

London

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Business Matters

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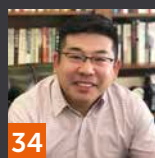
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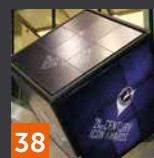
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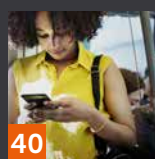
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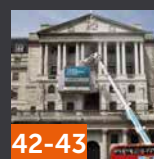
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Business supports banning peak-time tube strikes

With London facing imminent strike action on the Central and Victoria lines, new polling from the London Chamber of Commerce and Industry has showed that nearly two thirds of London companies support banning strikes on the Underground at peak times, with nearly three quarters supporting a minimum service guarantee during times of strike.

LCCI commissioned independent polling company ComRes to survey 571 London businesses (representative by size and sector) about measures to regulate strikes on the Underground network.

Results showed:

- 65 per cent of London businesses support the prevention of strikes on the Underground network during peak times, that is: 6.30 -



Photo: CGP Grey/Flickr.com (CC BY 2.0)

“The Underground network is an essential service for the capital, and the right to strike needs to better balance against that significance”

- 9.29 am & 4.00 - 6.59 pm
- 73 per cent support the introduction of a minimum service guarantee from unions during strike periods on the Underground.
- Half of businesses support a blanket ban on all London Underground strikes.

LCCI chief executive Peter Bishop said: “A strike on the London Underground adversely impacts the

capital’s economy, businesses and commuters.

“It’s not surprising therefore that London businesses support mitigating the impact of strikes, including banning peak time striking, and a minimum service guarantee during times of strike.

“Whilst half supported it, 35 per cent of businesses oppose a blanket ban on all strikes – indicating a rec-

ognition amongst businesses about the right to strike.

“The Underground network is an essential service for the capital, and the right to strike needs to better balance against that significance. Mitigation measures such as avoidance of peak time striking and a minimum service guarantee during times of strike would help to achieve that.”

HS2 goes to review

Transport Secretary Grant Shapps last month published the terms of reference and timetable for an independent review into the High Speed 2 (HS2) project.

The review will be led by Douglas Oakervee supported by Lord Berkeley and a panel of experts, including London expert Tony Travers of the LSE. It is intended that they will bring together a range of perspectives from business, academia and the transport sector to ensure an independent, thorough and objective assessment of the project.

Specifically they will look at HS2’s projected:

- benefits and impacts
- affordability and efficiency
- deliverability and scope
- phasing, including its relationship with Northern Powerhouse Rail.

A final report will be sent to the Secretary of State, with oversight from the Prime Minister and Chancellor of the Exchequer, by the autumn. The report will inform the government’s decisions on next steps for the project. Limited, largely preparatory works, on the project will continue in parallel with the report’s work.

Transport Secretary Grant Shapps said: “The Prime Minister has been

clear that transport infrastructure has the potential to drive economic growth, redistribute opportunity and support towns and cities across the UK, but that investments must be subject to continuous assessment of their costs and benefits.

“That’s why we are undertaking this independent and rigorous review of HS2.”

LCCI transport spokesman Simon Dishman commented: “There should not be unconditional support for HS2 and no infrastructure project should have a blank cheque. The government’s announcement that HS2 will be reviewed to thoroughly assess whether the economic case for the project stacks up is the right step to take especially as we are concerned by various reports that costs associated to deliver HS2 could spiral.

“LCCI remains a broad supporter of major transport infrastructure that will enhance the national economy and we continue to engage with those driving forward major schemes.”

<https://www.gov.uk/government/publications/hs2-independent-review-terms-of-reference>

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Immigration, skills, transport, housing



by Nadine Tewfik-Saad
and Simon Dishman

Earlier this summer over 150 LCCI members attended an 'in conversation' event with Sadiq Khan, the Mayor of London. In a packed City Hall chamber – the same space where the monthly Question Time is held with the London Assembly – the Mayor outlined his priorities for the capital

In a two-hour session chaired by the Chamber's interim chief executive Peter Bishop, the Mayor took questions on the key issues for London business, namely those set out in the LCCI's *Towards a Greater London* business agenda for 2020, as part of a broad-ranging discussion.

The Mayor praised the LCCI in representing the voice of London business, locally and nationally, and applauded the role of businesses across the capital for the jobs and growth they create.

Discussion was around the four key areas of immigration, skills, transport and housing.

Immigration

The Mayor referred to City Hall research highlighting that the capital would struggle to fill around half of all jobs in key sectors such as construction, social care and hospitality as a result of the government's plans for post-Brexit immigration.

He reiterated the joint call for the government to lower the proposed £30,000 salary threshold, adding that this should be set at £21,000 in line with the London Living Wage.

The Mayor also backed LCCI's call for the creation of a Shortage Occupation List for the capital, which would be designed to fast track the people needed for specific occupations where demand for overseas workers is greatest. Since the EU referendum, LCCI has campaigned for the capital to have a greater say over its ability to access the skills it needs from outside the UK post-Brexit.

A devolved and regularly updated list would give employers across London a mechanism to report



Deputy Mayor Rajesh Agrawal

acute skills shortages more swiftly. "If you devolve to London the shortage occupation list, we can decide as a city what should be on it," the Mayor told members. He added that the system could be targeted to particular industries, citing the tech sector's reliance on freelancers as an example of where this might apply.

Recognising the economic, social and cultural footprint of immigration in London, the Mayor emphasised that the immigration debate is "arguably the most important debate we'll be having over the course

of the next three months" and it will continue to be crucial to London post-Brexit.

Skills

London's businesses need access to a diverse, skilled workforce. Addressing London's skills gap, particularly as business navigates a new immigration system, is therefore crucial to maintaining the capital's global competitiveness.

During the discussion, the Mayor outlined progress made since the publication of the Skills for Londoners Strategy, which set out priorities

London's businesses need access to a diverse, skilled workforce. Addressing London's skills gap is therefore crucial to maintaining the capital's global competitiveness.



for boosting post-16 skills and adult education.

Asked how the Mayor's approach would differ from Whitehall's if City Hall were to secure full control of the Apprenticeship Levy, he recognised concerns about devolution of the levy in practice but stressed that funding raised in London should be spent here and that the system needs greater flexibility to boost training.

Transport

It is vital that the capital's transport system is able to keep pace with demand. When asked what lessons can be learned from delays to Crossrail for future transport projects, the Mayor stressed that findings from external reviews are being taken on board and lauded the role of business in paying for a third of the cost of delivering Crossrail.

On plans for additional river crossings to ease congestion and overcrowding in East London, the Mayor emphasised the need for pedestrian and cycle crossings, as well as greater investment in infrastructure across the capital more generally. While LCCI welcomed the announcement that Silvertown Tunnel had been given the green light earlier this year, further road crossings, especially at Gallions Reach and

- Mayor addresses key business issues

Belvedere, will be vital to improving connectivity within the capital. The LCCI will continue to campaign for this critical infrastructure.

Housing

Housing continues to impact

on London's attractiveness and liveability. With availability and affordability driving people to live outside of the capital, LCCI's *Brown for Blue* campaign has called for 'brownspace' land within the Green Belt to be used for develop-

ing homes for rent for emergency services workers.

Asked how the new London Plan will make provision for essential worker housing, and what steps need to be taken to deliver his target of 66,000 new homes each year, the Mayor agreed there is an urgent need to increase housing supply across a range of tenures, calling for further investment from gov-

ernment. He stressed the need to increase the build-out rate of homes once planning permission has been granted, as well as to empower more builders and free up more land for development.

Nadine Tewfik-Saad and Simon Dishman are respectively head of public affairs and policy manager at LCCI



Karim Fatehi of United Corporation (left) with Peter Bishop and the Mayor



Jon Heuvel of Shakespeare Martineau puts a question to the Mayor



Achievements

Vandana Dass, managing director and senior solicitor at Davenport Solicitors, was one of the top professionals and businesses from the British Indian Community recognised for their ingenuity and achievements at the British Indian 2019 Awards.

Dass, a member of the LCCI's Asian Business Association committee, picked up the entrepreneur of the year award. Rational FX, also a London Chamber member, were presented with the international business of the year award.



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Brexit dominates the agenda



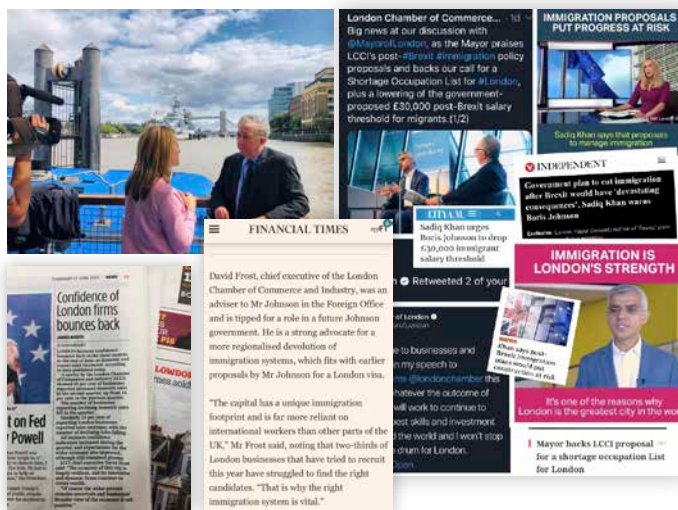
by Steven Reilly-Hill

As the country heads towards still undecided terms of departure from the EU, the potential ramifications of Brexit continue to dominate the media and political agenda

Within this landscape it's no surprise that LCCI's media presence continues to be heavily Brexit related. And the recent departure of chief executive David Frost to take up the key post of EU Advisor to the Prime Minister only further placed LCCI at the heart of national and international media coverage.

With around 2,000 members, LCCI is a key contact for London, national and international media seeking informed opinion on behalf of London business.

And with the clock once again ticking down to an EU departure



deadline, media focus has again (as it did in March) turned heavily to preparations for, and the consequences of, 'no deal' – an outcome that is looking more likely than ever.

Rocked

Talking about the impact of no deal, LCCI's interim chief executive

(and head of its international trade services) Peter Bishop was interviewed by French broadcaster France 2 before continuing the international coverage by speaking to a huge global audience when taking to the Thames to interview for China Global Television Network.

Suitably, given the message, as

the waves rocked the boat, Bishop talked about London's ability to weather the Brexit storm. But he stressed that business still hopes that the government and EU can agree a withdrawal agreement to ensure continuity of trade. He also highlighted that the right post-Brexit immigration system will be essential to ensuring a continued supply of talent at all skills levels for London and UK businesses post-Brexit. With around a quarter of London's workers non-UK nationals, compared to eight per cent for the rest of the country, the capital has a unique immigration footprint and a far greater reliance on international workers.

London level

Immigration has been a key LCCI campaigning priority since the referendum, with the organisation pushing for devolution of immigration systems to a London level in order to better reflect the capital's needs.

With the government proposing a

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migrant salary threshold of £30,000 to work in the UK post-Brexit, LCCI, other business groups, and businesses themselves have stepped up the campaigning.

Multiple sectors of the London economy rely on international workers earning below that level, as do communities. These are people who provide care and other public services, build housing and infrastructure - not forgetting those who work in the hospitality sector, which brings so much tourism to London.

Support

LCCI was pleased to see Mayor of London, Sadiq Khan, throw his support behind its immigration devolution proposals during the LCCI discussion with Mayor event at City Hall – see pages 4-5.

The Mayor also backed LCCI's proposal for the creation of a Shortage Occupation List for the capital to speed up recruitment to key vacancies (as exists in Scotland), as well as a lowering of the proposed salary threshold to £21,000 – the equivalent of the London Living Wage.

This link-up led to widespread media coverage at a London and national level (including the Financial Times and Independent), whilst LCCI's related social media posts were carried to a wide audience, receiving positive engagement and political awareness.

Lack of awareness

Another key to a successful post-Brexit London is an optimum domestic skills system. Apprenticeships have come a long way in recent years to provide a valued entry-level way into the workplace, but many businesses believe that the system and its respective mechanisms are still not working as optimally as they could. And LCCI polling this summer regarding T-Levels (the vocational equivalent of A-Levels) highlighted a distinct lack of awareness amongst business regarding what is hoped to be a welcome further step in developing our talent pipeline.

LCCI's press release calling on the government to step up awareness communications to businesses



regarding T-Levels was included in City AM, Further Education News, and London Loves Business, amongst others.

Insight

Much like the subjects of immigration and skills, trade is also an intricate part of the Brexit debate. With LCCI the largest issuer of export documentation in the UK, media remain keen to seek the organisation's international trade insight.

With a potential UK/US trade deal making headlines, LCCI's chief executive was again in front of the cameras for another global broadcaster, this time BBC World News. Peter Bishop talked about the importance of the trading relationship with the US and the need for the right deal. Given the nature of the specifics that are likely to be negotiated – such as food standards and the NHS – it was unlikely to be a comprehensive deal if done quickly, he said.

Steven Reilly-Hii is LCCI press and media relations manager

Get in touch

With Brexit media requests continuing, LCCI remains keen to involve business in the coverage. The 'on the ground' perspective that companies can present is invaluable for reporters and broadcasters.

Over recent weeks, LCCI members JSP Safety, Brompton, and City Cruises have all featured prominently on national television news.

If you have a story to tell regarding Brexit (or any key policy area), contact Steven Reilly-Hii at press@londonchamber.co.uk

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The Quick and Easy Guide to Intellectual Property

Jayne Nation, Commercial Director, Wynne-Jones IP

If you think you don't have intellectual property (IP) in your business, then you're just plain wrong! Every business has some IP (defined as unique creations of the mind) and some of that IP can be protected legally by copyright, by filing a patent, by registering a trademark or by registering a design right. At Wynne-Jones IP, we believe that great brands and products deserve commercial success.

However, the whole area of IP can be a confusing minefield for business leaders because it's presided over by a niche legal profession, is a specialised business area and, by its very nature, is intangible.

To those businesses that don't care about IP but know that they should, and those that are losing sleep over their IP, here's our short and honest guide to IP protection!

TIP #1 – make a list of all the IP you've got and identify what you can and should protect by legal rights. Look at your business names, the products you sell, your services, logos, technology you developed, novel business processes, software you've created, packaging you've designed, textiles produced etc. (we could continue!). It's worth knowing that to attract investors it's often necessary to have your IP legally in place.

TIP #2 – Creating and maintaining IP costs money. Make sure you secure an annual budget to pay for the creation and maintenance of your IP rights.

TIP #3 – Don't rush to recruit trademark attorneys or patent attorneys as employees. It's generally overhead and more cost effective to develop a strategic business relationship with an IP firm.

TIP #4 – Always check if your IP rights qualify you for government funding for your business. Under the Inland Revenue's Patent Box Scheme or R&D Tax Credits you may be eligible for



substantial funding towards novel developments.

TIP #5 – Choose an external IP firm partner carefully. Do your own due diligence. Meet with at least two firms. Generally, IP is a relationship driven service; the strength of it and level of trust you have in your external IP team is directly proportional to the efficiency and profitability of using an IP firm, as opposed to doing it yourself.

TIP #6 – Review your IP regularly (we recommend annually) and check that it is still doing what you want it to. Don't protect brand names or products you no longer use.

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London Open House 2019

This year's London Open House will take place on Saturday 21 and Sunday 22 September writes *Alexa Michael*. The weekend will include the opening of over 800 buildings of special architectural merit in the capital that are normally closed to the public, alongside a programme of walks, talks and tours. No charge is made for visits or activities.

The purpose of London Open House is to promote appreciation of architecture by the general public.

The purpose of London Open House is to promote appreciation of architecture by the general public. Founded by architect Victoria Thornton, it is the world's largest festival to celebrate different styles



Photo by Jo Snu (CC BY 2.0)



Buddhapadipa Temple

of buildings and has been run in London since 1992. Thornton used the principle of free access to London's most outstanding buildings to inspire people about the benefits of great design.

London Open House is part of Open-City, a charity that works all year round with Local Authorities, town planners, architects, engineers, students, young people and



Photo by Ian Beales (CC BY-SA 4.0)



Photo by Lancaster House (CC BY 2.0)

the wider community to promote liveable cities.

Classic

Highlights of the 2018 London Open House included tours of 10 Downing Street, one of the most famous addresses in the world, the BT Tower (entries to both were determined by ballot) and Lancaster House in Stable Yard, SW1, a

Grade I Listed private palace originally built in 1825 for the Duke of York and Albany. Senate House, the University of London's administrative headquarters in Bloomsbury, a Grade II Listed building which combines classic and art deco design.

Lesser-known attractions included the Thai-style Buddhapadipa Temple in Wimbledon, the Old Waiting Room at Peckham Rye Station (bricked up in 1961) and Mrs Custard's House at 41a Lambert Road, SW2. Mrs Custard is a cat and the house was designed with her needs in mind as much as her owners.

Anybody wishing to participate in this year's London Open House can find out about the attractions at openhouselondon.org.uk. Visitors will need to book to visit the most popular attractions or put their names into a ballot. However, the public can visit other sites at the times stated without pre-booking

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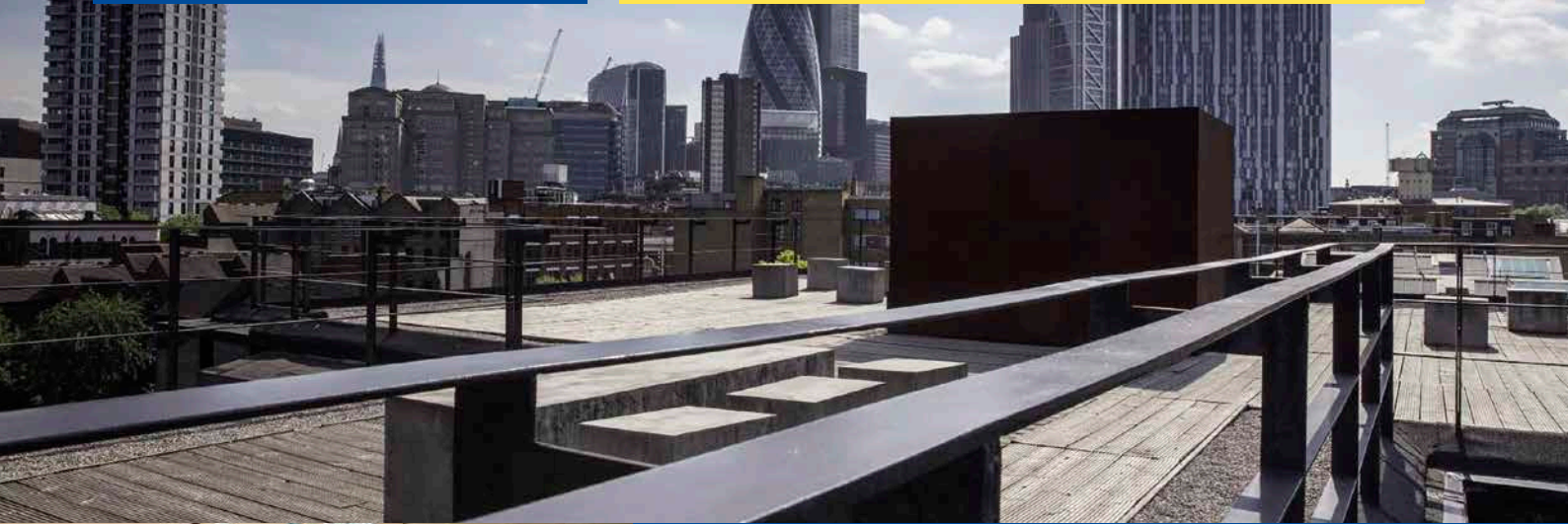
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BREXIT: TOP TIPS FOR EMPLOYERS

Laura Devine at Laura Devine Immigration



With less than two months to go before the UK leaves the EU, what steps should employers be taking now in order to protect their EU workforce?

Conduct a staff audit to identify affected employees

First, employers should assess the composition of their workforce and identify EU citizens or family members of EU citizens.

The degree of any exposure and impact of change is dependent upon the sector and industry. Certain industries such as social care, construction and hospitality are heavily reliant upon an EU workforce and are therefore likely to be most affected, however even sectors with a smaller EU staff proportion may experience skills shortages. It is therefore vital that businesses safeguard their existing employees as much as possible to minimise disruption and risk.

Keep informed and understand the options

Under the EU Settlement Scheme (EUSS), EU citizens who have continuously resided in the UK for at least five years by the date of Brexit (or the end of the transitional period in the event of a deal) are eligible for settled status. Those with less than five years' residence are eligible for pre-settled status, to allow them to complete five years' residence becoming eligible for settled status.

Support employees in applying for documentation

All EU nationals currently residing in the UK will be required to make an application for immigration permission under the EUSS. The deadline to do so will depend on whether there is a deal in which case it would be 30 June 2021 or if the UK leaves without a deal, the deadline will be 31 December 2020.

Employers can support their staff by providing information, arranging advice clinics and instructing immigration lawyers to manage applications.

Prepare for no-deal

While the government had previously stated that it would introduce a transitional system for EU citizens arriving in the UK immediately after Brexit from 1 November 2019 until the end of the envisaged transition period, 31 December 2020, this was cast into doubt by a Home Office press release issued last month, stating that plans for EU citizen arrivals immediately after a no-deal Brexit 'are being developed'. Therefore, employers seeking certainty should consider bringing forward any recruitment campaigns as much as possible in order to avoid skills gaps caused by an abrupt end to free movement which could mean significant additional administrative and financial burdens for employers (Home Office filing and other associated fees of up to £18,000 for a family of four for a five-year contract of employment) under the Tier 2 sponsorship system.

Laura Devine is the Managing Partner of Laura Devine Immigration, a transatlantic immigration boutique with offices in London and New York.

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London's recruitment challenge



Nadine Tewfik-Saad and Esenam Agubretu on what business needs from a skills and immigration policy

London is undoubtedly a great place in which to work and live. The UK capital is a global hub for business and culture, attracting a growing number of commercial headquarters and strong inward investment.

Yet London is facing a growing recruitment challenge. Figures from LCCI's *Capital 500* survey, which polls around 500 businesses on a quarterly basis, found that 61 per cent of businesses looking to recruit in the second quarter of this year faced difficulties doing so. At the same time, the number of firms looking to hire new staff increased in both quarters of 2019 to date. Four in five London businesses didn't try to recruit, despite the fact that over 60 per cent of all businesses reported operating below full capacity.

Demand

On a positive note, a quarter of London businesses trained up an existing staff member to address skills

gaps, highlighting the part employers are playing to support the workforce to get up to speed with current demand. But more needs to be done to get the right skills into the capital's pipeline and equip our future workforce with the skills needed for an ever-changing landscape.

Government initiatives such as apprenticeships and T Levels are welcome steps in developing our talent pipeline, and LCCI continues to play an active role in ensuring that they are fit for purpose. Ahead of their introduction into the workplace in 2020, our polling revealed that two thirds of London business decision makers would not be willing to offer paid or unpaid placements or work to a T Level student or graduate. This highlights a significant lack of understanding

Government initiatives such as apprenticeships and T Levels are welcome steps in developing our talent pipeline, and LCCI continues to play an active role in ensuring that they are fit for purpose



among employers about the benefits of this training route. The LCCI has therefore called on the government to boost its communications so that this information reaches industry, and the Chamber's Work and Education Policy Committee is looking at what steps can be taken to bridge gaps in understanding, as well as the impact T Levels will have on key sectors.

Gaps

Skilling up our workforce will take time, however, and there are recruitment gaps that need to be filled now. London's businesses need access to international workers at least in the short to medium term, and our immigration system must reflect this need. Polling released by LCCI in July found that over half of London's businesses believe the £30,000 salary threshold for migrants post-Brexit, proposed by the previous government, would worsen London's skills shortages. Two-thirds fear it would reduce the supply of low-skilled labour in London. Whilst political rhetoric has focused on attracting the 'brightest and best' talent, it must recognise that vital sectors of our economy, such as health and hospitality, rely on lower-skilled workers.



London's businesses need access to international workers at least in the short to medium term, and our immigration system must reflect this need.

Fast-track

LCCI has long called for an immigration system to meet London's recruitment needs, not least because non-UK nationals make up a quarter of London's workforce, compared to eight per cent in the rest of the coun-

try. The LCCI has called for the creation of a Shortage Occupation List (SOL) for the capital to fast-track people and fill specific occupations where the need for overseas workers is greatest. This would give employers a mechanism to report acute skills shortages more swiftly than they would through the national SOL.

The Mayor of London supported this proposal at a recent event at City Hall (see pages 4-5), pressing for the capital being able to create its own dynamic SOL. He also reiterated the call on the government to lower the £30,000 salary threshold for the Tier 2 'skilled worker' visa.

Benefits

With the new government looking into an Australian-style points-

based system, there are potential benefits for London. LCCI board member Julia Onslow-Cole highlighted the Australian immigration system's focus on regionalisation at a seminar held in partnership with Fragomen and Migration Matters Trust on the day Boris Johnson took office. There is clear appetite for a regionalised approach. The LCCI's *London Tomorrow* survey published earlier this year revealed that 56 per cent of businesses identified allowing the capital to set its own immigration targets for people with key skills as one of the three most important matters for ensuring London's success post-Brexit.

There is no silver bullet to solving the capital's recruitment challenge. But with a new government in post, LCCI will continue to advocate the key steps to ensuring businesses have access to the talent they need both now and in the future: equipping our workforce with the right skills and ensuring our immigration system works for London.

Nadine Tewfik-Saad and Esenam Agubretu are respectively head of public affairs and policy manager at LCCI

The £100,000 Dilemma

How much do you earn from your business per hour? How much do you charge out?

Most business owners never consider how much their time is worth per hour. This leads to the fallacy that you save more money in the business by doing stuff yourself and not hiring an extra hand.

Say your yearly profit after tax (before you take any money out of the business) is £50,000 and, annually, you work 50-hour weeks with two weeks' holiday. Your rate is £20/hour (£50,000 ÷ 2,500).

Are you happy working at this rate? How could you increase it? The answer is: either increase the profitability of the business (numerator) or decrease the number of hours you spend on the business (denominator).

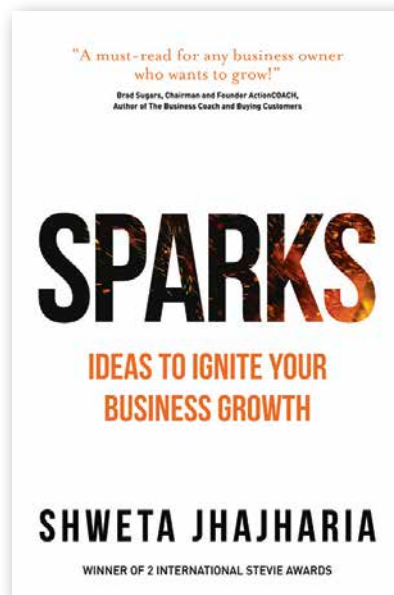
You can increase the numerator by doing activities that pay more than £20/hour.

Spend your time sourcing key customers if you can establish they will be worth it over the next few years. You could also invest time in recruiting a new member of staff and training them to be as good (valuable) as you. The per-hour return of this effort should be beneficial.

Unfortunately, business owners often put these high-value activities off.

You can decrease the denominator either by drawing a hard line around your personal time or avoiding activities with a lower per-hour rate.

Against a list of your activities on a daily, weekly, monthly, quarterly and one-off basis, consider what you could pay someone



hourly to do each. If the hourly rate is less than you are worth when doing your most valuable work, get someone else to do it. If you focus on using more of your time to earn a higher rate per hour, your business will be more profitable or you'll be able to work fewer hours.

How much per hour would you pay for extra leisure time? How much would your partner/child pay for an hour of your time? Is £20/hour worth the sacrifices you make?

Excerpted from the Amazon bestseller 'Sparks: Ideas to Ignite your Business Growth' by Shweta Jhajharia, a leading global business coach. Claim your FREE copy at businesscoaching.actioncoach.co.uk/sparks (P&P extra)

London – a smarter city?



by Simon Neate
and Rod Hogarth

London is leading the way in the UK's desire to embrace the digital revolution. Along with Bristol, the capital was identified by Lord Browne in his foreword to telecom giant Huawei's first *Smart Cities Index* as the country's front runner in its development as a smart city

But what is a 'smart city', or for that matter, a smarter city? Like much in the ever-evolving world of technology and artificial intelligence, it means different things to different people.

Connectivity

It may be an oversimplification to describe the concept of a smart city in one word: connectivity. But connectivity best gets to the heart of smart cities.

In the rarefied world of techno speak, the concept of smart cities appears to revolve around the Internet of Things (IoT) which is the growing network of physical objects capable of 'digitally' speaking to each other.

Why does this matter? Because it is estimated that by 2050 60 per cent of the world's population will live in cities and for those urban environments to function efficiently and effectively, they will need to be transformed into smart cities.

Progress

London is not only embracing the concept, it is making substantial progress in becoming a world leading city in the implementation of IoT. But like most historic cities this can be a difficult task due to ageing infrastructure and the human impact (and inconvenience) of updating it.

For smart cities to deliver their true potential all stakeholders need to work together and adopt common goals, whether this be national or local government, major institutions (public and private) and business.

As one commentator pointed out, for IoT enabled smart cities to reach their full potential, buildings need to be smart too.

Roadblock

An integrated network of smart buildings could offer significant en-



Smart cities should benefit everyone in society – and be seen to benefit everyone. We will need to avoid the spectre of 1984 and Big Brother by demonstrating beyond all doubt that a smart city brings real life improvements to all and not just the few

ergy savings to smart cities and keep the average tenant happier and safer. But today's urban planners face a significant roadblock: the connectivity gap between the internal workings of buildings and the outside world.

Smart buildings can reduce waste and cut operating costs. Heating systems either shut down or lower ambient temperatures when an office is empty by keeping track of tenants' movements in the building. Windows can darken themselves on sunny days to keep occupiers cool – the list is endless.

But to achieve real benefits these smart buildings must be linked into the broad infrastructure of a city, enabling demand to be monitored in real-time. And once you extrapolate that into everyday business and personal life, the advantages become clear.

Efficiency

The individual is able to manage his or her life by having constantly updated information at his or her fingertips, whether that relates to travel, work or pleasure. The ability to know in real time a whole host of informa-

tion and data that impacts business or personal decisions will undoubtedly ensure greater efficiency.

At the most prosaic level, it can mean avoiding traffic jams or knowing there are travel issues before you set off, as the smart city will provide you automatically with an alternative route or mode of transport.

As our cities grow, their ability to manage infrastructure and resources on a minute-by-minute and hour-by-hour basis becomes ever more critical. It should enable better planning both in terms of development and usage.

One of the biggest problems for any major urban area seeking to take full advantage of these benefits is being able to harness technology in such a way that causes minimum disruption to business and people alike. It is going to be the challenge that faces cities like London that has the desire and the drive to create an ultra-smart urban environment.

Consulting

To identify the challenges that London faces as it evolves as a smarter city, LCCI's Property and

Construction Policy Advisory Committee is consulting with members to better understand their work in this space and draw together policy recommendations for ensuring the right framework is in place for London to fully embrace smart city status.

Recognising the obstacles, both physical and psychological, is a major step towards delivering the goal of a 21st century smart city, but it needs all stakeholders to accept the short-term costs that will lead to longer-term efficiencies.

It is about building in connectivity to every element of our infrastructure, be that on the underground, the road network, or even office blocks. Without that connectivity, the data has nowhere to go.

None of this will happen by chance. It needs to be driven by government working closely with local authorities, business and consumer groups with planners and tech specialists at its heart. Smart cities should benefit everyone in society – and be seen to benefit everyone. We will need to avoid the spectre of 1984 and Big Brother by demonstrating beyond all doubt that a smart city brings real life improvements to all and not just the few.

Simon Neate is executive chair of WSP Indigo and chairman of the LCCI property and construction committee. Rod Hogarth is a member of the same committee and head of Greater London regional development at IMSM Ltd.

Winning designs

Bogle Architects were the winners of the International Architecture and Design Project category in the British Expertise Awards 2019 for their Early Learning Village in Singapore which has been described as an extraordinary milestone in the delivery of international pre-school education.

Designed by Bogle for the global schools operator Cognita, the ground-breaking scheme accommodates the Stamford American International School and the Australian International School.

Key challenges included ensuring that the significant volume was not intimidating for small children, clarifying circulation given the scale of the school, and designing a building that was essentially playful and fun as well as flexible enough to accommodate changing market conditions.

The resulting environment has been specifically designed to enhance children's learning experience, offering a spectrum of lively learning environments filled with colour and sunlight.

www.boglearchitects.com



SPONSORED COLUMN

Clean machines – the future of company cars

By Clare Munro, Senior Tax Partner,
Lubbock Fine Chartered Accountants



Question - what's the difference between a Hyundai Ioniq Electric Premium Auto and an Audi e-tron 55 quattro? Put aside the £40,000 in price tag terms and, actually, they have more in common than you might expect. Both vehicles can qualify for the current generous tax treatment for low emissions cars and if you're a company director thinking of a new car, this fact might well influence your choice.

Directors usually worry about high benefit in kind charges on company cars, with some cause. You could be taxed on up to 37% of list price every year so, if you keep the car for over three years, you'll pay tax on more than the value of the car. To add to the burden there is also employers' NIC to pay on the taxable benefit of the company car.

However, if you buy the car personally and charge the company mileage you have other problems, not least that the cost of the car comes out of post-tax income. So how do you solve the problem?

Possibly by looking at the electric vehicle market. If you can find a car with CO2 emissions below 50 gm/Km, then the benefit in kind for

2019/20 is 16% of list price. For 2020/21 onwards the system is changing so that it'll be possible to have a 2% charge for zero emissions vehicles and low emission vehicles with a range of 130 miles or more. Realistically, the current crop of hybrids is unlikely to meet that CO2 target, so you need to be looking at a pure electric car, such as the Hyundai Ioniq Electric or Audi e-tron.

As an additional incentive, for the company, there is a 100% allowance available if the car has emissions below 50 gm/Km. The car must be brand new - not used/second hand. The company needs to own the car to qualify so, whilst it can be financed, a lease or contract hire arrangement that doesn't give the company ownership won't do it.

Whether you're looking at the Audi or Hyundai end of the motoring spectrum, acquiring a new car will be a major purchasing decision and the question of whether to run the car through the company or acquire it personally adds another layer of complexity. If you'd like advice on the pros and cons of buying the car through the company, please contact Clare Munro claremunro@lubbockfine.co.uk.

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Advice that adds up

Who's who in the new government

 **The new Prime Minister spared no time, appointing most Cabinet members on the same day he entered Downing Street writes Nadine Tewfik-Saad**

After months of stalled domestic policy, the new government has taken swift steps, setting out plans in its first weeks for reviewing immigration policy and 'fast-tracking' a Spending Review.

Key roles in the new administration include the following.

Chancellor of the Exchequer: Rt Hon Sajid Javid MP (1)

The Conservative leadership contender has been in Cabinet since 2014, covering Culture, Business and Communities briefs, before his promotion to Home Secretary last year. He has been a strong advocate of public investment in infrastructure, calling on the previous Chancellor to borrow to build

more homes ahead of the Budget in 2017. His priorities will include delivering the 'fast-tracked' Spending Review he has called for, as well as an anticipated three-year Spending Review next year.

Chief Secretary to the Treasury: Rt Hon Rishi Sunak MP (2)

Sunak has been promoted from a junior Local Government ministerial post and will be responsible

for delivering the Prime Minister's spending commitments, as well as the Spending Review. Infrastructure spending, housing and planning, and transport policy including HS2, Crossrail 2 and Network Rail fall under his new Treasury brief.

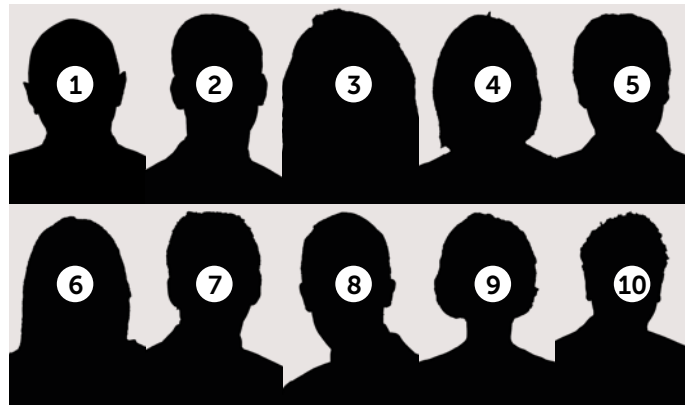
Home Secretary: Rt Hon Priti Patel MP (3)

Patel is a free marketer who actively campaigned for Vote Leave ahead

of the 2016 referendum. She was forced to resign as International Development Secretary for breaching the Ministerial Code in 2017. Her priorities will include establishing the UK's post-Brexit immigration system, working with the Migration Advisory Committee to look into an Australian style points-based system and seeing the Immigration Bill through Parliament. With the previous government publishing a White Paper for consultation last year, Patel will face big questions on how to take its proposals forward. The post of Immigration Minister is yet to be confirmed.

International Trade Secretary: Rt Hon Liz Truss MP (4)

The former Chief Secretary to Treasury is an avid free market economy advocate. She was widely expected to stand for leadership, but instead chose to back Johnson early in the contest. Post-Brexit trade agreements including securing a free trade agreement with the US,



*Photo: DFID - UK Department for International Development (CC BY-ND 2.0)

will be a priority for Truss. The previous government sought to replicate all 40 trade agreements the UK currently has as a member of the EU, and are currently on 12. Truss has already announced plans to create up to 10 free ports after Brexit, and has held talks with officials and businesses in Washington and New York. Conor Burns, a long-term ally of Johnson, has been given a ministerial post in the department, with Graham Stuart retaining his position as Minister for Investment.

Housing Secretary: Rt Hon Robert Jenrick MP (5)

Jenrick was previously Exchequer Secretary at the Treasury, having only become an MP in 2014 and promoted to government in 2018. England's housing crisis, namely seeing through the inherited pledge to get more homes built, will be a priority for Jenrick. He has already pledged to reform the planning system and has set out a clear position in favour of protecting the Green Belt. He has previously called for land to be fast-tracked for development, as well as for better support for smaller housebuilders.

Housing Minister (attending Cabinet): Rt Hon Esther McVey MP (6)

The former Work and Pensions Secretary resigned from May's government over the Withdrawal Agreement. She will be the first Housing Minister to attend Cabinet in a number of years. McVey has stressed the importance of redeveloping public land to build new homes, also pledging to look into planning regulations, stamp duty, housing zones, and the efficacy of existing initiatives.

Transport Secretary: Rt Hon Grant Shapps MP (7)

A former Conservative party chairman, Shapps was a key actor in the campaign to secure Johnson's success in the Parliamentary rounds of voting. Aviation, decarbonisation and rail connectivity will be at the top of Shapps's agenda. Contrary to Johnson, he supports a third runway at Heathrow and has consistently voted in favour of HS2. These two projects will be top of his agenda, as will boosting transport connectivity in the North.

Among his team, Paul Maynard, a former government whip, has returned to the department and taken on responsibility for aviation policy, as well as key areas of rail policy, e.g.

After months of stalled domestic policy, the new government has taken swift steps, setting out plans in its first weeks."

Crossrail, HS2 and Northern Powerhouse Rail. He will face a number of challenges, including a planned rail industry restructure, and devolution.

Education Secretary: Rt Hon Gavin Williamson MP (8)

A former Defence Secretary and Chief Whip, Williamson left May's cabinet over alleged involvement in the Huawei leaks earlier this year. While May's government included a ministerial post dedicated to apprenticeships and skills, Williamson has taken on personal responsibility for this brief at Cabinet level, signalling the heightened emphasis the new government is placing on further education.

Business Secretary: Rt Hon Andrea Leadsom MP (9)

Leadsom was a leadership contender both in 2017 and 2019. An ardent Brexiteer, she served as Leader of the Commons under May, in charge of getting legislation through Parliament. Delivering net zero carbon emissions and deciding on whether to press ahead with the Energy White Paper will be top of her list. Her predecessor focused on rebalancing the economy by unlocking growth across regions and key sectors. With Johnson keen to boost productivity, Leadsom will face key decisions over how to take forward the previous government's Industrial Strategy. Within the department, Kelly Tolhurst retains the post of Small Business Minister, following a year in office.

Minister for London: Rt Hon Nick Hurd MP (10)

The former business minister has held onto this position, despite moving from the Home Office to the Northern Ireland Office. Hurd has been a London MP since 2005. Before entering politics, he ran his own business and represented a UK bank in Brazil.

Nadine Tewfik-Saad is head of public affairs at LCCI

SPONSORED COLUMN

Three top reasons why coaches work with today's teams

Where team building exercises and away-days have been historically popular for team development, the results are seldom long-lasting or profound. This has left those involved in developing and leading high-performing teams searching for other ways to help them crack the code of how to maximise team effectiveness.

This need for change has led to team coaching becoming one of today's hottest topics in leadership and management and, in particular, Systemic Team Coaching is growing in interest. A powerful method for aligning teams with the systems in which they operate and building their relationships, here are some of the ways this coaching style can address workplace issues and create competitive advantage for businesses.

Clarify direction and purpose

A lack of clarity in a job role can be a major contributing factor to a resilience drain and poor performance. Likewise, a team needs to be clear about its purpose and ensure all the roles within it are aligned to deliver its goals. A coach will work with a team to support them in identifying their goals and expectations, and, just as importantly those of their stakeholders and customers. They promote a belief in shared leadership and collective responsibility, so the members act consistently when they are connecting with colleagues outside the team.

Building effective relationships and adding value for stakeholders

A majority of team coaching focuses exclusively on the team's internal ways of working and relationships; Systemic Team Coaching looks more broadly at the influences and connections outside the team, not just within it. These wider systems include the team's direct reports and sub-teams, their internal stakeholders, customers, shareholders – and beyond to the political, environmental,



economic, social/cultural and technical systems and which could or should influence them. Systemic Team Coaching can help restore trust in an organisation and its leadership and supports value creation for the customer.

Improving performance

While executive coaching used to be about remedial action for performance issues, it's now largely used to support high performers and those with high potential. So, too with team coaching. While it can be useful for helping teams with performance issues identify what's causing blockages and agree how to make improvements, it's equally valuable for the already-high-performing team who want to look at taking their performance to the next level, in the much the same way as a coach will already work with an organisation's top performers.

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





Business needs confidence to trade internationally

Many UK exporters are treading water at a time of deep uncertainty, according to the latest Quarterly International Trade Outlook from the British Chambers of Commerce (BCC), in partnership with DHL

The survey of 3,400 exporters found nearly two-thirds of manufacturers report exchange rates as a concern to their business, indicating the pressure from sterling volatility.

The results reflect the negative impact that slowing global trade, currency fluctuation and Brexit uncertainty is having, with export sales and orders weakening. In Q2 2019, the balance of manufacturers reporting export sales increased stood at +14, down from +24 in the same quarter last year. In the services sector the corresponding balance fell to +8, from +17.

Uncertainty

The balance of exporting manufacturers that have increased orders also fell to +9, down from +21 in the same quarter last year. In services it fell to +5 from +14, indicating that the ongoing uncertainty is hitting orders books and creating difficult trading conditions for many UK exporters.

At the same time, the volume of trade documents issued by chambers of commerce for goods shipments outside the EU fell 2.1 per cent in the second quarter of the year and stands 3.0 per cent lower than the same quarter in 2018.

In the event of no deal, businesses will face an immediate and abrupt

change in trading conditions, for which many remain unprepared. Business has been clear about wanting to avoid a messy and disorderly Brexit but given that no deal remains the default position on October 31, the new government must urgently ramp up its preparation.

Continuity

Business is calling on the new government to ensure the conditions and logistical preparations are in place to protect continuity of trade after the UK's departure from the EU. Firms that currently trade with the EU will need an EORI (Economic Operator Registration and Identification) number to continue in the event of no deal, yet the number of firms that have registered remains worryingly low. The BCC is urging the government to automatically register all VAT-registered firms to minimise the disruption and administrative burdens facing traders.

The Department for International Trade (DIT) must also make every effort, working with governments in third countries and the EU-27 to grandfather existing EU free trade agreements, which so many firms rely on to be competitive in key markets around the world. Many businesses report the lack of clarity around future terms of trade, including tariffs and customs procedures, is adding to the feeling of uncertainty and lack of confidence.

Frustration

Hannah Essex, BCC co-executive director said: "There is real frustration among business communities

In the event of no deal, businesses will face an immediate and abrupt change in trading conditions, for which many remain unprepared.

across the UK at the lack of clarity about trading conditions after the UK leaves the EU, and we're already seeing the impact of that uncertainty.

"While the majority of firms want the government to avoid a messy and disorderly Brexit, we're calling on the government to put practicalities first and implement measures to ensure firms are as prepared as possible for the whatever scenario they face. A crucial first step would be to automatically issue all necessary companies with an EORI number to minimise the hoops that firms need to jump through to be ready for day one.

"There are many fundamental outstanding questions relating to the rules and processes of trade in the event of no deal. While the DIT has been working with third countries to ensure the rollover of existing FTAs, many of these critical arrangements have not yet been formally agreed, and firms can't plan for the future based on warm words. Maintaining preferential access to countries where the EU has trade agreements is critical to maintaining competitiveness in key markets."

Challenging

Shannon Diett of DHL Express, said: "The 2.1 per cent fall in the trade confidence index compared to Q1 2019 is a strong indication that UK firms, despite a solid export performance, are feeling the impact of the uncertain and challenging market conditions prevailing at this time. Manufacturing and services firms are still reporting an increase in export orders, however, this is at a reduced level in comparison to this time last year.

"For businesses trading internationally in particular, preparing for a potential Brexit, including a no-deal scenario in March, then April and now October has absorbed considerable business resource. This diversion of focus and delay of investment represents a substantial opportunity cost for British business trading internationally. It is however essential that a renewed focus is placed on preparing for Brexit again in advance of the 31 October deadline. There are a number of practical steps that can be taken, despite the lack of clarity on future trading relations with Europe.

"Actions such as implementing digital customs paperwork solutions with your logistics provider, or obtaining an EORI number will help make the transition to new trade arrangements, regardless of the ultimate Brexit scenario, as seamless as possible for exporting businesses. Additionally, increasing the number of markets a business trades with reduces risk and increases growth possibilities in the long term."

www.britishchambers.org.uk
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Upcoming LCCL company missions



Vietnam: Ho Chi Minh City and Hanoi
Sector: Food and drink
Date: 9-14 September
Contact: Elena Molinari
Tel: 0207 203 1929
Email: emolinari@londonchamber.co.uk



UAE, Dubai
Sector: Multi
Date: 30 September - 4 October
Contact: Vanessa Vlotides
Tel: 0207 203 1838
Email: vvlotides@londonchamber.co.uk



Taiwan
Sector: multi | Date: tbc
Contact: Vanessa Vlotides / Elena Molinari
Tel: 0207 203 1838/ 0204 203 1823
Email: vvlotides@londonchamber.co.uk
emolinari@londonchamber.co.uk





Overseas business opportunities

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



Romania

Manufacturer of cosmetic products using active, natural ingredients wishes to identify international business partners able to supply a wide range of essential and vegetable oils, as well as vegetable butters for cosmetic use. Cooperation with the partners identified will be based on manufacturing agreements.

REF: BRGR20190611001



Greece

Specialist in industrial steel construction and manufacturing is looking for producers of structural mild steel so to expand its suppliers' network. The structural mild steel should be in different quality types both as hollow section or as plate. The company is looking to cooperate in terms of a supplier agreement.

Ref: BRES20190527001



Italy

A start-up has developed an innovative production process in hydroponics to produce hops for the brewing industry. Thanks to this process it is possible to produce hops from problematic soil and in unfavourable weather conditions. Breweries or farmers in Germany, UK, USA, Israel and Austria who are interested in this production process to produce hydroponic hops are sought.

REF: TOIT20190514001



France

A start-up has novel solutions to treat neurodegeneration, a process linked with microtubule disorders. It develops compounds to restore microtubule stability. One application is stopping neurodegeneration of the optic nerve in glaucoma, the leading cause of irreversible blindness. The company seeks partners specialized in biopolymers and/or surface chemistry to develop drug formulation and delivery solutions into the eye under research or technical agreements.

REF: TRFR20190621001



Japan

A company specialising in high-end equipment including semiconductors in the automotive and other heavy industries, is looking for EU suppliers of disruptive manufacturing equipment: automated electrolytic polishing system, laser processing tool and imaging ellipsometry. The company would directly purchase patented leading-edge technology and would expect exclusive distribution rights for the Japanese market.



Poland

A producer of paper packaging, especially boxes designed for documents' storage seeks high quality paperboard and cardboard. The proposed form of cooperation is the manufacturing or supplier agreements.

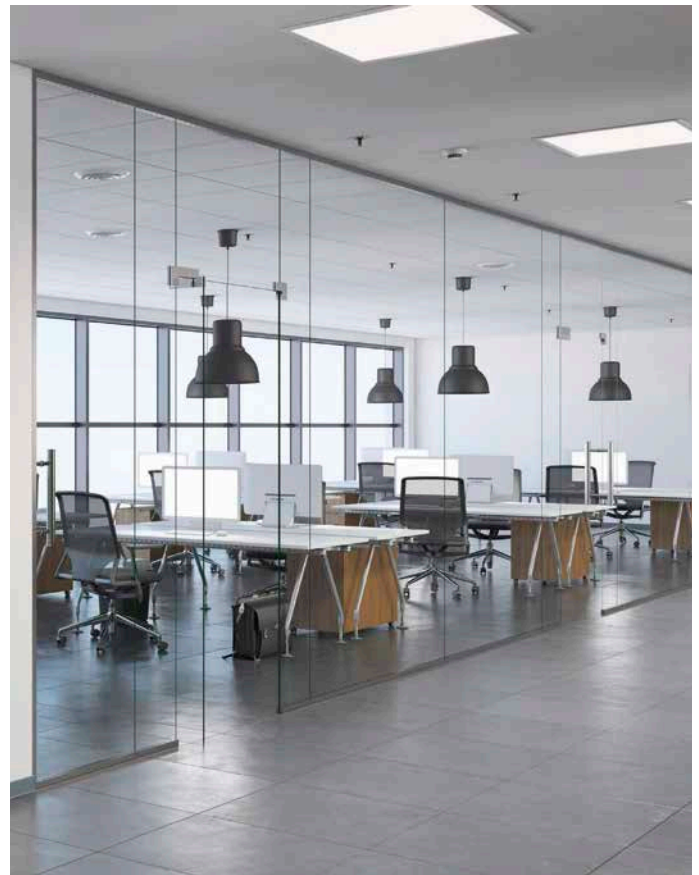
REF: BRPL20190510002



Switzerland

A biotech SME develops drugs that increase microcirculation resulting in an unprecedented potency to stimulate nutritive blood flow, enable tissue regeneration and avoid hypoxia. Several indications are treatment of chronic wounds, ocular diseases and conditions associated with ageing. Pharmaceutical corporations for a licensing or financial agreement and universities for a research cooperation agreement to bring additional proof of concept and validation in animal studies are sought.

REF: TOCH20190625001



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Durban – first stop shop for business



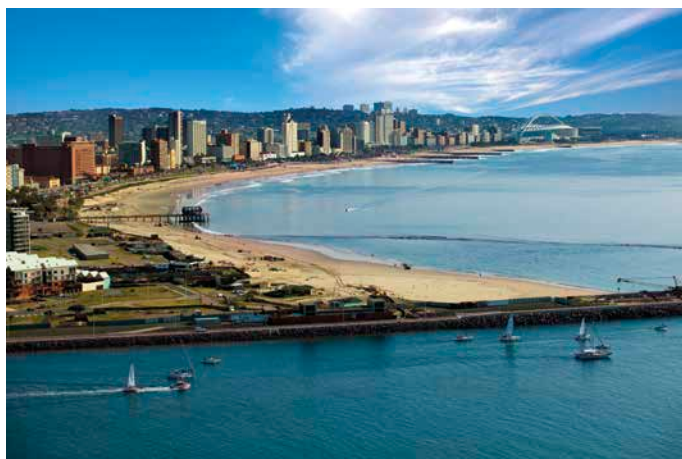
Durban's investor attraction proposition is three-pronged, centring around the city as a premium destination, with a business and lifestyle environment and sustainable investments. Durban's catalytic projects have the potential to shift the socio-economic landscape and trigger a series of multi-sectoral investments; and Durban's priority sectors, in which planners focus on the creation of clusters and the development of value chains to promote new ventures and investment opportunities.

Impact

Durban is facilitating a number of large-scale projects with the potential to make a significant regional impact. Catalytic projects are deemed to be those located on national trade routes or which have the capacity to overcome the living-working dynamics of the former apartheid regime. Such projects are selected for their scale in terms of investment value and both employment creation and revenue creation potential. They, ideally, include a combination of uses, inclusive of retail, commercial and residential, and should be a fit with the United Nations Sustainable Development Goals.

The Point Waterfront Development is just such a catalytic project. This is an ambitious plan, geared to linking the city's beach promenade with the harbour. The project has already attracted significant investment and the upcoming development of a cruise terminal.

Other major Durban projects include:



- GO!Durban, a transport-oriented development which has already resulted in major road upgrades and is set to become a great trade enabler
- Centrum Government Precinct which includes the Durban International Convention Centre, a related hotel, the library, Council chambers and re-development of Gugu Dlamini Park
- Cornubia, an integrated human settlement development north of the Central Business District
- Dube TradePort special economic zone, Africa's global manufacturing and air logistics platform, and home to King Shaka International Airport.

Diverse

Durban is South Africa's second most important manufacturing hub and affords the business community a diverse economic landscape.

Co-operation between the pub-

lic and private sectors has seen the emergence of a number of cluster initiatives, which aim to draw together experience and expertise from commerce and industry, labour organisations, government and academia. Currently active manufacturing clusters include:

- KwaZulu-Natal (KZN) clothing and textile cluster
- Durban automotive cluster
- Durban chemical cluster
- KZN Furniture Incubator
- Agro-processing development programmes.

Research is being undertaken and discussions convened to establish how best to grow particular economic sectors and to both develop and grow value chains. Much of KwaZulu-Natal's wealth is either consumed or exported in its raw state and a need has been identified to do more locally to add value through processing.

Priority sectors

Priority sectors identified include the automotive and allied industries, logistics and logistics management, ICT and business process outsourcing, agri-processing, life sciences including pharmaceuticals, medical device manufacturing and health facilities – and tourism asset development.

A number of these initiatives play to the existing strengths of the regional economy, whilst others seek to exploit the recent emphasis on the environment and growing interest in the oceans' economy. Several link tourism, renewable energy generation, recycling and employment creation.

Several broader programmes also exist – providing positive spin-offs for targeted sectors – inclusive of the drive to increase local content, efforts to boost metal fabrication across sectors, the promotion of black industrialists, and the encouragement of exports.

Invest Durban is responsible for the provision of free investor advisory services and the promotion and facilitation of sustainable new business in the metropolis. Its services include investment promotion and marketing, foreign investment identification, attraction and facilitation, foreign direct investment after-care and expansion, and investment advocacy.

www.durban.gov.za

Indian summer

Following the re-election of Indian Prime Minister Narendra Modi in May, a recent LCCI seminar focussed on business opportunities available to British business in what can be a complex market.

Speakers at the event included Siddharth Mukne, regional head of the UK India Business Council, Pradeep Modi, international tax manager at KPMG, Drone Khullar, an associate at Singhanian & Co, and Llewelyn Mullooly, director of working capital proposition at Lloyds Bank who hosted the event in their City office.

www.lloydsbank.com





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The evolution of El Salvador

Earlier this year the LCCI signed a memorandum of understanding with the British Chamber of Commerce in El Salvador to help promote trade and investment

El Salvador, located in the heart of the Americas between north and south America is an export-oriented free-market economy. The country extends from a coastal plain to a volcanic upland in the interior.

El Salvador has evolved over the last two decades. Today, it offers its business partners:

- a free market economy – one of the most open in Latin America
- proven macroeconomic stability
- openness to global trade and investment
- democracy and political stability.

Macroeconomic overview

El Salvador has implemented reforms to modernise and open its economy to global trade and investment. These include the signing of free trade agreements with major markets, regional economic and trade integration, and the adoption of the US dollar as legal tender.

The country is ranked as the sixth easiest country to do business of Latin America (and second in Central America) by the *Doing Business 2018* report. In just one year it improved by 22 places and is ranked among the ten economies worldwide showing the most notable improvement in doing business indicators.



San Salvador

- **Capital city:** San Salvador
- **Population:** 6.6 million
- **Labour force:** 3.0 million
- **Unemployment rate:** 7.0 %
- **FDI inflow (2017):** US\$ 792 million
- **GDP per capita:** US\$ 3,769
- **GDP growth (annual):** 2.32 % (2017)

El Salvador is a country of opportunities with a labour force of three million people, of which 56 per cent are under 40 years old. A healthy business climate and an outstanding labour force are seen as key attractions for foreign investors. In 2017, the FDI stock was of US\$ 9.6 billion where finance and insurance and manufacturing sectors are the most prominent.

Key sectors

- **Aeronautics:** world-class operations with strong continuous expansions
- **Agroindustry:** popular location



- **Energy:** international tender processes to develop new projects relating to natural gas, photovoltaic and wind generation
- **Light manufacturing:** medical devices, pharma, cosmetics, footwear, autoparts and electronic components
- **Offshore business services:** unprecedented growth in recent years
- **Tourism:** solid and growing demand



- **Textiles and apparel:** One of the main engines of El Salvador's development
- **Infrastructure:** development of public private partnership projects in infrastructure, public services and activities of national interest.

Key trade and investment opportunities

- **Attractive investment climate:** achieving high rankings in ease of doing business indices
- **Preferential access:** trade agreements with 43 countries in the Americas, Europe and Asia
- **Productive labour force:** renowned for efficiency and work ethic
- **Competitive costs:** a cost-competitive country to set up and operate a business
- **Monetary stability:** dollarised economy that offers greater certainty to investors
- **Competitive infrastructure:** World Economic Forum places El Salvador's infrastructure among the most competitive in Latin America and Central American region
- **Tax incentives:** solid legal framework that provides incentives
- **Strategic location:** short access time to major cities in north and south of the continent.

London hosts Sri Lanka Investor Forum 2019

Investment opportunities in Sri Lanka is the subject of an upcoming forum taking place at London's Stock Exchange. The event will cover both the manufacturing and service sectors with targeted sectors listed as IT, higher education, tourism, garments, pharma and the exciting Colombo Port City project – a US\$ 15bn investment to build a world class city – see CGI right.

A high-level Sri Lankan delegation and UK counterparts will attend the forum to engage with potential UK investors. The event

will include presentations on the various sectors, company experiences in Sri Lanka, panel discussions, B2B meetings, and a networking reception.

The Sri Lanka Investor Forum 2019 takes place on 9 October, 2.30 – 5.00 followed by a reception at the London Stock Exchange. To register for the event and B2Bs and for more details contact the Commercial section of the Sri Lanka High Commission

trade@slhc-london.ac.uk





Missions possible



by Tom Marsan

For LCCI's international business team, July was anything but low energy. During the month it organised three renewable energy missions for SMEs to learn about the market and win business in Myanmar, Ethiopia and Kenya.

The visits were part of Round 7 of the Energy Catalyst Programme run by Innovate UK and funded by the Global Challenges Research fund which aims to improve energy access issues in South Asia and Sub Saharan Africa and address the energy trilemma of low cost, low carbon and secure energy.

Insights

Nearly fifty companies participated, ranging from micro-grid and biofuel developers to new types of hydro and wind power providers. Meetings with local companies highlighted the challenges on the

ground and assessed demand. Government officials briefed delegates on plans to improve energy access, the regulatory landscape and what support companies could get to develop a local presence. There were also site visits to local operations which provided insights into current energy generation methods and their limitations.

Pitching

A key aim of the visits was to locate local partners with whom to cooperate and apply for Energy Catalyst Round 7. Perhaps the standout event of each mission was the pitching session where delegates were invited to present their organisations and technologies to a room full of local energy stakeholders, followed by 1-2-1 meetings and networking receptions. Already dozens of partnerships have been agreed, with several more in development.

Tom Marsan is an LCCI international business team officer



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September 2019

12/09/19 Time 18.00-20.00 ALL MEMBERS

Indy Summer Fun

Venue: Whitgift Sports Club, Croham Manor Rd, South Croydon CR2 7BG

Nearest station: South Croydon

In Partnership with: I See Media and Whitgift Sports Club

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

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

Email: lsaran@londonchamber.co.uk



26/09/19 Time 18.00-20.00 ALL MEMBERS

Connect at London Chamber of Commerce and Industry Evening Networking

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

Nearest stations: Mansion House, Cannon Street and Bank

Sponsored by Goldstar IT

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

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

Email: events@londonchamber.co.uk



October 2019

01/10/19 Time 09.30-11.00 LOCAL MEMBERS AND NON MEMBERS

Maximise Your Membership Morning

Venue: Jurys Inn, Wellesley Road, Croydon CR0 9XY

Nearest station: East Croydon

Local Member and Non-member: Complimentary

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

Email: lsaran@londonchamber.co.uk



02/10/19 Time 08.00-09.30 ALL MEMBER AND NON-MEMBERS

Capital 500 Quarterly Economic Survey QES 3 Launch

Venue: ComRes, 4 Millbank, Westminster, London SW1P 3JA

Nearest station: Westminster

All Members and Non-members: Complimentary

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

Email: events@londonchamber.co.uk

18/09/19 Time 09.30-12.00 ALL MEMBERS and NON-MEMBERS

Workshop: Team Building - 'I see what you mean'

Venue: Business Xchange Hub, 3-5 Lansdowne Road, Croydon CR0 2BX

Nearest station: East Croydon

In Partnership with: Essence of Cake

Patron Member, Premier Plus Member, Local Member and Member's Guest: £10.00

Non-members: £36.00

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

Email: lsaran@londonchamber.co.uk



02/10/19 Time 12.30-14.30 ALL MEMBERS

Time To Talk Business

Venue: Rich Mix, 35-47 Bethnal Green Road, Shoreditch, London E1 6LA

Nearest station: Shoreditch High Street

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

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

Email: ifatuzzo@londonchamber.co.uk



25/09/19 Time 08.15-10.00 PATRON AND PREMIER PLUS MEMBERS

FULLY BOOKED

Property and Construction Breakfast Club with guest speaker Adam Gaymer, Chief Operating Officer, Anthology

Venue: CBRE, St Martin's Court, 10 Paternoster Row, London EC4M 7HP

Nearest station: St Paul's

Co-sponsored by CBRE and Middlesex University London

Patron Member and Premier Plus Member: £54.00

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

Email: events@londonchamber.co.uk



04/10/19 Time 12.00-17.30 ALL MEMBERS

LCCI Autumn Raceday

Venue: Ascot Racecourse, High Street Ascot, West Berkshire SL5 7JX

Nearest station: Ascot

Patron Member, Premier Plus Member, Local Member and Member's Guest: £79.20

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

Email: events@londonchamber.co.uk

26/09/19 Time 12.00-14.00 ALL MEMBERS

The Grapevine Network

Venue: Best Western Plus Hotel, 2 Dunheved Road South, Croydon CR7 6AD

Nearest station: West Croydon

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

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

Email: lsaran@londonchamber.co.uk



07/10/19 Time 08.15-09.30 ALL MEMBERS

Policy Breakfast with Rt Hon Robert Halfon MP (Chair of the Education Select Committee)

Venue: Central London Venue TBC upon registration

Nearest station: Victoria

Patron Member, Premier Plus Member and Local Member: Complimentary

Contact: Policy Team **Tel:** 020 7203 1883

Email: policy@londonchamber.co.uk

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08/10/19 Time 09.00-16.30

ALL MEMBERS AND NON-MEMBERS

International Business Training: Letters of Credit for Exporters**Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member: £354.00****Local Member and Non-member: £414.00****Contact:** Gwen Laryea **Tel:** 020 723 1840**Email:** glaryea@londonchamber.co.uk

09/10/19 Time 07.45-09.15

PATRON AND PREMIER PLUS MEMBERS

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

09/10/19 Time 09.30-11.30

ALL MEMBERS and NON-MEMBERS

Business Briefing and Tour: Legacy – Croydon's new OnSide Youth Zone**Venue:** Legacy, 125 Whitehorse Road, Croydon CR0 2LG**Nearest station:** Selhurst**In Partnership with: OnSide Youth Zone****Patron Member, Premier Plus Member, Local Member and Non-members: Complimentary****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

10/10/19 Time 09.00-12.30

ALL MEMBERS AND NON-MEMBERS

Winning UK and Overseas Bids by Developing Competitive Strategies and Win Themes**Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member, Premier Plus Member, Local Member and Non-member: Complimentary****Contact:** Elena Molinari **Tel:** 020 7203 1929**Email:** emolinari@londonchamber.co.uk

15/10/19 Time 18.00-20.00

ALL MEMBERS

Autumn Reception**Venue:** The Stratford, Queen Elizabeth Olympic Park, 20 International Way, London, E20 1FD**Nearest station:** Stratford International**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

16/10/19 Time 17.45-20.30

ALL MEMBERS

Networking Training: How to Work a Room**Venue:** etc.venues Fenchurch Street, 8 Fenchurch Place, London EC3M 4PB**Nearest station:** Fenchurch Street**Patron Member and Premier Plus Member: £78.00****Local Member: £108.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

17/10/19 Time 09.30-16.50

ALL MEMBERS AND NON-MEMBERS

Taiwan: One-to-One Business Clinics***pre-booked 20 minute individual appointments****Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member: £10.00****Local Member and Non-member: £15.00****Contact:** Gwen Laryea **Tel:** 020 723 1840**Email:** glaryea@londonchamber.co.uk

17/10/19 Time 12.00-14.00

PATRON AND PREMIER PLUS MEMBERS

Connect at VVV Lunchtime Networking**Venue:** VVV, 24 King William Street, London EC4R 9AT**Nearest stations:** Monument and Cannon Street**Patron Member, Premier Plus Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

24/10/19 Time 08.15-10.00

PATRON AND PREMIER PLUS MEMBERS

Property and Construction Breakfast Club with guest speaker Phil Shortman, Managing Director, Wates Construction London**Venue:** CBRE, St Martin's Court, 10 Paternoster Row, London EC4M 7HP**Nearest station:** St Paul's**Co-sponsored by CBRE and Emotio Design Group****Patron Member and Premier Plus Member: £54.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

28/10/19 Time 09.30-16.50

ALL MEMBERS AND NON-MEMBERS

Dubai: One-to-One Business Clinics***pre-booked 20 minute individual appointments****Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member: £10.00****Local Member and Non-member: £15.00****Contact:** Gwen Laryea **Tel:** 020 723 1840**Email:** glaryea@londonchamber.co.uk

Continued on page 24

How to book your place(s) at a London Chamber of Commerce eventVisit londonchamber.co.uk/events to book your place/s on any of the above events following the instructions below:

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

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31/10/19 Time 12.00-14.00

ALL MEMBERS

The Grapevine Network**Venue:** Jurys Inn Croydon, Wellesley Rd, Croydon CR0 9XY**Nearest station:** East Croydon**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

06/11/19 Time 12.30-14.30

ALL MEMBERS

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

November 2019

06/11/19 Time 08.15-09.30

ALL MEMBERS

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

06/11/19 Time 09.00-16.30

ALL MEMBERS AND NON-MEMBERS

International Business Training: Export Documents**Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member: £354.00****Local Member and Non-member: £414.00****Contact:** Gwen Laryea **Tel:** 020 723 1840**Email:** glaryea@londonchamber.co.uk

06/11/19 Time 18.30-23.00

ALL MEMBERS AND NON-MEMBERS

Asian Business Association (ABA) Global Dinner with guest speaker – to be announced**Venue:** The Berkeley, Wilton Place, London SW1X 7RL**Nearest stations:** Knightsbridge and Hyde Park Corner**Co-sponsored by Lloyds Bank****Media Parter Asian Voice****Individual Places****Patron and Premier Plus Member: £234.00****Local Member: £264.00****Non-member £300.00****Table of 10****Patron and Premier Plus Member: £2,340.00****Local Member: £2,640.00****Non-member £3,000.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

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LCCI events highlights

■ LCCI Asian Business Association Global Dinner

This dinner – guest speaker to be announced – will take place on Wednesday 6 November from 6.30pm – 11.00pm at The Berkeley. Co-sponsored by Lloyds Bank, key figures from business, central and local government, high commissioners, life peers and Asian entrepreneurs will be in attendance at this black tie event. Early bird tickets start at £195.00 exclusive of VAT per person for Patron and Premier Plus members. Our media partner is Asian Voice.

■ LCCI Autumn Raceday

Join us at the LCCI Autumn Raceday at Ascot Racecourse on Friday 4 October. This fun, informal day offers a cost-effective way to reward colleagues, entertain clients and increase your business

network over lunch and during an afternoon of racing at Ascot Racecourse. Open to all members tickets are £79.20 inclusive of VAT per person.

■ Cereal Networking

The next breakfast will take place on Wednesday 18 September from 7.45am – 9.30am at LCCI. Sponsored by London North Eastern Railway this complimentary event is exclusively open to Patron and Premier Plus members only.

■ Connect at LCCI Evening Networking

Up to 100 members and guests will attend the networking evening hosted in the LCCI Members Lounge on Thursday 26 September. Sponsored by Goldstar IT this complimentary event is open to members only.

■ Property and Construction Breakfast Club

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

■ Annual Winter Reception

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

■ Capital 500 Quarterly Economic Survey – Q3 of 2019 Launch

LCCI's Capital 500 Quarterly Economic Survey – in partnership with leading polling agency ComRes – is London's largest and most authoritative business survey, measuring business performance and confidence in the capital. Join us for a presentation of the findings Tuesday 2 October which will include expert analysis on what the results mean for your company and London's economy, as well as opportunities to network over breakfast. This complimentary event is open to all members and non members.





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In the summertime

Once again the annual LCCI summer party took place in the wonderful setting of the College Garden at Westminster Abbey. Over 200 guests were welcomed by The Reverend Anthony Ball, Canon-in-residence and addressed by David Frost in one of his last duties as the chamber's chief executive before he took up his role as EU Sherpa for the Prime Minister. The LCCI board and staff wish him well in his new endeavour.

The event was co-sponsored by Apex Airspace and Co-innovate.



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Two minute interview



Tony Matharu, businessman and philanthropist



Who are you?

People know me as Tony Matharu – founder and managing director of Grange Hotels; now founder and chairman of Blue Orchid Hotels and Integrity International Group.

What is your connection with the London Chamber of Commerce?

My relationship goes back to the 1980s, but I'm now a board member and chairman of the Asian Business Association – a special interest group of the LCCI.

What was your first job in London?

I worked in several jobs simultaneously: in a restaurant, in a pub, and four or five different roles in an hotel.

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

I rescued a business which was wrongly driven into administration and ensured the livelihoods and futures of the company's loyal employees, who deserved better.

“London is the best city in the world and has so much to admire: the diversity of its residents and workers and the rich tapestry of sports, arts cultural activities and events are unrivalled.”



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

... frustration from those who are not aligned with accepted norms of business ethics and personal conduct.”

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

It almost certainly would not be a business person but someone whose personal values I admire.

How is your business reacting to Brexit?

With considerable concern and trepidation.

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

Many people think that the London public transport system is not good. I don't take that view, although, non-comfort-cooled, packed trains and crowded stations at peak times provide obvious areas for improvement.

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

Time and complexity in planning regulations and policies which are purportedly designed to encourage investment, but which are in practice a deterrent to investment can cause difficulty. I would also add the outdated and inequitable business rates bricks and mortar penalty tax which has damaged our high streets, whilst benefitting digital businesses and tax avoidance schemes.

What is your favourite and least favourite thing about London?

London is the best city in the world and has so much to admire: the diversity of its residents and workers and the rich tapestry of sports, arts cultural activities and events are unrivalled.

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

I would lobby for a London work permit scheme based on our particular local needs to retain and encourage talent and ensure our best-in-the-world city status.

integrityinternationaltrust.com



“I worked in several jobs simultaneously”

PropTech – The new buzzword in town

Over the past decade, the pace of innovation has primarily been driven by consumers' need for a stress-free life. From drones to smart homes, digital innovation and technology trends are changing the way we live, work and interact with one another.

With Artificial Intelligence (AI) fast becoming the norm in many industries, the real estate sector has, albeit slowly, embraced AI. The pace of digital transformation is expected to reshape and redefine the real estate sector, from how we buy and sell properties to how we manage them, such as; smart cities, shopping centres, hospitals, or offices.

But beyond mere functionality, PropTech brings understanding, and it does this through AI and other big data technologies. Smart platforms, from smart home technology such as Nest, to Rightmove and its property search engines, pick up patterns and alter responses accordingly to generate market insights and smart data.

PropTech and government incentives

Use of big data and AI are ever-increasing in all aspects of our lives. With all the excitement and trepidation about the predicted AI trends in the commercial real estate sector, the property industry is ripe for disruption. As a result, we are seeing start-up companies sprouting in every corner of the country to capitalise on the huge opportunities PropTech are bringing.

These start-up PropTech companies are in the know that digital innovation can be game changing for them and finding the right investment partner is the key to unleash their potential. In line with the increase in the number of PropTech companies, investment is also growing with UK based Real Estate tech funds or international ones active in the UK market. To support this investment, there are a number of tax incentives which PropTech companies may be able to take advantage of.

Research & Development (R&D)

The UK Government provides generous tax incentives to encourage companies to undertake R&D projects. Now that the congruency between bricks and mortar and the digital world is becoming ever more prevalent through the rise of PropTech, companies may be able to benefit from making R&D claims, attracting additional tax relief up to 130% on qualifying expenditure identified and tax credits of up to 33p per pound of qualifying expenditure.

R&D tax relief is available to companies that are seeking an advance in technology by developing new products, processes or services; or enhancing existing ones. Such products, processes and services cannot be easily created or readily deduced. Furthermore, its not just advances in technology that qualify. Those companies trying to resolve scientific uncertainties may also be eligible which should generate interest amongst those who are involved in finding innovative ways to make buildings work.

Enterprise Investment Scheme (EIS) and Seed Enterprise Investment Scheme (SEIS)

As with most start-up companies, PropTech businesses are faced with an uphill struggle of attracting investors. For companies looking to attract investors to invest in a new PropTech business, there are government initiatives which encourage equity investments in new businesses such as EIS or the SEIS. Note that although property backed businesses and property lending businesses are excluded from the schemes, companies providing PropTech services can qualify for the initiatives, the same as any tech company.

SEIS is targeted at helping very early-stage businesses and start-ups attract seed funding, whereas EIS encourages investment in more mature and larger companies, although these are still relatively young in their lifecycle. Many companies will progress from SEIS to EIS because a company can take part in EIS after raising money through SEIS.

The rules are complex with each scheme having different qualifying criteria and offering different levels of tax relief for investors. We recommend professional advice is sought. Subject to certain conditions, SEIS investors can receive income tax relief of 50% on the cost of the shares, whilst EIS investors can receive income tax relief of 30%. There are also further capital gains tax and income tax loss reliefs available which further de-risks an individual making an EIS or SEIS qualifying investment.

To find out more, please get in touch with us



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Possibilities abound but no deal looms

No deal preparations escalate

The new government has increased funding available for no deal Brexit planning with a further £2.1 billion on top of the £4.2 billion already made available by Theresa May's administration.

This new funding has been spread across all departments in an attempt to mitigate disruption caused by a no deal exit from the EU.

Funding is not the only way the government has stepped up its preparations with further work reportedly being done on border contingency plans for Dover to ensure that goods are still able to flow across the channel and some of the impacts on transport are limited. The government is also still working on contingency plans to avoid a hard border in Northern Ireland by eliminating checks in the short term while a long-term solution is negotiated. And it continues to develop its zero-tariff policy to eliminate tariffs on a number of goods to avoid shortages caused by no deal.

There has been an evolution in the government's stance on free movement of European citizens

that had previously allowed them to continue to arrive and settle in the UK until October 2020. New plans by the Home Office now indicate that this may in fact change and free movement may end immediately in the event of no deal on 31 October.

There are also plans to replace the UK's existing immigration rules with an Australian-style points-based system for the longer term.

No-deal Brexit: What is the UK government doing to prepare?

■ <https://bbc.in/2TQa9AP>

Home Secretary looking into ending free movement 'overnight' in the event of no deal

■ <https://dailym.ai/2MroGC7>

Brexit: EU migration rules to end straight after 'no deal'

■ <https://bbc.in/2ZqzkiT>

Elections ahead?

With the acceleration of no deal preparations, a significant caucus of anti-no deal MPs, including several ex-ministers from Theresa May's

government, are gathering support in an attempt to avoid no deal.

One plan, favoured by anti-no deal Conservative MPs, is reportedly for MPs to pass legislation expressing opposition to no deal and asking the government to request another extension from the EU. There are questions as to how binding any legislation passed by parliament would be on the government and if this would prevent no deal in time.

The other significant option is for the opposition to table a no confidence motion. This option would, if successful, require the PM or another MP to prove they could command a majority within 14 days, or a general election would be triggered. Opposition MPs are divided on who would lead the 'National Unity Government' they would hope to create to request the extension from the EU then hold an election. There are also questions about whether the PM would actually be required to resign and whether he could call the election for after 31 October, thereby allowing no deal to happen anyway.

There are also suggestion that the Prime Minister might call an

election before October 31 in a bid to take advantage of a recent Conservative rise in the polls and fight an election around Brexit delivery.

Can MPs overrule the new prime minister?

■ <https://bbc.in/2WwvZLTF>

Corbyn plans to call no-confidence vote to defeat no-deal

■ <https://bbc.in/31xOQH0>

Emails reveal Boris Johnson laying groundwork for election campaign

■ <https://bit.ly/2KQqJH>

What about a deal?

The government's official policy remains to renegotiate the deal with the EU and agree a new deal before the Brexit deadline of 31 October. However, they have informed the EU that the UK will leave on that date with or without a deal.

The Prime Minister will meet a number of EU leaders individually and collectively in the lead up to 31

Why pest prevention should be taken seriously

Pests are categorised as a plant or animal detrimental to humans or human concerns. Some species have special protection by law, or restrictions on the methods that can be used. So, an up-to-date understanding of the law and the correct methods to use to control each pest is a fundamental part of being a professional pest controller.

Whatever type of business you own, the power of social media and rating sites means that news of a pest infestation in your property can spread in minutes - leaving your customers scurrying away and your establishment's reputation in tatters.

The solution is to make sure you have a contract with approximately eight inspections a year - depending on your premises. Choose a member of the British Pest Control Association whose

staff are qualified to the RSPH Level Two and with insurance and accreditations such as Safe Contractor.

Proofing against mice and rats should part of an overall integrated pest control system. Install fly-control units in kitchens, catering areas, bin rooms and delivery bays to catch the flies before they enter the building. Units available include standard 'sparking' units and glue-board units that can be moved around affected areas, particularly in those premises that suffer from the Autumn cluster flies.

Wasps, ants and cockroaches should be dealt with as quickly as possible and pest birds require specialist treatment ranging from netting, to special gels or the use of hawks to deter them from the area.

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October to discuss different Brexit positions. The last big opportunity to renegotiate is slated as the EU summit on 17 – 18 October which will be the last EU summit before the deadline. While the aim of this summit is not expressly about Brexit, it is anticipated that the subject will dominate discussions.

Five things to do to prepare for no deal
See page 32

The primary grievance of the government remains the Irish backstop and seeking an alteration to it seems to be the chief focus of renegotiation efforts.

PM to tell EU leaders to renegotiate deal

■ <https://bbc.in/2Z1G07v>

Boris Johnson Says There's 'Bags of Time' Left to Renegotiate Brexit with EU

■ <https://bloom.bg/2HeQMwr>

EU leaders 'unanimous' there will be no renegotiation of Brexit deal, says Juncker

■ <https://bit.ly/2N84zKz>

Brexit Q&A was compiled by Tom Marsan



After the parade

Earlier this summer Westminster City Council and Veolia gave Pride Parade goers their most colourful clear-up yet with rainbow collection vehicles, brooms and barrows used to dispose of over 55 tonnes of recycling and waste from the streets.

Pride Parade is one of Westminster's largest celebrations with thousands

of spectators joining in on the day's fun. Veolia manages the clear up operation on behalf of Westminster City Council and to mark the 50th anniversary of the event took great pride in switching some of their usual street cleansing equipment for multi-coloured alternatives.

Recovery

To clean up after the parade, Veolia deployed over 30

vehicles and 115 staff to deal with over 55 tonnes of recycling and waste. Recyclables collected are sent to Veolia's Southwark recycling facility for sorting, and any non-recyclable waste goes to an energy recovery facility to be turned into low carbon energy to heat and power local homes.

www.veolia.co.uk

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Five actions to prepare for a Brexit no deal

As the clock ticks the chances of a no deal exit from the EU appear ever more likely. What should businesses do at this late stage to prepare as best they can? These five business critical actions can help companies limit the pain.

1. Get an EORI Number

Currently an Economic Operator Registration and Identification (EORI) number is not needed by companies that trade in the Single Market. But it will be required for all cross-border trade – EU and the rest of the world – if there is no deal. The government are now allocating EORI numbers to VAT registered UK businesses. If you have not been allocated an EORI number or are unsure if you have been allocated one, you can check here: <https://bit.ly/2L6UadE>

2. Review your Incoterm

Incoterms are international commercial terms – such as Ex Works, Cost Insurance and Freight, Delivered at Terminal and Delivered Duty Paid – which define responsibilities of parties in delivering, insuring and

transporting goods in cross-border transactions, including dealing with customs, and paying duties and taxes.

The Incoterm you use will be influenced by various Brexit scenarios so make sure you are aware of the differences. <https://bit.ly/2zqBkcl>

3. Check your supply chain and contracts

Trading with the EU now means minimal customs checks and zero duties. Businesses need to understand how their supply chain (buyers and sellers) will be affected logistically and financially.

This may include knowledge of the HS tariff or commodity codes and rules of origin for your product, export controls, intellectual property rights implications, standards adherence, and product safety changes.

LCCI's export documents team are ready for an increased demand for ATA Carnets (passports for goods for temporary exports for trade fairs, samples and professional equipment) and Certificates of Origin.

With both goods and services companies need to review their contracts within the supply chain and take legal advice on whether they

need to be amended.

<https://bit.ly/33TXvoY>

4. Know your staff situation

For many companies employing EU staff, there is concern about the rights of their employees to remain in the UK after Brexit.

The EU Settlement Scheme which allows EU citizens to continue living in the UK post-Brexit, is due to continue until 31 December 2020. EU citizens arriving on or before 31 December 2020 are currently eligible to apply for settled or pre-settled status.

Despite recent reports that freedom of movement may end 'overnight' on 31 October 2019 in the event of a no deal Brexit, the Home Office has confirmed this is not the government's policy and the EU Settlement Scheme will continue as planned until 31 December 2020.

Check whether or not your EU staff have applied for the Settlement Scheme and if any staff you intend to employ from the EU will be eligible to apply when they arrive. Stay up to date on developments from the Home Office.

Information on the EU Settlement

Scheme can be found here:

<https://bit.ly/2Zi5EAh>

Applications for the Scheme can be made here:

<https://bit.ly/2JxvVla>

5. Get information and stay updated

Keep abreast of changing developments and circumstances that will impact on business operations.

The Department for Exiting the European Union provides regular updates on Brexit preparations which are available as instant updates as and when they happen. You can sign up for these here: <https://www.gov.uk/email-signup?link=/government/organisations/departments-for-exiting-the-european-union>

The Department for Business, Energy & Industrial Strategy produces a weekly business readiness bulletin regarding the UK's exit from the EU. Email sed@beis.gov.uk to subscribe.

The government also has a Triage Tool for business. This tool requires companies to answer seven questions on their business and directs them to relevant guidance.

<https://bit.ly/2L0bktA>

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Relocation – how to make your decision



by Paul Whiston

Business leaders are required to make decisions on a daily basis. In hindsight some may turn out more beneficial than others but the important thing that the decision (good or bad) was made and acted on it – progress rather than stagnation.

Brexit should be on the top of all business's risk register because it has brought more than two years of uncertainty with still no clarification on the withdrawal agreement. Many businesses are overwhelmed by the fog of speculation and misinformation being broadcast which in turn has invoked nervous caution and disrupted core business focus. Flashback to the year 2000 when fear surrounded the impending Y2K global microchip meltdown (which subsequently did not materialise).

Post-Brexit planning and opportunity

Consider the analogy of the oil

tanker taking a long time to change course whereas the speed boat is able to react and manoeuvre quickly.

The large corporates (oil tankers) have dedicated vast resources to contingency planning from day one following the Brexit referendum result in June 2016 – it is a large and complex task to re-align business models, people, systems, property and assets.

As an SME (speed boat), you must stay true to your entrepreneurial instincts; there is opportunity in chaos and you must be ready to acknowledge and embrace change.

Efficiency and growth are key objectives for any business, especially SMEs.

EU outpost

Following the Brexit referendum result, I decided to follow my corporate colleagues lead to search for and set up an EU outpost in mainland Europe thus mitigating the risk of whatever legislation would be enforced when the UK left the EU. Whilst the corporates tended to expand their traditional European

Efficiency and growth are key objectives for any business, especially SMEs.

hubs, I saw Europe as a blank canvas. I was looking forward to exploring a best fit for my company, taking into account it is consultancy-focused rather than a product manufacturer.

Insight

The advancement in technology has allowed our company to be an early adopter of remote working. We have travelled extensively throughout Europe and around the globe amassing practical insight into the benefits and pitfalls of operating from abroad.

Here are my essential considerations to determine a potential relocation area:

- high speed internet (forms the backbone of business communications)
- reliable electricity and water supply

(potentially off-grid)

- transportation – easy access to an International airport
- personal wellbeing and cost of living (environment, recreation, accommodation)
- integration into the community (willingness to embrace the culture and learn the language)
- political stability (legal and taxation systems)
- business partnerships (utilising existing businesses already established in the EU).

As part of our selection process, my company formulated and developed a practical EU relocation matrix based on a variety of criteria associated with business, personal and political risk. Based on the matrix we decided our EU outpost would be located in Northern Italy. I suggest you make and implement your decisions before the changes in UK legislation.

Arrivederci!

Paul Whiston is managing director of Whiston Solutions Ltd
www.whiston-solutions.com

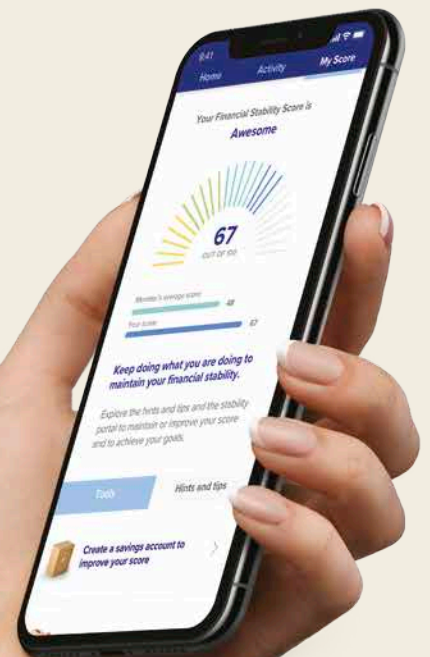
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Yintong talks to...

Richard Song, managing director of Anglo Chinese Executive (ACE) Travel

Bringing the Chinese to Britain

Richard (Jie) Song is a new generation entrepreneur who has witnessed both the dramatic growth of the Chinese economy and the country's demographic changes from a consumers' point of view for the last 15 years.

Song was born in Kaifeng, a historic city in Henan Province, and moved to Beijing to take a business studies course. He stayed in the capital after graduation and joined an education company. Overseas education has been an extremely lucrative business in China since the 90s and overall the firm was generating billions of yuan. However, the sector which looked after governmental foreign visits, where Song worked, was less profitable and was eventually dissolved. Undeterred he set up China Perfect Travel which specialised in overseas tourism for government officials.

Building credibility

Having decided early on to focus on the UK as the key destination, Song threw himself into connecting with relevant organisations and building credibility. He soon found that working with large government organisations could present challenges for a small business. Changes in personnel could mean the loss of a hard-earned connection, causing communication problems and putting existing projects in jeopardy. Slow payments caused by hierarchical structures drained his funds and produced cashflow problems. Making enough profit to keep the office afloat was Song's priority and with determination and hard work he led his team into its second five-year plan by 2010.

That year, with the 2012 Olympics in his sights, Song set up a London office – his company now had a re-brand and new name, Anglo Chinese Executive Travel – to liaise with his six locations in China. “2012 was a monumental year for Britain, it was also a critical landmark for ACE Travel” Song told me. “The level of tourism to the UK generated by the Olympics was explosive and



it hasn't stopped increasing since. We benefited greatly – not only did we achieve tremendous revenue that year, it also established our position as the 'go-to' company for all types of tourists from China.”

Exponential

With the exponential development of social media and mobile communication – in the Chinese market in particular – ACE Travel was quick to participate. Since 2015, they have been putting resources continuously into substantiating their own app as well as introducing service packages through popular platforms such as Mafengwo, in addition to their comprehensive website.

Known as 'Mr. Britain' for his knowledge of the country Richard Song is forever digging deep to discover new, hidden places of interest and develop sophisticated travel packages to accommodate customers' changing tastes. For example, ACE Travel – with 70 full time staff

rising to over 100 in the summer – teamed up with Chinese speaking lecturers in the UK to offer museum tours, now number one in on-line search lists. As a result, ACE is one of the top tour operators for Chinese visitors. From June to August last year it handled more than 100 groups comprising over 5,000 Chinese. “On any given day, we have about 1,000 guests floating around in the UK.” Richard smiled, “and these groups will typically spend over a billion pounds here.”

Vision

Talking about his third five-year plan, Richard told me that they will continue to develop service products through online and social media in this phase. A ten-strong team looking after their online back office is testament to his vision and commitment.

Both active in the same Anglo-Chinese business circles, Richard Song and I have collaborated for many years and I am always im-

“If an employee comes up with great ideas, then I support them; if they are followers but diligent, I guide them. But I can't tolerate laziness.”

pressed by the efficiency, positivity and helpfulness of his staff. He is rightly proud of the fact that a third of them have worked for him for more than 10 years, another third for five. This has everything to do with his management style. “If an employee comes up with great ideas, then I support them; if they are followers but diligent, I guide them. But I can't tolerate laziness.” When asked what the secret to his success is, his answer is: “diligence”.

Close attachment

As well as running ACE, Song also owns an art school in Kaifeng where over 1,000 pupils are taught by 100 teachers over four campuses. The school is the after-school study camp, compulsory for primary school pupils and many of his childhood friends' children attend. I know how important it is for him to be able to give back to his hometown and his friends there.

As for his own family, he has a house in the UK and is planning to give his son the best education the country can offer. Having worked here for so long, Richard Song has a close attachment to what he regards as his home from home.

Yintong Betser is managing director of ACTIVE Anglo Chinese Communications connecting businesses cross culture with PR and marketing. She has published a series of books on doing business in China.
www.activeukchina.com
www.acetravelgroup.co.uk

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THINCATS

GDPR – what business needs to focus on now



by Riaz Bowmer

25 May 2018 marked a watershed in privacy and information rights with the implementation of the General Data Protection Regulation (GDPR) and the Data Protection Act 2018

Getting privacy right is more than ever a top priority for businesses who will need to continually change to meet the demands of the new laws.

Many people are aware of the new rights the GDPR brings, with increased protection for the public and increased obligations on businesses.

People increasingly want to know how their data is being used, and how it is being safely managed.

Year one of the GDPR has seen people realise the value and potential of their personal data. There is a greater awareness of the law, in particular the data rights of individuals, and a greater awareness of the role of the regulator where rights aren't being respected.

Shift up

In year two of the GDPR businesses will need to shift up a gear from their initial focus on baseline compliance to full knowledge and accountability of the risks to individuals in the way they process data and how those risks should be mitigated. Those with primary responsibility for this must be well supported and resourced from the top down with a culture that everyone has some responsibility for data protection.

The push to be ready for the GDPR prompted organisations to make significant changes in quick time. There is still a long way to go to truly embed the GDPR and to fully understand the impact of the new legislation. In an Information Commissioners Office (ICO) survey nearly 50 per cent of respondents faced unexpected consequences as a result of the GDPR.

The ICO have said they will continue to focus on the areas identified as their regulatory priorities. These include: cyber security; AI, big data and machine learning; web and cross-device tracking for marketing purposes; children's privacy; use of surveillance and facial recognition technology; data broking; the use

of personal information in political campaigns; and freedom of information compliance.

Mind-set

So, what do businesses need to focus on? Perhaps it should be the adoption of a mind-set that the personal data they control or process is not theirs and it belongs to the data subjects. They must treat the data as something they are taking care of and are responsible for and not something that they own. The data needs to be secure at all times with the right protection in place to ensure only those who should use it or see it can do so.

Some practical matters to look at following initial compliance programmes include:

Policies and procedures

Do your current policies and procedures need amending to ensure an on-going culture of data protection responsibility? These then need to be disseminated to the business, implemented, monitored and enforced.

Customer and supplier relationships

Do your contracts with your cus-

tomers and your suppliers comply with the requirements of the GDPR? These may then need to be amended and brought into effect.

Privacy impact assessments

Do you understand the circumstances in which you are required to undertake privacy impact assessments and are you set up to carry them out?

GDPR training

Do you have a programme for ongoing and periodic staff training? The ICO will want to know about what training has been undertaken if anything does go wrong.

Security breaches

Do your staff know what to do if there is a data security breach or if a Data Protection Authority commences any investigation or action? Data protection is now an integral part of a business's operations and compliance should be viewed as a strategic advantage and not a problem that continually has to be managed.

Riaz Bowmer is a consultant solicitor at FG Solicitors
www.fgsolicitors.co.uk

Going global

The baby boomers were followed by Generation X and then the Millennials – also known as Generation Y. Demographers and market researchers agree the turn of the century marks the point where Millennials stop and Gen Z begins.

Opinions may differ on the exact crossover but there is no dispute that the generational divide brings fresh challenges and opportunities for companies trying to engage with the new demographic, particularly in a world where change is a constant.

Against this backdrop of changing dynamics, Tarun Ghulati and Preeti Rana co-founded Squared Watermelon and subsequently set up the 21st Century Icon Awards to promote the next generation of inspiring leaders as role models for future generations.

The awards were launched in November 2017 and have become the perfect mélange of a social and corporate event, attended by professionals, entrepreneurs, celebrities, politicians, film stars, sports personalities and thought leaders. This year, on 13 September, 300 individuals will attend an evening full of fun and excitement at the Rosewood London, marking another year of phenomenal global awards.

<http://www.squaredwatermelon.com>

<https://www.21stcenturyiconawards.com>



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What's your story? – animation, video and business communications



by Quint Boa

Dreaming the world

It's said humans have come to dominate the world through sharing stories which have unlocked our imagination. But for stories to cut through the 'noise' they have to be creative, compelling, relevant and memorable. Stories also need to be delivered on an accessible platform and with over five billion of the world's population using smartphones, everyone has that 'platform' in their pocket.

Why do consumers prefer to watch rather than read?

Well, we're only human. Visual images are processed by the brain millions of times faster than text - and much of this processing is unconscious. So, a well-produced video will also provoke powerful emotions with its audience. And both the images and their emotional associations stick. Think of Bambi slipping on the ice, Travolta discoing to Night Fever, Jack slipping under the arctic water in 'Titanic'. Forget Hollywood, this is now a game changer for business communications too.

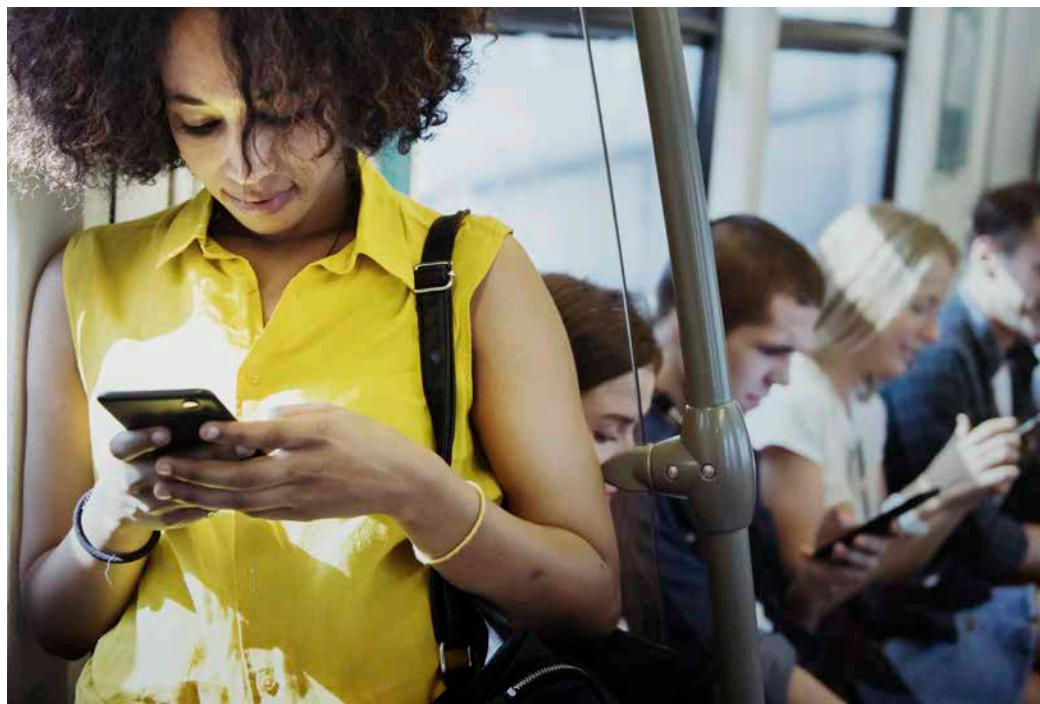
What's up doc?

Over the last few years, we've witnessed the extraordinary growth of the internet and its handmaiden – smartphones. And the cost of video production has fallen to the point where it's easily within budget for businesses. Now, companies can harness the greatest storytelling medium ever and combine it with the most portable communications platform of all time.

But in this multi-channel, multi-format, multi-platform world, what's the best way for a business to delight its audience and achieve the best ROI?

Cutting through the noise

1. What does success look like?
Interrogate the brief. What are



The ongoing trends of global internet, faster smartphones and the falling cost of video production have created a fabulous opportunity for business communications.

you really after and is it even metrics-based? An increase in hits, an uptick in peer to peer shares? Or more generally, a case study to promote a product? Define 'success', then produce your story, so viewers will be receptive and engaged and your clarified definition of success will be achieved.

Viewers retain 95 per cent of a message when they watch it in a video, compared to 10 per cent when reading it in text. (Insivia)

2. Animation versus video. As a simple guide, video is the perfect format to connect with 'real' products and services. So, use video of a crying baby to sell the absorbency of a nappy, or a kitten to sell the softness of a fabric. Generally, if a subject is too big (an orbiting planet), too small (pathogen targeted by a T cell) or too complex (the choreographed dance of airplanes at an airport), use animation. Each medium has its merits so it's all about knowing which is best suited to your needs.

73 per cent of B2B marketers say video positively impacts their ROI. (Tubular Insights)

3. Make an emotional connection, quickly. Tell your story so that it sparks personal identification. Then continue in a way that provokes an emotive response. Make it entertaining, get your audience to invest in what they are seeing. This will ensure the video, the message and the brand are remembered.

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel." (Maya Angelou)

4. Quality not quantity. To cut through the noise, it's generally 'less in, more out'. Your audience is time-poor and have attention spans of a scatty gnat. Better to make one point well and quickly. Get your key message in at the start and don't make your production longer than a minute. If there are several points to be made, then use several short videos to address each point in turn.

Thanks to the internet the average person has an attention span of eight seconds, down from 12 sec-

onds in the year 2000. (Microsoft)
5. Leverage your assets. Don't think of a video as having a shelf life of 'x'. Produced properly, any content can be repurposed again and again. It can be updated to include latest figures. Repurposed for a different audience. Re-edited for different channels e.g. LinkedIn and Instagram. It can be localised for different regions. Stills can be taken from video footage or vector-based animation, then used as part of your print collateral. Not only does this approach increase your ROI, it provides qualitative consistency for the story you are trying to tell. The ongoing trends of global internet, faster smartphones and the falling cost of video production have created a fabulous opportunity for business communications. Whatever your industry, wherever you want to communicate your story, animation and video offer a truly cost-effective way to successfully reach and engage your audience.

Quint Boa is managing director of Shoot You, a creative agency, specialising in animation and video.

www.shootyou.co.uk

SHOOTYOU.



Amba Charing Cross Hotel

by Jessica Diebel

Staying in Town



You couldn't get a more central location than the Amba Charing Cross hotel – it is situated beside the actual cross where distances to and from London are (notionally at least) measured.

The hotel was built in 1865 to coincide with the opening of Charing Cross station, a grand hotel to match those built at other rail termini in the metropolis. It also claims a unique feature, a breath-taking ballroom designed by Edward Middleton Barry, the architect of the Royal Opera House in Covent Garden. Moreover, the hotel includes a range of meeting rooms recognised in the industry with the award of a Gold Standard from Venue Verdict, the industry body for meetings and events. The hotel also has a 5-star rating on TripAdvisor and is currently number 43 out of 1,121 hotels in London.

Treat

My stay at the Amba Charing Cross Hotel coincided with my birthday weekend. Having already visited when they hosted the Chamber's recent PA Showcase, I was aware of what kind of treat was in store.



On arrival and check-in I was given a much-appreciated bottle of water, it being one of the hottest days of the year. The impressive central staircase adds a touch of extra glamour to guests' ascent to their rooms on the first floor. The hotel is decorated in a modern style, while retaining classic touches. With cosy seating and soft lighting, there is a sense of calm. Muted purple tones also help to create the balanced modern yet traditional feel that is quintessentially the Amba Charing Cross Hotel.

Inspired

My room was tastefully



decorated and featured art that was inspired by London architecture. In each room guests are treated to a complimentary mini bar – yes complimentary, not something that you come across too often – filled with delicious goodies such as crisps, flapjacks, and Green and Blacks chocolate. There were also fizzy drinks and a morning health drink to quench a visitor's thirst. Milk is always available, brought to the room on request to ensure freshness. A Nespresso machine

– also complimentary – tops it all off. As it was my birthday, I was also the recipient of a bottle of champagne, chocolate strawberries and a lemon tart – very generous and much appreciated.

With a room on the sixth floor I had a commanding view of London, the Thames prominent along with the Gherkin, the Shard and St. Pauls. One got the impression that all of the city was just outside the hotel and everything in

London was in easy reach.

My bathroom featured a rainfall shower and the fluffy robes and slippers hanging in the closet made the stay feel extra luxurious. The bed was large and comfortable, and I was sure I could sink into it forever.

Relaxed

My guest and I ate at the Terrace Restaurant, a relaxed, elegant space with a view on to the Strand.

The wine list featured enough options to suit any palate and accompany all dining options. We chose the Zinfandel rosé to accompany starters of tomato and roasted peppers soup (me) and scallops (my friend). For mains we chose the amply proportioned 21-day aged ribeye steaks. I was served what I consider to be a true medium-rare which was done to perfection, juicy and succulent. The accompanying chunky chips were cooked to just the right crispiness.

Neither my friend or I could resist a cheeky dessert, selecting the Eton mess and rhubarb cheesecake respectively. Both were creamy and rich, a great end to the meal.

Plush

After a very relaxing night it was difficult leaving the plush bed, however, breakfast awaited on the terrace. I chose a light version of the full English. Chatting to a nearby couple I learned that they stayed at least twice a year as they enjoyed the hospitality so much – I could see their point!

I called reception to remind myself what time check out was (although secretly I hoped the answer was never) and was told it was 12.00pm.

The Amba Charing Cross Hotel provided me with a wonderful experience. The hotel is truly a gem in the heart of London and the perfect place to host events. For anyone needing accommodation or a fantastic venue in Central London, whether for business or pleasure, my advice is: check-in!

Jessica Diebel is an LCCI membership account executive

The City of London's quiet revolution



The business buzz phrase 'disruptive innovation' has gained much traction since it was first coined by Clayton Christenson in 1997. However, a British company – Thomann-Hanry – has been quietly changing the face of the City of London with a process that is the embodiment of non-disruptive innovation

ventionally, necessary façade cleaning and restoration works entail buildings being shrouded in unsightly scaffolding – disfiguring the street scene and causing disruption to traffic, pedestrians and businesses for weeks, even months on end.

Mother of invention

However, an alternative exists and, as is often the case, necessity has been the mother of invention. Developed and patented by Thomann-Hanry®, over recent years façade gommage® has erased decades of accumulated dirt and grime from some of the City's most iconic buildings. Without a pole of scaffolding and often working overnight or at weekends, City workers have seen their urban landscape magically revived before their very eyes – with none of the disruption normally associated with building cleans. Significant gain, minimal pain.

Today, the challenge facing planners, property owners and managers is to harmoniously align development of the new alongside preservation and protection of the ancient. As the original nucleus from which the capital grew, the City of London is a focal point for this struggle – heritage and history standing cheek by jowl with the architecture and activity of one of the world's most important financial hubs. Balancing the necessity to revive and protect our ancient buildings whilst imposing minimal disruption on those who work in the district on a daily basis has long been a thorny issue. Con-

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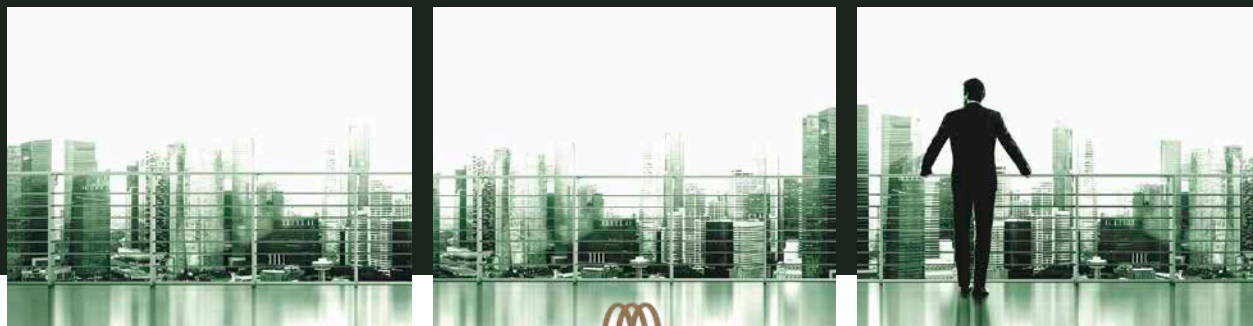
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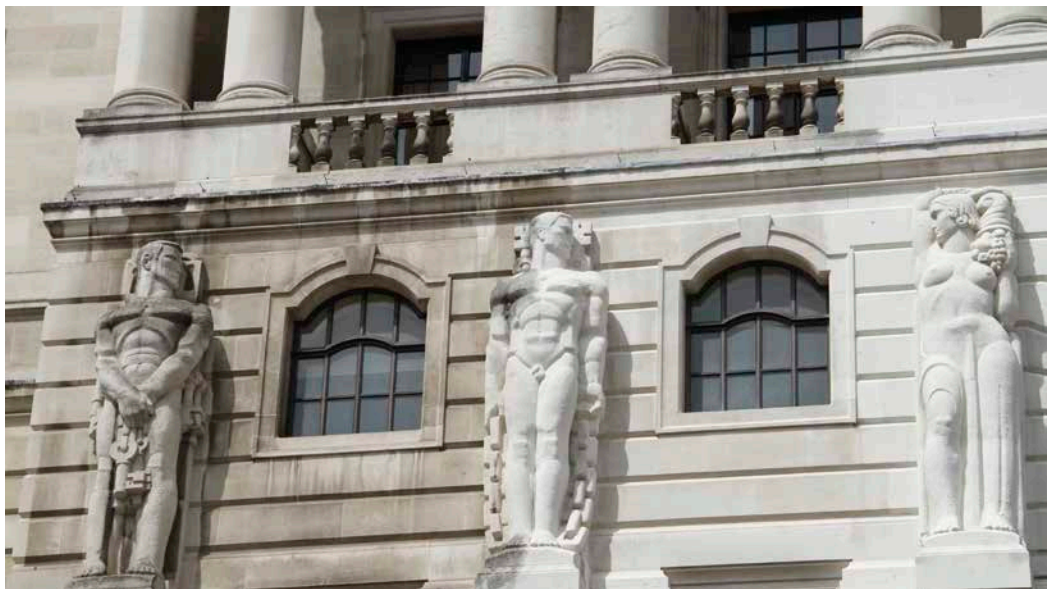
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forming the face of a building in a matter of days.

Revolutionary

The list of buildings transformed by this revolutionary technique reads like a roll call of some of the City's most illustrious landmarks: Deutsche Bank, Fishmongers' Hall, 1 Poultry and even the old lady of Threadneedle Street herself, the Bank of England. The last of these stands as an exemplar of the non-disruptive benefits of façade gommage®. Completed across 25 days of intensive weekend's work, regular 9-5 weekday Bank of England staff were blissfully unaware of the cleaning process itself. Instead, they were greeted each Monday morning by an ever more pristine place of work. Even when cleans are carried out during normal working hours, the company's agile process occupies a minimal street footprint, enabling business as usual and negligible inconvenience to staff, visitors and passers-by.

www.thomann-hanry.co.uk



From the ME to the UK. Newcastle born Businessman Ian Murray returns to the UK.

Managing Director of PROTRAINING UK, Ian Murray missed the UK terribly throughout his time away in Dubai and the Middle East and has now returned home for more than the cold weather - he's back having gained nine years of multi-national experience working with the most successful training models in the Gulf region, and is keen to introduce these to UK businesses, with an even more positive response.

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The value of a well-connected workplace



by Darren Zitren

All of us are dependent on digital technologies, whether we are at home, out and about or in the office. There has been a great deal of discussion about what the future will bring and how new technologies will transform our lives. In truth, none of us really knows what this will look like, but one thing is clear – we need a digital infrastructure which can support them.

For my property management business, understanding connectivity, particularly in the workplace, is a priority. We want to understand the key drivers of connectivity in our office spaces – how landlords are responding, and the value placed on it by occupiers.

Digital connectivity has become a more important factor than transport links when it comes to the office space we choose. Our research shows that landlords are now recognising that they can improve asset performance by improving connectivity in workspaces and offices. Crucially, from an occupier's perspective, it also highlights the importance of strong connectivity in the workplace as an enabler of overall business performance.

Better connectivity makes business sense

The pace of change has been rapid with most landlords we surveyed having undertaken work to improve the digital connectivity of their buildings. The key driver has been to increase market appeal – an indication that landlords are beginning to recognise the importance of connectivity as a primary utility. As a result, many have enjoyed improved asset performance thanks to increased rents and a reduction in the amount of time an office incurs void periods.

Our study also shows a clear link between good connectivity, business performance and employee satisfaction. For most tenants questioned, a well-connected office means a better performing business and employees who are more satis-



What is clear is that digital connectivity has become a more important factor than transport links when it comes to the office space we choose.

fied in their roles when an office is well-connected. This in turn leads to increased productivity and enables more flexible working practices.

There's also a view that the professional reputation of a business is directly linked to how well connected it is because partners want systems that work and robust communication channels. This is reflected in the premium value occupiers place on good connectivity. From an occupier perspective, connectivity is now a key factor in decision-making process when choosing new spaces or renewing leases and that most tenants believed that offices which are not well connected will become obsolete spaces – a dramatic demonstra-

tion of how much more important digital connectivity has become.

Meeting the connectivity challenge

Whilst building owners have recognised that there's a strong commercial argument for greater investment in connectivity in buildings and are taking greater responsibility for improving connectivity landlords who are taking greater responsibility, we need to acknowledge that improving our often-outdated digital infrastructure, whether mobile or fixed line, is a complex task and a significant investment.

There also needs to be much better collaboration between landlords and infrastructure providers just as we do with existing utility providers. With the imminent arrival of 5G, all parties need to recognise that achieving widespread access to 5G networks and signals requires considerable infrastructure in terms of towers, antennae, boosters and small cell installations. This is both a technical challenge and one which will require consensual negotiations between infrastructure providers and landlords in the built environment.

The real estate sector and infrastructure market need to work much

more closely if they are to develop the best in-building solutions and ensure properties are future-proofed and fit for purpose as digital technology continues to develop apace. Landlords need to think creatively about arrangements that can be made with fixed line and mobile operators to provide improved or free connectivity to ensure our personal demands for agility are met.

Estates such as Grosvenor have already taken the initiative and are committed to dramatically improving connectivity in their buildings. Similarly, the City of London has embarked on an extensive programme to improve digital connectivity in the Square Mile to ensure it lives up to its reputation as a financial powerhouse.

At the end of the day, good connectivity is a vital utility for all parties – landlords, occupiers and infrastructure providers. There needs to be a constructive approach to overcoming the challenges and embracing the next generation of technology if we are to transform our buildings and our businesses to the benefit of all.

Darren Zitren is head of network estate management at Cluttons. To read the Cluttons' Connectivity Commercial Impact Report, visit www.cluttons.com

Is employee absence preventing your growth?

Meeting customer needs and growing your business are the priorities for any business owner, but can you really flourish without effectively managing your most valuable asset - your people?

Stress, depression, anxiety and musculoskeletal disorders were the main causes of work-related ill health in 2018 and the Department of Health & Social care has reported that in the last 12 months, 1 in 25 employees had a spell of long-term sickness absence. This figure looks likely to rise.

Employee absence is an important and costly problem for any company. As well as the obvious direct costs incurred, the detrimental effect it has on other employees' morale, a loss in productivity and customer service levels all impact the bottom line of a business and on the UK economy as a whole.

Managing sickness absence is also a very time-consuming matter and one that is delicate and often



complex. Many employers see the benefit of investing in health and wellbeing but some simply don't have the knowledge or time to support their employees, even if they want to. Early intervention is key, the sooner action is taken, the better the chances are of an employee making a full and quicker return to work.

What can you do to manage it?

As the world of employment

law and HR entails continuous legislative change, it can be a minefield for even a dedicated HR department to handle, let alone those where the responsibility falls on the business owner or management team.

With the need for compliance becoming even greater as a business grows, many companies seek an external resource for support with managing employees

effectively, using services such as Primed from Outset UK.

Primed offers unlimited access to expert and personable HR professionals and employment lawyers as and when a business needs it and provides not only best practice advice, but risk-based legal advice on more complex problems too - all for a fixed price. Businesses also get access to a large number of HR templates, policies and guidance notes including self-certification forms and formal invitation letters to meetings to discuss unacceptable attendance due to sickness absence.

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Why your five-year plan will fail



by Stefano Maifreni

Company strategies can be finely-crafted objects of wonder. But I'm going to state a painful reality — your five-year plan will fail. Why is that — and what needs to be in its place?

Most of us have lost many hours of our lives to heavy-duty strategy meetings that set objectives, specified actions, fixed budgets, and aimed to carefully steer the course of our companies.

But the five-year plan is dead. It's not you that's the problem, or the idea of a plan. It's the 'five-year' bit.

As boxer Mike Tyson famously said: "Everybody has a plan until they get punched in the mouth."

The simple truth is that the world doesn't stand still long enough to lock ourselves in a room for a day and decide what'll happen over the next 12 months — let alone five years!

Expectations

Very quickly, new technologies will reshape business dynamics, customer expectations will evolve, and new competitors will emerge.

The world can look very different ... even a few months later.

Sticking rigidly to a detailed strategy can create 'group-think', lead to blind spots and prove fatal for a company if you can't respond to unforeseen challenges.

So what's the best way forward for strategic decision-making?

Not knowing everything is now OK

Increasingly, successful companies will need to adopt a strategic approach that adapts continuously and isn't afraid of being incomplete. I call it *strategy-as-you-go*.

First, you set the commercial direction of your business from the usual questions, such as: which of our products/services should we focus on more? How can we exploit a gap in the market? What type of clients should we target first? And of course, there's also: what should we stop doing?

But here's where things change. Rather than specifying how to execute your strategy, you find out through trial-and-error — and adapt your business accordingly.

There's an old saying popularised by Voltaire that says: "Perfect is the



"The five-year plan is dead. It's not you that's the problem, or the idea of a plan. It's the 'five-year' bit."

enemy of good".

The danger is that companies can spend months trying to nail down the precise details of their business strategy. Instead, they should be getting on with it — even if they only know 80 per cent — and then figure out and adapt the rest as they go.

In some industries, this is second nature. Software companies run Beta tests and use the results to improve quality. Restaurants are always tweaking their menus to adjust to customer tastes, and TV networks usually broadcast pilot episodes before commissioning a new series.

Today, this mindset needs to be adopted more widely and deeply. You accept that discovering what works along the way — as the world around you changes — will now be part of healthy business life. That could mean your branding, mes-

saging, skills base and even your incentives need constant, delicate fine-tuning to stay ahead of the game.

This new-found approach should filter back into your company — and into business operations in particular. You may need to change business habits, recruitment, processes and organisational structures that may have become an obstacle to growth or a reason for missed opportunities.

Flexibility is key

Today, you can often avoid making big decisions that narrow your options. You can purchase virtually every kind of service on a pay-as-you-go basis. And the list seems to be getting longer: office space, cars, people, professional services, telephony, IT hardware, software, hosted services, video conferencing and more.

Pick the best of them rather than trying to own them. Then merely only pay for what you use, month by month, scaling up and down smoothly. That's optimum efficiency, and it keeps your options open, so you can refresh your strategy, day by day.

Even if you've had years of success

so far, your fortunes may abruptly change unless you switch to *strategy-as-you-go* approach ... and ensure your whole organisation can flex accordingly.

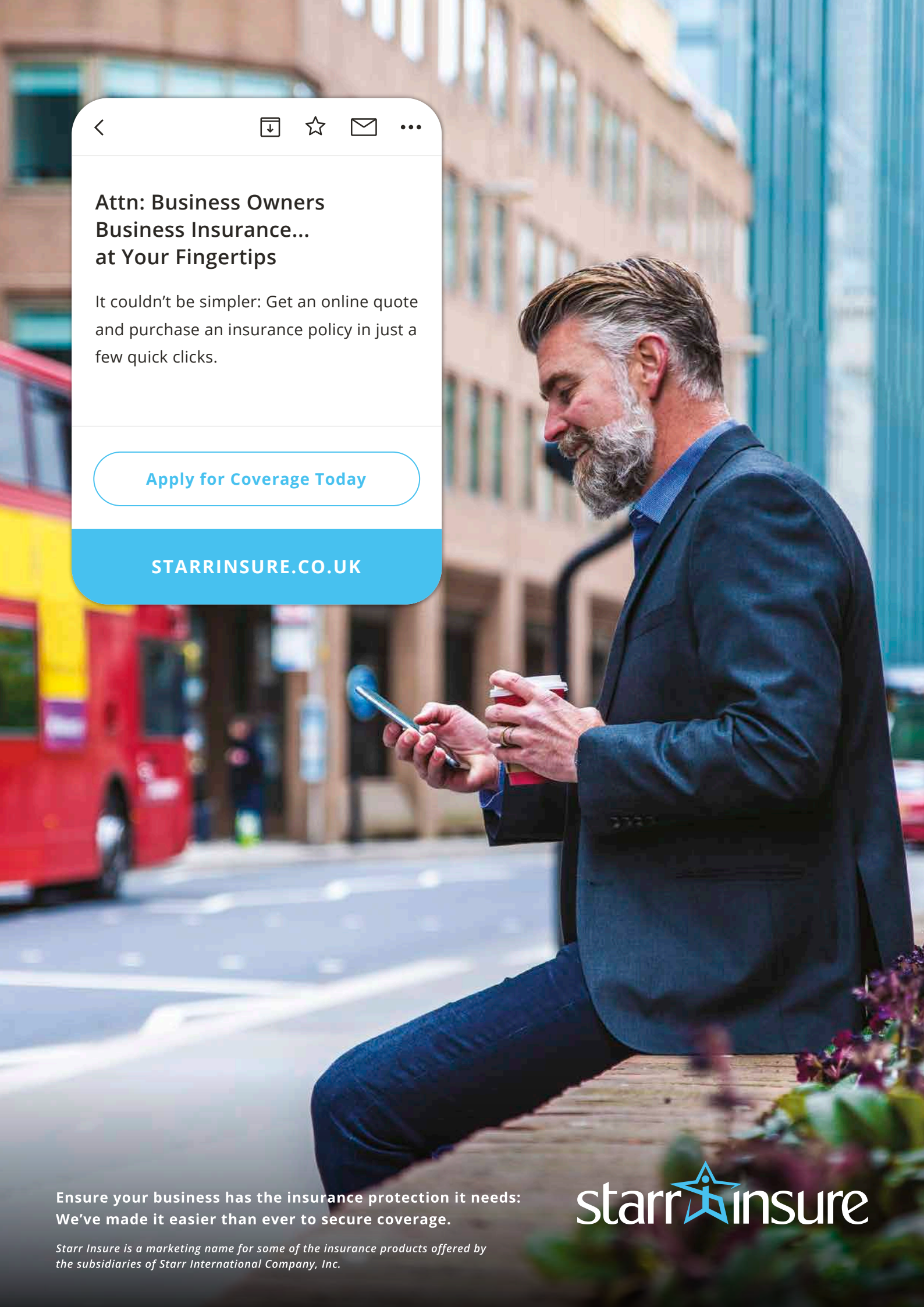
If you adopt a customer-centric approach, then your current revenue and margin forecasts will be far more realistic. Don't be surprised if your profitability appears to be index-linked to how readily you're listening and adapting to customers, month by month.

Watching the right dials

Strategy-as-you-go approach doesn't mean *do-anything-you-like*. It isn't loose and flaky, like some wacky new business theory. It also means clear accountability and reporting against the leading key performance indicators — to check whether the strategy and the execution are working and to make corrections as and when needed. That way, you can expect sustainable, long-term growth.

Strategy must be something that everyone lives out, every day.

Stefano Maifreni is founder and director of Eggcelerate, business expansion specialists
www.eggcelerate.com



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City funding for innovative security, digital, environmental and inclusion projects

The European Regional Development Fund (ERDF) will finance 20 urban projects with €82 million. These projects were put forward by cities under the 4th call for proposals of the Urban Innovative Actions which is implemented by the French region Hauts-de-France.

Examples include Piraeus (Greece), Tampere (Finland) and Turin (Italy) who will receive grants for projects that will protect and reduce the vulnerability of public spaces,

conforming to the 2017 Action Plan under the Security Union. The EU funding will also support innovative solutions in digital transition, in responsible urban land use as well as fighting against poverty in 17 other cities.

Commissioner for Neighbourhood Policy & Enlargement Negotiations, also in charge of Regional Policy, Johannes Hahn said: "No one is better placed than cities themselves to design the solutions that will transform life

in urban areas. The Commission has been directly awarding EU funding to cities so they can test ideas that will make them great places to live in, work and innovate."

Commissioner for Migration, Home Affairs and Citizenship Dimitris Avramopoulos added: "Our public spaces have been targeted by terrorists that see them as soft and easy targets. EU funding and knowledge sharing can ensure security by design, while they remain the centres for

public life in our cities. The grants we award today are a concrete step forward in that direction."

Commissioner for the Security Union Julian King added: "With this call for projects under the Urban Innovative Actions, we continue to help cities and local authorities protect public spaces without changing their open character. This support is part of our work towards an effective and genuine Security Union, bringing together actors at all levels to strengthen our resilience."

Commission proposes adjustments to existing steel safeguards

An investigation conducted since mid-May showed that steel safeguard measures have generally worked well during the first year of implementation. However adjustments have been notified to the World Trade Organization (WTO) will make them more effective and in full compliance.

This could be achieved by

adjusting the functioning of the quota for some products, including hot-rolled flat steel and steel intended for the automotive sector, updating the list of exclusions for developing countries on the basis of more recent imports statistics, and slowing down liberalisation of imports by reducing the pace of progressive increase of the

import quotas from five per cent to three per cent.

The proposed adjustments will be discussed with all affected WTO members. Following these consultations, the adjustments will be submitted for approval to EU Member States, so that they can become effective as of October 2019.

The current safeguard measures were put in place provisionally in July 2018 and introduced in their definitive form in February 2019 to prevent serious injury for the EU steel industry caused by increased imports and trade diversion, because of the U.S. decision last year to impose tariffs on steel products.

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Refugees in Turkey: €127 million to boost EU's largest ever humanitarian programme

The EU Facility for Refugees in Turkey was set up in 2015 in response to the European Council's call for significant additional funding to support Syrian refugees in Turkey. It has a total budget of €6 billion, with over 80 projects already rolled out. EU humanitarian aid in Turkey focuses on supporting the most vulnerable refugees through projects in health, education, protection

and meeting basic needs. To ensure refugees continue to be supported by the EU's largest humanitarian programme in Turkey, the Commission has announced that an additional €127 million would contribute to the Emergency Social Safety Net (ESSN) programme via the EU Facility for Refugees in Turkey. This new funding brings the total EU contribution to the programme to €1.125 billion.

The ESSN programme provides refugees with monthly financial assistance through a special debit card which can only be used within Turkey and whose use is strictly monitored. It helps refugees integrate into the local economy and society as they pay for basic needs themselves such as food and rent.

Christos Stylianides, Commissioner for Humanitarian Aid and Crisis Management,

said: "The EU is upholding its commitments to Turkey and the most vulnerable refugees. Our new funding will allow us to reach more than 1.6 million refugees, helping them to live in dignity in Turkey. Our financial assistance programme is a success story of innovation in humanitarian aid and has given many families a chance to build a more secure future after having fled the war in Syria."

EU and US sign agreement on imports of hormone-free beef

The EU and US have signed an agreement reviewing the functioning of an existing quota to import hormone-free beef into the EU.

This is another deliverable of the cooperation fostered by the Joint Statement issued by Presidents Juncker and Trump in July 2018 establishing a positive EU-US bilateral trade agenda.

In 2009, the EU and the U.S.

concluded a Memorandum of Understanding (MoU), revised in 2014, which provides a solution to a longstanding dispute in the World Trade Organization (WTO) regarding the use of certain growth-promoting hormones in beef production. Under the agreement, a 45,000 tonnes quota of non-hormone treated beef was open by the EU to qualifying suppliers, which

included the United States.

The agreement is fully in line with WTO rules and establishes that that 35,000 tonnes of this quota will now be allocated to the US, phased over a 7-year period, with the remaining amount left available for all other exporters.

The overall volume of the quota opened in 2009 remains unchanged, just like the quality and safety of beef imported

into the EU, which will remain in compliance with the high European standards.

The agreement was negotiated on a basis of a mandate from EU Member States and approved by them in the Council on 15 July 2019. The Council will now recommend the agreement to the European Parliament for formal approval, so that it can enter into force in the near future.

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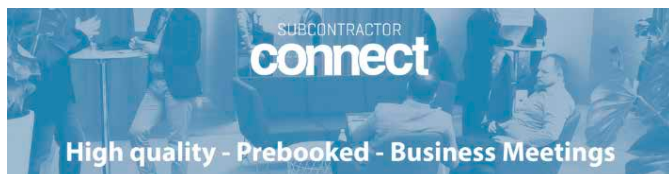
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EVENTS



Location: Jönköping, Sweden

Registration Deadline: Monday 11 November 2019

Elmia Subcontractor is Northern Europe's leading trade show for subcontractors in the manufacturing industry targeting primarily in the automotive, construction equipment, truck/bus, medical, furniture- and other general industries. Participants from both OEM, Tier 1 and Tier 2 are invited. The fair is expected to attract 15,000 visitors and 1,200 exhibitors from 30 countries.



Location: Madrid, Spain

Registration Deadline: Thursday 31 October 2019

This event brings together professionals from diverse industries such as the hospitality sector, food and beverage industry, pharmaceuticals, public administrations, educational institutions, service stations, transports, construction etc. In essence, Hygienalia+Pulire represents a multisector meeting place for key buyers and suppliers for the professional cleaning industry.



Registrations for all events are now open

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

Location: Frankfurt am Main, Germany

Registration Deadline: Thursday 14 November 2019

Formnext is the leading trade fair for additive manufacturing and the next generation of intelligent manufacturing solutions. It brings together exhibitors from the additive manufacturing and more conventional industrial production technologies with the international manufacturing itself. The fair presents the next generation of intelligent industrial manufacturing in the international exhibition hub of Frankfurt am Main, Germany.



Location: Helsinki, Finland
Registration Deadline: Tuesday 19 November 2019

Match Up - The XR Event is an annual SLUSH pre-event in Helsinki, focusing on AR/VR industry, technologies and solutions. The event is held now for the third time and it will host 400+ attendees from all over the world. The event is free of charge!



New Space Economy 2019 Brokerage Event

Location: Rome, Italy

Registration deadline: Sunday 10 November 2019

This event focusses on space applications deployed at the service of other industrial sectors e.g. bio-sciences, TLC, logistics, transportation, environmental sustainability, design creativity, tourism, exploration, planetary exploitation.

The purpose of the event and of the B2B is to promote scientific applied research and mature technologies to boost the technology transfer of plenty of space applications to other industrial sectors.

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Capital matters

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Business Travel Special

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**University of
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Positively supporting the legacy of your local business

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

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

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



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

who can help the new owner move the business forward.

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

information for prospective buyers, and help assess the market value of your business.

3. Offer your buyer business credibility. Prospective buyers want the assurance of a credible business. If you can show the health of yours, you eliminate some of the pressure. Having your financials in order, a clear database of loyal customers, and proven growth over the years, is a strong start for showing the strength of your business. Don't be afraid of questions, be ready with answers.

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



Capital matters

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

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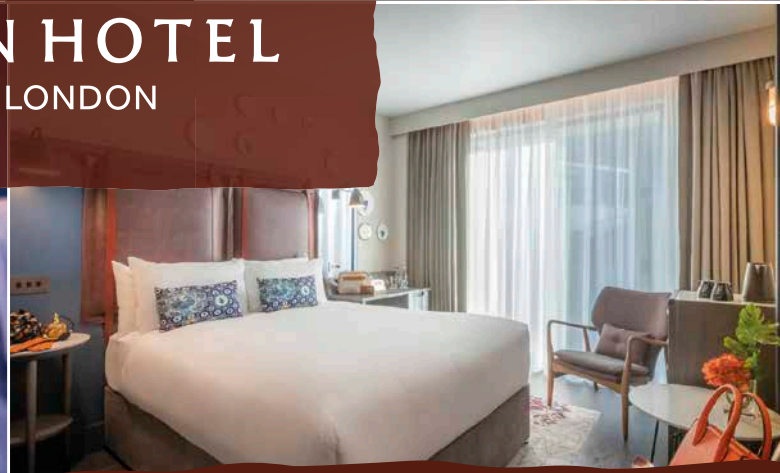
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Skytrax World Airline Awards names Air Astana a winner eight years in a row

Air Astana, the flag carrier of Kazakhstan, has been recognized for 4 Star service excellence, retaining the accolade of "Best Airline in Central Asia and India" in the Skytrax World Airline Awards for the eighth consecutive year. The prestigious awards ceremony took place at the 53rd edition of the Paris Air Show at Le Bourget on 18 June 2019.

The Skytrax World Airline Awards are recognised throughout the world as a valued benchmarking tool that is independent, impartial and global. The survey measures passenger satisfaction among business and leisure travellers, across all cabins (First Class, Business Class, Premium Economy Class and Economy class).

Over 21 million air travellers were surveyed about their experiences with airlines on



(Left) Alexandr Neboga, Vice-President, Ground Services, Air Astana and (centre) Peter Foster, President and CEO, Air Astana with Air Astana team.

the ground and in the air over a 10-month period. The survey measured passenger satisfaction across a wide range of performance indicators of airline front-line product and service, including check-in, boarding,

on-board seat comfort, cabin cleanliness, food, beverages, in-flight entertainment and staff service. The survey covered 300 airlines, from the largest international airlines to smaller domestic carriers.

"Skytrax is the Gold Standard for airline service so we are delighted to have yet again won our regional league"

"Skytrax is the Gold Standard for airline service so we are delighted to have yet again won our regional league which covers a vast area of the globe and includes many excellent airlines. I am very grateful to our customers and to my colleagues," said Peter Foster, President and CEO of Air Astana.



For more visit airastana.com

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What a difference a year makes

This time last year, Brexit was just around the corner with the government deep in negotiations with the EU about the terms of a deal and aiming to provide some certainty and clarity about the future.

Fast forward 12 months and you could argue little has changed, as we find ourselves still grappling with the challenges of leaving the EU. However, the new government has made a point of looking forward to Britain's future position on the world stage and championing the need to 'turbo-charge' national infrastructure for our long-term success.

Like many businesses, the priority for Manchester Airports Group (which owns London Stansted) is to see that clarity which is so important for our passengers, our airline customers and the wider businesses with which we work.

London's airport system will be central to the capital's ability to cement and develop its global position in a post-Brexit world. Excellent, reliable connections are vital for being able to do business, drive inward investment, get goods to market or simply visit friends and family.

As the only major London airport with significant spare runway capacity, London Stansted is well placed to help deliver the Government's global vision for the UK and maximise the new opportunities Brexit will present.

But as 12 months ago, there are issues in the new government's in-tray which must be addressed if UK aviation and London Stansted are to play a full part in driving economic growth in the coming years.

The government's Aviation Strategy will set the framework for the future of our sector for the next three decades. New ministers will no-doubt have their own views, but the sustainable growth of aviation will be key to the future growth of our economy.

One area that requires urgent attention is ensuring strong and reliable road and rail connections to our airports. The government has



Stansted airside

talked about 'turbo-charging' infrastructure, but since MAG acquired London Stansted, the lack of progress in delivering improvements in the rail service to London has been a source of huge frustration. Despite a specific recommendation from the Airports Commission in 2013 for an "urgent" study into rail improvements to London Stansted, there are still no planned or committed enhancements to the rail network that will deliver faster journey times to the airport. The lack of progress over the last five years highlights the need for a more joined-up approach within the DfT, as well as across Government and its delivery agencies.

Another issue that must be on the list of priorities is a new approach to encouraging a growth in long-haul connections, which provide more choice and competition for a much wider group of consumers, and which will be particularly important over the next decade as capacity constraints in the London aviation system continue to bite. For example, the current high rates of Air Passenger Duty act as a significant barrier to improving global connectivity and make most UK airports uncompetitive against their European rivals.

Over the coming years, we are expecting to see a growth in London Stansted's long-haul network, building on the success of Emirates



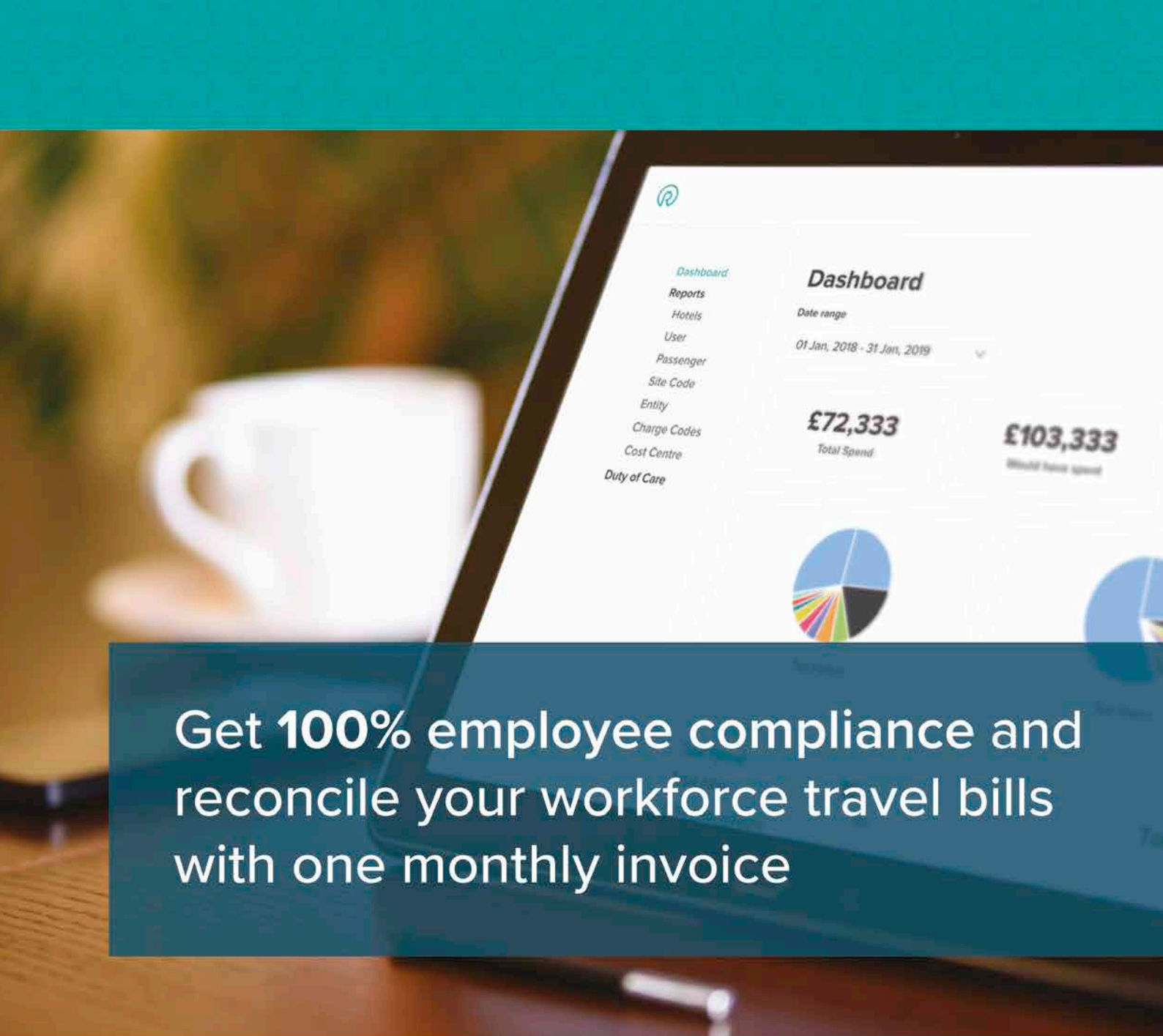
Ken O'Toole at the Emirates Launch on 8th June

which now flies twice a day to its Dubai hub. It is services such as these that will provide a major boost to the economies of London and the East of England, but when it comes to attracting interest for important routes to new and emerging markets, UK airports are essentially playing with one hand tied behind their back against a European market that does not impose the same level of duty as our own government.

Finally, if our airports are the gateway to Britain, then increased investment in our borders to reduce queue times is well overdue. I know how frustrating it is for passengers to endure a long wait when they arrive in the country, so if Britain is truly open for business, then more needs to be done to give those arriving at our border the best first impression.

This is an exciting time for London Stansted, with major investment in new facilities, rising passenger numbers and a central role in the future success of the UK. As London's third largest airport we are proud of the city and the wider region we serve. With the right policies from our new government, we can continue to make it one of the best places in the world to live, work and do business.

Ken O'Toole, Chief Executive, London Stansted Airport



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Airports must be good neighbours

Alberto Martin, CEO of London Luton Airport

Air travel in the UK is increasingly popular. According to statistics published by the CAA, the number of people flying internationally from the UK rose by 43%, to 229m over the ten years between 2007 and 2017. Airports themselves must consider how they can grow and expand to ensure that the UK – and London – remains open for business, while also continuing to be sustainable assets for the local communities they serve.

At London Luton Airport, we have recently completed the biggest development in our history, investing £160m into improving the airport for passengers passing through it and helping make space for the increasing number of people choosing to travel from the airport. Throughout this process we have worked closely with our partners to ensure we can meet demand and continue to bring benefits to the local community and contribute to the national economy, whilst

minimising our impact on our neighbours and the environment as much as possible.

The transformation of the terminal building brought with it exciting new facilities: more than 40 new shops and restaurants to cater for passengers, including a new Chanel store and Oliver Bonas' first ever airport concession. These stand testament to a transformed airport which is now ready to welcome a diverse group of passengers.

While the upgrade of the terminal itself is complete, improvements to the infrastructure supporting the airport continues. Work on the £225m Direct Air-Rail Transit (DART) linking the airport with Luton Airport Parkway station continues. Once completed in 2021, the system will cut journey times from central London to the airport terminal to around half an hour, with a more seamless journey from train to plane.

We want to make the journey to the airport easier via public

transport not only to reduce congestion for local residents, but to also make the airport more sustainable. We are also currently trialling reduced drop-off fees for electric vehicles at the airport to encourage more passengers to travel to the airport in a sustainable way.

"A productive and sustainable airport should be seen as an asset to the local community, both economically and socially".

A productive and sustainable airport should be seen as an asset to the local community, both economically and socially. We're keen that the benefits of this expansion are felt by the surrounding area, as well as passengers. The expanded airport will generate £1.4 billion for the local

economy, and £2.3 billion nationally, as well as increasing the total number employed as a result of our operations to 38,000 by 2031.

We want to be a good neighbour, and create something that the local community is proud of. We want to give back to local business and charities, and we are achieving this through both our Community Trust Fund and our partnership with Macmillan Cancer Support, for whom we have raised over £100,000 since the partnership began two years ago.

I'm extremely proud of how much we've changed and grown as an airport over the last few years, and am excited to see what the future holds. Whatever that is, we are committed to growing sustainably, both economically and environmentally. This means working with all of our partners and the local community to ensure that this growth is truly sustainable, and we can continue to be an asset that our community can be proud of long into the future.

Corporate Travel... providing a tailored travel booking solution for you

When you need to ensure that all your travel arrangements go smoothly, you need to use a corporate travel agent that can deliver a high level of service and reliability. We provide our corporate clients, with the full travel service that they are looking for, 24 hours a day, 365 days a year. We're big enough to handle the largest multinationals and small enough to understand the needs of small business clients.

A practical way to travel:

When organising travel arrangements for your company, you don't want to be phoning a number of travel suppliers to source all the different elements, you just need a practical company that can safely organise on your behalf; a 'one stop corporate travel shop'. That's why Corporate Travel Services is the only company you need.

A Quality, Reliable Service:

Corporate Travel Services is a UK based business travel specialist

with over 20 years' experience in helping business travellers get the most out of their business trip; helping company's save time, money and effort when organising their organisation's corporate travel.

We're members of IATA and ABTA and hold an ATOL license issued by the Civil Aviation Authority in the UK, so you can rest assured that we're financially stable, you are protected, and that our travel arrangement services exceed current UK standards.



Our flexibility is what sets us apart. From the simplest of trips to the most complicated itineraries,



we ensure that your business trip is organised to the finest level of detail and that you get to concentrate on what's important, your business! World-class travel arrangements teamed with our competitive rates, wrapped in our personalised service; that's the Corporate Travel Services way.

Why Use Us?

It's simple! Your personal account team will take the time to get to know your business and your trav-

ellers, so that we can take care of every detail that's important to you. We understand what really matters and are here to ensure your business travellers get the best of care, your company gets the best prices and service, and your corporate travel staff get the satisfaction of a job well done.

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Corporate Travel Services is more than just a business travel agent; we pride ourselves in providing a seamless service to business travellers. We help you concentrate on your business while we manage every aspect of your business trips in the UK and worldwide.

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- 24/7 servicing via phone or email
- Adherence to your travel policy as standard
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Gatwick's development plans offer new opportunities to London businesses

In July, Gatwick published its final Master Plan outlining the airport's plans to increase capacity over the next decade and beyond. The Master Plan showcases the airport's innovative thinking on how to grow sustainably over coming years, so it can deliver even better global connectivity and new business and employment opportunities across the region and UK as a whole.

The final plan follows a consultation on a draft Master Plan where a convincing two-thirds of respondents expressed support for London Gatwick's intention to bring the airport's existing standby runway into regular use.

Using the Standby Runway

In light of this public backing, Gatwick is planning to use its standby runway for routine departures. In its current form, it is only used when the main runway is out of service. Using its standby runway in this way is also in line with current government aviation policy, which encourages airports to make best use of their existing infrastructure capacity.

To take this proposal forward, the airport will prepare a planning

application. This will be through a Development Consent Order (DCO) – a rigorous statutory planning process that will include public consultation next year to allow local authorities, communities, businesses and partners the opportunity to provide more feedback as the scheme evolves.

Additionally - while not actively pursuing plans to build a new runway - Gatwick is also recommending that national and local planning policy continues to safeguard land – as it has been since 2003 – should a new runway be required in the longer-term.

A key driver for using all available runway capacity is the enhanced operational performance this will deliver alongside further improvements to the experience for passengers, with continued competition ensuring excellent choice and service for the long term.

Crucially, the final master plan sets out how Gatwick could develop to meet demand in the most sustainable way over the next 15 years. Growth will be incremental and environmental impacts will be carefully managed and mitigated. For example, the extra capacity will

be balanced by the airport's noise footprint remaining broadly similar to today's levels as new modern aircraft emit substantially less noise than their predecessors.

Before bringing the standby runway into regular use, Gatwick also plans to maximise capacity on its main runway to add to the operational resilience and capacity at the airport.

Boosting trade

Gatwick drives trade and business for London and the South East.

The majority of UK airfreight goes in the hold of long-haul passenger aircraft and, as Gatwick's long haul network has grown rapidly in recent years, so too has the volume of cargo passing through the airport.

In 2017/18, volumes were up by around 25% and this uplift comes at an interesting time in UK history as the nation must look beyond Europe for its economic and trading future.

These circumstances made it the ideal time to take a deep dive into Gatwick's role as a trading hub and the airport commissioned Oxford Economics to conduct the most detailed analysis of its kind into the

airport's influence.

The report found that a total of £7.5 billion of international goods passed through Gatwick in 2017 alone. Metals/ metal parts and vehicles/ vehicle parts were the two biggest goods categories accounting for £2 billion and £1.7 billion respectively, followed by electronics, machinery and pharmaceuticals.

Over two thirds – or £5.3 billion (61000 tonnes) - of this airfreight was exported and £2.2 billion (35600 tonnes) was imported and this volume of trade supported over 113,000 UK jobs in total.

Therefore, the business case for sustainable growth at Gatwick is a strong one. With an ever-increasing long-haul network allowing for more trading capacity is vital for not just the region's but also the UK's economy as a whole.

Next steps

The public consultation on the proposed routine use of the northern runway will begin in 2020 and we would encourage as many people to participate and respond to the consultation as possible.

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Etihad's BusinessConnect: Making travel more rewarding

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Etihad's BusinessConnect has already generated substantial savings for businesses across the UK.

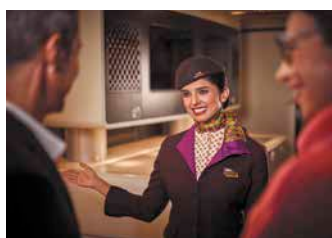


One of the most generous airline reward programmes, it allows companies or organisations to accrue miles on their flights via the Etihad Guest frequent flyer programme. The miles can then be used against flights, upgrades, online retail options with hundreds of brands or gift cards, charitable donations including environmental offset initiatives or even can be converted to cash. At the same time, employees can still earn personal miles. They simply need to include their Etihad Guest membership number when making the booking, in addition to the BusinessConnect account number.

The programme was originally designed to reward small or medium sized businesses but is open to any company or organisation that has international travel requirements.

Make your travel even more rewarding with a great welcome offer and double miles

You can now get to a flying start collecting miles with some great BusinessConnect offers. Newly registered businesses can earn 5,000 bonus miles with their first two flights taken within 3 months of opening their new account. Even better, bookings made for all BusinessConnect accounts until 30 November for travel until the 10 December 2019 will earn double miles so you can earn miles even faster this year.



Maximising BusinessConnect benefits: A case study

Mark Fidler, Head of CSR and Premises at Liberty Specialty Markets explains how the commercial insurer has both saved money for the company as well as been a valuable contributor to the company's charity. Liberty has been a BusinessConnect member since July 2017 and sends staff across the Etihad network including the UAE and Middle East, Singapore, Africa and Australia to complete reinsurance projects and inspection of oil rigs, pipeline and aircraft.

'The programme has been valuable in allowing non chargeable travel to be redeemed, making savings for the company. In addition to reducing our travel budget by

purchasing flights for staff travel, the programme also helps us raise funds for the company's nominated charity 'Water Aid'. We are always looking for creative ways to embed our support for WaterAid and being a part of the programme enables us to convert accrued miles to business flights, which can then be auctioned off at fundraising events.

Last year this prize raised over GBP3,500 for the charity.'

To discuss how BusinessConnect could help your business, email: businessconnectuk@etihad.ae



Sustainability in the skies - it's not just business as usual with Etihad

Etihad has made huge strides in sustainability. Its pioneering efforts in 2018 led to the saving of 148,000 tonnes of carbon emissions – the equivalent of 10,200 cars being removed from the road. This year they became the first airline in the world to operate a single-use plastic free flight in the ultra-long haul sector, pledging an 80 per cent reduction in single-use plastics by 2022. Already this year they are set to

remove 100 tonnes of single-use plastics from their inflight service.

The airline operates a modern, fuel efficient fleet with services out of the UK operated by A380 or 787 Dreamliners, state-of-the-art aircraft offering additional comfort to travellers as well as environmental benefits. Further to this, several weight reduction projects have also been completed to reduce

fuel burn with no area left untouched. Examples include a lighter carpet retrofit across the airline's fleet, refining of catering loads based on the actual number of passengers on board and controlling the amount of potable water loaded based on actual requirement. An innovative engine washing procedure to remove environmental deposits has increased engine workload and

improved efficiency by as much as 0.5 per cent.

Looking ahead, Etihad is active in testing alternative fuels and in January flew the world's first commercial flight using locally produced sustainable fuel made from plants grown in saltwater, the flagship project of the Sustainable Bioenergy Research Consortium of which Etihad is a member.

Earn and save even more on your business trips



With BusinessConnect, your company earns miles every time your employees fly. You can now earn double miles towards your choice of flights, upgrades, online retail or more. To learn how BusinessConnect could benefit your company, email BusinessConnectUK@etihad.ae

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A landmark moment



The vote on 25 June 2018 in which Parliament overwhelmingly backed Heathrow's expansion was a landmark moment for our airport and for UK infrastructure. It demonstrates that Britain is open for business, and Heathrow has been trusted to deliver new capacity responsibly. Crucially for London, expansion will help maintain and strengthen its place in the world, helping London to compete with other dynamic and high-growth cities across the globe. Increased air connectivity will facilitate more trade, inward investment and opportunity for our capital. Expansion also means new domestic routes from Heathrow to other UK airports, greatly improving connectivity and bringing London closer to other regions and nations of the UK.

It has taken a huge collective effort over many years to get to this stage. We couldn't have won Parliament's support without the backing of organisations like the London Chamber of Commerce and Industry, as well as London First, trade unions, major Trade associations, and businesses the length and breadth of the UK.

Following the parliamentary vote, the Secretary of State for



Emma Gilthorpe

"Because of its strong international connections and far-reaching global influence, London's economy is the stand-out performer of the UK."

Transport designated the Airports National Policy Statement (ANPS), which means the ANPS is now official Government policy and Heathrow will now continue to progress its development consent order (DCO) application for the project.

This is an important milestone,

but we are well aware of the hard work that lies ahead of us before we can submit our DCO application. Throughout the planning process there will be opportunities for local communities and stakeholders across London and beyond to continue to influence and shape our proposals. This will include further public consultation in 2019 on both our preferred masterplan for delivering Heathrow expansion and on flightpath design envelopes in which flight paths could be positioned. We plan to submit our DCO application in 2020, with construction starting in 2021 subject to obtaining consent from the Secretary of State.

Because of its strong international connections and far-reaching global influence, London's economy is the stand-out performer of the UK. It produces the most economic output and has experienced the strongest recent growth of any region or devolved nation. What's more, London's population of over one million businesses is forecast to drive stronger growth than any other part of the country over the next ten years.

To ensure that this economic growth is materialised and locked in, London needs to get its goods and services out into the world and bring tourists and investors to our shores. Heathrow supports this by serving as a gateway to London, facilitating trade, inward investment and opportunity.

Aside from being London's front door, we're also one of the capital's largest sites of employment. Londoners benefit today from the 76,000 jobs at the airport - and the tens of thousands more jobs indirectly supported by Heathrow's operations. Heathrow works with schools every year, including in three local London boroughs, to promote engineering and careers at the airport, and also holds an annual business summit to help London SMEs connect with our supply chain.

continued...

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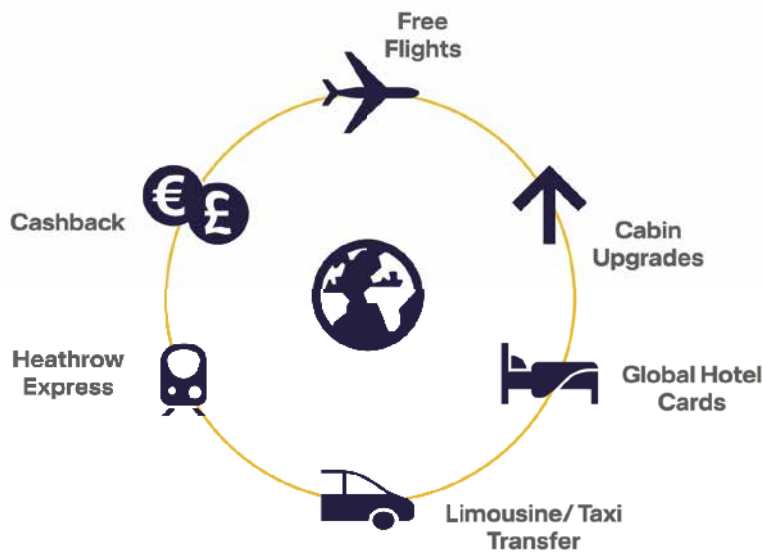
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Heathrow expansion to deliver more domestic connections



* Potential new routes based on potential route maps published by easyJet and Flybe.

Heathrow also acts a major transport hub for London – we're home to the UK's largest bus and coach interchange. Crossrail will directly connect to Heathrow by the end of 2019, bringing millions of Londoners closer to the airport than ever before, and we have set up ambitious initiatives to get colleagues onto sustainable forms of transport, such as one of the world's largest single-site car share schemes and the UK's only airport free travel zone.

With expansion we will go much further in boosting London's economy. An expanded Heathrow is estimated to create up to tens of thousands of jobs for London and billions in economic benefits. Heathrow has also committed to double the number of apprenticeships to 10,000 by 2030, and will work with partners in London to achieve this. The Heathrow Skills Taskforce chaired by Lord Blunkett will soon announce recommendations for how Heathrow can deliver an employment and skills strategy for expansion which will put diversity and social mobility at the heart of the project's legacy.

Notably expansion will give a confidence boost for small businesses who play a critical role in London's economy, accounting for almost 99% of London's businesses and nearly 50% of the capital's employment.

Expansion is key to connecting London's world-beating micro businesses to new markets such as Asia and South America. During construction, we will ensure that small firms play a major part in the £14 billion procurement exercise to build the new runway and associated

airlines, NATS (our air traffic controllers), the Government and local communities to manage and reduce the effects of aircraft noise.

And while the national benefits are important, we have always been clear that expansion must deliver for local communities



'Heathrow Expansion, potential new domestic routes'

works, bolstered by our Business Summit programme and partnership with the Chamber network and FSB.

But for all the benefits that Heathrow has delivered and will deliver in the future, we know that our operations have an impact on those closest to us. Aircraft noise remains an issue for those living around the airport. That's why we have been working hard together with

both responsibly and sustainably. Even with expansion, it is possible for fewer people to be affected by noise than were affected in 2013, thanks to quieter planes, quieter airport design, quieter operations, and an extended night flight ban to 6.5 hours.

We have already set aside over £1bn for local people on compensation and mitigation and the new independent Heathrow Community

Engagement Board has been established to act as a focal point for engagement between Heathrow, local authorities, community groups, passengers and other airport users.

We will continue to be ambitious and flexible to drive improvements to public transport, road networks and the local environment. This includes a year on year on year increase in more electric vehicle charging points through a £6m investment, the trial of electric buses for airside passengers and plans for an ultra-low emission zone airside. I am proud that Heathrow is signed up to EV100, a global initiative, that brings together forward-looking companies committed to accelerating the transition to electric vehicles.

These real and tangible actions will help deliver the long-term positive legacy our local communities need.

As Executive Director for Expansion, I am excited to move into to the next phase of the project and ensure that we deliver our strong and enduring commitments to support London and communities around our airport. Heathrow expansion can grant London a timely confidence boost to grow its global status as a megacity and enshrine its position as a global centre for business and commerce.



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Clive Wratten, Chief Executive Officer, Business Travel Association (BTA)

As rewarding as travelling can be, certain elements of the logistics can get tiresome. Booking the best flights and accommodation, fighting your way through the airport “experience”, be away from home for days on end and encountering delays can take the enjoyment out of travel.



Clive Wratten

Imagine a business traveller having to live this scenario over and over again in a short period of time – it’s like Groundhog Day and you’re Bill Murray going through the motions. Eventually it takes a toll making it counterproductive and physical

and mental burnout is likely. This is where working with a Travel Management Company (TMC) to limit these negative impacts is worth its weight in gold.

A TMC is your outsourced partner who manages your corporate travel requirements and your traveller’s needs. Coming in all shapes and sizes, TMCs work with both SMEs and giant multinational corporations. As well as taking away the time and effort needed to ensure the best or most cost-productive trips are booked, TMCs help clients work to policies that adequately consider duty of care and overall traveller wellbeing. By embedding duty of care guidelines into the corporate’s culture as well as into such policies, will help corporates to ensure they are doing

everything possible to support their travelling workforce.

“The next generation of business travellers rightly value their wellbeing more and are keener than ever for their employers, who are legally bound to look after workers when travelling for business, to recognise its importance.”

The next generation of business travellers rightly value their wellbeing more and are keener than ever for their employers,

who are legally bound to look after workers when travelling for business, to recognise its importance. Beyond the legal obligation, there must be a sincere commitment from corporates towards traveller wellbeing.

Furthermore, occupational health specialists also advise that time away from home and loved ones has an enormous impact on travellers’ wellbeing and this should not be overlooked. Once again, the responsibility to look after employees the entire time they are away for work needs to sit with the employer and the organisations’ duty of care policies.

As the UK’s authority on business travel, our aim is that traveller wellness and wellbeing remains

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Rail Delivery Group





high on the agenda. We work hard to create partnerships that allow our TMC members to offer their clients more products that enable them to look after their biggest asset – their employees. A well-managed wellbeing programme paired with a strong travel and duty of care policy enables staff to feel happier and therefore more productive.

In my many years travelling around the world I identified some coping strategies to keep stress at bay during a business trip. Here are my top three tips to help you power through your next business excursion:

- Sleep: sleepiness, poor cognition, foggy thinking and a lack of

alertness can significantly impact your productivity, and this is exacerbated when travelling across multiple time zones. Adjusting your bedtime for a few days prior to a long-haul trip can help you to be more in synch with your destination, minimizing the effects of jetlag. Seeking light on arrival at your destination (e.g. when arriving in New York) can also help to adjust your body clock.

- Eat well: Choose meals carefully, look at menus on line ahead to identify healthy options. On arrival at the restaurant stick with those choices, it will pay off in the long run by providing sustained energy and you won't gain unwanted poundage into

the bargain! Also resist the urge to drink alcohol, its impact on your wellbeing when travelling should not be underestimated.


- Exercise: use the hotel gym or ask concierge for walks/running routes near your hotel. Plan to include exercise in your daily schedule. If waking early due to jetlag, make the most of the time with an exercise session, it will lift your mood and helps to raise endorphins and offset stress.

Representing a diverse range of travel management companies – from global companies to small independent specialists and top regional agencies – and their clients, partners and industry associates, BTA is the authority

on business travel. Originally founded in 1967, it acts to lobby those who have an impact on the business travel community, together with promoting the activities of its members as the best in quality and value to the business traveller.

For more information on BTA please visit:
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Since its establishment, EL AL's history has been intertwined with the history of the country, as an inseparable narrative. EL AL Israel Airlines, established in 1948.

The guidelines by which the company continues to operate are creativity, efficiency, punctuality and professionalism, in order to meet its passengers' requirements at all times and places. Through broad global coverage supported by an international chain of 77 sales offices, EL AL embodies Israel's values of innovation and caring and is known for its genuine Israeli hospitality. EL AL has become more than a means of transport from one place to another in the world.

Our Schedule

EL AL offers a full Boeing fleet and began renewing its fleet in September 2017 with the arrival of the first of its sixteen 787 aircraft. By the end of 2019 our fleet will consist of 14 Dreamliner aircraft; as a result, the average aircraft age will drop by 30%, enabling higher operational and maintenance efficiency. In addition, the narrow-body aircraft fleet will



offer an improved interior design and flight experience. Aircraft will feature advanced technology Internet systems, which is important to our customers.

EL AL offers more non-stop flights than any other airline to/from Israel. Currently flies to 38 destinations. We have exciting additions to our routes this year, Manchester, Nice, San Francisco and Las Vegas, Orlando, and the announcement of our Chicago and Tokyo routes from Israel.

EL AL flies to hundreds of other destinations throughout the world via our growing codeshare and interline partnerships with

many other carriers. In 2018, EL AL flew over 5.6M passengers.

EL AL currently operates 25 weekly flights from both London Heathrow (Terminal 4) and London Luton Airport on B737s with free Wi-Fi and streaming.

Two of our new Dreamliners fly from Heathrow on our twice-daily flights with three cabins to choose - Business Class, Premium and Economy Class.

Since 26 May 2019, we started our three weekly flights from Manchester offering business and economy services classes on Boeing 737.

While addressing the competitive arena on routes to Europe and Far East and South Africa, EL AL introduced a new pricing model for Economy Class tickets to our European, Far Eastern and South Africa destinations, enabling passengers to customize their flight package and fly at attractive rates.

The new model is based on three different family branded fares.

ⓓ - LITE – handbag fare only, changeable for a fee with meal.

ⓓ - CLASSIC - with 1 checked bag for 23kgs

ⓓ - FLEX - fully flexible

We are also offering very competitive six-freedom fares from the UK to Far East and South Africa, which includes free stopovers in Tel Aviv, so passengers can enjoy two destinations in one price!

EL AL's In-house Holiday Company

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Superstar Holidays – EL AL's in-house sister company, has been leading tourism to Israel for over 35 years. Selling and catering for B2B and B2C clients and the only UK tour operator that mainly sell Israel. Our team of expert travel consultants will guide you everything Israel and create a holiday to remember. Call us to find out about our most popular tours.



EL AL

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LONDON CHAMBER
COMMERCE AND INDUSTRY

LONDON CHAMBER
COMMERCE AND INDUSTRY

Harrogate is more than just a pretty place...

... this September it's also home to 'The Race'

Harrogate and district has a long-established reputation as a tourist destination. Mention of Harrogate conjures up images of Bettys famous tearooms; of the Tour de Yorkshire; the elegant spa buildings and the beautiful parks and gardens. This month the world's eyes will be on the town in unprecedented numbers when the UCI World Road Cycling Championships take place in Yorkshire – prepare to see more iconic aerial shots of the Victorian and Georgian buildings, the fan park on The Stray, cyclists in national kit powering up passed crowds lining Parliament Street towards the finish line. TV coverage of the nine days of racing will be broadcast live on the BBC and with every race finishing in Harrogate town it will be hard to ignore!

However; there is MUCH more to this special place than might first appear to a casual onlooker. Harrogate is a thriving district supporting prominent high value sectors, with an enviable talent pool and a vibrant network of start-ups, scales-ups and established players.

Location, location, location...

Geographically in the centre of the UK, the Harrogate district is



Did you know?

- Harrogate and district is home to more than 9,000 businesses
- 43% of the population is educated to degree level or above
- Six out of ten schools are outstanding...four are good

halfway between London and Edinburgh; and it is equidistant from ports on the West and East of the country. The A1(M) runs through the district giving access to the motorway network; and Leeds Bradford airport – which

is a short 20-minute drive from the town centre – is undergoing a programme of expansion which will enable more flights to more destinations. Harrogate district a key part of the Leeds City Region; a region that hosts the largest higher education cluster outside of London, with nine universities producing 39,000 graduates each year. Operating costs in the LCR are 28% lower than the South East of England. Harrogate itself has the highest business start-up rate in the region.

Who's already here?

The success stories aren't just confined to the big brand names. Proud as we are to be

home to Bettys and Taylors; Harrogate Spring Water; Slingsby Gin and Black Sheep Brewery – we are equally passionate about the large number of businesses from all sectors that also call this district home.

Global players in life-sciences such as Covance (a division of Lab Corp) and Smithers Visient have their UK operations here.

Did you know... that one third of medicines on the global market today were developed by a world-leading CRO with a major base in Harrogate?

And technology companies including Arrow ECS, Techbuyer, Chameleon and Financial Force are quietly getting on with the business of innovation, making a real difference to the lives of their customers around the world.

Did you know... for instance that a data centre in the district processes payment activity from 53 million cards and £750m value of transactions every day?

As the screen industries continue to flourish in Yorkshire so do the dynamic and innovative Creative services companies that are on our doorstep – Stage



Photo: ©Smithers Viscient

One in Tockwith, for example, design and create awe-inspiring installations for Olympic Games opening ceremonies; as well as TV and theatre sets and experiential events.

Tim Leigh, Sales and Marketing Director of Stage One Creative Services summed it up nicely *“It’s a super place to work but also it’s a super place to live. It’s a great place to bring up children – the facilities and infrastructure here are World class and it’s just a delightful place to exist!”*

Harrogate and district Law Society has been in existence since 1918 with many well-established firms based here including Raworths, Berwins, McCormicks and lots more (an interesting fact for football fans – Peter McCormick OBE is the top sports lawyer in the UK and is Chairman of the Legal Advisory Group for the Premier League) Financial and Professional services providers in the district are numerous and world-class; specialist tax advisers such as Leathers the Accountants sit alongside award winning architects.

Being located right at the centre of the UK also works brilliantly for the logistics and supply chain industry. The Reed Boardall facility at Boroughbridge is the UK’s largest single-site frozen food consolidator. The 55-acre site is the largest in



“...when the world’s sporting media descend on the town this September and you are treated to live coverage of the cycling spectacle – remember that there is more – so much more – to this special place.”



Europe and boasts over 100km of rack space – which is the equivalent of 7.14 laps of the town-centre circuit that the world’s top cyclists will be completing in September!

And Harrogate is looking to a future of continued growth. Earlier this year Harrogate Borough Council presented four key development projects at MIPIM 2019 – loudly proclaiming that we are open for business.

The Station Gateway project in the centre of the town is an ambitious mixed-use development of residential units, Grade A offices, retail, F&B and additional extensive public realm improvements. Ripon Barracks is 87 hectares – offering residential and employment opportunities on a soon to be surplus MOD site. Flaxby Green Park, adjacent to junction 47 of

the A1M is set to become a multi-million pound environmentally friendly business park that could create up to 3000 jobs. And the Convention Centre in the heart of Harrogate is set for a major re-development; to consolidate the existing world-class convention facilities and incorporate retail, office and residential spaces in this prime location.

It’s clearly an exciting time for the whole district. So, when the world’s sporting media descend on the town this September and you are treated to live coverage of the cycling spectacle – remember that there is more – so much more – to this special place.

For further information, or to talk to one of our team please visit www.investinharrogate.co.uk





ASCOT

A MERRY & BRIGHT CHRISTMAS

Welcome the festive season in style at Ascot as the iconic Grandstand and historic buildings of one of the world's best-loved racecourses come alive to create the most memorable of celebrations. Choose from either a shared party or create your own bespoke event with the help of our dedicated Christmas team.



SHARED PARTIES

Perfect for smaller gatherings, or those wishing to join together in celebration of the season, our Merry & Bright Shared Christmas Parties offer the perfect opportunity to embrace the festivities in a beautiful setting. Each evening comprises of a welcome drinks reception, an exquisite seasonal three-course dinner, coffee, Christmas treats and crackers. Then enjoy sparkling entertainment - including an interactive photo booth - before dancing the night away, all within our magical festive Pavilion.



EXCLUSIVE PARTIES

Design the night your way. Treat guests to a magnificent three-course banquet or, for something a little more unique, you may wish to consider holding an informal party with street food and live music. Whatever your Exclusive Christmas Party vision, we are completely flexible in our approach and would be delighted to work with you to deliver a truly unforgettable occasion for you and your guests.

ENTERTAINMENT

At our shared parties, a fantastic live band will perform throughout the evening before handing over to our resident professional DJ for the later stages of the night. For Exclusive Parties, the Christmas team are more than happy to assist in recommending and sourcing live bands and other forms of entertainment to meet your requirements.

TRAVEL & ACCOMMODATION

Set within magnificent parkland surroundings, Ascot is easily accessible by any form of transport.

Located only 50 minutes from London Waterloo by train, and with direct access to the M3, M4, M40, and M25 motorways, we also provide extensive complimentary on-site coach and car parking.

Furthermore, our preferential rates with local partnered hotels ensure that guests can relax in the knowledge that a wide range of quality accommodation within 10 minutes of the party can be booked.

DATES

Exclusive Merry & Bright Christmas Parties can be held throughout November, December and January, subject to availability.

Shared parties available on Friday 6th, Saturday 7th, Friday 13th and Saturday 14th December 2019

PRICES

Shared Parties from £67.50 + VAT per person

Exclusive Parties from £75.00 + VAT per person

SAMPLE MENU

Starter

Carrot terrine, orange, star anise,
balsamic crumb (v)

Main

Butter poached chicken supreme, chestnut
and thyme pressed thigh, colcannon mash,
charred Roscoff onion, pine smoked bread
purée, pan jus

Slow roasted cauliflower heart,
caramelised cauliflower purée, olive oil
and smoked garlic mash, charred Roscoff
onion, Mornay sauce (v)

Dessert

Christmas pudding cheesecake,
mulled winter berries, cinnamon tuile

Tea and coffee with Christmas treats

*We can cater for all dietary requirements in
partnership with our 1711 by Ascot catering partners
and/or other specialist caterers.*

Please contact the Christmas team for further details
0344 346 3611 | christmasparties@ascot.co.uk | ascot.co.uk

Top tips for planning a memorable Christmas party...

Beckie Hyson, Chief Amazement Officer, The Events Raccoon

Let's understand why the annual Christmas party is so important to your employees before we dive in (or sledge in) with our top tips for making this event the talk of the office (and Lapland) – well into January next year at least.

Valued employees work harder throughout the year and by rewarding them with an event to remember will show gratitude from management, which in turn will be returned with higher motivation and loyalty. At the end of the day the Christmas Party is not about the party itself, but what the employees mean to the organisation. Just like when we all wanted to hear praise and encouragement as a child, it's a way to say thank you to the people that make your business a success. No pressure then...

Don't panic! Here at Raccoon HQ we have decided to throw you a life line by summarising our top tips for fun festivities that your employees will appreciate and talk about (hopefully) for years to come...

Christmas has come early

At the Christmas party, you'll want as many employees to show up as possible - start early and spread the word. Send out a mass email with a selection of dates and pick one that fits with the majority. Make sure it also ties in with the boss's diary – after all you'll want them to get the first round in.

Five Gold Rings

You cannot determine anything without first looking at what budget you have available to spend. Your budget will influence our other tips below and what you can spend where, but most importantly ensures you can source the perfect venue.

Deck the Halls.

Christmas party themes are a great idea and Christmas time is perfect for injecting one theme or another. You could play it safe, saying that the best Christmas outfit wins a prize, or put a bit more humour into the event and ask people to wear the best Christmas jumper. Or why

not go off-piste... Not everyone enjoys the festive period so by throwing a totally unique theme into the mix that's unrelated to Christmas might be more appealing to your employees as they'll have plenty more traditional celebrations in the weeks ahead.

It's starting to look a lot like Christmas

As early as possible, once you know your budget and theme, start contacting potential venues. Things to consider when sourcing the perfect venue...

“Christmas party themes are a great idea and Christmas time is perfect for injecting one theme or another.”

- There's hundreds of venues out there. Choose a space that fits your event, don't try and make your event fit the space.
- Negotiate. Christmas is the time of good will. Although venues will want to see a profit, make sure you get the best rate possible and see what added extras you can get thrown in.
- Most venues will offer the chance to go and visit the space so take full advantage of a site inspection and where you can, get some food tasting built into your agenda. There's nothing worse than the food letting you down on the night. Also remember that if your theme isn't a traditional theme, don't feel you have to have a traditional dinner. Speak with the chefs to see what they can come up with that's bespoke to your event.
- Don't forget the alcohol! Arrival drinks are always a nice touch, so how about spiced cider or mulled wine instead of fizz for a seasonal flavour?

You're all I want for Christmas

Although people might be aware of the date, don't forget to send the official invite. You have the traditional method of sending via post, however to speed up the process you can create some imaginative digital invites that incorporates the theme of your event. By going digital you can create a bespoke Christmas website where your employees can register their attendance with dietary requirements and any other special requirements. Maybe you ask them for their favourite tippie and this is presented to them on arrival. Delegate websites are a fantastic tool for gathering as much information in one go – saves all the back and forth later on. Build the website and invites into your event communication strategy and ensure you get them out with plenty of time to gather all that useful information.

Rock around the Christmas Tree

To make your Christmas Party an

continued...



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

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

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

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



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



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

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

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

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

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

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

"We tried to capture all these

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

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

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

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

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

Go to zzetta.co.uk or follow @zzetta_pizza on the 'gram





“Choose a space that fits your event, don’t try and make your event fit the space.”

Driving home for Christmas

There’s nothing worse than having a few drinks, losing track of time, and suddenly being stranded in the middle of nowhere with no way of getting home. Duty of care should always be a top priority, especially when at the end of a jolly night out! Try to book a venue at a central location. If you’re forced to have one that’s rural, you could arrange a party bus or taxis for everyone from your normal workplace. Also keep a list of local taxi numbers handy on the night to share with anyone that might get stuck.

www.theeventsraccoon.co.uk

event to remember you’ll want to provide your employees with entertainment and activities that will get them Rockin’ around the Christmas tree...or at least for the shy ones tapping their feet whilst standing at the edge of the dance floor looking on. Music is a must-have for any quality party. A live band or DJ can get people in the Christmas spirit as well as smaller interactive

activities like secret Santa gift swaps and a photo booth can all really work well...just remember to keep it in with your theme.

Give your event the ‘Raccoon Factor’

Going over and above really puts the message across that your employees are valued and the little touches such as ‘goodie bags’ on tables personalised to

each staff member can really add a great touch to the event. Having a fun awards ceremony (such as best/worst fancy dress or worst Christmas jumper) adds interaction between guests and generally goes down really well. Have you thought about hiring a professional photographer to capture all the amazing memories made and have them remembered for years to come?

Celebrate CHRISTMAS IN STYLE AT THE ROYAL HORSEGUARDS HOTEL

Packages

Private Christmas Parties in One Whitehall Place from £85.00 per person (25th November - 22nd December)

One Twenty One Two Restaurant Christmas Lunch from £45.00 person (3rd -21st December)

Earlybird Rewards

Book by 30th September 2019

2 to 29 people - get 125ml glass of prosecco per person.

Over 30 people - Event booker an afternoon tea for 2

Over 100 people - Event booker will get a hotel bedroom on the night of the event.



020 7451 9333



christmas.royalhorseguards@guoman.com





MEET STRATEGICALLY

in London at St Giles Hotels

WHY MEET AT ST GILES LONDON HOTEL?

- Location, Location, Location - Central London, 50 metres from Tottenham Court Road station
- State-of-the-Art Audio-visual include: Innovative touch screen smart boards; Apps available including a browser and email; HD LED Projectors; Montage units
- Services and Amenities include: Free Standard WiFi or Premium Higher Speed Wi-Fi (Chargeable); Air-conditioning; and Catering
- 675 Bedrooms; 3 Restaurants, Bar and Casino

WHY MEET AT ST GILES HEATHROW HOTEL?

- 12 Minutes' drive from Heathrow Airport & a 3-minute walk to Feltham Train Station with easy access to Central London
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- Caters for up to 120 delegates
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CORPORATE DEALS AT ST GILES HOTELS IN LONDON

ST GILES LONDON AUTUMN DAY DELEGATE DEAL

from **£36**

Includes: room hire, tea/coffee servings, 2 course lunch at our on-site restaurant - Sage & Chilli Restaurant, WiFi, flip chart, stationery, mineral water and mints

Email: lconference@stgiles.com Tel: 020 7300 3052

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from **£35**

Meeting room hire, Unlimited Tea & Coffee, Up to 2 breaks, Buffet lunch – 2 courses, Free Parking, Free WiFi, Meeting room stationery

Email: hconference@stgiles.com Tel: 020 8817 7117



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Providing more opportunities for disabled people in London

The overall employment rate of Londoners has risen in the last decade. 79% of non-disabled

Londoners are working. But fewer than half of working-age disabled Londoners are in employment.

Research commissioned by public services provider Reed in Partnership found that more than one in three Small to Medium Enterprises (SMEs) do not employ - or knowingly employ - a person or persons with a disability, despite the fact that 93% have an Equal Opportunities Policy.

This is a significant statistic when we consider that SMEs make up more than 99% of UK employers.

So why the difference?

Reed in Partnership's research raises a number of shared employer apprehensions - 'I wouldn't know where to start' being a prominent concern among the 250 SMEs

The government's Disability Confident Scheme offers free practical advice to employers about recruiting disabled people

surveyed, with many saying they did not have the confidence or knowledge to recruit and support a disabled person.

The report found four key misconceptions cited by employers when asked for their reasons for not hiring disabled people:

1. A lack of knowledge and not knowing where to start
2. Concern over the physical demands of a job
3. The cost and practicality of making adaptations
4. Employee absence.

Dispelling the myths

If the above sounds familiar to you, then you're not alone.

But, as an employer, taking a different stance could prove invaluable to your company. This isn't some fluffy plea to get you thinking about corporate social responsibility, but rather a legitimate case for seeing beyond the misconceptions about disabled people and reaping real business benefits as a result.

The employers Reed in Partnership surveyed who did hire disabled people reported wholly positive experiences of committed, loyal and talented individuals.

See the ability, not the disability

By disregarding damaging stereotypes and taking advantage of the wealth of support available to you as an employer, you'll have access to a wider pool of potential recruits and increase the chances of finding the right

individual for your vacancies.

The government's Disability Confident Scheme offers free practical advice to employers about recruiting disabled people. Its Access to Work scheme also provides funding to finance specialist equipment, alterations to premises, travelling assistance and personal support, making accommodating impairments financially viable for even the smallest business.

Free support for London employers

As a Disability Confident Leader, Reed in Partnership works with employers daily to help them see the benefits of hiring disabled people. 'Better Working Futures', their name for the government's Work and Health Programme, will help more than 5,000 unemployed jobseekers from South London over the next few years.

Operating in Croydon, Kingston, Lambeth, Merton, Richmond, and



Sutton, the service utilises funding from the European Social Fund to deliver personal employment support to each of its unemployed participants, 75% of whom have a disability.

The success of the service is reliant on employers in giving jobseekers a chance, and Better Working Futures offers completely free recruitment support to them, including:

- Access to its vast pool of job-ready candidates who are ready to work immediately
- Support with the full hiring process including sifting, pre-screening, use of premises, etc.
- Tailored pre-employment training for suitable candidates
- Information, advice and guidance on inclusive recruitment practices
- Support around workplace

adjustments and accessing funding

- In-work support for both the participant and employer.



Cassandra Kelly

Cassandra Kelly, Integration Manager for Reed's Better Working Futures service, said:

"We work hard every day to close the employment gap for disabled people in South London.

"But that isn't going to happen if our support is for jobseekers only; we need to be working with employers, too, to help them become more accessible and to squash any preconceptions that they may have about hiring people with disabilities.

"That's why our free support is extended to employers. As a Disability Confident Leader, we can advise them about the practical adjustments they can make and funds they can access so that accommodating the needs of a disabled employee needn't be expensive nor difficult.

"We also want more employers

to understand that there are so many talented people who just want to be given the chance to work, but unfortunately lots of employers are concerned about things like absence or saying the wrong thing, so they miss out on an opportunity to hire a really loyal individual."

If you are an employer in London and would like to learn more about the free recruitment service and support package Reed in Partnership offers, contact Collette Squire – collette.squire@reed.co.uk, or visit bwfsouthlondon.co.uk.

For a copy of the 'Increasing disability confidence in SMEs' report, please email sarah.welfare@reed.co.uk.

Giving Innovative Start-Ups the Confidence to Grow

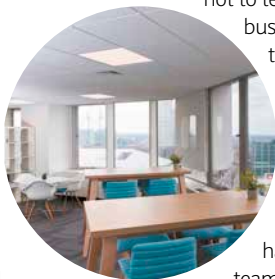
Sussex Innovation is a business incubation network, helping tech- and knowledge-based companies across the South East to grow.

We're owned by the University of Sussex, and opened our first off-campus hub in Croydon in 2015.

Why Croydon? It was a chance to connect two complimentary networks of ambitious businesses. We could also offer Croydon's business community access to a world-class research institute, as well as the support resources built up over more than 20 years working with start-ups on the south coast.

The investment, grassroots support and tech-savvy generation emerging in the borough made it the perfect place to offer our unique brand of business support, bringing strategic insight, talented and motivated graduates and flexible start-up space to a community of entrepreneurs who are showing a desire to build successful businesses and create new skilled job opportunities for their home town.

Sussex Innovation Croydon hosts a broad community of entrepreneurs and innovative businesses to share connections and advice with. The hub, based in the local landmark '50p building' at East Croydon station, has a large open-plan co-working space to help facilitate these valuable conversations. Private offices are managed on a flexible 'easy in, easy out' basis to accommodate the growth spurts and changing circumstances that all new businesses go through.



Unlike most tech accelerators, we don't impose a prescriptive, 'one size fits all' process on our members. Instead, we encourage founders to meet with one of our experienced mentoring team, work together to uncover the real challenges that are holding the business back from scaling up, and then propose a solution by drawing upon all the different skills that our own team and our wider network can provide.



Most of our senior support team have run businesses themselves, so we understand the challenges and demands of being a founder. We bring in expertise in marketing and communications, market research, business modelling and finance to provide direction, while taking care not to tell anyone how to run their business, or adding yet more to their workload.

When the to-do list gets out of hand, we also have a popular graduate placement programme to help deliver more practical, hands-on work. The Catalyst team is designed to be a flexible staffing resource, overseen by the senior team, who can work on a project without demanding as much attention, training or financial risk as an intern or full-time hire.

www.sinc.co.uk/croydon
E: **croydon@sinc.co.uk**
P: **020 3828 1300**

Sussex Innovation Croydon | making ideas happen

US a University of Sussex company



"It's a really supportive and down to earth place – you can get on with everyone here." – Jon Ostler, CEO, Finder UK

"We're proud of being Sussex Innovation members; we have office space here but it's so much more. The support team understand our business and have delivered real business opportunity for us. The collaborative environment has been fantastic." – David Williams, CEO, Shuttle

"What attracted me was the help and support that being part of a network can bring, the ability to be around other people that are going through a similar journey, creating something, making something happen." – Chris Giddins, CEO, Uniqodo

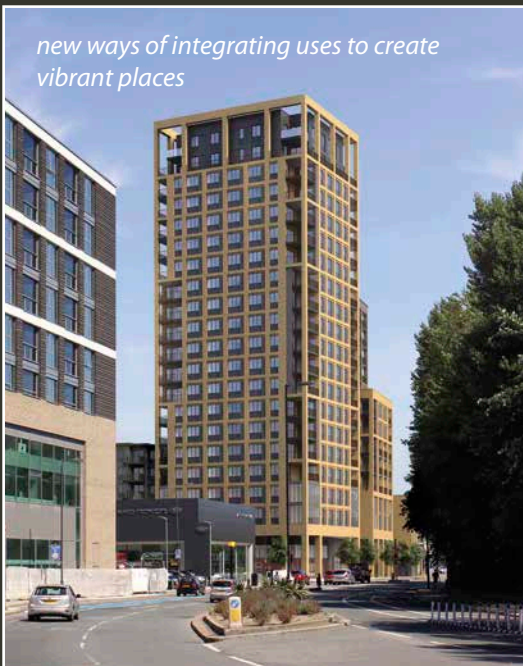
innovate create deliver

For almost a century Mountford Pigott LLP have provided an outstanding architectural service to a wide range of clients, working across many different sectors. The pace of change in our industry seems to accelerate year on year; we respond by being innovative and creative to deliver carefully focussed, high quality and responsive designs.

fresh approach to urban regeneration with a focus on placemaking and design quality



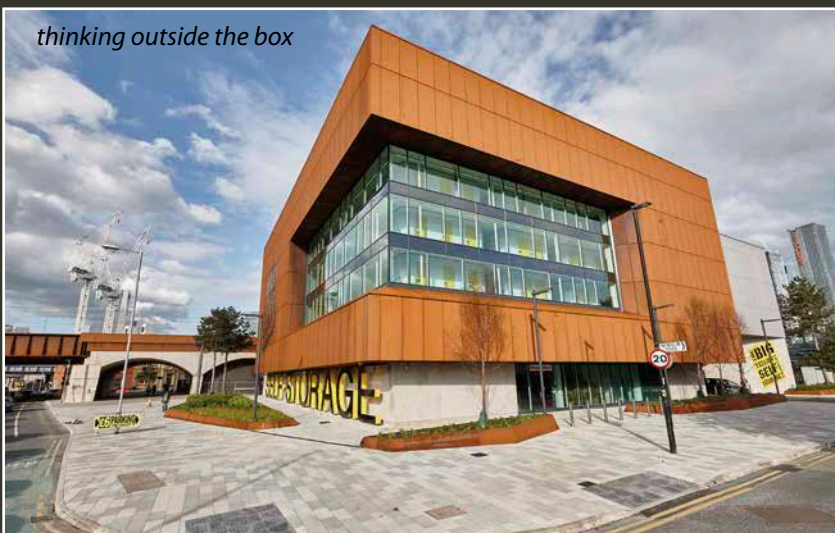
new ways of integrating uses to create vibrant places



mpllp's mixed-use and leisure expertise allows us to promote forward-thinking design solutions to respond to increasingly discerning consumer expectations



thinking outside the box



an innovative design solution which responds to changing retailer needs



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OUR SERVICES

WHO WE ARE

Ybrant Partners is a UK based IT Consulting Company and a one-stop shop for implementation and support of your cloud HR solutions.

Ybrant Partners was setup in 2018 by a group of IT professionals close to SAP and SuccessFactors. Our 25+ experts have delivered multiple large and complex projects involving SAP and non-SAP HR Applications.

Implementation

- Global and Local templates design
- Progressive implementation roadmap
- Assurance based delivery
- Future proof and fail proof process and solutions

Due Diligence

- System deep dive
- SWOT checks
- Actionable report

BAU Service

- Ticket/Issue resolution
- Guidance on Success factors
- Quarterly updates Effective End User experience
- Transition for key users administrators from legacy to new ways of working

Mergers & Acquisitions

- Impact Analysis
- Process and Data Migration
- System decommissioning
- Regulatory impacts

Data Services

- Data Analysis
- Data Migration
- Data Archive
- Data Sizing
- Data Processing
- Tools (InfoPorter, SpinifexIT)

Integrations

- SAP S/4 - SuccessFactors
- SAP ECC - SuccessFactors
- SuccessFactors EC Payroll (Point to Point integration, Hybrid) SAP - Non - SAP
- Tools (Dell Boomi, PI, HCL, Integration Centre)

OUR VALUE PROPOSITION TO THE CLIENT

Remove

Remove Pain Areas

- Ybrant's Activa lists the redundant HR systems and antiquated processes in use.
- Ybrant's expertise support you to remove constraints to upgrade to latest technologies.
- Ybrant's Activa guides you to select and choose the integrations to connect to the new world.
- Ybrant's Activa proposes to bring in data harmonization and role based access control in-line with GDPR.

Implement

Implement to suit your needs

- Ybrant's Activa prepares your HR design roadmap ready for the future.
- Ybrant's Activa builds your basic HR blocks based on SAP SuccessFactors best practices.
- Ybrant's Activa shall lead you in the Design - Implement - Stabilize - Implement framework to meet your future needs.
- Ybrant's Activa Governance lead you in managing the risks and compliance.

Improve

Improve your decision making

- Master your HR data and processes in one place - SuccessFactors.
- Improve on continuous performance management and implement best compensation models and retain talent.
- Improve your FTE utilization and budgeting.
- Improve your integration with Finance, regulatory entities.
- Enhanced level of comfort in managing your IT landscape and environments.

WHY CHOOSE US?

- Achieve balance in work-life
- Realise benefits in small steps
- Achieve acceptance of solutions implemented
- Improvement in time and efforts

We at Ybrant Partners specialise in identifying key gap areas and map them to the best practices on SAP SuccessFactors. Are you on your HR digital transformation journey or thinking about it? Are your policies, processes, data, regulatory and compliance reporting aligned for a better employee experience? If any of these are your situation, please contact us for a free consultation using our call details below.

+44 118 403 2372

experts@ybrantpartners.com

@ybrantpartners

<https://www.linkedin.com/company/ybrantpartners/>

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Make a right choice with Mont Rose College

Over 13 years of educational excellence



Our Programmes

HND COURSES

- HND in Business Marketing
- HND in Business Accounting & Finance
- HND in Hospitality Management
- HND in Healthcare Management

UG COURSES

- BSc (Hons) Accounting and Finance
- BA (Hons) Business Management
- BA (Hons) Business Management with Foundation Year
- BSc (Hons) Computing
- LLB (Hons) Law

TOP-UP COURSES

- BA (Hons) In Business Management
- BA (Hons) International Hospitality Management
- BSc (Hons) Accounting & Finance
- BA (Hons) Integrated Health & Social Care

DIPLOMA COURSES

- Diploma in Education & Training

MASTER COURSES

- International Master of Business Administration



Principal's Message

Mont Rose College offers a truly dynamic and diverse learning environment set in the heart of one of the world's greatest cities, London.

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

Our Priorities

- to maintain excellence in teaching & learning
- to provide our students with outstanding facilities and resources
- to ensure constant self-development
- to encourage E-learning through continuous improvement of online studying materials
- to promote diversity by extending the learner catchment to school leavers and local residents
- to enhance student employability
- to expand research facilities



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

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

Call: 020 8556 5009

E: info@mrcollege.ac.uk | W: www.mrcollege.ac.uk



Mont Rose College of Management and Sciences has achieved the TEF Silver Award. This award will be valid for 2 years until June 2021

136

LONDONERS DIED FROM BEING STABBED OR SHOT IN 2018

TAKE SOME CORPORATE SOCIAL RESPONSIBILITY
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Members' noticeboard



■ CML

End to end fulfilment specialist, Core Management Logistics (CML) is thrilled to announce that the company has won the Training Award at this year's UK Warehousing Association (UKWA) awards.

CML has also been shortlisted in the Future Skills category at the SHD Logistics Awards being held in September. This is a fantastic achievement for the company that takes the development of its employees seriously.

CML provides international freight forwarding, warehousing, multichannel fulfilment, value added services (VAS) and returns processing for wholesale, retail and ecommerce customers. CML is based in the heart of the UK, within the golden triangle of Magna Park in Lutterworth, Leicestershire.

For more information: www.cmlplc.com sales@cmlplc.com

It all adds up to

Livability

■ Livability

Livability invites you to take part in Ability September and use your abilities to support our disability work to provide care, rehabilitation and wellbeing services.

Would you like to volunteer at one of our station collections (dates below) or take part in our corporate quiz on 26th September (entry £10 per person including food)

- Monday 2nd September station collection at Waterloo
- Thursday 5th September station collection at London Bridge
- Thursday 12th September station collection at North Greenwich
- Monday 23rd September station collection at Moorgate

Contact corporate@livability.org, uk or 020 7452 2121.



■ newtongrads

Join us on 11 October 2019 for a unique and exciting recruitment fair in the heart of London, bringing together the best of the STEM industry businesses to help future graduates find what their future holds.

newtongrads is organising a recruitment fair focused on gender equality in STEM, so if you are looking for young, fresh and diverse future graduates ready to tackle today's problems, come meet them in person. We have many opportunities ranging from stands to speaker slots and panel discussions, to advertising and sponsorship opportunities.

Get in touch with the newtongrads team via the links below to make sure you have booked your stand and are ready to meet tomorrow's industry leaders.

E: stemevent@newtongrads.com

W: <https://newtongrads.com>



■ ICICI Bank

ICICI Bank UK PLC's iMobile app aims to enrich your digital banking experience.

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For more information, please visit www.icicibank.co.uk or scan the below QR code.



Blue Strawberry Group Ltd

The world's foremost luxury weddings and events summit, Engage! arrives in London this Autumn, kicking off at Tower of London with Blue Strawberry.

Working closely with Historic Royal Palaces and Sarah Haywood Weddings, the team are planning a spectacular opening night party for guests.

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For further details please visit <http://bluestrawberry-tabletalk.co.uk/engage-opening-party/>.



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Please contact office@croftsolicitors.com or visit www.croftsolicitors.com for more information.



■ Newton Waterproofing

Newton Waterproofing are honoured to have won 'Innovation of the Year' at the prestigious National Building Awards 2019, held at Wembley Stadium. We received the award in recognition of our Membrane Recycling Service, an innovative scheme that aims to minimise our environmental impact. We are very proud of our unique recycling service, as it directly tackles an inherent problem in our sector. By recycling waste off-cuts of our HDPE membrane, we have successfully prevented over 11 tonnes of plastic from going to landfill since the service began in 2017. Contact us on 01732 360 095 or info@newtonwaterproofing.co.uk for more information.



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