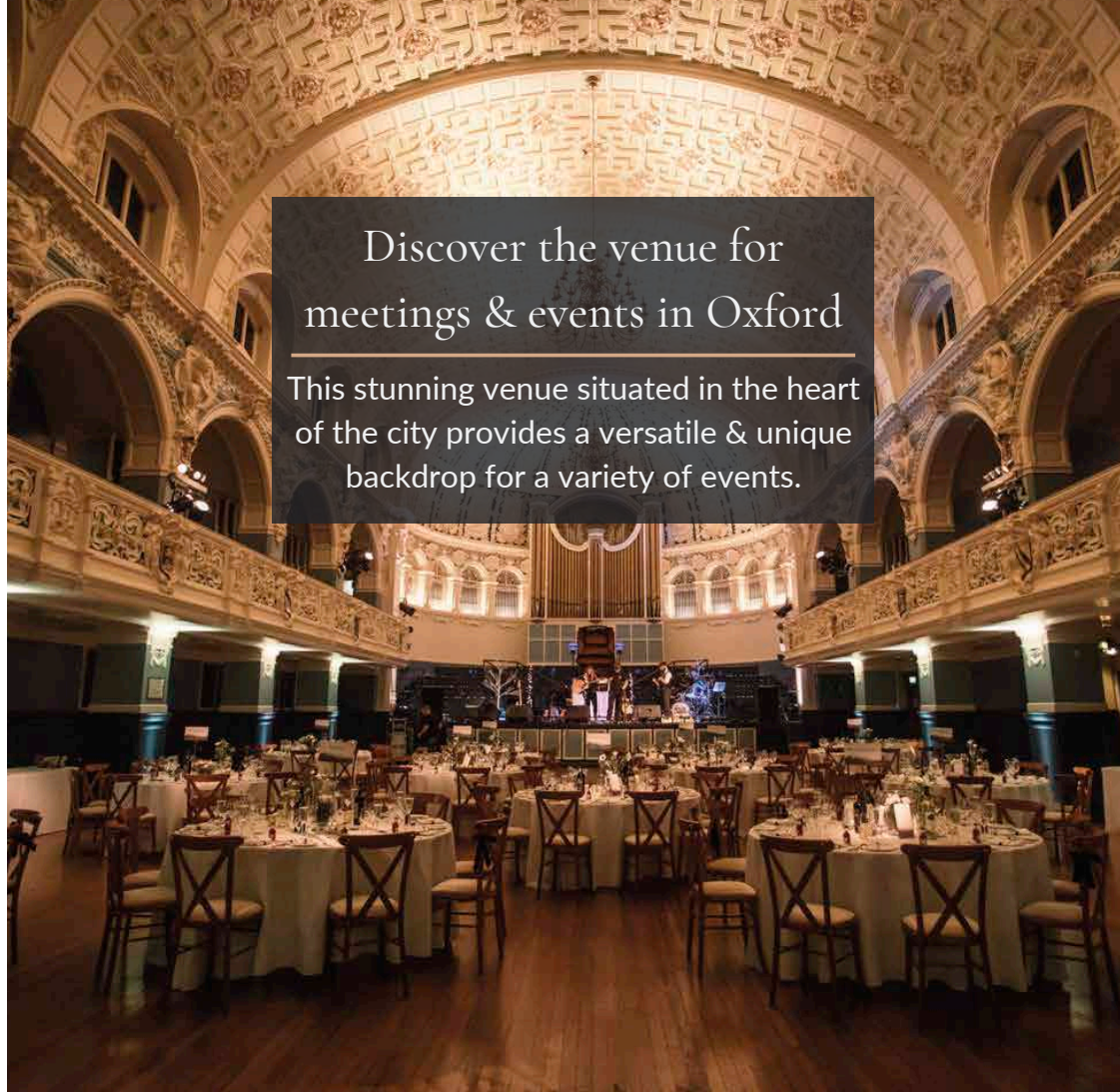
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# Finding the best event suppliers and services for your exhibition



***In the increasingly competitive exhibitions marketplace, clients, venues and organisers continually seek ways to differentiate between suppliers and contractors and strive to mitigate risk and liability. Andrew Harrison, director of the Events Services and Suppliers Association (ESSA) discusses why the organisation's members guarantee a safe pair of hands...***

After several years of disruption caused by the pandemic, the exhibitions industry is back and busier than ever, providing businesses with the opportunity to reconnect with their customers face-to-face, generate new leads and raise brand awareness.

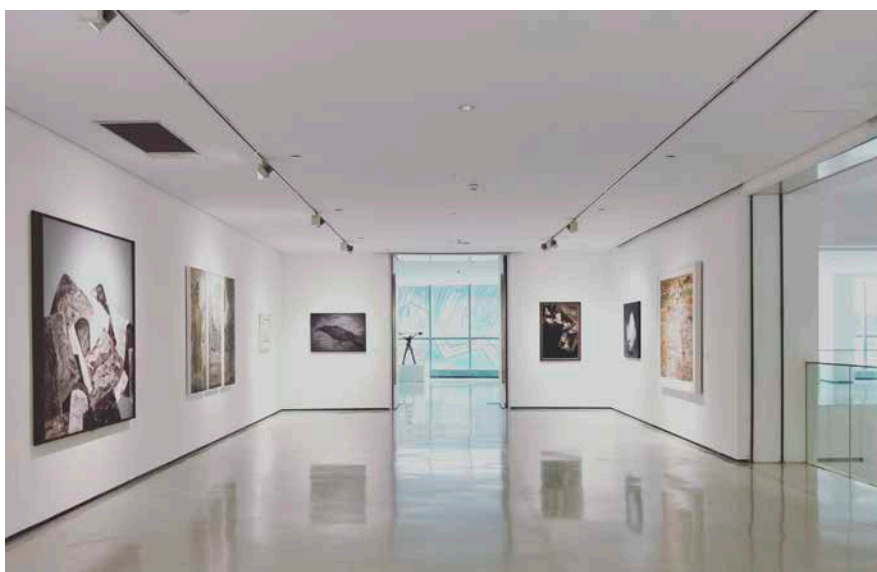
While the events boom is good news, it also presents many challenges. Shorter lead times, staffing issues, demanding clients and rising costs are putting added pressure on event organisers, which means they may have less time to carry out their usual due diligence on services and suppliers. This in turn makes ensuring high standards more challenging.

Organising successful large-scale events and exhibitions, or even just exhibiting at one, relies on the support and expertise of multiple services and suppliers, from transport and logistics to AV and production, catering, graphics, electrical and lighting, stand design and build, furniture hire, auditing, insurance and more.

But choosing the wrong supplier for even one of these elements could impact negatively on the experience of your attendees and result in you not getting that all important ROI, or worst-case scenario, compromise the health and safety of your staff, partners, customers, and everyone onsite.

## QUALITY ASSURANCE

So, in the fast paced ever evolving events industry, how can you ensure you select reputable suppliers and are not exposing yourself to any unnecessary risk? The Event Supplier and Services Association (ESSA), a trade body representing the very best contractors and suppliers of goods and services to the UK events industry, should be your first port of call.



With a current membership of 245 across a broad supplier base and growing, ESSA's sole ambition is to create an association of industry leaders who drive best practise and excellence in the focus areas of health and safety through the provision of tools and training to achieve this.

Being an ESSA member signifies to the wider industry that you are a leader in health and safety practices. In an increasingly competitive marketplace, this badge of excellence is vitally important, providing reassurance and peace of mind for those sourcing suppliers and services.

Organisers, venues and exhibitors that choose to work with ESSA members to support their next exhibition can rest assured that they are working with only the very best in the industry because of the robust criteria that members have to go through upon joining. To become a member, companies are required to sign ESSA's Quality Service Charter and Code of Conduct, a commitment to adhere

to codes of best practise and provide the highest level of professional service. All applicants are fully vetted and must supply verified references.

## TRAINING AND BEST PRACTICE

But we don't stop there. ESSA continually discusses with members how we can drive up and maintain our high standards to ensure that everyone – from their own workforce to the visitors attending an exhibition – is kept safe.

This led to us launching ESSA Accredited – an independent annual audit carried out on our supplier and service provider members, which measures them against stringent criteria of health and safety standards. It is the first of its kind and remains the only annually appraised, third party, independently audited accreditation in the events industry for the supply sector. Crucially, it is available for free to full member companies across all service and supply sectors including those in construction.

*Continued on p92...*





*Continued from p91...*

The existence of such a scheme has many benefits: It means that our members instantly buy into raising - and maintaining - standards and it also means that those choosing to work with them feel confident that these businesses care about health and safety which ultimately delivers the best experience for all. Most of all, it provides demonstrable proof of competency.

**“ Sustainability is no longer a nice to have, it’s a must have, and making the sustainable choice is rapidly becoming one of the main deciding factors of all decision makers.**

On top of this, we also launched the ESSA Individual Induction, a series of bite-sized induction courses that cover a range of safety-related areas to provide a key understanding of different health and safety requirements when working at an exhibition or event.

From Risk Assessment and Health & Safety Law to Electrical Safety and Environmental Awareness, each short module provides a clear and concise understanding of why certain rules are in place, the requirements needed to follow them and how individuals can help make exhibition halls a safer and more efficient place. Importantly, these

courses also help pave the way towards members ultimately achieving ESSA Accredited status.

We have seen strong interest and take up of the scheme, which demonstrates a readiness and understanding from our supplier and service provider members of the importance of health and safety.

### SUSTAINABILITY MATTERS

Up there with health and safety, another increasingly important consideration for the events industry is sustainability. Events and exhibitions create a large carbon footprint, and with urgent action needed to curb the effects of global warming, we must play our part in protecting the future of the planet by reducing our footprint.

Sustainability is no longer a nice to have, it’s a must have, and making the sustainable choice is rapidly becoming one of the main deciding factors of all decision makers. But choosing a sustainable events supplier can be a minefield. A simple internet search on ‘event sustainability’ returns thousands of results and there are a multitude of initiatives from companies trying to monetise and provide consultancy services as well as various accreditation schemes.

‘Greenwashing’ is also an issue because it can be difficult to substantiate the sustainability claims that are being made - those that talk a good talk, might not necessarily be as good when it comes to taking action to reduce their environmental impact.

That is why we introduced a comprehensive sustainability module to the ESSA Accredited scheme last summer and followed this up with dedicated industry specific training for companies and individuals on this topic. The module takes an in-depth look at a companies’ policies, management, and processes relating to sustainability and then marks this against a set criterion, formed in line with ISO standards, current industry standards and the Event Industry Alliance (EIA) Cross-associations supplier’s commitments.

Participating companies are encouraged to build sustainability into their processes by default and the module gives them a tailored roadmap for continuous improvement and recognition of that progress with four levels of accreditation: bronze, silver, gold and platinum leaf. Most importantly, it encourages them to measure, set targets against which they can be benchmarked, and is reviewed annually.



Moving forward, our focus at ESSA is on growing and developing the accreditation scheme further. We are working on providing additional modules such as corporate social responsibility and equality and diversity to drive best practice in these increasingly important areas.

Choosing to work with ESSA members guarantees a quality assurance and commitment to provide the best possible service whilst operating at a gold standard which exceeds industry health and safety standards and a long-term commitment to creating a more sustainable future.



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# Go East ... to the Centre of the UK Events Industry

**W**hy are we so excited about The Eastside Rooms? Just over 18 months since launch, our venue has stood up to its 'new kid on the block' status, bringing something fresh and exciting to the UK events industry, and specifically within our home city of Birmingham. However, as we become more and more established, there continue to be more reasons than ever to take a look east ... to The Eastside Rooms.



Venue Lobby

Birmingham is the UK's home of events, built around the iconic heritage of the National Exhibition Centre, and the agencies, production companies, venues and infrastructure that link the city together, both as an event community, but also a cohesive events product.

This heritage was bought contemporary again this summer with the arrival of the Commonwealth Games in 2022, and the millions of pounds worth of investment in the city's infrastructure. Birmingham has been recreated again over the last few years, the investment refreshed many parts of the city, while keeping loyal to the cultural roots and grungy personality of others.

The east side of the city is the perfect example of this. Once



Affinity Bar & Lobby

the underground home of music, food, and cultural diversity, hidden under the canopy of an ever-changing and industrialised city. The area is now blossoming into the forefront of a confident Birmingham, proud of its roots and its international reach. Graffitied walls meet ice white and sharp contemporary design pieces; the sound of samba goes up against the city's symphony orchestra, street food meets Michelin starred dining.

The east side is also known as the Knowledge Quarter or the city, containing Universities and higher learning, students and corporate

training, tech hubs and incubators. A five-minute walk from Europe's biggest shopping district, but a 20/20 cricket slog to connectivity across the UK via the new HS2 line and the network of road routes that all congregate in Birmingham. Finally, Birmingham International Airport brings the continent that little bit closer to the event industry's first city.

The venue collects this outreach; be it the cultural diversity on its doorstep, or the short and long-haul visits that come to the city for media, sport, education or events. It's reflected in The Eastside Room's personality, but it's also

imbedded into its design, sewn into its menu's, and identifiable in its multicultural staff.

But what it making us, and our customers, really excited is the continued ability of the venue the venue to help events shine. Be it the abundance of natural light across venues spaces, including its light and airy atrium. Its large plenary, with supporting spaces, its high-quality AV and production support, hybrid and streaming technology, fine food, great service. Since launch, The Eastside Rooms has been recognised across the events industry for the instant success of its product, be it facilities or service. Its 'relationships first' approach has been welcomed and replicated.

The Eastside Rooms is at the centre of one of the most exciting cities in the world and an internationally recognised events industry. That's why we're so excited.

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# How Smart Charging will Change the E-mobility Business

Increasingly climate-conscious consumers and mobility businesses are rapidly making the change from petrol or diesel to electric vehicles (EVs). In the first half of 2022 alone, it is estimated that around 4.3 million brand-new battery-powered EVs were sold globally. The rapid increase in demand for EVs leads to an increasing demand for energy to charge them. The implementation of smart charging solutions is fast becoming a matter of urgency to find a balance between the demand and the offer of energy.

“ people need to get paid, so payroll roles can be in absolutely any sector, each of which will come with its own nuances and challenges.”

New opportunities appear for key energy players, transition system operators (TSOs), distribution system operators (DSOs), and charging station owners, to implement smart charging projects to support and accelerate the E-mobility business. Intermediation between

stakeholders is key to develop smart charging projects at a large scale.

## WHAT IS SMART CHARGING?

Smart Charging refers to the shared connection among key players in the EV industry, providing convenience for the EV driver, intelligence for energy providers, and solutions for key players in all processes involved in charging a vehicle. With smart charging, different players exchange information and data to modulate the amount of energy distributed to charging stations, opening new opportunities to produce and distribute energy efficiently, and in line with demand.

In typical scenarios, smart charging involves two main processes: modulated charging (V1G) and Vehicle-to-Grid (V2G) charging. V1G allows for the adaptation of charging time, speed, and power consumption according to the level of power available. The consumer can therefore reduce costs by charging their vehicle outside of peak charging times.

V2G, on the other hand, means the EV can transfer excess charge back into the grid or household before commencing charging itself. For this reason, V2G charging is known as ‘bi-directional’ charging or so-named according to the power supply needs (for example vehicle-to-home or vehicle-to-building).

In summary, Smart Charging allows charging station owners, the consumer, and energy providers to optimise charging. Intermediation amongst participating parties can help with lowering energy costs and assist in distributing energy efficiently to avoid excess use, over-supply and, importantly, mitigate the risk of lack of supply.

## HOW SMART CHARGING IS SHAPING THE EV INDUSTRY

The demand for EVs is rising, leading to a growing need for available charging stations and infrastructure. Energy providers can take advantage of the opportunities presented by smart charging. It is estimated that up to 30 million charging stations will need to be installed globally to match the demand for EV charging by 2025. When analysing the amount of energy it represents if all charging stations were used at the same time, it is obvious that EVs create a huge demand for energy, but their batteries also represent a huge opportunity for energy storage.

Supplying energy for EV charging to an increasing number of charging stations is expensive for electricity providers and can lead to a shortage in the case of a peak in demand. This means knowledge of the current and future EV charging demand and consumer behaviour is essential to building effective Smart Charging infrastructure.

*Continued on p98...*

# Build WELL, Work Well: Repurposing Buildings to improve wellbeing

It is an undeniable fact that the last few years have changed the way we work. With many of us having no choice but to work from our homes, the boundaries between 'home-life' and 'work-life' inevitably blurred; teaching us valuable lessons about what we require from our workspaces. What's more, with the energy and climate crises maintaining their hold, we are required now more than ever to have a greater conscience when it comes to our carbon footprint. The ideal office space balances health, productivity, efficiency, and economy.

## What is WELL building?

WELL building takes the best of both worlds: it takes the comfort of the home, and the focus of the office to create a workspace that works in harmony with our needs. Though currently gaining momentum in the post-lockdown world, 'WELL building' is a concept that has been gaining traction since the launch of the WELL Building Standard in 2014, by Delos. Administered by the International Well Building Institute (IBWI), it is the world's first building certification that focuses exclusively on the health and wellness of those that occupy and utilise the building.



## How 'WELL' is your office?

When seeking official certification, WELL Buildings are developed taking into consideration 10 'concepts': air, water, nourishment, light, movement, thermal comfort, sound, materials, mind, and community. This covers all manner of implications, from airflow and temperature to ergonomic seating and designated social areas. WELL Buildings aim to encourage sustainable practices to promote health while simultaneously promoting productivity.

Of course, the impetus behind WELL Buildings goes beyond the official certification, and all businesses, no matter the size or agency, can benefit from implementing similar changes to office spaces.



## Can existing buildings be WELL Buildings? How?

One of the key objectives behind WELL Building is the sustainability of the build; and of course, the most sustainable building is the one already constructed. Retrofitting and repurposing existing buildings is much more environmentally friendly.

We have seen a great example of this from our recent client. Downsizing from two-stories to one to accommodate work-from-home; this company took the opportunity to implement WELL building concepts into their new office plan.

One such change was making the switch to a smart-lighting system, which uses sensor technology and data analytics for space analysis and optimisation, employee/visitor locating, lighting control, and more – all factors that can help with occupant wellbeing, by automatically adjusting lights to follow circadian rhythm, and create a more stimulating environment for work.

Though a seemingly simple change, switching lighting from 55-Watt Fluorescent luminaires to 30-Watt LED luminaires, the result was a 40% increase in our client's energy efficiency: making this office space both more functional for its employees, and lessening its environmental impact.

What's more, all of this happened over the course of a weekend, allowing the employees to leave an in-tact office on Friday evening, and return to a completely revitalised space by the following Monday.

## Can GCL help you with Repurposing?

We absolutely can. As a specialist smart buildings services provider, GCL has a proven track-record of delivering sustainable end-to-end repurposing and smart building services. We harness new and innovative technology and put the health and wellbeing of your staff at the forefront of any work we carry out.

## Our specialties – which align with WELL – include:

- **Structured IT cabling and fibre optic installations** – for better communication and productivity
- **Security, access control and CCTV** – for property and employee safety and peace of mind
- **Smart building services including sensor technology and LED lighting systems** – to help reduce energy consumption and the environmental impact

Our services are designed to reduce the number of companies you deal with, making projects easier to manage and reducing the number of precious commodities used in the installation processes, meaning less environmental impact, and less upheaval. At GCL, we take the motivations behind WELL building to heart, making us a great choice for those considering breathing new life into their workspace.

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*Continued from p96...*

Smart charging, fundamentally, requires a well-integrated network of key players in energy supply to the grid and charging infrastructure, as well as drivers of EVs and EV fleet managers. Gireve has the data and network needed to provide intermediation between these key players to build successful, well-run smart charging ecosystems.

### HOW INTERMEDIATION CONNECTS KEY PLAYERS TO THE E-MOBILITY ECOSYSTEM

Market, fleet and consumer insights are vital for building predictive analyses to understand which infrastructure needs to be in place to keep up with the increasing demand for charging. Those analyses can be built by connecting all players and gathering data from each party. Intermediation is essential for ensuring the right connections are made between service providers, charging point operators, and energy systems. Intermediation facilitators such as Gireve can help with a wide scope of facets involved in the smart charging space including facilitating collaborative discussions, carrying through business agreements, and providing data essential for understanding the EV market demand.

### PROVIDING LIVE EXCHANGES

Business owners now need to ensure their employees can charge their vehicles when parked at work, and that their customers have the opportunity to charge their vehicles. Similarly, households that have an EV also need to ensure they have the facility at home to charge it when they need to, as well as the resources and funds to do so.

Additionally, energy providers need to be able to make provisions to supply sufficient energy to a given area to keep

up with the power demand of EV charging stations. Gireve has access to the data required to understand the power demand at charging stations and can act as an intermediary partner for energy suppliers and infrastructure players, to implement real-time exchange.



### UNDERSTANDING CONSUMER NEEDS

Gireve provides charging station owners and power suppliers with valuable market insights into the behavioural patterns shown by EV drivers when it comes to charging. Intermediation is key in providing stakeholders with the information they need to maintain sufficient power supply to their customers and, therefore, also key in building smart charging infrastructure.

Service providers also gain insights into custom information on charging patterns. For instance, with the correct analysis they can have a better knowledge of the length of time the driver charges their EV, or which day and what times the stations are most demanded. Service providers can then adjust their offers and plan their strategy.



“ **The platform is designed to make this intermediation service accessible to any operator who needs to interact with CPOs or eMSPs** ”

### THE IMPORTANCE OF INTERMEDIATION IN SMART CHARGING

Gireve's platform allows today the interaction between several hundreds of charging operators (CPO) and mobility operators (eMSP), for the roaming of charging and the intermediation of additional services such as contracting, invoicing and payment, reservation of charging points, etc.

The platform is designed to make this intermediation service accessible to any operator who needs to interact with CPOs or eMSPs: network operators, flexibility aggregators, energy service providers, balance responsible, etc. Thus, the use of the platform allows exchanges between all the players involved in smart charging, and makes it possible to scale up. Because the major charging operators in Europe are already connected to Gireve's platform, a significant reserve of flexibility is within reach of any network operator (Distribution or Transport), flexibilities aggregator, energy service provider, balance responsible.

As an aggregator of data from numerous charging station operators in Europe (on roads, in public parking lots, in shopping malls, in companies, in fleets, etc.) and as a facilitator of interactions between operators, Gireve supports the large-scale development of the first virtuous smart charging systems.

Gireve is a platform that builds the connections needed for smart charging development at a large scale. The organisation facilitates intermediation between businesses and provides opportunities for companies to extend their services within the e-mobility sector, making sure the end-user experience is as satisfactory as possible.

Intermediation ensures that projects and service-providing partners can supply the required power to the consumer without incurring massive energy costs or hiking prices for EV drivers. This is especially important in the current energy environment, with prices on the rise and the need for optimal energy use and consumption reaching their peak.



## PLUG AND CHARGE

Cybersecurity, Public Key Infrastructure,  
Root Certificate Authority



## SMART MOBILITY

Mobility as a Service, Smart Charging



## EV CHARGING

Roaming, Billing



## CONSULTING & TRAINING

Market entry, deployment plan



## DATA SERVICES

Data as a Service, Analysis,  
Business Intelligence



# The road ahead is electrifying!

**Now is the time to be looking at the electric car market, especially with the Zero Emission Vehicle Mandate coming into effect in 2030 when sales of new petrol and diesel cars will be banned in the UK.**

There were only 3500 electric vehicles in the UK in 2013 and nine years later by September 2022 the millionth electric car was sold in the country.

Then in December 2022 new car sales statistics shows that one in three new cars registered were electric ones, and it was the best month for battery electric vehicle sales in the UK. So, by the end of 2022 electric vehicles had become Britain's second most popular powertrain.

This bodes well for the governments drive in shifting to zero-emission mobility. However, states Mike Hawes, SMMT Chief Executive, according to research company Statista there are over 32 million cars in the UK, so though the number is increasing it is still a small fraction of the number of cars on our roads.

"We therefore need to ensure every lever is pulled to encourage motorists to make the shift if our green goals are to be met," he adds.

**“ We therefore need to ensure every lever is pulled to encourage motorists to make the shift if our green goals are to be met”**

## 2030 TARGET

As the ambitious Zero Emission Vehicle Mandate comes into effect in 2030 it is imperative for both current and future electric cars owners that the relevant charging infrastructure is in place. There are currently over 42,000 public chargers in the UK, though the government has undertaken to install 300,000 public electric vehicle (EV) charge points by 2030.

Shell UK is also aiming to have 100 000 public EV charge points across the country.



11,000 of these will be rapid chargers at locations including charging hubs, forecourts, supermarkets, and other destinations. This means that 90% of all UK drivers will be within a 10-minute drive of a Shell rapid charger.

Rapid chargers allow many cars to reach 80% within approximately 30 minutes, subject to the specification of the car battery. The remaining new chargers in the updated target will be on-street charge points integrated into street infrastructure such as lampposts, which charge vehicles over longer periods.



## HOME CHARGING

Most EV charging will however be done at home where smart charging enables car owners to optimise their charging times,

saving them money by enabling charging to take place when there is low demand on the electricity system such as overnight, or to times of high renewable energy generation.

Alongside these smart functionality features, additional privacy and security regulations came into effect on 30 December 2022. Requiring that all the data being sent and received by the electric vehicle smart charging point to be encrypted. This is particularly important to protect from cyber-attacks and stop personal information from being stolen by hacking into the charge point.

These new regulations and requirements aim to cover cybersecurity and tamper-protection of home charging devices. It also aims to ensure that any charge point should provide appropriate protection to the electricity system, the relevant charge point, and the personal data of the owner. Any installers wishing to fit non-compliant EV chargers from December 31, 2022, will have to seek prior approval from the Office for Product Safety and Standards.

## ELECTRIC CARS ADVANTAGES

December 2022 saw Nissan build its 250,000th LEAF at its Sunderland plant

*Continued on p102...*



# Payments built for electric vehicle charging

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Continued from p100...

whereafter Alan Johnson, Vice President Manufacturing at the Nissan Sunderland Plant, said: "Passing a quarter of a million Nissan LEAFs is a tremendous milestone, and demonstrates the electric vehicle manufacturing expertise we have built up at our plant over the past decade.

The Nissan LEAF's vehicle-to-grid capability (sometimes called vehicle-to-building or vehicle-to-everything - V2X) puts energy management back in the hands of the owner by turning their vehicle into a mobile

energy hub. Drivers can store electricity in their vehicle's battery and feed it to the grid, their building. The technology allows electric vehicles to be fully integrated into the electricity grid and help improve grid capability to handle renewable power as well as managing energy more efficiently.

"Electric vehicles also offer a highly beneficial benefit-in-kind tax rate to business customers (2%), making them far cheaper to run than conventional petrol or diesel models," says Kia's Will Rees.

"Furthermore, for fleet or private customers, the total cost of ownership – the amount an owner spends buying, running, and maintaining their car over a typical ownership cycle – can be significantly lower than conventional cars."

Running costs for an EV are generally lower than those of a conventional petrol or diesel car, largely due to the price of electricity compared to fossil fuels. Costs will depend on where and when owners choose to recharge their car. However, owners can typically minimise their running costs by charging at home or at their workplace, during off-peak hours, when the unit price of electricity is often lower.

"Electrified cars are continually increasing in popularity," states Laura King from Honda, "and the type of electric car one should consider buying is very much dependant on consumer needs and driving patterns as there are plug in, hybrid and fully electric vehicles on the market and it depends on what the consumer requires.

"Our advice to consumers would be to visit a local dealer to talk through their individual needs and requirements – the dealer can then advise on the most suitable options."



## Get ready for a green future!

As we start to look to sustainable energy to fuel our future, Get Charging have the green solutions you need!

Whether you're one of the thousands investing in an Electric Vehicle (EV), are a business looking to provide charging solutions for their employees or are looking for ways to turn solar energy into power to run your home, Get Charging have the answer for you. They are passionate about helping to build the infrastructure required to move the UK towards its green targets set by the government.

Based in the North East of England, Get Charging has extensive experience in engineering, infrastructure, construction and manufacturing. They have forged strong relationships across the region and throughout the UK and use these partnerships to help build a more sustainable world for future generations.



Get Charging supply innovative and bespoke EV charge point solutions to domestic and commercial properties and workplaces. They work with a range of brands including Wallbox, Tesla, Easee, PodPoint and Rolec, so are able to find the best solution for your needs.

They're also able to supply and install Solar PV and

Battery storage systems through partnerships with Powervault and BrightSpark Energy. So, you can use energy generated from solar panels to run the appliances in your home and charge your car – lowering your energy bills and reducing your carbon footprint.



To discuss your green energy requirements, contact Get Charging. Visit their website at [get-charging.co.uk](http://get-charging.co.uk), call on 01740 617057 or email [info@get-charging.co.uk](mailto:info@get-charging.co.uk).

Explore the government grants available to help with the cost of charge point installation for workplaces and those living in flats or rented properties, with off-road parking! Search 'OZEV charge point grant' to check eligibility or contact Get Charging to help!

Contact us now for a FREE, no obligation quote, or for a friendly yet professional chat about your green energy needs! Call us on 01740 617057 or email [info@get-charging.co.uk](mailto:info@get-charging.co.uk).



**GET CHARGING**  
GO GREEN  
GET EV READY



## ADVICE

"Do your research!" elaborates Will, "Customers should consider how they plan to use their vehicle, and what kind of journeys they take most frequently. For instance, many customers like the comfort of knowing they have a long range from a large battery pack – but some customers may prefer to sacrifice a little range in favour of a slightly more affordable model with a smaller battery."

Typical driving mileage is ideally somewhere between 150 and 250 miles per day. This depends on the EV you are looking at, with older models reducing that figure to 100 - 150 miles, and newer, premium EVs seeing that rise to 300+ miles. Regular routes that

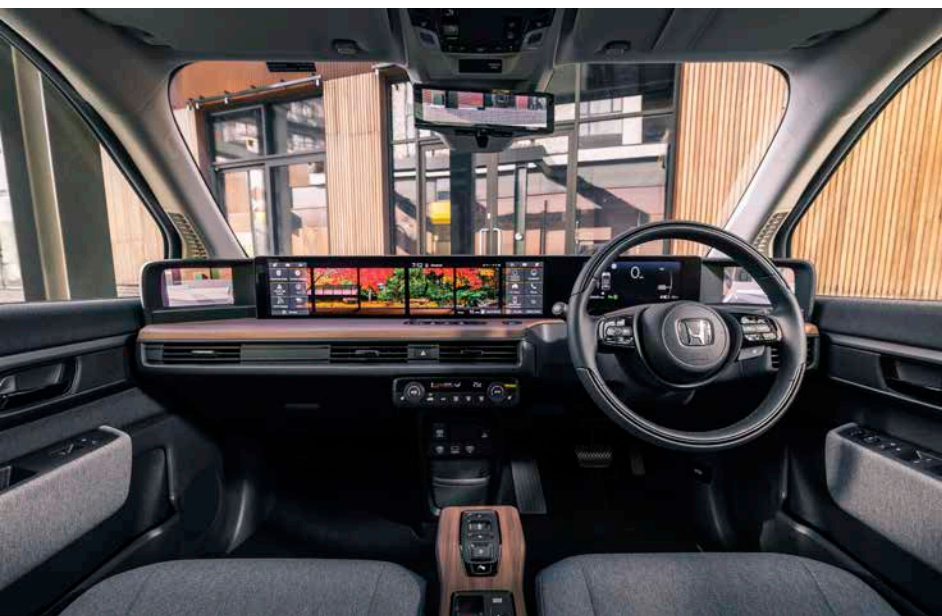
are familiar - commuting for example - are well suited to electric cars – around two-thirds of commuting trips are less than 10 miles and, most significantly, they are routine journeys for which the driver knows what to expect with respect to distance, route, congestion, road conditions, parking, and charging.

The increasing number of EVs in the UK today, give owners a wide range of options that best suit their needs, and this will increase as new vehicles are brought to market during 2023.

The future promises to be an exciting one for electric car buyers as buying an electric car becomes a real option for many UK motorists as the country drives into what is envisaged to be a healthier driving nation.

**Additional costs to factor in is the Electric car tax which comes into effect from April 2025, though in the first year they will go into the lowest bracket, which is expected to cost £10. From 2026 most will pay the standard rated, of £165. Owners of cars costing £40,000 or more will pay an additional charge of £355.**

**According to the RAC under Ofgem's energy price cap from 1 October 2022 a driver fully charging an electric car with a 64kWh battery (from 0% to 100%) at home pays £22.22.**





# WE DELIVER ON OUR PROMISES AND DRIVE CHANGE



**Offering turnkey solutions for carbon capture and wastewater treatment incorporating sustainable power sources for operation.**

Hydro-C Ltd transforms to make a greener future possible using affordable solutions. The company delivers on its promises and drives sustainable change with its best-in-class services and excellence in execution.

The goal is to create a sustainable future for the next and subsequent generations by catalysing the transition towards renewable energy and delivering projects that create jobs, grow economies and enable local communities to thrive.

Hydro-C assists with the design and build of high-quality assets for its customers that serve to maximise their rate of return on capital invested and build a greener, smarter world.

As with many significant transitions, the shift towards new technologies takes time. By combining their knowledge with innovative technologies and engineering capabilities, Hydro-C implement solutions to improve everyday environmental conditions.



Hassan Heshmat, Managing Director of Hydro-C Ltd, here pictured with Mark Logan, Chief Entrepreneurial Officer of The Scottish Government and Dr Marie Macklin CBE, Executive Chairwoman of HALO Urban Regeneration

## Creating a lasting positive legacy

Managing Director, Hassan Heshmat commented:

*"A large part of our time is invested in building and maintaining alliances with those who share our interests and passion to concentrate on lowering carbon emissions and proactively help tackle climate change because we believe in education, enrichment, and development.*

*We aim to assist Governments and local communities to reduce their carbon footprint, increase access to clean water and achieve energy security by investing in major commodities: wind, water and solar energy.*

*Working in partnership with key industry players, we are committed to playing our part in developing the most innovative and largest green hydrogen 'GH18 Hubs' production facilities in the UK, EU, GCC and the Middle East to generate a circular economy."*

The company offers solutions for industrial, rural and remote communities to further contribute to energy security, carbon footprint reduction and quality of life

improvement for generations to come.

Hydro-C's team takes an active part in Round Table discussions on the subject of energy transition and recently had opportunities to present its GH18 Hubs project to Taiwan and UAE delegations.

While the company continually improves its business efficiencies to achieve operational excellence, it also strives to build strong relationships based on shared values and vision with its shareholders and stakeholders.

Offering a fantastic opportunity for ethical investment, Hydro-C attracts the interest of private equity firms, venture capitalists and private investors looking to make a difference and dive into proprietary technologies to keep their competitive edge.

The worldwide potential of renewable energy sources, and green hydrogen in particular, is vast, and those committed to this economy are now well-placed for success in the future.

# Shaping a sustainable energy future





Hydro-C is a British company with its main headquarters in the heart of Scotland. It specialises in the delivery of the best of British, high-quality products and solutions to the world.

Established in 2013, it supports international Oil and Gas operators overseas. The company has followed the model of Shell, which started as a trading company in 1833.

Shell first focused on import-export operations and then became the company we know today. Hydro-C's main customers within the oil and gas sector are BP, Shell, ExxonMobil, Anton Oil, BGC, DNO, refineries and EPCs.

In 2018 the business expanded rapidly and started cooperating with PEG Italy on mechanical services and pipeline opportunities to assist with stabilising 10 pumping oil terminals in Basra, southern Iraq. In 2020, it pursued more proactive engagement with its customers in helping them to maximise the implementation of carbon-zero strategies.

As with many milestone transitions, the shift towards new technologies takes time, and time, with the current outlook on climate change, is a luxury none of us has.

Hydro-C as a business wants to add to the success of the energy sector rather than diminish it.

The MD, Hassan Heshmat, strongly believes that the introduction of innovative renewable solutions is the only way forward for the energy sector to meet Net Zero targets and for the renewable energy industry to pick up the pace on achieving this.

Hydro-C deploys the latest technologies to harness wind and solar energy and convert these into sustainable power sources for oil fields and industrial sites. The company delivered and installed solar containers for Kuwait Energy to meet the customer's requirement to decarbonise the Block 9 oil field using renewable solutions. Pic below.



Hydro-C also works closely with the Department for International Trade (DIT) and other governmental bodies to assist local businesses to flourish worldwide. Together with 12 other business figures, Hassan Heshmat recently became one of the first Export Champions for Scotland.

The company enables customers around the world to exceed limits and push their horizons with renewable solutions.

For more information, contact the Hydro-C team at

+44 (0)141 582 1213  
info@hydro-c.co.uk  
or go to [www.hydro-c.co.uk](http://www.hydro-c.co.uk)



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BSc (Hons) Computing  
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BA (Hons) Business Management and IT with Foundation Year

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BA (Hons) International Hospitality Management  
BSc (Hons) Accounting & Finance  
BA (Hons) Integrated Health & Social Care

### | DIPLOMA COURSES

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### | MASTER COURSES

International Master of Business Administration



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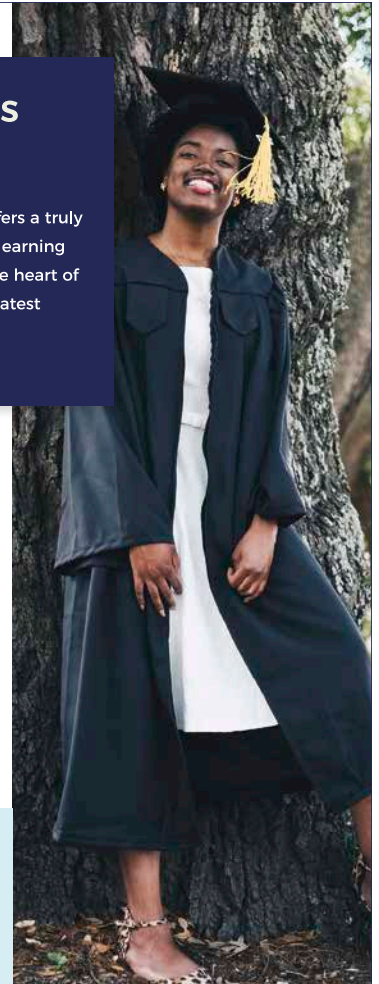
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- to promote diversity by extending the learner catchment to school leavers and local residents
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## Principal's Message

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*Mr B Sheikh*



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# 99

**PROBLEMS**

**BUT A BREACH**

**AIN'T ONE**

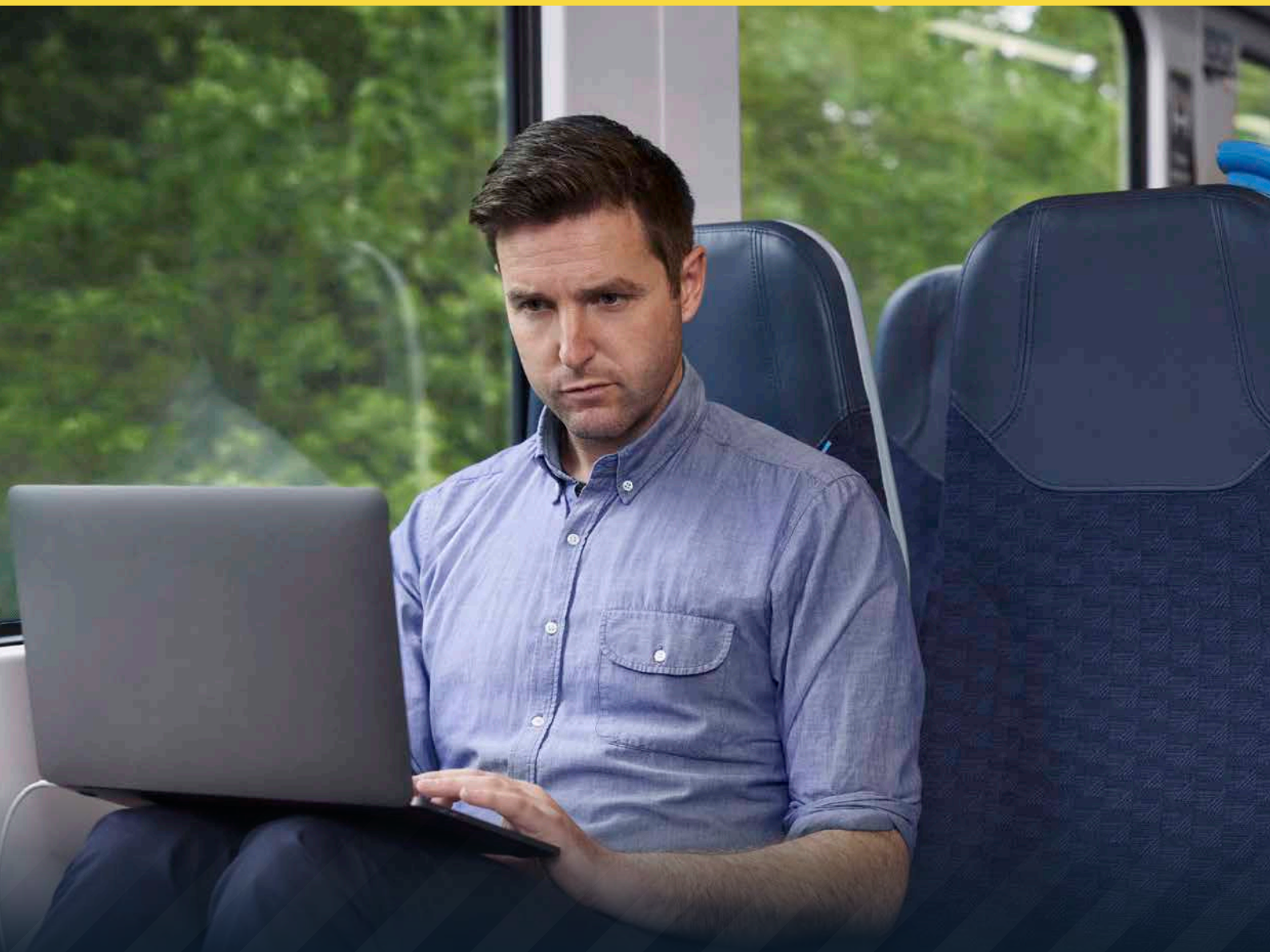
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