

London

Issue 150 | November 2018

Business Matters

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INSIDE



Showcasing
on Instagram
Page 3



COVER STORY

Creative industries partner with China

Page 18

NAME	DATE OF ENLISTMENT	RANK	REGIMENT	REMARKS
Squire, H.E.	Sept. 1914	Private	R.A.M.C.	
Caves, W. G.	Sept. 1914	Sergeant	R.W. West Yorks	Military Medal
Garrant, H.M.	Nov. 1914	Private	95 th Coy. of London	
Wilson, R.E.	Jan. 1915	Private	Royal Fusiliers	Killed in Action
Smith, J.A.	Jan. 1915	Private	R.A.A.S.	Killed in Action
Devere, S.	April 1915	Sergeant	Royal Engineers	
Millar, G.E.D.	July 1915	Private	Royal Fusiliers	Died
Bartrum, A.	Nov. 1915	Private	Royal Fusiliers	
Orme, P.E.	Nov. 1915	Private	Royal Air Force	
Williams, H.G.	Nov. 1915	Lieut.	2nd Wessex	Military Medal
Blackfield, R.R.	Dec. 1915	Corpl.	Queens Westminster	
Phillips, C.D.	Dec. 1915	Corpl.	Do Do	
Chick, W.	April 1916	Private	Royal Irish Rifles	
Morris, B.J.	Jan. 1917	Seaman	Royal Navy	
Mason, R.	Feb. 1917	Private	A.S.C.	
Beagley, W.	Feb. 1917	Private	80th Labour Corps	
Daniels, G.	Feb. 1917	Private	5th Mdn. Regt.	
Forge, F.L.	Feb. 1917	Lieut.	Labour Bn.	
McCoy, C.M.	April 1917	Lieut.	1st Buffs	
West, G.J.	April 1917	Private	Greenwich Guards	Military Cross
Adams, H.S.	April 1917	Private	Royal Sussex	
Harvey, R.G.	June 1917	Lieut.	A.S.C.	
Conway, W.R.	July 1917	Private	A.S.C.	
White, W.R.	July 1917	Private	A.S.C.	
Mahoney, W.S.	Sept. 1917	Private	14th Leicesters	
Duff, R.R.G.	Dec. 1917	Cadet	A.P. Reception Bn.	
Cuthbert, E.E.	Aug. 1918	Private	10th Royal Buffs	
Woodcock, W.S.	Sept. 1918	Private	Royal Bucks Hussars	

6 Centenary Roll of honour for LCCI staff who fought in the Great War

Regulars

Overseas business opportunities
Page 17

Events
Networking opportunities in the extensive LCCI programme
Pages 22-23

Member offers
What's on offer from LCCI members?
Page 24

Two minute interview
Klaus Henke of Billmonitor
Page 28



Enterprise Europe Network
News and events
Pages 44 and 46



New members
Who has recently joined LCCI?
Pages 48

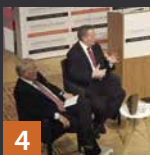


BREXIT UPDATE

What Europe thinks of the EU
Page 5

Q&A
Preparing for 'no deal'
Pages 12-13

Features



Housing debate
No silver bullet

4



Immigration
London makes its views clear

6



Thriving in a VUCA world
Chris Smith explains how

8



Social media
Taking a grown-up view

11



Aid funded business
Geneva proves a winner

14



Inclusion and diversity
- a business imperative

20



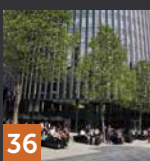
Dragon Awards
Prizes from the Lord Mayor

34-35



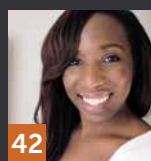
Office life
How to boost employee morale

35



Workplace wellbeing
Get business healthy urges Xenia Koumi

36



Flavilla Fongang
Why you don't need branding

42

Front cover picture: Fashion Week in Shenzhen, China

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Confidence booster needed

While Brexit is a key factor, the government must do much more to support the capital's prosperity, LCCI has warned

The latest LCCI quarterly economic survey of more than 500 London businesses found that confidence levels in London remain low, despite positive signals.

The survey, carried out by ComRes, showed that more businesses report an increase than a decrease in exports, and that there continue to be issues around domestic demand and cashflow. In the current uncertain environment LCCI believes a booster is needed from government.

Concerns

LCCI chief executive Colin Stanbridge said: "While many performance figures have gone up on last quarter, they remain low compared to pre-referendum levels. Concerns remain about the confidence of London's business community.

"London businesses need certainty about the post-Brexit business environment including in relation to the future migration system.

Performance

"Beyond Brexit, more must be done to enhance the capital's performance, including further devolution



of skills funding, a fundamental review of business rates and prioritising key infrastructure projects".

Recommendations

LCCI makes four key recommendations:

- Given the capital's reliance on foreign labour, it is vital that London will get the flexible migration system it needs post-Brexit. The Mayor should bring London's civic and business leaders together to design practical proposals for future migration.

- A fundamental review of the business rates system to ensure the tax remains fit for purpose in today's digital age. Additionally, as business rates are devolved to London, businesses should be consulted on an appropriate mechanism to ensure future rates are fair and to decide on the

"London businesses need certainty about the post-Brexit business environment including in relation to the future migration system."

– Colin Stanbridge

allocation of funds.

- The government should commit to progressing London Strategic Infrastructure Projects including Crossrail 2, fixed river crossings in East London and a new runway at Gatwick after Heathrow.
- The government should move rapidly to grant devolution of 16-18 skills provision, vocational capital investments, careers information, advice and guidance, as well as the apprenticeship levy, starting with unspent levy funds.

Showcasing on Instagram

LCCI recently launched an Instagram account, showcasing the people behind their expanding business network. Follow @londonchamber to find out more about members like Amy Longo:

Amy Longo, Rebus Engineering Services – providing a range of civil and structural engineering design services

"I'm always interested to know what is happening in London because there is always an opportunity around the corner nearby or somewhere internationally. We joined LCCI for the connections but equally to raise our profile and gain more visibility in the property a construction market.

"We're a strong supporter of London SMEs such as the collaboration between big players with small companies in London and we'd like to do this through LCCI.

"One of my personal aims is promoting 'Women in Engineering'. I'm heavily involved with chartered engineering institutions covering different roles from regional chair to committee member and elected representative of the international council. "



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The housing debate – no silver bullet



by Simon Dishman

The LCCI recently brought together two key players in the ongoing housing debate – Tony Pidgley CBE, chairman of The Berkeley Group plc and Cllr Darren Rodwell, Leader of the Council, London Borough of Barking and Dagenham – to put their views to 150 business leaders and owners ranging from architects and planners to real estate lawyers and small developers.

Barriers

Tony Pidgley spoke about the issues impacting the housing sector and the barriers to delivering the homes that Londoners need. Among his concerns was the lack of skilled labour within the construction sector that he believed would be exacerbated by Brexit. His company had begun to tackle this issue by building a modular housing factory that would speed up production of homes while not impacting on quality.

Among Pidgley's concerns was the lack of skilled labour within the construction sector that he believed would be exacerbated by Brexit.

The Berkeley Group chairman added that political leadership, the bureaucratic planning system, and delay to Crossrail were challenges facing the housebuilding sector.

Affordable

Rodwell gave his views on the current state of the housing market in the capital and spoke fervently about the urgent need to deliver affordable housing. In this context he said that the rental market must play a role in putting a roof



Photo by Lynda/Flickr.com

above people's heads. The Council Comparative Rent scheme, aimed at residents struggling to get on the housing ladder, would provide secure tenancies at 80 per cent of market rent levels.

He believed that local government needed the tools to deliver housing and infrastructure that Londoners need – echoing LCCI's

policy that further devolution to the capital is required.

In the ensuing debate chaired by LCCI chief executive Colin Stanbridge, Pidgley emphasised that SME developers had an important role to play in the housing market but that access to finance remained a barrier to their growth and development. There was, he said, an ur-

gent need to review the Metropolitan Green Belt as specified in the recommendations in the LCCI's *Brown for Blue* report which called for specialist housing for London's emergency services workers.

Career opportunities

Cllr Rodwell pointed out that a lack of skilled staff remained a constraint to housebuilding in the capital. There needed to be a shift in focus away from traditional academic qualifications to apprenticeships. There had to be, he said, a better understanding of career opportunities in the construction sector.

In the Q&A session Rodwell answered a question from Simon Neate, LCCI property and construction committee chairman on cuts in local authority budgets and their impact on the resources of local planning departments with the assertion that 260,000 additional homes already had planning permission in London.

Mark Collins of CBRE and a former committee chairman, asked what more could be done to support SME developers. Pidgley reiterated previous comments that access to finance remained a significant challenge and called on the banks to do more.

Platform

It was clear from the debate that there was agreement that more must be done to tackle the housing crisis – one of the biggest challenges of our generation. However, there was a recognition that this crisis was multifaceted in nature while acknowledging that there was not a silver bullet to resolving it.

Stanbridge said that the LCCI would continue to lobby both City Hall and Parliament on behalf of the sector on issues raised while the property and construction committee would also provide a platform for members to advise the LCCI policy and public affairs team and help influence policy-makers.

Simon Dishman is policy manager at LCCI



What does Europe think of the EU?



by Tom Marsan

Brexit-related stories dominate our island's media so it may be easy to forget that for the majority of EU members, relations with the EU remain largely unchanged. However that does not mean that all is a bed of roses.

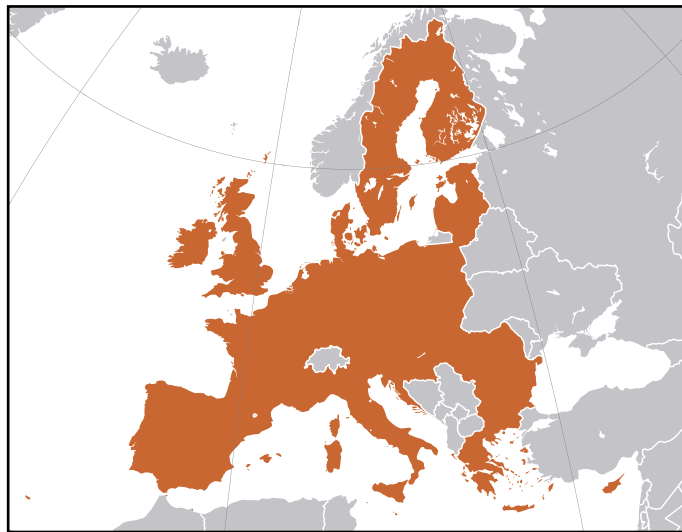
The EU has recently released its annual appraisal of support for the institution from its citizens, based on face-to-face interviews with 1,000 respondents from each member state. The topics range from EU membership in general to opinions of EU security policy and trust in the European Central Bank (below).



While not the definitive authority on the state of European opinions, the report does provide an indication of popular sentiment. The latest report shows Europe as ostensibly more unified than it's ever been but there is more than a hint of feelings of discontent beneath the surface.

Regional variation

Encouragingly for the European Commission, 62 per cent of respondents across all states thought



that EU membership was a good thing. These are the highest figures the EU has received since the signing of the Maastricht treaty in 1992 and the fall of the Berlin wall in 1989. The UK response was that 48 per cent thought that EU membership was a good thing for the UK, 22 per cent thought it bad, and 26 per cent neither good nor bad.

A united Europe satisfied with the Union? Possibly but there is plenty of regional variation. The three most positive respondents were Luxembourg, Ireland and Germany while the three least positive were Croatia, Italy and the Czech Republic. Countries responding below the average are almost exclusively from the south and east of Europe while the north and west are responding significantly higher levels of satisfaction with the EU.

Benefits

Just over two thirds of EU citizens polled believe that their country is benefitting from membership.

thought it had not. This chimes with concerns over the Italian budget and also plays into the north-south variations.

Taking leave

Could Brexit be echoed elsewhere in Europe? Two thirds of EU citizens said they would vote to remain in the union if a referendum on their country's membership were held. Just 17 per cent favoured leaving with a similar number unsure how they would vote.

In this category Italy responded with the lowest vote (44 per cent) followed by Croatia and the Czech Republic. Ireland took top spot with 85 per cent in favour of remaining.

Euro bonds

Monetary Union was supported by 61 per cent of EU citizens generally – rising to 77 per cent for citizens within the eurozone. This is the highest response since 2004 and follows a recent trend of increasing positivity about the euro. This fiscal confidence was not reflected in responses regarding the European Central Bank. Less than half of respondents said they trusted the bank.

Almost all opposition to Monetary Union is voiced by members outside the eurozone, with all seven non-participants disagreeing that monetary union was a good idea. Ireland again leads the support (88 per cent) while the Czech Republic (20 per cent) is most negative, another illustration of a regional divide that shines through the results, one that the Commission is right to be paying attention to.

Could Brexit be echoed elsewhere in Europe? Two thirds of EU citizens said they would vote to remain in the union if a referendum on their country's membership were held.

Perhaps surprisingly, given the referendum result, 60 per cent of UK respondents – up from 55 per cent in 2017 and 56 per cent the year before – believed the UK had benefited from the EU while 30 per cent thought not. Several countries in the EU 28 were notably less positive.

Ireland was the country most impressed with EU benefits with a score of 92 per cent while Italy's view of whether it had benefitted was lower than the 45 per cent who

Tom Marson is the LCCI's Brexit Helpdesk officer. Contact him at Brexit@londonchamber.co.uk



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London makes views on immigration very clear

According to a major new LCCI poll of the London public, business leaders and borough councillors, immigration is seen as having had a positive impact overall over the past five years, with the growth of international student numbers seen as good and highly-skilled workers seen as the most important group for the capital's economy.



Shortages

Regarding possible changes to UK immigration policy, the survey, conducted by ComRes for the *London Tomorrow* thought leadership initiative, found broad support for giving London more control over the immigration of international workers to the capital and for making it easy for EU nationals with a job offer to move to the UK to work after Brexit. Making it easy to hire staff in occupations where there are shortages such as doctors, teachers or nurses was seen as a high priority for a future UK system.

The areas that immigration is perceived to have had the most positive impact on London over the past five years were: the economy – 94 per cent of councillors, 63 per cent of businesses and 66 per cent of Londoners; the NHS – 90 per cent of

“Immigration has underpinned London’s economic, social and cultural development over centuries, making it the great city it is today.”

councillors, 58 per cent of businesses and 59 per cent of Londoners; and business innovation – 76 per cent of councillors, 54 per cent of businesses and 55 per cent of Londoners.

Pessimistic

However, the survey also revealed that the areas that people would be most pessimistic if immigration were reduced were the NHS – 76 per cent of London councillors, 57 per cent of

businesses and 50 per cent of Londoners; the UK economy – 73 per cent of councillors, 50 per cent of businesses and 49 per cent of Londoners; and London’s attractiveness as place to work with two-thirds of councillors and around half of businesses and Londoners citing this as something they would be pessimistic about.

Noting the results, LCCI chief executive Colin Stanbridge said: “Immigration has underpinned London’s economic, social and cultural development over centuries, making it the great city it is today. Economic research that LCCI commissioned found non-UK nationals form a quarter of the London workforce, compared to one eighth for the rest of the UK.

Refresh

“And yet, despite this, the recent MAC report on EEA Migration did not recognise London’s unique immigration footprint. Moving towards a post-Brexit horizon it is essential that practical proposals to renew and refresh the UK immigration system are considered to keep London globally competitive”

Julia Onslow-Cole, partner, global head of immigration, PwC said: “Many businesses are not ready for

an abrupt change in immigration policy on lower skilled workers. Certain sectors like construction, retail and hospitality, rely on migrant labour and are understandably concerned about the future landscape. Some businesses believe it will take them five to ten years to be fully prepared for the changes.”

Infrastructure

Alison FitzGerald, chief operating officer of London City Airport said: “Whether it’s housing, 5G or airports, new infrastructure – physical and hidden – will shape the city that London becomes in the next decade.

“That’s why we need the ability to attract international talent with skills that supplement UK and home-grown expertise. London has always thrived from being a global city and as it continues to grow, arriving talent will help us build an incredible future.”

London Tomorrow: towards the megacity is a thought leadership panel bought together by LCCI in association with PwC and supported by London City Airport. www.londonchamber.co.uk/londontomorrow



Roll of honour

To mark the centenary year of the First World War, LCCI is displaying a roll of honour listing the members of staff who “served with His Majesty’s Forces in the Great War”. It records details of the twenty eight men who served in the army, air force and navy, three of whom were killed in action, two being awarded military medals.

NAME	DATE	RANK	REGIMENT	REMARKS
Squire, H.C.	Sept. 1914	Private	R.A.M.C.	
Conroy, W.G.	Sept. 1914	Sergeant	R. W. Royal Fusiliers	Military Medal
Raymond, H.M.	Nov. 1914	Private	25 th Coy. of London	
Wilson, H.C.	Jan. 1915	Private	Royal Fusiliers	Killed in Action
Smith, J.A.	Jan. 1915	Private	R.A.M.C.	Killed in Action
Barrow, S.	April 1915	Sergeant	Royal Engineers	
Miller, G.E.	July 1915	Private	Royal Fusiliers	Dead
Bartrum, J.	Nov. 1915	Private	Royal Fusiliers	
Orme, F.E.	Nov. 1915	Private	Royal Air Force	
Williams, H.G.	Nov. 1915	Private	2nd Bn.	Military Medal
Dunfield, R.H.	Dec. 1915	Corporal	Queen's Westminster	
Phillips, F.D.	Dec. 1915	Corporal	2nd Bn.	
Scott, W.	April 1916	Private	Royal Tank Corps	
Morris, B.J.	Jan. 1917	Steward	Royal Navy	
Mason, R.	Feb. 1917	Private	A.S.C.	
Parry, W.	Feb. 1917	Private	Royal Labour Corps	
Daniels, G.	Feb. 1917	Private	5th Bn. Royal	
Frere, F.L.	Mar. 1917	Lieutenant	London Rifle	
McCoy, J.M.	Mar. 1917	Lieutenant	2nd Bn. Royal	
West, G.J.	April 1917	Private	Chesham's Guards	Military Medal
Adams, H.S.	April 1917	Private	Royal Fusiliers	
Parry, R.G.	April 1917	Private	A.S.C.	
Conroy, W.H.	July 1917	Private	A.S.C.	
White, W.R.	July 1917	Private	A.S.C.	
Mahoney, W.S.	Nov. 1917	Private	5th Bn. Londoners	
Dale, R.H.	Dec. 1917	Corporal	412 nd Ammunition Coy.	
Clifford, E.	Aug. 1918	Private	Royal Tank Corps	
Woodcock, W.S.	Sept. 1918	Private	Royal Tank Corps	



Classic

Over 100 members attended a special screening of the timeless classic film *Jaws* at BAFTA 195 Piccadilly earlier this summer. Guests were welcomed by venue director Julian Shaw (pictured right) and were treated to cocktails and canapés created by head chef Anton Manganaro before posing in front of the iconic statuette – king-size version.

The event, sponsored by Middlesex University London, included tours of the building and finished with a nightcap in the Run Run Shaw room.



SPONSORED COLUMN

I've seen the future and it's digital!



By Steven Pinhey, Tax Director,
Lubbock Fine Chartered Accountants

Many readers will be grappling with the forthcoming impact of Making Tax Digital ('MTD') and trying to understand what it means for their businesses. In particular they will be looking at how to address MTD for VAT, which for many, is now only a few months away.

So, what is MTD, how did we get here and what can we expect in the future?

Few will be surprised to hear that the Government Digital Strategy 2012 aimed to generate annual savings of around £1.8bn through digitisation. In 2015, HMRC set out its 'roadmap' to implementing MTD. David Gauke, the then Financial Secretary to the Treasury said in its forward *'HMRC will make fundamental changes to the way the tax system works — transforming tax administration so it is more effective, more efficient and easier for taxpayers.'*

It was originally intended in the roadmap that MTD for businesses would be introduced from April 2018. However, following the EU referendum and snap election in 2017, many commentators, whilst supporting the overall concept behind MTD, considered that the implementation timetable was over optimistic and should be delayed.

The government has listened to these concerns and taken a gentler route to digitisation. Thus, whilst businesses with a turnover above the VAT threshold (£85,000) will have to keep digital records for VAT from April next year, implementation for most other taxes has now been delayed until April 2020 at the earliest.

'HMRC will make fundamental changes to the way the tax system works — transforming tax administration so it is more effective, more efficient and easier for taxpayers.'

So, what do you need to do if you are affected by MTD for VAT? Firstly, consider how MTD for VAT will impact on the way you collate information for VAT returns. Is the software which is being used compatible with MTD for VAT? Many software suppliers are now ready for MTD for VAT and are keen to talk to businesses. For those still using spreadsheets, bridging software is available to take the spreadsheet data into the HMRC VAT portal, but cloud software is recommended.

Hopefully the delayed general implementation for MTD will allow more time to deal with the residual concerns for the digitally disadvantaged who might otherwise fall behind with their compliance obligations and incur unnecessary penalties.

Meanwhile, for the business community digitalisation is happening in less than six months so act now to make sure you're prepared. If you would like to discuss MTD please call Steven Pinhey or Clare Munro on **020 7490 7766** or email stevenpinhey@lubbockfine.co.uk, claremunro@lubbockfine.co.uk.

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Advice that adds up

Thriving in a VUCA world



by Chris Smith

“We used to talk about the VUCA – volatile, uncertain, complex, ambiguous – world. Now we are living in it!” said a chief executive I interviewed a year ago. Every day in the news and in my conversations with clients, I see evidence of the fundamental changes that organisations are experiencing.

Fundamental shifts

I read recently that the energy utility giants have had their day and face disinvestment as a myriad of new flexible solutions emerge. I talk to partners in professional services firms who see AI unpicking their whole business model and are now exploring new ways to make money. Financial services faces massive disruption in a digital era, with new entrants taking the lucrative services and leaving the risks. Retail in the UK has seen weekly headlines of shop closures and job cuts. In FMCG, channels to market in Asia and elsewhere are rapidly moving to new ecommerce models not seen two years ago. Doing things better – the focus on performance improvement – is not enough. To survive, firms not only need to do what they deliver now as well as possible, they have to be open to fundamental shifts in how

“To survive, firms not only need to do what they deliver now as well as possible, they have to be open to fundamental shifts in how they work, who they partner with, and where they may find routes to profitability.”

they work, who they partner with, and where they may find routes to profitability.

Control

The response of many leaders is to try harder, to spend yet more hours trying to cover the ground in a global market place. Learning and talent development specialists are regenerating leadership frameworks, adding things like entrepreneurship, innovation and digital mastery as ‘must haves’ in addition to the traditional strengths about vision, EQ, decisiveness and resilience. At the same time, data analytics offer new possibilities. There is a sense that if we can just find smart enough systems, with quick enough data, analysed by big enough computers and then understood by clever enough people, we will be able to see and control what is happening.

All of these offer some help in responding to the challenges faced by organisations but, even taken together, they do not provide enough of a way forward. We need to shift

mindsets about the nature of organisations, of change, of learning and leadership. We need leadership that will orchestrate ecosystems, notice what is happening from a systemic perspective and use influence and experimentation to generate the environment in which others will find the creative responses to the changing world.

Data and intuition

This kind of leadership is not the hero of the industrial era. It is leadership distributed through the organisation and out across its ecosystem. It is leadership that resides in teams because you need numerous touch points to sense what is happening and you need differing perspectives to make sense of it; drawing on both data and intuition. These teams need to be fully connected to their stakeholders in and outside the business, aware of their role and purpose, trusting each, other and with a continuing curiosity and hunger to learn and challenge their own assumptions.

Developing the effectiveness of

teams and the quality of teaming across an ecosystem is essential to responding quickly and effectively to the fast-changing and uncertain world. We see some of this in the emergence of ‘agile ways of working’. They emphasise highly autonomous or self-managed teams operating with some very clear and challenging governing principles rather than tight direction and control by a manager. The emergence of holocracy as working model takes this a step further. A natural tension arises between giving people the freedom, autonomy and responsibility to manage themselves and the work as they see fit and the felt needs for senior managers to direct and control to protect the business.

Systemic

The work that is needed in leadership and organisation change is helping leadership teams to confront their current mindsets and how they may be limiting the capacity of their organisations to adapt and thrive in the emerging world. They need to develop their abilities to sense, think and act in more systemic ways to allow change to happen, working collectively rather than as individuals.

Chris Smith leads the leadership development and culture change consulting team at GP Strategies www.gpstrategies.com

Ivy league

Jules Pipe, deputy mayor for planning, regeneration and skills addressed an LCCI patron members lunch last month briefing patron members on the range of City Hall initiatives to help ensure the capital rises to the employment challenge.

Setting the scene at The Ivy, Gordon Adams, head of planning and public affairs at the Battersea Power Station Development Company described how his company were engaging with local communities.



Deputy mayor Jules Pipe (right) with Tony Pidgley

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Investment in water to meet future challenges

More than 15 million people depend on Thames Water every day to go about their lives

The company's top priority is to keep the taps running, but with growth in its region at twice the national average and every available resource in the water-stressed south east being used, high investment is needed now to ensure continuity of supply and resilience long into the future.

Challenges

The company's recently submitted £11.7 billion business plan, covering the period 2020-25, addresses the growing challenges in maintaining an essential service inside London, the Thames Valley and surrounding areas.

It was also built to meet the right outcomes for the long-term health

The business plan also provides major boosts for customers in vulnerable circumstances and those struggling to pay.

of the business. Steve Robertson, Thames Water chief executive, said: "Our responsibilities to the environment and customers are huge, and we will partner with them and our peers to insulate our region from the effects of population growth and changing climate patterns. This includes planning for a strategic reservoir for the south east region of England and exploring the potential of water transfers.

Ambitious

"Our proposals are ambitious,



well-costed and widely-supported by our customers. I am really excited about delivering on these proposals and ensuring London and the Thames Valley has the modern and high-quality waste and water network its household and business customers rightly expect."

Thames Water spoke to around one million customers in shaping its business plan, which is currently being reviewed by water industry regulator Ofwat.

The LCCI helped ensure the views of its business members also helped shape Thames Water's plan by contributing to consultation and arranging a business round table event to discuss the importance of resilience to London's business community.

Resilience

The company is committing £3.2 billion to boost resilience and cut leakage from its 20,000 mile network of pipes by 15 per cent by 2025, with an intention to reduce it

by 50 per cent over the long-term.

As part of this record investment to improve infrastructure, Thames Water will spend £180 million alone to strengthen water supply resilience in north east London, serving the economic and financial centres of the City of London and Canary Wharf.

Meanwhile, the company's innovative Smart Water Network programme will provide an enhanced level of insight in to its water systems, to allow teams to respond faster and more effectively to emerging operational issues.

The business plan also provides major boosts for customers in vulnerable circumstances and those struggling to pay. More than 200,000 customers – a four-fold increase – will receive discounts of up to 75 per cent and those who need the most help will be further prioritised during operational incidents, with the priority services register increasing seven-fold to 400,000 people.

Satisfaction

After 2020, management bonuses and dividends to investors, who are fully committed to the long-term plan, will be tied to meeting targets on reducing leakage and pollutions, and increased customer satisfaction.

Seven out of 10 customers approved Thames Water's final proposals, with feedback from Ofwat on the draft plan expected in January 2019.

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Thames Water – facts and figures



Thames Water is the UK's biggest water and wastewater services provider. They have invested more than £1 billion every year, on average, for the past 13 years improving service for over 15 million customers across London, the Thames Valley and surrounding areas. For an average of just over £1 a day for households, they provide 2.7 billion litres of clean drinking water and safely remove

4.4 billion litres of wastewater – every day, 365 days a year. They are regulated by Ofwat, the Environment Agency and Drinking Water Inspectorate and, as part of the company's draft £11.7 billion business plan for 2020-25, propose to invest record amounts on improving resilience, service and efficiency, as well as providing more support for customers in vulnerable circumstances.

www.thameswater.co.uk

Taking a grown-up view of social media

Martin Thomas' practical guide to social media strategy could not have had a better advert for its relevance than Elon Musk's recent rogue tweet which cost him and Tesla \$40 million. Not least of its merits is that this book explains how leaders – and the occasional head of state – can build a personal brand safely.

Social media continues to attract the headlines – often for the wrong reasons: 'fake news', the alleged manipulation of election campaigns, data breaches, cyber bullying, the promotion of inappropriate content and the impact on the mental health of young people. Written in the aftermath of the Cambridge Analytica scandal, *The Financial Times Guide to Social Media Strategy* puts social media into content, explaining what we need to know and how to mitigate its more harmful effects.

Value

For a long time, business leaders needed convincing of the value of social media and why they should



be embracing it. Today, however, the conversation has shifted to how they can get better at social media and use it in a more strategic way to add real value.

Most organisations started using social media without a clear strategic goal. Simply having a social media presence was deemed sufficient, without stopping to ask simple questions about the value it adds to customers, the needs it satisfies, and whether objectives could be achieved more cost-effectively by doing something else.

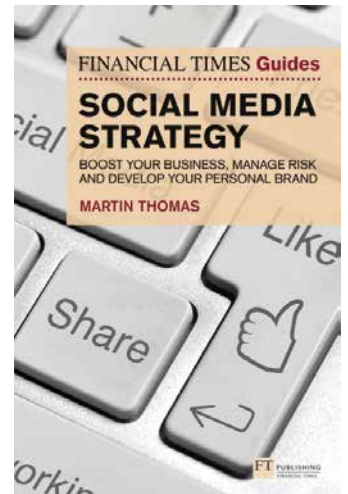
Author Martin Thomas (left) sets out practical steps to help organisations go beyond this unhealthy focus on tactics and technology, and establish the strategic thinking, planning and processes that should underpin every social media activity and investment.

Duty of care

Social media is often the public platform where people's private and professional lives meet. This means that when both employees and leaders share (and over-share) opinions online, they can unwittingly make public statements that cost them their jobs, reveal confidential information or even come back to haunt them later in their careers.

The Financial Times Guide to Social Media Strategy argues that every organisation has a duty of care to all its employees to ensure that they understand fully the risks and opportunities provided by social media and the dangers of over-sharing and making inappropriate comments. A set of social

media guidelines for the employee manual is no longer enough – organisations and leaders need proper training as part of their wider social media strategy.



The Financial Times Guide to Social Media Strategy: Boost your business, manage risk and develop your personal brand by Martin Thomas is published by FT Publishing, priced £21.99

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



Brexit Q&A

At time of writing, it is arguable that the UK is now at the most critical stage of its Brexit negotiations with the European Union (EU). In recent weeks, the EU had mooted the offer of a Canada +++ trade deal to the UK but this failed to resolve the Irish border issue despite its appeal to many pro-Brexit Conservative MPs.

In mid-October, Brexit Secretary Dominic Raab had talks in Brussels with Michel Barnier, the EU's chief negotiator. A crunch Cabinet meeting took place the following day, ahead of the Prime Minister Theresa May's visit to the Belgian capital for the European Council summit.

What did Raab and Barnier agree?

Despite rumours that a deal was about to be clinched, talks between Raab and Barnier broke up after less than an hour without any agreement. The talks were then halted until the European Council summit.

The Irish backstop clause remains the sticking point, with the EU reportedly happy to allow the UK to remain in the Customs Union until customs arrangements for the Irish border can be agreed but with no time limit attached. This is unacceptable to the UK side.

Brexit: 'Key issues remain' after Raab and Barnier talks

■ <https://bbc.in/2CJp3D9>

Brexit talks between Raab and Barnier fail to secure breakthrough

■ <https://bit.ly/2PS6EqF>

At a subsequent Cabinet meeting, there was reportedly strong support from ministers for the Prime Minister's insistence that any Brexit deal must both maintain the integrity of the Union (the four nations of the UK) and cannot keep the UK in a backstop customs arrangement indefinitely with no agreed end-date.

UK's May seeks cabinet unity on Brexit, negotiations stall ahead of EU summit

■ <https://bit.ly/2z2Wr3H>

Theresa May: Brexit deal possible with intensive work

■ <https://bbc.in/2y1pTSK>

Was there a breakthrough in Brussels?

On the eve of the summit, Michel Barnier reportedly said that he was open to extending the Brexit transition period by a year. The extension could be offered in return for the UK accepting a "two tier" backstop to avoid a border with Northern Ireland. Theresa May said that she might be open to an extension of the proposed transition period "by a matter of months". This would involve retaining the costs and regulations of EU membership, including freedom of movement but without any representation or semblance of influence.

As the summit ended, European Council President Donald Tusk and Commission President Jean-Claude Juncker set out the EU's position on the negotiations. Tusk said he "stands ready" to convene a European Council in November to finalise a Brexit deal but stated that "for now, not enough progress has been made."

European Council summit as it happened

■ <https://bit.ly/2NICmVG>

Brexit: 'No optimism' for summit breakthrough, says Donald Tusk

■ <https://bbc.in/2Acvtsc>

Michel Barnier 'open to extending Brexit transition period by a year'

■ <https://ind.pn/2SjbBKO>

What was the reaction to an extended Brexit transition period?

Mainly negative. Businesses expecting some clarity about Brexit and possible future trade tariffs did not receive it. Richard Gnodde, Goldman Sachs' most senior employee outside the US, said the longer his company had to wait for the government to clarify its position, the less useful any transition period would be.

The Prime Minister was condemned by both pro- and anti-Brexit MPs in her own party, the former describing the proposal as "outrageous" and saying it would cost billions of pounds in extra fees. Cabinet members were angry that she had not discussed the proposal with them first. She also faced outrage from Scottish Conservatives who said the proposal was "unacceptable" because it would delay the UK's exit from the Common Fisheries Policy. Even the Democratic Unionist Party rejected the calls for a longer transitional period, saying that it would cost billions and not resolve the Irish border deadlock.

Brexit: EU ready to extend transition period

■ <https://bbc.in/2OydrzG>

Extending the Brexit transition period: what does it mean for a deal?

■ <https://bit.ly/2O8SIHj>

Whatever happens next, Brexit is bad for business

■ <https://cnn.it/2CHw7Q7>

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

EU leaders are preparing to hold an emergency "no-deal" Brexit summit in November to tackle the potential consequences of the UK leaving the EU without a trade deal if sufficient progress on the Irish border issue is not made. The German Chancellor Angela Merkel has told her MPs they must 'prepare for every scenario' of the UK's exit from the EU.

EU leaders line up 'no-deal' emergency Brexit summit for November

■ <https://bit.ly/2yzod8D>

Germany and France start to draw up no-deal Brexit contingency plans

■ <https://bit.ly/2PCVupH>

Germany concedes it is preparing for no-deal Brexit as EU-Britain talks falter

■ <https://bit.ly/2O81chN>

... and the UK?

UK government ministers have been told to start implementing plans for a 'no-deal' Brexit within weeks after talks between the UK and Brussels broke up over the Irish border impasse in mid-October. Parliamentary committees are increasingly focusing on how government departments are preparing for a no-deal scenario.

Brexit chief says UK preparing for no-deal divorce from Europe

■ <https://bit.ly/2D5hbw2>

It's time for EU to get serious on Brexit, says Dominic Raab

■ <https://bbc.in/2y68SvG>

On 24 September and 12 October, the government launched another 54 titles in a series of more than 80 technical guidance notices to help businesses and individuals to understand what they would need to do in a 'no deal' scenario, so they can make informed plans and preparations. Here are the titles and links.

Applying for EU-funded programmes

European Territorial Cooperation funding if there's no Brexit deal

■ <https://bit.ly/2Jiw9Px>

Funding for British Overseas Territories

■ <https://bit.ly/2NBjW4n>

Driving and transport

Aviation safety

■ <https://bit.ly/2D5IIC7>

Aviation security

■ <https://bit.ly/2z7kwpQ>

Flights to and from the UK

■ <https://bit.ly/2E8lkzx>

Operating bus or coach services abroad

■ <https://bit.ly/2OSSiWE>

Vehicle insurance

■ <https://bit.ly/2AtlrTC>

Rail transport

■ <https://bit.ly/2Pmz7rP>

Meeting rail safety and standards

■ <https://bit.ly/2JhBfeZ>

Farming and fishing

Farm payments

■ <https://bit.ly/2wot4aw>

Manufacturing and marketing fertilisers

■ <https://bit.ly/2NEDcl1>

Regulating pesticides

■ <https://bit.ly/2qc1BG7>

Commercial fishing

■ <https://bit.ly/2D6hSFx>

Plant variety rights and marketing of seed and propagating material

■ <https://bit.ly/2D3pZ5y>

Breeding animals

■ <https://bit.ly/2JfYqpX>

Importing and exporting

Buying and selling timber

■ <https://bit.ly/2QUQZrK>

Commercial road haulage in the EU

■ <https://bit.ly/2DovMUU>

Exporting animals and animal products

■ <https://bit.ly/2ldyniw>

Importing and exporting plants

■ <https://bit.ly/2ND73Ae>

Importing animals and animal products

■ <https://bit.ly/2zqKSEN>



SPONSORED COLUMN

Academy of Design Thinking

We are all expected to innovate in whatever we do, bring new products, create excellence in customer service, design delightful experiences, find efficiencies, do more with less, motivate and engage the employees, increase productivity, nurture diversity, find new ways to manage and reward performance, adopt new ways of working, make good use of technologies in the digital age...the list of challenges continues.



Dr Juliana Goga-Cooke

The big question is HOW? How do you innovate? Companies like Apple, Google, P&G, Fidelity, SAP, and many more are using Design Thinking as a process for innovation, disruption and growth. In the rapidly changing world of business, Design Thinking Innovation is considered a competitive advantage. The successful implementation of good strategic design throughout a company and its processes can:

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- drive growth
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Design Thinking in conjunction with other approaches and methodologies you already use, like Lean, Agile and many more.

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3. Develop innovation and entrepreneurial skills and create an innovation culture for sustainable growth.
4. Explore ways of successfully implementing the learning and directly impact customer value.

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We would love to bring Design Thinking to you. We are based at Somerset House, one of the iconic landmarks in London. All our programmes award IOEE Certificates, that are respected and recognised in UK and internationally.

For a free consultation contact: Dr Juliana Goga-Cooke
T: +44(0)7740818305
E: juliana@academyofdesignthinking.com
www.academyofdesignthinking.com



Exporting GM food and animal feed products

■ <https://bit.ly/2CbMfJd>

Exporting objects of cultural interest

■ <https://bit.ly/2PtVVCp>

Trading and moving endangered species protected by CITES

■ <https://bit.ly/2z4Xgci>

Maintaining the continuity of waste shipments

■ <https://bit.ly/2CKADOG>

Existing free trade agreements

■ <https://bit.ly/2CbL5NV>

Importing high-risk food and animal feed

■ <https://bit.ly/2pOjPgX>

Labelling products and making them safe

Producing and labelling food

■ <https://bit.ly/2DpzGwn>

Protecting geographical food and drink names

■ <https://bit.ly/2OOICwo>

Regulating chemicals (REACH) if there's no Brexit deal

■ <https://bit.ly/2Q1hwCh>

Control on mercury if there's no Brexit deal

■ <https://bit.ly/2PV1yKo>

Control on persistent organic pollutants if there's no Brexit deal

■ <https://bit.ly/2Ri9c1U>

Regulating biocidal products if there's no Brexit deal

■ <https://bit.ly/2Sj6nyJ>

Classifying, labelling and packaging chemicals if there's no Brexit deal

■ <https://bit.ly/2yxGweg>

Health marks on meat, fish and dairy products if there's no Brexit deal

■ <https://bit.ly/2pQXG1O>

Export and import of hazardous chemicals if there's no Brexit deal

■ <https://bit.ly/2CG28YF>

Meeting business regulations
Copyright if there's no Brexit deal

■ <https://bit.ly/2Pm9Pdo>

Exhaustion of intellectual property rights if there's no Brexit deal

■ <https://bit.ly/2O8HO4i>

Patents if there's no Brexit deal

■ <https://bit.ly/2AtZ6p8>

Trade marks and designs if there's no Brexit deal

■ <https://bit.ly/2RbEXto>

Accounting and audit if there's no Brexit deal

■ <https://bit.ly/2IV6eNW>

Providing services including those of a qualified professional if there's no Brexit deal

■ <https://bit.ly/2Pwnbke>

Structuring your business

■ <https://bit.ly/2OkaqN9>

Personal data and consumer rights

Geo-blocking of online content

■ <https://bit.ly/2CfplAC>

Consumer rights

■ <https://bit.ly/2CaK3BS>

Protecting the environment

Meeting climate change requirements

■ <http://bit.ly/2yBclGf>

Regulating energy

Generating low-carbon electricity

■ <http://bit.ly/2EM4J6c>

Trading gas with the EU

■ <http://bit.ly/2EY5xoL>

Trading electricity

■ <http://bit.ly/2OQJfK5>

Regulating veterinary medicines

Accessing animal medicine IT systems

■ <https://bit.ly/2ND2u9i>

Registration of veterinary medicines

■ <https://bit.ly/2O3tD4E>

Regulation of veterinary medicines

■ <https://bit.ly/2zrdde2>

Sanctions

Sanctions policy

■ <https://bit.ly/2yfg2hl>

Travelling between the UK and the EU

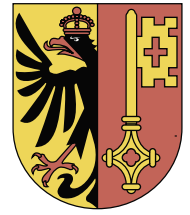
Taking your pet abroad

■ <https://bit.ly/2QUS9U8>

Taking horses abroad

■ <https://bit.ly/2Pk7nUP>

Geneva proves a winner for aid funded business

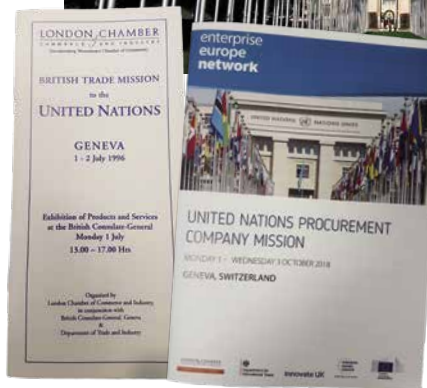


by Vanessa Vlotides

Last month LCCI's Enterprise Europe Network team took a company mission to Geneva to help UK companies benefit from the commercial opportunities available by selling to the United Nations and the international aid agencies based there – as well as share in developments in innovation and technology. This was the 23rd mission to the Swiss capital since 1996, a testament to the commercial opportunities in aid agencies.

Guaranteed

The United Nations (UN) is one of the world's largest procuring entities and represents a vast global market for suppliers of goods and services. The overall procurement volume (goods and services combined) of UN organisations during 2017 was £14.2 billion (£7.5 billion in services, £6.7 billion in goods) and the UK is their sixth biggest supplier. UN procurement is suitable for small as well as larger companies. Payment is guaranteed, English is the working language and the UK has an excel-



lent reputation among the UN agencies.

The UN family includes a large number of intergovernmental organizations, specialised agencies, programmes, funds, offices and research institutes as well as related organisations. Two thirds of the activities of the UN take place in Ge-

neva, making it a key centre of international co-operation and multilateral negotiation.

Concentration

Around 9,500 staff work for the UN in Geneva, active in a range of fields including health, labour, intellectual property, human rights, humanitarian action and disaster relief, economic, trade and development activities, disarmament efforts, science and technology and research and training.

The majority of UN contracts are not advertised internationally, so to procure contracts with them and other international aid organisations, companies need to be known by the relevant buyers. Hence get-

ting to know the procurement officers personally and building a relationship with them it is crucial to win business.

The delegates met with the United Nations Office at Geneva (UNOG) who briefed on the vendor registration process and explained to companies how to identify business opportunities and bid effectively. There was also a briefing from the Department for International Development – responsible for administering British overseas aid – on the UK Emergency Response.

In addition, individual meetings were organised with organisations including the International Federation of the Red Cross and Red Crescent Societies, UN Dispute Tribunal, International Labour Office, World Health Organisation, International Committee of the Red Cross, UN High Commissioner for Refugees, International Telecommunication Union, World Meteorological Organisation, International Trade Centre, and United Nations Conference on Trade and Development.

Vanessa Vlotides is head of the LCCI Enterprise Europe Network office and international business team

www.un.com

Focussing on investment in East Africa

The Ambassadors for the Republic of Uganda, HE Julius Peter Moto, the Republic of Rwanda, HE Yamina Karitanyi, the Republic of Sudan, HE Mohammed Abdalla Ali Eltom, and the Acting High Commissioner to the UK of the Republic of Kenya, Mrs Grace Cerere were all present at a discussion and networking lunch last month on investment in East Africa, hosted by leading law firm Watson Farley & Williams (WFW) at their City HQ.

Expert

Under the expert chairing skills of the law firm's experienced Heike Trischmann, an audience of over 60 companies heard from Tony Matharu of Grange Hotels (and chair of the LCCI's Asian Business Association), Agnes Gitau of GBS Africa, Matt



Robinson of Moody's Investors Service and Keni Kariuki of the School of Africa and Oriental Studies.

Challenges

Discussion ranged from the current political environment and potential for uncertainty and un-

predictability to the ways in which different countries are classified by the ratings agencies, and the challenges of agricultural sector and food security. The event enabled the East African representatives and potential investors to engage to speak frankly about the perceived and ac-

tual challenges of investment in the risks and rewards involved.

Long history

Dev Desai, partner at the event sponsors WFW, commented: "This was a good initiative and we were pleased to get involved. The firm has a long history in Africa, advising lenders, governments, investors, developers and trade players in a wide variety of transactions and disputes, and this event was an ideal opportunity to assist such market participants in building their knowledge base and developing relationships".

www.wfw.com



Countering terrorism

Neil Basu QPM, Assistant Commissioner for Specialist Operations (ACSO) for the Metropolitan Police Service, briefed LCCI members last month on the threats and challenges within the counter terrorism environment.

Prior to his role at ACSO Basu was the UK senior national co-ordinator for counter terrorism and led the national policing

response to the five terrorist attacks and the fourteen disrupted attack plots since March 2017. He has been at the forefront of counter terrorism policing during an unprecedented shift in threat and has been instrumental in strengthening police capability, an increasing join-up with community policing, closer working with intelligence partners and an increase in preventative interventions to counter radicalisation.



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SPONSORED COLUMN

British businesses are being repelled by President Trump's 'invisible wall' in the Atlantic

By Laura Devine at Laura Devine Solicitors

President Trump hasn't built a physical wall on the Mexican border but an invisible wall has arisen around the US which is having a real and tangible impact on UK and global businesses.

UK citizens applying for visas to travel to the US for business or work on behalf of their employers are increasingly finding applications, that would have been approved in the past, being challenged, held up and in many cases refused.

Although President Trump has not been able to secure the congressional support he needed to build the border wall, he quickly discovered that he could have a substantial negative impact on immigration by issuing executive orders, instigating regulatory changes and allowing official discretion without congressional action that alter front-line behaviours. In the case of business immigration, this has most identifiably come in the form of his "Buy American, Hire American" (BAHA) executive order.

Businesses and immigration practitioners are faced with absence of clarity and certainty, since the new policies and practices can be unclear as to how they are applied and in some cases they remain unpublicised. There is much less predictability in the outcome of adjudications by United States Citizenship and Immigration Services (USCIS) and the Department of State (DOS). This is unsurprising, as a likely intent behind President Trump's approach has been to encourage officials to exercise their discretion, with a nod and a wink. Practitioners have seen applicants

who would previously have been approved without delay being told by consular officers that their jobs can be performed by Americans. Further increasing uncertainty, USCIS has also rescinded established guidance that gave deference to prior approvals in connection with employment-based extension petitions.

One place where uncertainty can be challenged is the US Supreme Court. But with infamous new Supreme Court Justice Brett Kavanaugh tipping the balance of the Court decidedly in a conservative direction, and with a track record of backing executive and presidential authority, those looking for relief from tougher immigration policies are likely to be disappointed.

As expert immigration lawyers we see the consequences of this administration's immigration policies daily. Skilled workers and entrepreneurs are having visa applications refused. Others are having to delay or cancel planned business trips because applications are severely delayed. Business travellers need to be aware of these shifts. At the very least, applicants need to allow more time and in many cases businesses will need an alternative plan. While Trump's wall in the Atlantic may be invisible, it has had its desired effect to disrupt UK overseas businesses.

Laura Devine is the founder and Managing Partner of Laura Devine Solicitors – transatlantic corporate immigration specialists with offices in London and New York, and many years of experience helping employers in all sectors wrestle with the complexities of UK and US immigration systems.

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HMRC roll out new Customs Declaration Service

In August, UK customs launched the first release of its new Customs Declaration Service (CDS), which is replacing the 25-year old Customs Handling of Import and Export Freight (CHIEF) system.

CDS is a modern and flexible system that will allow importers and exporters who trade outside the EU to include more items with each declaration, potentially reducing how many declarations they need to make. For the first time, a Government Gateway account will include a record of all a businesses' imports and exports.

Timing

CDS is being introduced gradually and the timing of moving over to it will depend on when the business, or its software developer or agent, are ready. Developers should already be working with HMRC to update their software applications and, if they haven't

already, will contact companies soon to explain if there's anything else they need to do.

For most importers and exporters this will include confirming a company's Government Gateway account details, registering for the CDS service through it and then authorising a software developer to make declarations on its behalf.

Requirements

Businesses that trade outside the EU should use this time to familiarise themselves with changes to the tariff which has been updated to meet the requirements of the Union Customs Code. Guidance explaining the new changes to the tariff are at www.gov.uk/topic/business-tax/import-export

LCCI is working with HMRC to provide relevant information to businesses. Regular updates can be found at www.gov.uk/customsdeclarationservice

Export data

Tom Kelly, one of the founders of TradeCert, the online document company used by the LCCI to issue certificates of origin for exports, has clearly not been taking retirement literally. Here he is during a recent trek to a Mount Everest base camp, demonstrating the wonders of mobile data.





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@londonchamber.co.uk or 020 7248 1992.


 **Slovenia**
Specialist in natural products for skin and hair treatment also offers services as an ecological hairdresser salon where hair can be analysed for type and structure. Based on this the optimal treatment is provided, wherein sustainable natural ingredients are used. The company is interested in sharing their business concepts and products through a franchise agency agreement with other companies from the hair treatment sector.
Ref: BOSI20180906001

 **The Czech Republic**
Importer and distributor of medical materials, devices and aids, including diaper disposal systems is seeking new market ready methods for recycling of used diapers under commercial agreement with technical assistance.
Ref: TRCZ20181011001

 **Ireland**
SME has developed an animal warming and drying apparatus, aimed at the care of animals without damaging or dirtying the animal's surroundings, and for therapeutic use. The company is offering a license to a manufacturer of products related to animal husbandry and welfare.
Ref: TOIE20180522001

 **Greece**
Family company, specialising in the hand-made production of jams, juices and fruit sweets in syrup, is looking for manufacturers of glass bottles and jars for its products. The bottles should come in two sizes: 500ml and 1 litre while the jars must be produced in a size between 300g and 400g.
Ref: BRGR20181015001

 **Spain**
Specialist in the development of professional careers, talent, leadership, human resources and high-performance teams in the business, sports and educational fields offers her services under service agreement. Her experience of more than 25 years working internationally, has been recognized with numerous international awards such as UNESCO (2003) and Prince of Asturias (1998).
Ref: BOES20180828001

 **Bulgaria**
Research institute with over 40 years of experience in R&D of specialised technologies and products, has developed a laser rangefinder – electronic unit with high measurement range, measurements per minute, precision of measurement and large memory for the measurement storage. The institute is looking for partners in laser and defence technologies under commercial agreements with technical assistance.
Ref: TOBG20180912003

 **The Netherlands**
A multinational shipping enterprise with a base in the Netherlands wants to inform its clients about location and estimated time of arrival of their containers. Therefore, it is looking for partners with novel approaches to track containers before and after sea transport without adding an extra device. It aims to set up a cooperative pilot project to show the potential of the technology within the framework of a services agreement. This technology request is part of an open innovation challenge.
Ref: TRNL20181005001

 **Poland**
Company with 30 years of experience in the agricultural equipment industry offers such products as: agricultural machinery, municipal machinery, forestry trailers, truck machinery, steel products. The company is looking for long-term cooperation with foreign distributors on the basis of distribution services agreement.
Ref: BOPL20180730002

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Creative industries partner with China



The city of Shenzhen, home to a booming creative industry, is building partnerships with the UK fashion industry, with the Shenzhen Council for the Promotion of International Trade (SCPIT) holding an inaugural fashion show as part of September's London Fashion Week.

Shenzhen, north of Hong Kong, is home to 2,800 garment companies and 1,000 clothing brands that employ over 300,000 people. It represents over 60 per cent of the market in China's clothing industry, with underwear production alone achieving an annual output value of \$5.6 billion. It is also the largest production base for global eyewear brands, as well as hosting a £17 billion jewellery industry.

Advantages

During Fashion Week SCPIT deputy director Guo Jingwei briefed British industry professionals and trade partners on the investment environment, industrial advantages and partnership opportunities for UK and Shenzhen. The audience also heard from Rene Celestin, former Victoria's Secret creative director, on achieving



strategic partnerships between Chinese and British enterprises.

The message was that, as consumer confidence declines, it is time for Britain to prioritise post-Brexit trade deals and form better partnerships. Britain's creativity and experience in the international fashion industry complements China's efficiency and market capabilities. Together, these strengths will create the perfect 'Belt and Road' structure to broaden trade opportunities and re-embrace the golden-era

of Sino-British relations.

Aspirations

With an integrated strategy between Guangdong Province, Hong Kong and Macau (the Greater Bay area) to improve international links, the aspirations of Shenzhen's fashion industry to access the global market have increased. Shenzhen's creative industry has become the city's strength and has accelerated the export of fashion to international and domestic markets.

Shenzhen's fashion industry is well-known for its innovation and quality, taking the lead in the era of intelligent manufacturing. After years of development, Shenzhen is in a leading position not only in China, but has also attracted a number of world-renowned enterprises to enter the market.

The Shenzhen Council for the Promotion of International Trade is part of the China Council for the Promotion of International Trade

London lifestyle in Shanghai

London firms have been showcasing their products at an event in Shanghai to introduce Chinese consumers to quintessentially British brands.

Best of British took place last month and was the largest ever dedicated exhibition of British consumer brands in China and saw firms from a range of sectors meeting with new customers to secure valuable export opportunities.

The four-day event was hosted by the British Consulate-General Shanghai and the Department for International Trade (DIT).

London firms in attendance as part of a DIT trade mission included Christy & Co, the historic hat maker which was

founded in 1773 and made hats for everyone from Winston Churchill to Indiana Jones.

Also on the trip were Mitcham-based Boggle Confectionery, Crawley's home fragrance producer Heyland and Whittle, and makeup brand Studio10 Beauty from Stoke Newington.

Renowned

London firms exported goods worth more than £1.3 billion to China in the year to June 2018, with the UK exporting over £13.3 billion as a whole.

Parveen Thornhill, head of London region, Department for International Trade, believes there is still great potential to grow exports to the country.



She said: "London is renowned around the world as a centre for style and innovation, and the city has a huge appeal for China's burgeoning middle class, which has been enjoying a growing disposable income.

"This represents a fantastic opportunity for London firms to grow their export sales, and DIT can provide the support they need to succeed in this growing market."



Rising damp: Before and after



Winter Is Coming – Protect Your Property

Damp and condensation are amongst the most frequent issues plaguing properties in the UK, contributing to unhealthy environments for their occupants. With the great British winter now imminent, wet weather and cold temperatures greatly increase the occurrence of such problems, meaning that it is much better to protect yourself and your property sooner rather than later.

Firstly, it is important to identify the potential source of any issue:

Rising Damp

Rising damp is when water from the ground rises through brickwork, stonework or mortar, usually in houses built pre-1925 when damp proof courses were not commonly installed. The effects include the spoiling of internal surfaces, eroding the fabric of the building, reducing the thermal properties of the walls, and negative health effects for occupants.

Penetrating Damp

The result of water penetrating through the fabric of the building itself, this can affect all buildings, and is most commonly caused by problems with the roof, brickwork or windows. Even if water does not make it the whole way through a wall, penetrating damp can still lead to dry rot, wet rot, and/or serious structural problems.

Condensation

The most common form of damp, condensation leads to black spot mould, peeling paintwork and unpleasant odours. Moisture in the air is created by everyday living, from boiling the kettle, to cooking and even breathing, and condensation occurs when this warm, damp air meets a cool internal surface.

How To Protect Your Home

Whatever the problem you are facing in your property,

as independent experts in damp proofing and structural waterproofing, and having been around for 170 years, Newton Waterproofing Systems have the products to help.

Rising damp can be prevented by

injecting a new, chemical damp proof course into the existing walls. Combining this with an internal solution is particularly effective, either by applying damp proofing membranes internally, or re-plastering using a salt-resistant render-additive.

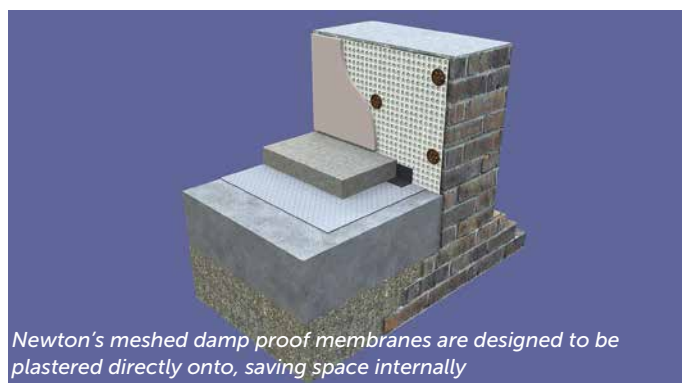
Penetrating damp is often more straightforward to identify; inspect and repair faulty tiles, rainwater goods, flashing, rendering, window and doorframes, and the walls themselves. Also consider whether wind-driven rain may penetrate the walls, and if so treat them with a water-repellant coating.



Penetrating damp



Chemical DPCs are injected, above-ground into the mortar courses of existing walls



Newton's meshed damp proof membranes are designed to be plastered directly onto, saving space internally

The key to reducing condensation is to provide ventilation during activities that create lots of moisture, like cooking or showering, as well as improving the thermal efficiency of the walls. A water-repellent coating will keep walls dry externally, whilst anti-condensation paint raises internal wall temperatures enough to prevent condensation from forming.

What Next?

All of the above damp proofing products can be bought online from Newton and installed by competent DIY homeowners and builders. However, where an installation guarantee is required, Newton's specialist damp proofing installers perform surveys, diagnose problems, recommend solutions, and carry out the installation.

Contact us

To contact one of the Newton technical team for advice, to request a list of specialist contractors in your area, or to read more advice about the treatment of damp issues, just visit the Newton website at www.newtonwaterproofing.co.uk or contact us on:

Tel: 01732 496 513

tech@newtonwaterproofing.co.uk



Inclusion and diversity – a business imperative



by Vivian Hunt

The business case for inclusion and diversity makes it increasingly an imperative. McKinsey's research over more than a decade on the case for greater gender, ethnic and cultural diversity in the workplace has been widely cited and hugely influential both outside and in the firm. Today, many successful companies regard inclusion and diversity (I&D) as a source of competitive advantage, and specifically as a key enabler of growth.

Diversity is increasingly prominent in today's economic environment. Women control, create or influence at least 20 per cent of the world's investable assets. By 2025 they could double their GDP contribution, adding \$12-28 trillion in global GDP. In the UK, ethnic minorities are expected to make up 20-30 per cent of the population by 2050.

Parity

Low representation matters at every level. Increased diversity in technology alone could add £36 billion p.a. to UK GDP by 2025 if women reached parity with men in STEM roles – resulting in a 1.8 per cent increase in GDP.

Yet many companies are still uncertain how to use I&D most effectively to support their growth and value creation goals. McKinsey's *Delivering through Diversity* research from early 2018 tackles the business case and provides a perspective on actions to take to improve growth and business performance.

Relevance

This research reaffirms the global relevance of the correlation between diversity (defined as a greater proportion of women and ethnically/culturally diverse individuals) in the leadership of large companies and financial outperformance.

“Diverse and inclusive groups make better quality decisions, often faster, and in a more fact-based manner ...”

- Top team diversity still matters: diversity continues to be correlated with profitability and is still statistically significant.
- Leadership roles matter. Companies in the top quartile on gender or ethnic diversity on executive teams are respectively 21 per cent and 33 per cent more likely to outperform bottom quartile companies in terms of profitability.
- It's not just gender. This finding for ethnic/cultural diversity on executive teams suggests that inclusion of highly diverse individuals can be a key differentiator among companies.
- Moreover, the relationship between gender diversity and performance appears to hold true even more on an updated and enlarged dataset (over 1000 companies across 12 countries), than in McKinsey's *Why Diversity Matters* report from 2015.

For 2018 we studied the I&D efforts of 17 companies representing all major regions and industries, for a more granular view of how leading companies have success-

fully harnessed the potential of I&D to help meet their growth objectives.

While progress has been slow on average, we found that individual companies have made real strides in improving their I&D outcomes and in using these results to influence business outcomes. From their experiences, we identified four imperatives for delivering impact through I&D. Any company looking to emulate the top performers must start by addressing these areas:

- **Articulate and cascade CEO commitment.** CEOs and leaders must articulate a compelling vision, embedded with real accountability for delivery, and cascade down through middle management.
- **Link I&D to growth strategy.** Leading companies explicitly define their I&D priorities in terms of their overall growth strategy.
- **Craft an initiative portfolio.** The most successful companies carefully prioritise a portfolio of initiatives to increase representation and inclusiveness and help them achieve their I&D goals.
- **Tailor for impact.** Leading companies tailor their I&D strategy to maximise local impact, by adapting execution against the vision in different geographies, or collaborating with other organisations to accelerate progress.

Impact

McKinsey's research and experience found that I&D can positively impact corporate performance across several areas:

- **Winning the war for talent.** More diverse organisations have broader talent pools from which

to source capability to compete. This is increasingly important in today's environment where talent is more scarce and harder to manage than capital, and where only 13 per cent of employees worldwide are engaged in the organisation they work for, creating billions of dollars in lost productivity.

- Improving the **quality of decision making.** Diverse and inclusive groups make better quality decisions, often faster, and in a more fact-based manner, with less cognitive bias and group-think.
- Increasing **innovation and customer insight.** Diverse and inclusive teams tend to be more creative and innovative than homogenous groups.
- **Motivating employees and increasing satisfaction.** I&D management improves employee satisfaction and reduces conflict between groups, improving collaboration and loyalty.
- **Improving company's image and licence to operate.** Companies who are leaders in this space benefit from an enhanced reputation extending beyond their employees to their customers, supply chain, local communities and wider society. For many companies this is also a matter of licence to operate.

Action

Correlation does not demonstrate causation. However, the statistically significant relationship we identified between greater levels of diversity in the leadership of a large corporate organisation and financial performance prompts action. Designing a truly effective I&D strategy is no small undertaking. But McKinsey and the companies we studied believe the potential benefits of stronger business performance are well worth the effort.

Vivian Hunt DBE is managing partner, UK & Ireland, for McKinsey & Company
www.mckinsey.com





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November 2018

06/11/18 Time 08.15-09.30

ALL MEMBERS

Policy Breakfast with Baroness Fairhead

Location TBC upon registration

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

Contact: Events Team Tel: 020 7203 1700

Email: events@londonchamber.co.uk

06/11/18 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: Zuzana Brutenicova Tel: 020 7203 1823

Email: zbrutenicova@londonchamber.co.uk

06/11/18 Time 14.00-18.30

ALL MEMBERS AND NON-MEMBERS

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

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

Nearest station: Westminster

Patron Member and Premier Plus Member: £50.00

Local Member and Non-Member: £65.00

Contact: Zuzana Brutenicova Tel: 020 7203 1823

Email: zbrutenicova@londonchamber.co.uk

07/11/18 Time 12.30-14.30

ALL MEMBERS AND NON MEMBERS

Time To Talk Business

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

Nearest station: South Quay

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

Contact: Irene Fatuzzo Tel: 020 7203 1965

Email: ifatuzzo@londonchamber.co.uk

EAST LONDON CHAMBER
COMMERCE AND INDUSTRY
(incorporating Docklands Business Club)

13/11/18 Time 12.00-14.30

ALL MEMBERS AND NON-MEMBERS

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

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

Nearest stations: Norwood Junction and Selhurst

Sponsored by: Box Storage For Me

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

Non-member: £75.00

Contact: Linda Saran Tel: 020 7556 2393

Email: lsaran@londonchamber.co.uk



14/11/18 Time 07.45-09.15

PATRON AND PREMIER PLUS MEMBERS

Cereal Networking

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

Nearest stations: Mansion House, Cannon Street and Bank

Sponsored by: BT

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

Contact: Events Team Tel: 020 7203 1700

Email: events@londonchamber.co.uk



15/11/18 Time 08.15-10.00

PATRON AND PREMIER PLUS MEMBERS

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

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

Nearest station: Bond Street

Sponsored by: Bond Bryan Architects and CBRE

Patron and Premier Plus Member: £48.00

Contact: Events Team Tel: 020 7203 1700

Email: events@londonchamber.co.uk



27/11/18 Time 18.00-20.00

ALL MEMBERS

Changing Places Evening Networking

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

Nearest station: Lambeth North

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

Contact: Events Team Tel: 020 7203 1700

Email: events@londonchamber.co.uk

27/11/18 Time 18.30-21.00

ALL MEMBERS

Property and Construction Winter Reception

Venue: Saloon room at the Ned, 27 Poultry, London EC2R 8AJ

Nearest station: Bank

Sponsored by: Bond Bryan Architects, CBRE and Moore Stephens

Patron Member and Premier Plus Member: £126.00

Local Member: £156.00

Contact: Events Team Tel: 020 7203 1700

Email: events@londonchamber.co.uk



29/11/18 Time 18.00-20.00

ALL MEMBERS AND NON-MEMBERS

Asian Business Association Winter Reception

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

Nearest station: Gloucester Road

Patron and Premier Plus Member: £66.00

Local Member: £96.00

Non-member: £126.00

Contact: Events Team Tel: 020 7203 1700

Email: events@londonchamber.co.uk

29/11/18 Time 18.00-20.00

ALL MEMBERS

The Grapevine Network**Venue:** Croydon Council, Braithwaite Hall, Croydon Clocktower, Katherine Street, Croydon CR9 1ET**Nearest station:** East Croydon**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

16/01/19 Time 07.45-09.15

PATRON AND PREMIER PLUS MEMBERS

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

December 2018

04/12/18 Time 18.00-20.00

ALL MEMBERS AND NON-MEMBERS

Annual Winter Reception**Venue:** Fortnum & Mason, 42 Jermyn Street, London SW1Y 6DN**Nearest station:** Green Park**Sponsored by:** SmartDeskers**Patron and Premier Plus Member: £118.80****Local Member: £150.00****Non-member: £180.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

05/12/18 Time 12.30-14.30

ALL MEMBERS

Time To Talk Business**Venue:** New Road Hotel, 103-107 New Rd, Whitechapel, London E1 1HJ**Nearest station:** Whitechapel**Patron Member, Premier Plus Member, Local Member, Member's Guest: Complimentary****Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

22/01/19 Time 18.30-20.30

LCCI PA CLUB (PAs & EAs ONLY)

LCCI PA Club New Year Party**Venue:** Churchill War Rooms, King Charles Street, Clive Steps, London SW1A 2AQ**Nearest station:** Westminster**LCCI PA Club Member and Non-Member (PAs & EAs only): Complimentary****Contact:** LCCI PA Club Team **Tel:** 020 7203 1700**Email:** lccipaclub@londonchamber.co.uk

23/01/19 Time 18.00-20.00

ALL MEMBERS

Connect at Deliveroo Evening Networking***Venue:** Deliveroo, 1 Cousin Lane, London EC4R 3TE**Nearest stations:** Cannon Street, Mansion House and Bank**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

*new name for Changing Places Evening Networking event series

31/01/19 Time 18.00-20.00

PATRON AND PREMIER PLUS MEMBERS

Compete & Connect**Venue:** Mac & Wild Shooting Range and Bar, 9a Devonshire Square, London EC2M 4YN**Nearest station:** Liverpool Street**Patron Member and Premier Plus Member: £60.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

January 2019

08/01/19 Time 08.15-09.30

ALL MEMBERS AND NON-MEMBERS

Capital 500 Quarterly Economic Survey Presentation - Quarter 4 2018**Venue:** JLT, The St Botolph Building, 138 Houndsditch, London EC3A 7AW**Nearest station:** Aldgate**Patron Member, Premier Plus Member, Local Member and Non-Member: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk**How to book your place(s) at a London Chamber of Commerce event**Visit londonchamber.co.uk/events to book your place/s on any of the above events following the instructions below.

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

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

LCCI events highlights

■ Property and Construction Winter Reception

Join members and guests on Tuesday 27 November for the property and construction reception winter. Over 120 guests will attend to network over drinks and canapes in The Ned, the historic Grade I-listed building, designed by Sir Edwin 'Ned' Lutyens almost a century ago. Sponsored by Bond Bryan Architects and CBRE the event is open to Patron and Premier Plus members only.

■ Annual Winter Reception

Celebrate the festive season on Tuesday 4 December at Fortnum & Mason. Sponsored by SmartDesk, 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.

■ Cereal Networking

Aimed at members from a variety of different business sectors and companies, ranging from SMEs to the big corporates. The next breakfast will take place on Wednesday 14 November from 7.45am–9.30am at LCCI. Sponsored by BT, this complimentary event is exclusively open to Patron and Premier Plus members only.

■ Asian Business Association Winter Reception

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

■ Changing Places Evening Networking

Our bi-monthly flagship networking receptions are

regularly attended by up to 100 members from a wide range of industry sectors. Our next event will be hosted by Morley College on Tuesday 27 November. This complimentary event is open to all members.

■ Property and Construction Breakfast Club

The final breakfast of 2018 will hear from Geeta Nanda OBE (pictured), Chief Executive, Metropolitan on Thursday 15



Photo: Thames Valley Housing/Flicker

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

■ Compete & Connect

A visit to Mac & Wild's virtual shooting range and bar promises to create an incredible experience whilst you connect with fellow LCCI members and business professionals at the new Compete & Connect series of events on Thursday 31 January. The evening will pair networking with accessible, competitive fun and will include; exclusive access to the bar plus two virtual shooting ranges with multiple games perfect for novice or sharp shooters alike, plus drinks and delicious canapés from Mac & Wild's acclaimed kitchen. Open to Patron and Premier Plus members only tickets are £60.00 inclusive of VAT per person.

Member offers

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



■ The Fox Club is a private members club and has recently been refurbished. Located in the heart of Mayfair, including a bar and restaurant seating up to 30 people. The ideal setting for luncheons, smaller events, drinks, canapés and private dinner functions. The club also offers eight luxuriously appointed bedrooms and suites. A limited number of new memberships are available to LCCI members

Offer to members

Any LCCI member signing up to join The Fox Club will enjoy a 15% discount off membership rates and upon joining will enjoy a "Complimentary Welcome Drink in the Bar". This offer will be available up until the 31st January, 2019.

Contact

info@foxclublondon.com
www.foxclublondon.com



■ A Curious Group of Hotels is a privately owned British company of independent chic hotels and restaurants for the culturally Curious.

Offer to members

For members of the London Chamber of Commerce, A Curious Group of Hotels are delighted to extend members 15% off their B&B rates – now, and forever! Featuring Cowley Manor in the Cotswolds, L'Hotel in Paris, Canal House in Amsterdam & The Portobello Hotel in Notting Hill, they're perfect for leisure, business or perhaps leisure! Use the code LCCI when booking online or direct with the hotels.

Contact

Visit us at www.curioushotels.com
Book your place today!
www.eventbrite.co.uk/e/how-to-become-a-cyber-secure-and-gdpr-resilient-business-tickets-51397927585



■ ACE Travel Management is an independent business travel agency, proud to be providing a professional and personal service to clients for over 27 years. We manage our clients travel profile offering creative solutions that adhere to corporate policies and authorisation processes, whilst continually reviewing client travel expenditure to recommend additional opportunities for savings. In addition to the above ACE Travel Management support client's duty of care obligations through Travel Safety Training and proposing tailored security risk management solutions.

Offer to members

Contact ACE Travel Management for a Free Policy Health Check and to allow us to demonstrate our expertise.

Contact

Contact Sarah Wilson – CEO
sarah.wilson@acettravel.co.uk
www.acettravel.co.uk



■ Celebrate your Christmas party with us and treat guests to a stunning view of the Thames. Our hotel is more than just an elegant 5 star hotel, it is a symbol of the pioneering spirit of London set within rich historical wharfs and quays on our doorstep. On arrival, your guests will be greeted by the professional events team, and the sound of seasonal background music will welcome you into the reception room, where everyone can enjoy a delicious glass of mulled wine or champagne followed by a sumptuous 3 course dinner including wine. Prices starting from £80 per person.

Offer to members

Chamber Members will receive 10% off by using the code LCCI

Contact

Please contact 0207 510 1803 or email events@canaryriversideplaza.com

Re-living the Royal Wedding at Windsor

Windsor Castle is hosting an exhibition *A Royal Wedding: The Duke and Duchess of Sussex* with a display of Their Royal Highnesses' wedding outfits, and the page and bridesmaid outfits of His Royal Highness Prince George and Her Royal Highness Princess Charlotte.

In a recording made for visitors to the exhibition, The Duke and Duchess discuss their plans for the wedding, including the choice of outfits, music and flowers. The Duchess says, "A great level of detail went into the planning of our wedding day. We knew how large the scale of the event would be, so in making choices that were really personal and meaningful, it could make the whole experience feel intimate."

Ambassador

The Duchess of Sussex's wedding dress with a boat-neckline bodice was created by the British designer Clare Waight Keller, artistic director at the historic French fashion house Givenchy. The Duchess's five-metre-long veil is made from silk tulle and embroidered with the flora of the



53 countries of the Commonwealth, a reference to an important part of The Duke and Duchess's official work following His Royal Highness's appointment as Commonwealth Youth Ambassador. The Duchess added two of her favourite flowers to the embroidered decoration: Wintersweet which grows in the grounds of Kensington Palace in front of Nottingham Cottage, and the California Poppy the State flower of The Duchess's place of birth. Embroidered ears of wheat, symbolising love and charity, are symmetrically placed at the front of the veil, which is edged with embroidered organza flowers.

Diamonds

The bride's veil was held in place by a diamond and platinum bandeau tiara, lent to Her Royal Highness by

Her Majesty The Queen. On public display for the first time, the tiara is formed as a flexible band of eleven sections, pavé set with large and small brilliant diamonds in a geometric design. At the centre is a detachable brooch of ten brilliant diamonds. Both the bandeau and brooch were bequeathed to Her Majesty by her grandmother Queen Mary in 1953.

A replica of The Duchess of Sussex's bridal bouquet made from artificial flowers has been created for the exhibition. The bouquet was designed by florist Philippa Craddock and included sweet peas, lily of the valley, astilbe, jasmine, astrantia, sprigs of myrtle and forget-me-nots, the favourite flower of Diana, Princess of Wales. The myrtle sprigs came from a shrub at Osborne House on the Isle of Wight, grown from a cutting brought from Germany by Prince Albert, consort of Queen Victoria. Sprigs from the bush have been included in the bouquets of all royal brides since the 1850s.

Embroidered

The Duke of Sussex's wedding outfit was the frockcoat uniform of

the Household Cavalry (the Blues and Royals), specially commissioned for the occasion and made by tailors at Dege & Skinner on Savile Row. The uniform's single-breasted blue doeskin jacket has figured braiding of Regimental pattern on the stand-up collar and sleeves. It is ranked to Major with large gold embroidered crowns on the epaulettes. The trousers, officially called 'overalls', are made from a blue and black barathea, a fine woollen cloth, and are fastened by a leather strap and buckle underneath the boot. His Royal Highness has loaned an identical uniform to the exhibition.

In the recording for visitors, The Duke says, "I chose the frock coat as a uniform, with permission from my Grandmother, because I think it's one of the smartest Household Cavalry uniforms. It's one of my favourites, and I was very fortunate to be able to wear that on the day."

A Royal Wedding: The Duke and Duchess of Sussex is part of a visit to Windsor Castle up to 6 January 2019

www.royalcollection.org.uk

ADVERTISEMENT

What's in a signature?

This time last year the phenomenon of #me too was unleashed to great effect dividing opinion as to the line between harmless flirtation and the far more sinister predatorial behaviour targeting the workplace and subjecting men and women to the unwanted sexual attention that undermines dignity at work.

So many column inches have already been devoted to the #me too commentary that to join the bandwagon of commentators could be considered to be somewhat, me too, and so the subject of this article is to answer a much more mundane question that frequently occupies the thoughts of employers, "is it necessary for my employees to sign their contracts of employment and what are the risks to me as an employer of a failure to obtain that signature?"

The simple answer to this question is "yes". Obtaining an employee's signature on a contract of employment will generally go a long way in allowing the employer to demonstrate that the employee agreed with the content, especially where the contract contains terms which may be considered to be detrimental to the employee. A good example are the post termination restrictions; these are terms of the contract that seek to prevent the employee joining a competitor, setting up a competing business, poaching colleagues or interfering with supplier relationships.

Employers often suggest that an employee's continued work after a written contract has been given to them, is evidence that they agree to and accept the terms, even if they have not signed the contract. This view is not entirely accurate and is likely only to be

valid where the terms contained within the contract have an immediate impact on the employee.



In the case of post termination restrictions the impact on the employee is only triggered after the employment relationship has ended. **This is the point at which the employee is likely to say that the reason the contract is unsigned is because they did not agree with its terms.** In addition it is common for employment contracts to contain a provision which states that the employee confirms understanding and acceptance of the terms by signature. Such a clause is likely to seriously undermine an employer's ability to place reliance on an unsigned document.

Often, employees with long service have more than one role within the employer's business either through promotion or lateral moves. Where the role or conditions of employment change, employers should issue new contracts that reflect the changed position and retain a signed copy on record in the employee's personnel file. A failure to do so may seriously undermine an employer's attempt to protect its business, especially after the employment has ended. In the land of the contract the signature is king!

For further information or assistance contact a member of the Employment Team at FG Solicitors. info@fgsolicitors.co.uk or 0808 172 9322



Berkeley recognise apprenticeship excellence



Akizam Mugezi overcame an exceptional field to be crowned best overall winner at the 2018 Berkeley Group Apprenticeship Awards

Akizam, who is based at Berkeley's Southall Waterside development, was unanimously backed by the expert judging panel having overcome challenging personal issues to launch his career with FM Conway.

Drawing on his personal experiences, he has gone on to lead an on-site mental health awareness campaign which helps others to identify early symptoms of stress and depression.

Dedication

Akizam also triumphed in the best exteriors apprentice category, having impressed his colleagues and line manager with his dedication and advancing skills.

The 2018 Apprenticeship Awards ceremony took place last month at The Bridge Theatre, part of Berkeley's One Tower Bridge development in Southwark.

Hidden heroes

Speaking at the event, Berkeley Group chief executive Rob Perrins said: "These awards are a celebration of great vocational training and a chance to reward the hidden heroes who are taking the lead on construction skills.

"We want to recognise the exceptional talent coming into our industry and give apprentices like Akizam the credit they deserve."

The full list of award winners include:

- **Best plumber apprentice** – Dylan Mallia, Vital Energi
- **Best support services apprentice** – John Cohen, Barretts of Aspley
- **Best electrical apprentice** – Thomas Olliver-Boddington, K.T. Electrics
- **Best interiors apprentice** – Liam Yilmaz, J A Stott Carpentry
- **Best exteriors apprentice and best overall winner** – Akizam Mugezi, FM Conway
- **Best subcontractor working with the Berkeley Group** – Lee Marley Brickwork



- **Division with the biggest impact in the Berkeley Group** – Berkeley Homes (East Thames)
- **Best industry champion within the Berkeley Group** – Mariyana Stoyanova, Berkeley Homes (Capital)
- **Best apprentice within the Berkeley Group** – Ruby Lee, Berkeley Homes (East Thames).

With the help of its supply chain and local authority partners, the Berkeley Group has seen a 30 per cent increase in the number of apprentices working across its sites and offices over the last two years. www.berkeleygroup.co.uk



Top roles in marketing and communications dominated by men

Awomen in advertising group – WACL – is calling on the marketing, media and communications industry to come together to tackle gender inequality and improve the number of women in senior roles. The group is launching an industry best practice guide following research and insight from LinkedIn, which found that:

- Women make up 50 per cent of the sector's workforce in the UK, but only 36 per cent of leadership roles, resulting in a 14 per cent leadership gap
- Women do not dominate leadership roles in any of the industries that make up the sector in the UK.

In 2017 the members of WACL voted to refresh its purpose; to accelerate gender equality in communications and marketing. This gender parity initiative and its ongoing partnership with LinkedIn is in line with this ambition and WACL is now asking businesses to pledge support for a set of best practice commitments.

These include setting gender equality goals and ensuring a diverse pipeline of talent with proactive recruitment processes and policies. These commitments have been welcomed by a number of industry trade bodies.

To inform these commitments, LinkedIn explored insights gleaned from the anonymised profile data of 597,000 UK members who work within the marketing, media and communications (MMC) industry. This includes professionals working in a range of industries within the MMC sector, including

When looking at leadership levels, there is still a long way to go, with women in only 36 per cent of roles at director level and above.

newspapers, publishing, market research, marketing & advertising, public relations and communications, writing and editing, online media, and printing.

Reassuringly, women working across the MMC sector as a whole comprise 50 per cent of those 597,000 LinkedIn profiles. However, when looking at leadership levels, there is still a long way to go, with women in only 36 per cent of roles at director level and above – resulting in the leadership gap. In contrast to other sectors within UK businesses, the number of women in MMC roles overall compares favourably to finance, software & IT and manufacturing but lags behind education, where 53 per cent of roles are filled by women.

LinkedIn's insights reveal that hiring rates show the route of the representation bias. In 2018, women are being hired into only 40 per cent of leadership positions in the UK's MMC industry. However, over the last ten years, this figure has seen a 19 per cent increase, while overall female recruitment into the industry has increased by 10 per cent.



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The 5 most common mistakes made in IP

Victor Caddy, Partner, Wynne-Jones IP

Your IP is too important not to be done properly, so what common mistakes are made when it comes to intellectual property?



1. Having no IP Budget

An appropriate IP budget is the goal for any business, so did you know...

- IP spend can be a top 5 spend for small companies
- Hiding IP spend in Legal or R&D budgets leads to conflicts
- IP spend can and should be budgeted
- Having an IP budget is the first step to managing costs effectively

2. Not aligning IP and Business

Have you considered reviewing your IP and identifying where intellectual property rights add value now and in the future? Intellectual Property Rights (IPRs) such as patents, trade marks, registered designs and trade secrets are business tools to support business strategy. Aligning IP with your business strategy and focusing on the most appropriate IPRs can help benefit the business in the short and long term by managing IP spend. It can also help in prioritising what is most important against the 'nice to haves'.

"Having an IP budget is the first step to managing costs effectively."

3. Inappropriate spending on IP

Many businesses are guilty of inappropriate spending on IP; this is often a result of having no IP budget in place or not aligning the IP with the business strategy. Have you considered the following?

- Is your business spending on the wrong type of IP?
- Is your business spending too little or too much on IP?
- Is your business effectively managing increases in spending as much as decreases?
- Is your business maintaining IP that no longer contributes any value to the business?

4. Having the wrong Advisers

Having the wrong advisers in place to support you and your business can often lead to your IP not being protected properly - so what key things should be considered when selecting or reviewing advisers?

- Your advisers should understand the business objectives and align the IP appropriately
- Your advisers should be selected on quality and technical expertise rather than purely on location and cost alone
- Your advisers should be able to easily explain how they add value to your business

5. Having no Management Responsibility

Often in businesses, IP is not managed within a clearly defined IP role, but considered as something extra in day to day workloads, an add on if you like. Even when there are roles such as IP managers in businesses, they are often not one of the main business managers. It is important to have a clearly defined management responsibility for IP at top level as this will not only make managing IP in your business more cost effective, but also allow you to make IP savvy decisions when it comes to assessing the IP value in your business. Are there any changes you need to make in your business?

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Two minute interview

Klaus Henke, managing director, Billmonitor



Who are you?

I am MD of Billmonitor, a specialist tariff advisory firm that uses software to help consumer and businesses reduce their mobile phone bills. I joined them in 2014 with the aim to expand their offering for businesses and corporates.

I got 'stuck' in London when I met my now wife when we were both completing our ACA qualification at PricewaterhouseCoopers in 1999, having previously obtained my BA (Hons) and German Diploma (FH) after studying European finance and accounting in Leeds and Bremen.

What is your connection with the London Chamber of Commerce?

Our London office used to be in the same building as the chamber and it was a natural choice to join as we are always keen to expand our business network.



"I love the fact that London is a vibrant and multi-cultural city that never seems to rest."

What was your first job in London?

I joined Coopers & Lybrand in 1996 as a trainee to become a chartered accountant, initially working in the financial services audit team. I joined the German desk and quickly expanded my areas of interest to include transaction support and forensic accounting with regular secondments to Switzerland and Germany while studying for my qualification.

One of the key things I had to learn was a more flowery conversation style to take the edge of my direct German approach to client management.

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

We had a client situation where the office manager in charge of the mobile phones started the meeting by stating that they had a great contract with big discounts and that it would be unlikely that Billmonitor would find any meaningful savings... she also had a great working relationship with her mobile phone account manager who always responded very quickly to any of her calls or emails.

Once we had used the Billmonitor software to crunch the numbers, I was able to help the client to reduce their total contract costs by over £27k or 60 per cent. She still enjoys a good working relationship with her mobile provider, just at a significantly reduced cost!

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

... the fact that so many office managers are content not to know while we do know that we can save nine out of 10 clients on average 46 per cent on their mobile phone bills."



Carlos Slim

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

Businessman and philanthropist Carlos Slim. I particularly like his take on motivation. He said that if you start out on your own, you need to have an unbreakable belief in your own abilities and trust your own instincts to be able to overcome obstacles and to survive difficult times in your career.

How is your business reacting to Brexit?

At least half of our team is from continental Europe and Brexit has been a very sensitive and emotional issue. Billmonitor needs access to high quality talent in the UK and continental Europe, similar to many other UK-based firms. We therefore hope that the UK government recognises this need for quality talent in its exit negotiations.

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

I have read that London has one of the oldest and most extensive public transport networks, particularly when it comes to the tube network, while also being the least subsidised one.

While I have seen a lot of improvements over the last twenty years, the loss of working hours and thus GDP because of under-investment in public transport is an unsustainable trade-off.

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

The Porting Authority Code – the PAC code required to move your mobile phone number from your current provider to a new one. The

current system allows the incumbent provider to send in their retention team to convince the user to stay put. The same system existed in the gas and electricity market and has long since changed to a new supplier-led system whereby a client can sign with the new supplier and allow them to arrange the porting. Why can we not have the same system for mobile phones?

What is your favourite and least favourite thing about London?

I love the fact that London is a vibrant and multi-cultural city that never seems to rest. The variety of cultural and culinary experiences is huge, and I always recommend to visiting friends to try as much of it as they can.



My least favourite thing is my journey to work: I commute into King's Cross station and then take the Piccadilly Line to Covent Garden. Regularly the access to all tube lines is restricted because of overcrowding on the Victoria Line. Somebody must have done a poor job at working out the access control for the various tube lines when planning the King's Cross St Pancras station layout.

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

Not much can be changed in a day but as London can be a rather hectic and restless place, I would like to create additional traffic-free spaces with trees instead of cars and non-smoking outdoor areas so that I can finally enjoy a coffee sitting outside without any kind of man-made fumes.

www.billmonitor.com

Managing a reputational crisis



by Ben Holt and Sarah Perry

The widespread media coverage of data issues involving the likes of Facebook and TSB earlier this year highlight the importance of having a clear plan of action to invoke if your business is faced with a reputational crisis event. The early stages of dealing with these matters can be key in minimising the impact on your business and its wider reputation. We set out below some top tips to consider.

1. Don't panic

Usually the first thing to do will be to stop the situation from getting any worse. This will often involve liaising with appropriate experts (including IT and PR experts) on ways to stem the problem. Do not be pressured into making a statement to the press on the spot or feel the need to give a detailed response to any initial enquiries: a reassuring holding statement will normally be fine. The full picture may not yet be clear, and you will want to avoid doing or saying anything that turns out to be incorrect or inaccurate which you could later regret.

2. Co-ordinate the team

Make sure that all enquiries are directed to the relevant individual or team in your business to ensure that your message is consistent and ensure that all staff know about this in case they receive any enquiries directly. It is always sensible to have out of hours contact details for the key people available and sense check any holiday requests (eg to avoid all key IT managers being out at the same time).

3. Investigate and prepare a response

When you become aware of a potential issue, consider whether you need to investigate the position (regardless of whether any allegations may appear spurious). This will help you to make informed decisions going forward. Ensure that all information relevant to the issue is retained and take care when creating any new documents relating to the matter (including e-mails etc), as these could be disclosable in any subsequent legal proceedings. Think about starting work on a more detailed draft statement too. If the incident attracts wider attention, you will not be given much time to consider your response. The statements you usually see in these situations are

bland and short for good reason: it's a rare occasion when a very detailed response would be the best option, as that will make any press coverage longer and could also increase the risk of the situation being misreported. External PR consultants can be engaged if necessary and it may also be helpful to set up a social media and internet monitoring service so that you can keep an eye on what exactly is being said and can act quickly to deal with this if needs be.

4. Regularly appraise the position

It is likely that your understanding of the position will change regularly and there will be various competing interests and obligations to consider. For example, you may need to think about shareholders, employees, customers, stakeholders, insurers and any regulators. Consider what legal issues may be involved and how best to position yourself if a claim arises. What deadlines may be involved? Avoid actions that may increase liability (such as revealing further personal data or making any substantive admissions). This could make the situation worse and could e.g. result in any available insurance cover being lost. Police intervention or a court injunction may be required –

either of which may be needed urgently to achieve the best result or may have wider consequences.

5. Beware of reporting obligations

Be aware of any obligations to report incidents (and the timing of such reports) to regulatory bodies to industry specific regulators (who may require a "serious incident report" to be filed) and the Information Commission Officer (relevant data breaches now need to be reported within 72 hours). You may also need to notify individuals affected and your insurers. Your insurance policy will usually require you to promptly notify your insurers of any circumstance which could give rise to a claim. Failure to comply with this requirement could result in you losing cover. Unless and until your insurance position is confirmed you should make sure you do not do anything to prejudice your insurer's position. Remember to check whether you have cover for reputation damage and any associated PR and / or legal costs.

Ben Holt leads the reputation management team at law firm VVW. Sarah Perry is an associate in the team
www.vvw.co.uk

Workers have nowhere to eat lunch

Workers are asking their employers to create office breakout spaces so they can eat lunch away from their desks and reset for the afternoon, according to new research.

A survey of 1,012 UK office workers' carried out by interiors retailer Furniture 123.co.uk revealed that 56 per cent of Brits don't have anywhere to eat lunch in their office, and one in three don't have any form of breakout space to enable them to get away from their desk.

Detrimental

As a result of this, a third of employees say they resort to eating lunch at their desk, which they feel is having a detrimental effect on morale and productivity.

Nearly 70 per cent of those surveyed feel they work less productively as a result of not taking a break away from their desk over lunch, and almost half believe they



would work more efficiently in the afternoons if they took a full hour for lunch.

The research also revealed that 46 per cent said they would like to get out of the office for a walk during their lunchbreak, but almost half of these felt they had nowhere to go or didn't like the local area.

In addition, over a third of UK workers take their lunch outside to eat when the weather is nice and a fifth even confess to running over their allocated lunch break.

A third of employees say they resort to eating lunch at their desk, which they feel is having a detrimental effect on morale and productivity.

Breakout features

When asked what breakout features they would like to see in the office, a designated lunch area topped the list, followed by sofas and bean bags.

Completing the top five were a garden or terrace and a ping pong table.

Mark Kelly, marketing manager at Furniture123.co.uk commented:

"Happy workers are more productive. This sentiment has been proven time and time again, and it's one of the many reasons why it's so important to keep employees on side. Providing staff with somewhere to eat lunch is an office essential, and the simple act of getting away from the desk and taking a break, even for ten minutes, enables workers to push the reset button and come back to work with a clearer head and renewed focus.

Productivity

"All employers should consider investing in breakout spaces to aid productivity. Whether creating a cosy corner with simple bean bags or commissioning a full breakout room with all the trimmings, the increased staff productivity will ultimately bring in more revenue to the business and the investment will pay for itself."

www.furniture123.co.uk

Handling work-based conflicts

Conflicts at work are often inevitable, but when a heated argument does break out it's important to resolve it as quickly as possible

Office experts at LondonOffices.com have compiled ten simple steps that will help to diffuse and solve any office grievances.

Among the best ways to handle a workplace disagreement are to clearly identify the differences between colleagues, try to fix the issue as quickly as possible, and to stay calm when talking.

Some of the other suggested tips to stop an argument from getting out of hand are to always listen to what the other side has to say, to never point the finger at someone and to address issues instead of the individuals involved.

Chris Meredith of LondonOffices.com said: "Frustratingly, conflicts are inevitable in any workplace with driven employees, so when one does crop up it's vital to make sure it's solved quickly and amicably.

"Regardless of whether you are involved in the conflict or not, there are plenty of ways that you can help to diffuse any heated arguments before they escalate and get out of hand.

"Communication is key, so if a conflict starts to boil over the best solution is to make sure that everyone remains calm and that they each get a chance to air their issues.

"Try to use any office conflicts or arguments for something that is eventually beneficial, and if you handle it professionally there's no reason the end result can't be a positive one for the whole office."

These are ten of the best tips to help manage an office conflict.

Stay calm

Conflicts at work can be heated and if not handled properly become quickly detrimental for office morale. If you are at the centre of any arguments at work it's vital to stay calm, as this is the only way to help defuse the situation.

Talk to the person

Unsurprisingly, communication is the key factor to making sure that conflicts are resolved quickly and professionally. The only way you're going to solve any grievances is through talking it out, so articulate your points clearly and serenely so that your issues are made known.

Listen to what they have to say

Just as it's important to calmly air your grievances in a conflict, so it is

equally important that you listen to the other side and try to understand their issues to clear any likelihood of a misunderstanding.

Act as a mediator

If you are not directly involved in a work-related conflict, but still find yourself at the centre of it, acting as a mediator can help control the situation and prevent any further escalations.

Identify the differences

Setting out the differences between colleagues allows you to address the situation head on, and to make sure that any issues are clearly identified. Once this is done, it will be far easier to address the root of a problem.

Address the issue, not an individual

If you try resolving a workplace conflict, make sure that any discussions firmly revolve around the issues and not the individuals involved. It will be far easier to solve the problem if everyone involved shoulders the blame, rather than just an individual.

Don't point the finger

Pinning the blame for a conflict on someone doesn't help move it

closer to a happy resolution. Always keep discussions about specific issues and not someone's personality, otherwise you risk alienating employees by appearing to take sides in an argument.

Seek a solution

Once all issues have been established and both sides of the conflict have had a chance to calmly air their grievances, you can finally begin to seek an amicable solution that will hopefully satisfy both sides of the arguments.

Solve the issue quickly

The longer a conflict drags on for the harder it will be to resolve. When a problem erupts in the office deal with it quickly, otherwise it could end in permanent damage being done to workplace morale.

Use it to create a positive reaction

If properly resolved, a workplace conflict can be used as an opportunity to turn an issue at work into something beneficial. If a grievance occurs, it's often because of a fault within the company, so fixing this could result in a more positive working environment.

www.LondonOffices.com

"Communication is key, so if a conflict starts to boil over the best solution is to make sure that everyone remains calm and that they each get a chance to air their issues."





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Reshaping the UK's Immigration system

Teni Shahiean (left) Co-founder and CEO of OTS Solicitors and **Oshin Shahiean** Co-founder and Managing Partner of OTS Solicitors



29th March 2019 – ‘Brexit Day’ – is nearly upon us. At the recent Conservative Party conference, Home Secretary Sajid Javid, and Prime Minister Theresa May gave us an insight into what immigration in the post-Brexit world may look like.

An end to Freedom of Movement

The Conservatives have embraced the Migration Advisory Committee (MAC) recommendation to remove the preferential treatment of EU citizens under any future immigration strategy. Immigration will be based on skills rather than nationality, as priority will be given to skilled workers, regardless from where they are from. Theresa May has conceded that “Trade negotiations with any country always include an element that’s called mobility,” so Brexit negotiations may still result in some concessions on mobility for EU nationals, but freedom of movement will be no more.

Clarity on the definition of skilled workers

‘Skills’ will be evidenced by salary and we don’t know yet what the lower threshold will be. The current £30,000 for non-EU nationals coming to the UK under Tier 2 is arguably going to be too high – only 26% of EU workers currently in the UK earn more than this, and while many may obtain settled status under Appendix EU, there is likely to still be a shortfall if the salary limit is set too high.

“Trade negotiations with any country always include an element that’s called mobility,”

The MAC recommended that the Tier 2 cap be lifted in its entirety. It has already been lifted in respect of doctors, nurses and other health care professionals to plug the shortfall caused by the Brexit referendum. This would allow business more flexibility to recruit overseas given the short supply of labour in the domestic market.

Temporary visas to meet demand?

The Government recently announced a temporary visa for seasonal agricultural workers to support the domestic agricultural sector. This may offer a model for the future. However, for now, there is no suggestion that this will be extended to different sectors.

Appendix EU and Settled Status

We have more clarity around the status of EU nationals already living and working in the UK. Appendix EU of the immigration rules is published, and the application process for settled status is being trialled before roll out in early 2019. With this in place, perhaps EU nationals will take the opportunity to remain in the UK, reducing the shortfall in labour the UK is likely to experience post-Brexit.

Marketing inside out



by **Donavan Whyte**

SMEs market to their customers through traditional marketing routes including everything from flyers and events to social media campaigns and search engine optimisation. I find that what is most often overlooked in a company’s vision for success is its most valuable marketing asset: the employees.

The concept of building the employer brand that is familiar to corporates such as Unilever and British Airways is no longer the preserve of big companies. Developing a strong employer brand, no matter the size of a business, is now crucial to long term success and stability.

Empowered

A great company fosters a culture in which individuals are empowered to work to the best of their ability towards a common goal. Employees have the potential to be the best advocates of an organisation and its culture and are more likely to do so when the psychological contract between employer and employee is clear and healthy.

Psychological contract

A psychological contract between employer and employee lives just beyond the conscious day-to-day work life – but it nevertheless underpins the relationship. My advice is to flesh out your psychological contract with your employees, bring it in-line with your vision for your business and keep it in your consciousness as you go about managing the day-to-day. The pay-off will be significant.

Acknowledgement

In his book *Payoff: The Hidden Logic That Shapes Our Motivations* Dan Ariely warns that lack of acknowledgement for a job well done can have a grievous effect on work satisfaction and motivation, “When we are acknowledged for our work, we are willing to work harder for less pay, and when we are not acknowledged, we lose much of our motivation.”

Acknowledging employees regularly creates a sense of being appreciated – finding ways to acknowledge team members in small ways on a daily basis is a sure-fire way to show you are in tune with their lives at work. A caveat would be that authenticity is essential – insincerity will have the opposite effect. Spend

some time thinking about how best to build in meaningful rewards that celebrate team members.

Reward

According to Forbes, half the companies that are in the *Fortune 500* and the *Top 100 companies to work* for consistently do things to show appreciation for their employees. Rewards at this level range from the 100,000 hours of free massages (Google) to giving benefits and stocks to employees (Starbucks), to luncheons, personal notes and paid-for invitations to events. Other popular rewards include time off, travel rewards, professional development and health and wellness rewards.

Stay clear of out-dated reward ideas like ‘Employee of the Month’ or branded mugs and pens which are least popular with employees.

Meaningful

When deciding on rewards for employees the challenge will be in finding a way of giving something meaningful that appeals to the myriad tastes prevalent within today’s diverse teams. It’s true that financial reward is a welcome gift in any language, generation or gender – but giving cash can seem lazy.

Gift cards are a popular form of reward. The UK’s gift card market is worth over £4 billion a year of which more than 40 per cent is B2B. Research suggests cards are more likely to represent treats while cash is easily spent on mundane items, failing to fulfil the ‘reward’ criteria. The downside of most gift cards is that they limit the individual to a retailer or experience that may not suit them. ‘Open loop’ cards come to the rescue here. Already popular in America, open loop cards are much like loaded debit cards. TPG has recently introduced the UK’s first ‘spend anywhere’ gift card, which can be used anywhere that Mastercard is accepted. The beauty of spend anywhere cards is that the receiver has the sense of being given something special as well as the freedom to choose what form that special takes.

Whatever the choice or method your business chooses to follow – there is no question that today’s job market is employee driven and happy employees are the surest way to growing your brand positively and attracting suitable employees over time.

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- Forecasting cashflow
- Support for exporters

LCCI's series of business information factsheets (BIFs) give you the answers and can be accessed on the members' section of the LCCI website. The BIFs are relevant for both start-ups and established businesses at any stage of their lifecycle and are published by Cobweb Information, a specialist in this field. Each guide is between two and six pages long and all follow the same format, including an introduction, subject topics, hints and tips and where to go for further information.

The BIFs are arranged in the following business topic order.

Law

This section provides a quick reference for legal issues pertinent to businesses, including employment and business law.

- Choosing the right business legal structure
- An introduction to company insolvency and liquidation
- Registering a trademark in the UK
- How to apply for a patent
- A guide to the Trade Descriptions Act 1968
- A guide to the copyright of others
- A guide to the Data Protection Act 1998

Health and safety

This section provides a quick reference point for a range of health and safety at work issues.

- Fire safety measures in business premises
- A guide to the control of substances hazardous to health regulations 2002 (COSHH)
- A guide to ISO14001 Environmental Management Standard
- A health and safety compliance checklist
- A guide to the Management of Health and Safety at Work Regulations 1999
- An introduction to health and safety regulations



Exporting and importing

If your business needs advice on how to export and import, this is a good place to start.

- An introduction to import duty and taxes
- A guide to export documentation
- A guide to entering methods of export markets
- Government support for exporters

Marketing

If you are looking for guidance on marketing strategy and methods for your products or services, you will find the topics below useful.

- A guide to choosing and registering an internet domain name
- An introduction to researching your competitors
- An introduction to promoting a business website

Insurance

You can find practical advice on insurance topics for business here.

- Insurance cover for business
- Choosing and using an insurance broker
- A guide to income protection insurance

Premises

If you are moving offices or seeking new business premises, the BIFs below will provide you with advice on all aspects of relocation and finding new premises.

- Choosing commercial premises
- A guide to renting premises for your business
- A guide to the Building Regulations 2010
- A checklist for buying a shop

Corporate social responsibility

These guides offer a useful intro-

duction.

- The business case for Corporate Social Responsibility
- Top tips in building a volunteering programme

Strategy

To succeed in a competitive market, it's crucial to have a good business strategy. The guides below can help with all aspects of strategy, from business planning to product development and innovation.

- A guide to writing a business plan
- An introduction to buying a business-format franchise
- An introduction to selling your business

Environmental

If you need advice on green issues, you will find some good tips below on how to make your business more environmentally friendly.

- Environmental top tips

Tenders

You can find advice on public sector tenders and how to bid for them here.

- An introduction to bidding for contract tenders
- Sources of public sector tenders and contracts

Finance

If you need advice on finance or accounting, there are several BIFs on these essential topics.

- Glossary of business finance terminology
- An introduction to business rates
- An introduction to getting paid by overseas trade customers
- A guide to preparing and submitting company accounts to Companies House
- A guide to recovering an unpaid debt
- A guide to understanding balance

sheets

- A guide to understanding profit and loss accounts
- Sources of finance for starting a business
- An introduction to Tax, National Insurance and VAT
- An introduction to Value Added Tax (VAT)
- Choosing and using an accountant
- How to forecast cashflow

Human resources

If you are looking to employ new staff or keep up-to-date with employment legislation for current ones, these BIFs provide a good starting point for employment law.

- A checklist for employing staff who work from home
- A guide to conducting staff appraisals
- Written statements of employment particulars
- An introduction to employment regulations
- An introduction to redundancy legislation and procedures
- Duties of a company secretary
- A guide to apprenticeships for small businesses?
- A guide to statements of employment
- Checklist for recruiting staff
- Statutory maternity leave and pay.

Log in

To see the BIFs, you need to log into the LCCI website at www.londonchamber.co.uk using your LCCI user name and password (please contact your account manager if you have not been issued with these).

From the landing page of the Members' Zone, click to the Member Benefits and Services hyperlink at the top of the screen. Scroll down the page until you find the Business Information Services and Guides section.

Click the View and Download the Guides hyperlink. The BIFs are downloadable and can be printed.

Contact Alexa Michael, LCCI business information executive, for further information
amichael@londonchamber.co.uk

Responsible businesses creating jobs and investing millions in UK communities

Firms championing diversity in the workplace, providing free legal aid to victims of the 2017 terror attacks and supporting unpublished writers from under-represented backgrounds were among this year's winners of the Lord Mayor's Dragon Awards – the capital's top responsible business gongs.

The firms were honoured at September's Awards dinner at the Mansion House, hosted by Lord Mayor Charles Bowman. Businesses of all sizes and sectors demonstrated how they are tackling social problems in London and the wider UK.

The annual Awards, run by the City of London Corporation, revealed that this year's applicants supported nearly 1,800,000 people across the UK, helped create over 5,000 jobs and provided over £15,300,000 in support for their

local communities and enterprises.

Volunteers

The London firms mobilised 11,922 business volunteers who contributed over 43,100 hours to local community groups, schools and individuals across the UK.

This year has seen a huge variety of winners, from publishing houses to legal firms, from charities to architecture companies.

Firms championing responsible business practices to create a lasting legacy of better business trusted by society were recognised by the new Lord Mayor's Award – Business of Trust Champion, an award open to firms from all sectors and of all sizes.

The Lord Mayor's Dragon Awards also recognises the work of SMEs, this year picking out Enterprises



David Miller Architects (pictured above), patent and trademark attorneys Beck Greener and regulatory technology firm Enforced Ltd.

Pioneering

Charles Bowman, Lord Mayor of the City of London, said: "Companies can make a tremendous difference by identifying gaps, pioneering new policies, and working with underrepresented groups – or, simply,



by giving whatever money, time, or skills they can. This year's well deserving Dragon Awards winners have done just this.

"These firms are working hard to make a difference in a huge range of areas, from promoting social mobility in the workplace to supporting and attracting new young talent to industries with skills shortages.

"We need to recognise and celebrate the innovative work that firms are doing within their responsible business initiatives. It's no longer simply about engaging with local communities. It is about benefitting workforces and creating a better and fairer society."

The 2018 winners in full

Regional Impact Award – Penguin Random House UK won for its WriteNow initiative, a campaign which aims to inform, inspire and ultimately publish writers from under-represented backgrounds. The scheme includes workshops offering advice and information for unpublished writers, and a year-long mentoring programme for the most talented and promising new voices. The initiative has so far supported 300 people across the UK.

■ **Accelerator Award** – Macquarie provides financial, in-kind and pro-bono support to help grow and accelerate Leadership Through Sport & Business, a charity that aims to increase the social mobility of people from disadvantaged backgrounds. Its 'Progression into Work' boot camp and employment programmes prepare young for careers in finance. As a result of the partnership, LTSB has seen yearly intake triple and the charity has grown from 2 to 12 employees.

■ **The Inclusive Employment Award** – David Miller Architects (DMA) hosts week-long work experience placements for students to encourage them to consider careers in the built environment. Five of the students, representing 25% of the workforce, have become full-



time employees with DMA, who have supported them to become architects. The programme is highly structured, giving students the opportunity to work on a real client brief, while developing transferable skills, and providing leadership opportunities to junior DMA staff.

■ **The Innovation Award** – Hogan Lovells provides pro bono representation, with Victim Support representation through an innovative collaboration, to victims of the 2017 London terror attacks at Westminster Bridge, London Bridge, Borough Market and Finsbury Park Mosque, and the Manchester Arena bombing. Hogan Lovells' support is significant as they provide legal representation for families whose cases fall outside the scope of public funding. They

represent victims at the Coroner's inquests into the attacks and through Criminal Injuries Compensation Scheme applications for compensation and provide 14 families with a 24/7 phone number as they help them through the legal proceedings.

■ **Community Partners Award** – Thames 21 developed Thames River Watch in partnership with Tideway, described as a 'Citizen Science Project' where volunteers collect data about litter and water quality to maintain a database about the health of the Thames. The programme has impacted communities across the London with over 1,000 volunteers, including 833 students engaged through the programme, giving residents a sense of ownership and responsibility through their community. The

programme has been a key factor in progressing its activities and has supported Tideway's legacy delivery and skills development of its volunteers.

■ **Heart of the City Award** – Beck Greener's "STEM: Branching Out" initiative encompasses a variety of activities aimed at inspiring and encouraging young people from underrepresented backgrounds, to consider careers involving STEM (Science, Technology, Engineering and Mathematics) subjects, and raising the profile of the Intellectual Property profession, in order to improve ethnic and gender diversity of the STEM professions. It also provides its staff with opportunities to develop their skills in areas such as communication, leadership, presentation, and project-management.

■ **Sir Martyn Lewis Award** – ThinkForward's partnership with ICG Specialist Asset Management supporting London East Alternative Provision School. ThinkForward aims to prevent youth unemployment. It does this by intervening early and working long-term in schools with disengaged young people aged 13 to 18 who have been identified as being at high risk of becoming NEET (not in education, employment or training). ThinkForward's Ready for Work Programme ensures students get vital exposure to the workplace, helping hundreds of young people across London and the wider UK. 71% of students from the programme have ended up in employment, education or training.



THE LORD MAYOR'S DRAGON AWARDS

Lord Mayor's Award – Business of Trust Champion winners:

■ **AESSEAL-AESSEAL®** is one of the world's leading specialists in design and manufacture. It aims to exceed all customer expectations and be a business that is reliable and can be trusted. The firm also offers an extensive apprenticeship programme with a long record of attracting young people into apprenticeships through its 'grow your own' initiative. It regularly holds events such as apprenticeship open

days, opening its doors to the public. AESSEAL also supports the 'Women in Engineering' programmes at the University of Sheffield, Sheffield Hallam University and Queen's University Belfast.

■ **Enforcd Ltd** – Regulatory technology firm Enforcd Ltd has an ambition to change the financial services industry for good. The SME's service allows firms complying with financial regulation to keep abreast of regulatory developments and effectively communi-

cate them to relevant teams within their organisation. The Enforcd platform Teamwork function and app pull together key thinking in the industry on regulatory issues from over 20 law firms and consultancies, and build out a library of advice, analysis and news linked to themes founded on a central database of enforcement actions from over 30 regulators. Enforcd allows firms to crowdsource initiatives to combat bad practice.

Previous Dragon Awards winners have reported winning new contracts, improved internal relationships, stronger reputations and increased PR as a result of taking part in the scheme.

www.cityoflondon.gov.uk

Your business

Six ways to boost employee morale

Business owners and managers are being advised on how to recognise and tackle low employee morale before it hinders their company's goals

The office experts behind **LondonOffices.com** have revealed their six best tips for sparking positive change and boosting employee morale.

An unenthused team with high turnover rates should be a huge red flag to business owners and leaders, but a surprising number of bosses aren't willing to go the extra mile to make sure their staff are happy and motivated.

Many managers fail to realise that low employee morale impacts individuals' productivity, as well as the company's ability to retain talent.

Chris Meredith, chief executive of **LondonOffices.com** said: "Employers who are finding that their staff are literally dragging themselves through the door every morning and can no longer recall the sound of laughter in the office should take heed – you need to tackle low morale before it hinders your business.

"Employee morale describes the overall outlook, attitude, satisfaction, and confidence that employees feel at work.

"It can quickly build or break a company's success, so managers have a responsibility to enlist simple and creative approaches to strengthen it before it leads to



poor cooperation, low productivity and increased staff turnover.

"Things like giving regular praise and letting your colleagues voice their concerns are easy to put into place, but the impact they can have is tremendous."

1. Don't forget to have fun

With mountains of work to get through each day and deadlines constantly looming, it can be easy to fall in to the 'All Work, No Play' mentality – but this is only going to take its toll on your employees.

Ultimately, staff go to work to get a job done, but spending over 40 hours each week doing the same tasks day in, day out can get extremely dull.

So, whether it's a quick round of drinks on a Friday afternoon, or a big team building day out every quarter, your staff will appreciate the break in monotony.

2. Be prepared to take the bullet

When your people are facing challenges and morale is sinking, be willing to step up to the mark and tackle particularly difficult issues yourself.

Whether it's dealing with a challenging client or handling an awkward confrontation, showing your team that you're willing to put your neck on the line to save them hassle will undoubtedly increase morale and team spirit.

3. Give praise where praise is due

Everybody loves a bit of positive recognition every now and then, so stop overlooking staff members' good work.

Regular positive feedback and recognition may just be the key to unlocking exceptional performance and improving employee morale – and the key word is here 'regular'. Leaving it to yearly review meetings just won't suffice.

4. Let them speak

Meet with each of your team members one-on-one to allow them chance to vent any frustrations or voice any concerns privately. Take what they say seriously and make sure to act on anything within your power.

Employees that trust you and feel able to talk and be listened to will be more willing to put the work in, knowing their opinions are valued.

5. Authentic care

Whether it's a simple birthday card or a bunch of flowers for a staff member going on maternity leave, these relatively inexpensive demonstrations show that you genuinely listen to your employees and care about their lives – and not just within the office walls.

This can go a long way towards making employees feel connected to their team and the business, and create a happier staff body overall.

6. Make work meaningful

When employee morale is taking a bit of a bashing, take the time to return to the vision on which the business was built in the first place. Ask yourself why the business exists, and how the work of employees influences this purpose.

Then, communicate this back to your staff. Emphasising the importance of their work both as individuals and teams is bound to improve morale and motivation.

www.LondonOffices.com

Healthy support of the workforce



by Xenia Koumi

Workplace wellbeing may be a recent buzzword but it's not a new concept. John Cadbury, Joseph Rowntree and Joseph Fry were amongst the earliest adopters of holistic initiatives to support the health and wellbeing of their workforce during times when very little was offered by the state.

Lack of external support is perhaps a reason why US companies are often seen as ahead of the curve when it comes to supporting staff health and wellbeing, particularly around prevention. This is unsurprising when you consider the hefty private medical insurance costs that are co-paid by employers. The UK has traditionally lagged behind, mostly as a result of the NHS offering healthcare that's free at the point of use. It would seem that there are fewer financial incentives for UK employers to support their workers' health, but is this really true?

Lost days

According to 2018 figures from the Health and Safety Executive, almost 26 million working days were lost in the UK in 2016/17 due to work-related illness and workplace injury. We're not just talking about accidents with tools: 35 per cent of the lost days were due to musculoskeletal conditions potentially from prolonged periods of time sitting at a desk with poor posture and half due to stress, depression or anxiety. The Centre for Mental Health estimated, for example, that in 2007 the total cost to employers of mental ill health was £26 billion – just over £1,000 per employee, per year.



When we consider that many cases of sickness-related absence and presenteeism are caused by lifestyle factors, such as diet, exercise levels,



“John Cadbury, Joseph Rowntree and Joseph Fry were amongst the earliest adopters of holistic initiatives to support the health and wellbeing of their workforce.”

smoking and sleep, this provides a powerful argument in favour of preventative measures, which are also – in many cases – more cost-effective to implement, both for employers and wider society alike.

Obligations

In addition to the moral and financial cases for businesses to prioritise the health and wellbeing of their staff, it's worth remembering legal obligations around the UK's health and safety legislation.

The working environment represents a crucial setting to encouraging and supporting healthier living among the UK's 32 million workers, many of whom work long hours and spend a significant amount of time at work and commuting. It's not just about the office workers, however. The UK's 'hidden' workers of cleaners, caterers, security and retail staff, represent a large portion of the wider workforce and may have different needs when it comes to health and wellbeing. Often they work out of hours (so it can be hard for them to access regular services), are on

their feet all day, receive lower pay, do not have an organisational email address. They are also rarely covered by their employers' private health insurance.

Priorities

Initial findings from ongoing research being conducted by the City Corporation show that, for Square Mile employers, the main priorities concerning the health and wellbeing of their employees are: mental health; working hours and work-life balance; musculoskeletal conditions; physical activity, weight management and nutrition; and short-term conditions.

“Within the City of London and beyond, a great deal of work is being done by local bodies and business communities to tackle the stigma attached to mental health issues”, says Catherine McGuinness, chairman of the City of London Corporation's policy and resources committee. Addressing the stigma is crucial, particularly in a workplace setting, where mental wellbeing often isn't given the same attention as physical wellbeing. Given that the factors determining an individual's health and wellbeing are so diverse, addressing one aspect – such as mental health or physical activity – can see positive effects on other areas, too.

Best practice

It's not just large multinational companies leading the way on workplace wellbeing. Even though they don't always have access to the same resources, many small employers are demonstrating best practice. The key is to understand

where the areas of need are, to start small and to continuously measure engagement and impact, wherever possible. Ideally the company's culture will be supportive of healthy behaviours, for example encouraging staff to take a lunch break away from their desks to stretch their legs and clear their minds.

There are also many free resources available to employers of all sizes to help them in their journey. Business Healthy is an award-winning programme offered by the City of London Corporation's Public Health team. Business Healthy offers free support to employers of all sizes in the City, to help them improve the health and wellbeing of their workforce. Membership is free and members can access a wealth of online resources, as well as information about free, local services for their staff, networking opportunities and invitations to masterclasses throughout the year.

In addition, Public Health England has worked with Business in the Community to develop a suite of free, evidence-based toolkits for employers, focusing on different aspects of workplace health.

Dedicated

The Mayor of London's Healthy Workplace Charter is another fantastic and free resource that helps employers to focus their efforts. Businesses can access free support with the framework through their local authority). Rajesh Agrawal, London's deputy mayor for business, says: “Investing in their staff's health and wellbeing is vital for businesses. By signing up to the Mayor's Healthy Workplace Charter, businesses receive dedicated support to create healthy and productive workplaces. The benefits to businesses are many – improvements to health, staff retention, productivity, recognition as a top employer and access to an exclusive network. We work closely with 25 boroughs and the City of London Corporation, whose Business Healthy initiative is helping to bring together the Square Mile's business leaders in health and wellbeing.”

Xenia Koumi is the City of London Corporation's project lead for Business Healthy
www.businesshealthy.org
www.london.gov.uk/what-we-do/health/healthy-workplace-charter



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Essential features for an ultra-productive office

Business owners are being warned to ensure their offices feature important elements if they want to maximise their employees' productivity and efficiency in the workplace.

Research by LondonOffices.com has come up with seven must-have features of ultra-productive offices.

With the average Brit spending around 81,000 hours – the equivalent of a full nine years of their lives – at work, business owners will want to ensure that this time is spent wisely and isn't being wasted due to sitting in a bad work environment.

From providing wind-down spaces and plenty of access to natural light, to offering quality, supportive chairs and decorating with pictures and plants, these are the features which help to increase productivity and motivate people whilst they're at work.

Unfocused

Chris Meredith, chief executive of LondonOffices.com said: "A lot of business owners seem to assume that all their employees' need is a computer, desk and a room to sit in, and that's enough for them to get on and do their best work – but this couldn't be further from the truth.

"This archaic way of thinking will cause you to lose thousands of wasted hours each year due to your staff becoming unfocused and lacking productivity throughout the day.

"In fact, a good, well thought out office plan will directly impact employee morale, causing them to naturally up their productivity and efficiency because they will feel motivated to do their best."

1. Quiet spaces for private work

Employees won't always require privacy, but they need to know the option is available for those times they do. Although open-plan office spaces have been trending for some time and are great for improving communication, they can also be the reason for high noise levels which zap productivity.

If a worker needs to focus on an assignment or take a personal call,



"A good, well thought out office plan will directly impact employee morale, causing them to naturally up their productivity and efficiency..."

they should have somewhere to go to do so. So, if possible, try to create an office with a balance between individual and collaborative workspaces.

2. Wind-down spaces

Similarly, providing a place to escape office stressors is crucial to get the most from employees. These spaces – like lunch spots and informal meeting rooms – can also be used to relieve eyestrain from staring at a screen or neck and back tensions from sitting in the same place for extended hours at a time.

3. Access to natural light

Harsh fluorescent lighting has been associated with UV-related eye disease, sleep-stealing melatonin suppression, and the exacerbation



of epilepsy, lupus and certain skin conditions – so it goes without saying that natural light should be prioritised.

Significant links have been found between daytime sunlight exposure and productivity. Sunlight affects circadian rhythms and vitamin D production, which has a knock-on, positive effect on alertness and motivation.

4. Decorations

Research suggests that objects like plants, photos and other mementos in workspaces encourage more psychological engagement that empty, sterile spaces, so getting pictures up on the walls is a must. On the most basic level, adding personality to your workspace can also inspire and motivate you to do better work.

Live plants can also promote healthier indoor air, which has some effect on cognitive functioning in the workplace.

5. Comfortable and supportive chairs

As a business owner, you will want to be smart and savvy with your business' cash, but one thing you must never scrimp on is quality office chairs.

Thousands of office workers will suffer from lower back and neck pain at some point in their careers, which can result in lost hours of productivity from taking time off

for doctors' appointments or simply from being too uncomfortable and achy to concentrate.

A good, ergonomic chair will allow employees to adjust it to suit their requirements, as well as provide lumbar support and armrests.

6. Moderate temperatures

Temperatures play a biological role in circadian rhythms, which affect alertness and tiredness. They can also be a subject for heated debate with colleagues arguing over whether the office should be warmer or cooler.

Since it's often easier to add a clothing layer than take one off at the office, it might be best to keep temperatures on the cooler end of the "ideal" range. If you don't have control over the thermostat, desk-friendly heaters and fans are another option for employees' personal comfort and productivity.

7. Size and location

You could provide all of the above but if your office is out in the sticks and a pain to get to every morning, you could find that your employees are running out of steam before they've even walked through the doors.

Similarly, you want to ensure that your office isn't too cramped and each worker has plenty of personal desk space and room to breathe.

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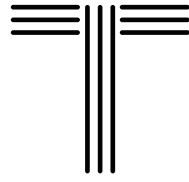
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You don't need branding. Let me tell you why...



If you have read my business articles, **writes Flavilla Fongang**, you know by now that I like to be honest and share my own personal business experience so you can learn something along the way and avoid the mistakes I have made. Branding is what our creative branding and marketing agency does but not everyone should work with us. We sometimes have to refuse to work with certain businesses or entrepreneurs. Do you want to know why we wouldn't work with you?

Your business idea is not viable

This is tough one for the ego. Don't be so self-absorbed by your business idea and your belief that you forget to look at what the market wants or needs. What problem does your product solve? Is it unique and/or scalable? Does it benefit our ecosystem and environment? The market research and analysis phases are often overlooked by many businesses. I heard this sentence so often "I know it will work!". No investments should be ever made on assumptions but on concrete facts. Do your market research or hire a creative agency to do the initial research before selling your soul to the devil. You should also have a clear sales plan which articulates how you intend to reach your defined and ideal prospect niche.

You aren't looking to grow and the passion is gone

You are content with your current business and can't be asked to do more. You lost your drive and have not considered an exit

strategy. Branding become extremely beneficial when you want to grow to exit your business. If the vision of your future is to retire with pocket full of pounds, you should work on your exit strategy from the start. Branding helps you detach yourself from business. You have a brand when it keeps attracting clients without your involvement. If you are content with the way things are going, why invest?

You are a dreamentrepreneur

You aren't ready to do what it takes to work hard and smart, learn, be open minded enough to improve yourself through constructive criticisms and experiences. An idea without a plan is just a dream. Writing your business plan and detailed action plan will keep

"Don't be so self-absorbed by your business idea and your belief that you forget to look at what the market wants or needs."

you focused and motivated. Actions speak louder than word, so say less and do more. Work on your value proposition and your market position to create a brand that your ideal prospects will crave for.

You think expense instead of investment

If you think small, you won't achieve big. Branding is a crucial investment and remember you get what you pay for. If you choose a low-cost design agency or freelance graphic designer, make sure you understand the territory you are getting yourself into. We often have to takeover on the work of low-cost agencies who promised more than they could deliver. Work with the best agency for your business if you want to achieve your ultimate business goals. If you aren't ready financially to do what it takes and invest in, focus your efforts on your sales activities using your personal brand to grow your business.

Developing a business isn't easy but it is worth it

How do you determine how much you should allocate to your marketing budget? Whether you want to promote your brand, a

products or services, or a special offer, bear the following in mind before investing in marketing.

Be realistic - What do you want to achieve?

If you want 20 per cent turnover growth each quarter, knowing that your conversion rate is lower than five per cent, allocating £100 a month for your marketing budget won't get you there. You have to spend money to make money. But also, you need to know your conversion rate. How do you measure that? Review the number of prospects you had to reach in the last quarter to achieve your current prospect conversion. If you want more, increase your reach.

Are you doing it right?

Implementing a marketing strategy isn't as simple as it sounds. You need to timely and effectively coordinate your marketing mix of offline and online activities. This includes setting up the right KPIs. One of the things your KPIs should allow you to evaluate is your ability to reach the right audience through the right channels. Are you doing this effectively? How do you measure that? Do you get enough quality leads? If not, your marketing campaign needs to be reviewed immediately as you are putting money in pocket with a hole.

You aren't for everyone and everyone isn't for you

If you believe your products or services serve everyone then you won't serve anyone at all. Why do you think a GP gets paid less than the gynaecologist? People pay more for an expert than a generalist. What do you want your company be known for? Align your marketing activities to your brand strategy. Focus your marketing activities on your most valuable prospects to maximise conversion and work with clients that you want.



Sinclair C5: ahead of its time

Photo: Vauxford/Creative Commons

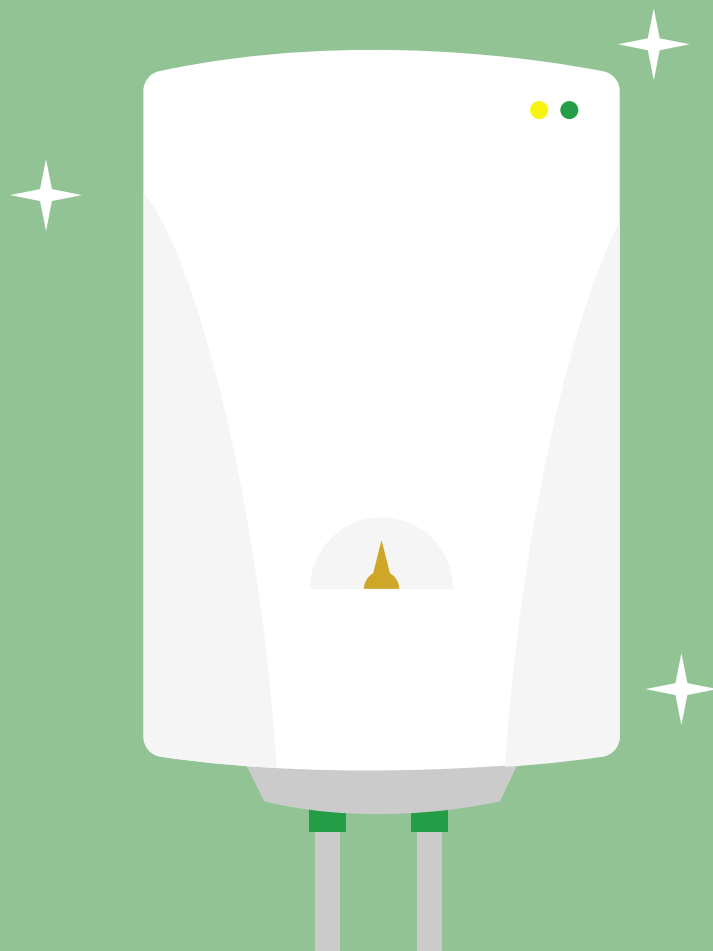
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EU-Vietnam trade and investment agreements ready for signature

Last month the European Commission in October adopted the EU-Vietnam trade and investment agreements, paving the way for their signature and conclusion.

The trade agreement will eliminate virtually all tariffs on goods traded between the two sides. The agreement also includes a strong, legally binding commitment to sustainable development, including the respect of human rights, labour rights, environmental protection and the fight against climate change, with an explicit reference to the Paris Agreement.

President of the European Commission Jean-Claude Juncker said: "The trade and investment agreements with Vietnam are exemplary of Europe's trade policy. They bring unprecedented advantages and benefits for European and Vietnamese companies, workers and consumers. They take fully into account the economic differences between the two sides. They promote a rules- and values-based trade policy with strong and clear commitments on sustainable development and human rights. By adopting them a few hours before welcoming the participants in the ASEM-EU Summit in Brussels, the Commission shows

its commitment to open trade and engagement with Asia. I now expect the European Parliament and EU Member States to do the necessary for the agreements to enter into force as soon as possible".

Commissioner for Trade Cecilia Malmström said: "The Commission has now delivered two valuable and progressive agreements with Vietnam that I am convinced the European Parliament and EU Member States can support. Vietnam has massive potential for EU exporters and investors to do business, both now and in the future. It is one of the fastest-growing economies in Southeast Asia, with a vibrant market of more than 95 million consumers, an emerging middle class and a young, dynamic workforce. Through our agreements, we also help spread European high standards and create possibilities for in-depth discussions on human rights and the protection of citizens. I hope the Council and the European Parliament will approve the agreements swiftly to allow businesses, workers, farmers and consumers to reap the benefits as soon as possible."

The trade agreement will eliminate over 99 per cent of customs duties on goods traded between the two sides. Vietnam

will remove 65 per cent of import duties on EU exports from entry into force of the agreement, with the remainder of duties being gradually eliminated over a 10-year period, to take into account that Vietnam is a developing country. The agreement also contains specific provisions to address non-tariff barriers in the automotive sector and will provide protection for 169 traditional European food and drink products in Vietnam, the so-called Geographical Indications, like Rioja wine or Roquefort cheese. Through the agreement, EU companies will be able to participate on an equal footing with domestic companies in bids for procurement tenders with Vietnamese authorities and state-owned enterprises.

Besides offering significant economic opportunities, the trade agreement also ensures that trade, investment and sustainable development go hand in hand, by setting the highest standards of labour, safety, environmental and consumer protection, ensuring that there is no 'race to the bottom' to attract trade and investment. The agreement commits the two parties to respect and effectively implement the principles of the International Labour Organisation concerning

fundamental rights at work; and to implement international environmental agreements, such as the Paris Agreement; to act in favour of the conservation and sustainable management of wildlife, biodiversity, forestry and fisheries; and to involve civil society in the monitoring the implementation of these commitments by both sides.

The trade agreement includes an institutional and legal link to the EU-Vietnam Partnership and Cooperation Agreement, allowing appropriate action in the case of breaches of human rights.

The investment protection agreement, meanwhile, includes modern rules on investment protection enforceable through the new Investment Court System and ensures that the right of the governments on both sides to regulate in the interest of their citizens is preserved. It will replace the bilateral investment agreements that 21 EU Members States currently have in place with Vietnam.

Alongside the agreement recently reached with Singapore, this agreement will make further strides towards setting high standards and rules in the ASEAN region, helping to pave the way for a future region-to-region trade and investment agreement.

Steps to fight disinformation

Representatives of online platforms and the advertising industry have handed over to Commissioner for Digital Economy and Society Mariya Gabriel individual roadmaps, which outline concrete steps to implement the Code of Practice to fight online disinformation.

The Commissioner said: "I have asked the industry to put forward tangible steps to fight disinformation in the code. The commitments therein represent a first positive outcome of the Commission's approach to tackle online disinformation. It won't be enough to have the code only on paper, the latter needs to be effectively implemented and followed by actions. I will closely monitor the progress made and assess, by the end of the year, if sufficient headway has been made or whether further actions are required, especially

in view of the upcoming European elections."

The individual roadmaps outlined in the code contain concrete actions by the platforms to fight disinformation in all EU Member States. Online platforms will for instance make political advertising more transparent, offer some training for political groups and election authorities or intensify their cooperation with fact-checkers.

The Commission will support the implementation of these roadmaps ahead of the EU elections in May 2019. Following the European Council conclusions of June 2018 and the State of the Union address, the Commission and the European External Action Service will present a joint action plan to fight disinformation, focusing on strategic communication policy, by the end of the year.

Action plan to develop a sustainable and circular bio-economy

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Commission extends duties on imported steel pipes and tubes from Russia and Ukraine for another five years

Following an investigation, the Commission decided the existing anti-dumping measures on Russian and Ukrainian imports of seamless pipes and tubes should stay in place for another five years to ensure fair conditions for EU producers.

The duties range from 24.1 per cent to 35.8 per cent for imports

from Russia and from 12.3 per cent to 25.7 per cent for imports from Ukraine. The decision is another example of the continued Commission's commitment to creating a level playing field for EU steel industry, with 52 trade defence measures currently in place on steel and iron products.

The investigation to review of

the measures was conducted upon request from the European Steel Tube Association. It showed that significant dumping from both Russia and Ukraine had continued over the previous period (over 30 per cent for Russia, and over 20 per cent for Ukraine) and, if the measures were to lapse, it is likely that significant quantities

of dumped Russian and Ukrainian exports would again be directed to the EU market threatening the EU pipe and tubes producers, based among others in Czech Republic, France, Germany and Italy. The decision helps therefore preserving jobs in a sector that employs today over 13,000 Europeans.

EVENTS



Location: Louvain-la-Neuve, Belgium
Registration Deadline: 30 November 2018

BioWin Day is the international networking event of BioWin – the Health Cluster of Wallonia in Belgium – and brings together stakeholders active in the biotechnology and medical technology sectors.

It provides an opportunity for industrial and academic players (companies, research centres, organizations and universities) to share their knowledge and expertise concerning scientific and/or business-oriented issues but also to meet potential partners. This year, more than 500 visitors are expected.



Location: Brussels, Belgium
Registration Deadline: 26 November 2018

Stereopsia 2018 – a creative industry event for all forms of 3D / XR / AI – is celebrating its 10th edition this year. Along with top speakers and thematic conferences, a highly visible brokerage event is being organised by Enterprise Europe Brussels. There will be opportunities to meet research & technology partners and to pave the way to long-term technological, R&D&I collaborations based on tech transfer, innovation and research activities.

Organized by the European American Enterprise Council (EAEC), with the support of the US Department of Commerce, this B2B Matchmaking event helps 'born global' start-ups and international SMEs set up speed meetings with numerous potential strategic partners and clients through a very organized and structured process, during five days before and during the International



Location: Las Vegas, USA
Registration Deadline: 10 January 2019

Consumer Electronics Show – CES.

They will meet with distributors, resellers, retailers, and e-tailers from the consumer electronics industry, and also with corporate open innovation and corporate funds executives, as well as institutional (venture capital) and private investors who are actively looking at partnering with or investing in global innovators and disruptors based in the USA, but also coming from Europe, Asia, and other parts of the world.



Location: Angers, France
Registration Deadline: 9 January 2019

Enterprise Europe Network, VEGETOLYS, the leading European cluster for plants and the SIVAL, the European key professional showcase in the plant production sector are inviting companies to their international tailored-made B2B meetings where they can benefit from targeted business appointments and take the opportunity to meet potential new clients' partners among more than 600 exhibitors, and 23,000 visitors. The VIBE – Vegepolys International Business Event – has been designed for the firms of the plant industry willing to create exchanges and opportunities to develop business, scientific and technological partnerships or to set up in France.



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

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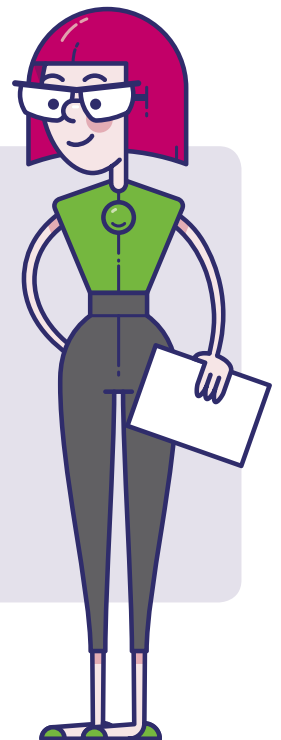
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Issue 150 | November 2018

Capital matters

COVER STORY

Invest in Murcia

Pages 54-55

Is team coaching the answer to your business's biggest challenge?

Team coaching is growing fast as organisations realise the value of great team work. But what's behind this development? asks Neil Atkinson, AoEC Head of Systemic Team Coaching

In the last few years, team coaching has become one of the hottest trends in leadership development. It's the fastest-growing form of coaching globally, according to the Ridler and Sherpa reports on the coaching industry.

The Deloitte Human Capital Survey provides some answers. This year, the survey, which summarises the views of 11,000 business and HR leaders, found that the leading global HR trend is for increased teamwork at Board level. **"As the business environment becomes more competitive and digital disruption continues, organisations have become more team-centric, networked, and agile,"** the report states. **"While these approaches are taking hold in sales, operations, and other functional areas, a big problem remains: The C-suite must change as well. Rather than behave as independent C-level functional experts, the C-suite itself must now operate as a team."**

Peter Hawkins, professor in Leadership at Henley Business School, supports this view, commenting that in his research – Tomorrow's Leadership and the Necessary Revolution in Today's Leadership Development – **"one global CEO said: I have many coaches who coach my people and consultants and who consult to parts of my organisation, but that is not where our challenges lie. All my challenges lie in the connections, between people, between teams, between us and our stakeholders."**

The end of the leadership development programme?

A re-evaluation of the benefits of individual leadership development in favour of developing teams is also a current trend. Dr Hilary Lines, who leads the Master Practitioner Diploma in Systemic Team Coaching at the Academy



of Executive Coaching explains: **"Many businesses are recognising the limitations of traditional leadership programmes They are seeing that developing leaders in cohorts of individuals rarely delivers good ROI because of the difficulty of applying new learning back at work. These businesses are beginning to draw on team coaching to develop leaders together, so that they can hold each other accountable for sustaining changed behaviour in real work situations."**

"Rather than behave as independent C-level functional experts, the C-suite itself must now operate as a team."

Coaching the connections

In this environment, team coaching is emerging as a helpful intervention to enable teams to function at their best. It involves working with a team over time

and using similar techniques to executive coaching, such as asking questions to encourage deep thinking, the examination of different perspectives and the identification of goals and solutions.

At the AoEC, team coaching is based on a systemic approach in which the team look at the needs and impact of the systems and stakeholder outside the team, as well as how they function within it.

This new skill of 'team coaching' differs from traditional team building, awaydays and workshops, which tend to look only at team dynamics and are rarely able to generate sustainable change long-term. It can be an important part of culture change programmes.

Harnessing cultural diversity

Team coaching is not only valuable for board-level teams, but also for newly formed or newly merged teams, or teams at any level needing to raise their performance. It can also be a good choice for multi-cultural teams needing to work together effectively.

When the AoEC opened in Dubai earlier this year, team coaching

training was immediately popular. **"There are huge opportunities for team coaching in our market due to the diversity of UAE - over 200 nationalities – Dubai being a hub for many multinationals,"** comments head of AoEC UAE, Leila Rezaiguia. **"In a region that's extremely diverse, multilingual and geographically dispersed, it's inevitable that conflicts happen. Team coaching enables teams to reconnect, define their essence and work towards a common goal."**

A development intervention for the 21st Century

As organisations focus on the need to enable teams to work together effectively, team coaching is emerging as one of the most powerful levers they can pull. There may be no silver bullet to enable organisations to face up to the unique challenges of the 21st century, but team coaching is proving to be one of the most valuable tools in the development toolkit.

www.aoec.com

Capital matters

Contents

News

Pages 51 and 60-64

COVER STORY



Invest in Murcia

Page 54

FEATURES

Invest in Dusseldorf

Page 52

Locate in Central Bedfordshire

Page 58

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Essex's tech-talent shines a light on county's business strength

Essex has proved to be a haven for a number of ground-breaking technology companies, who either originate from or have a facility in the county.

Teledyne e2v – whose innovations lead developments in healthcare, life sciences, space, transportation, defence, security and industrial markets, Visteon – a leading global automotive supplier – and Tevva – who specialise in automotive, Electric Vehicle (EV) and battery technologies – are all part of the thriving Essex business community.

Invest ESSEX, the inward investment and business support agency, have assisted a number of the county's tech-leaders, including Teledyne e2v, for whom they have communicated their messages and supported their needs to local education establishments, decision-makers and stakeholders.

US-owned Teledyne e2v's substantial site in Essex – its largest location outside of North America – is an example of an Essex-centred business at the pinnacle of their industry.

President of the Space Imaging division, and responsible for the site at Chelmsford, Dr Miles Adcock explains: "At our Chelmsford facility we are developing new products and new technologies. As an example, in the field of Radio Frequency Power, a very high proportion of the world's Radio Therapy Machines use Teledyne e2v's magnetrons. The recent AEOLUS satellite launch, designed to improve weather forecasting, contains an ultraviolet detector made by Teledyne e2v in Chelmsford, and we are also leading in the field of Quantum Technologies, again here in Chelmsford."

Elsewhere in the county, Raytheon and Leonardo are major defence technology suppliers while Ford, MAN Diesel, Arrow and CNH are just a selection of other companies at the forefront of their sectors.

All points in Essex have exciting development plans underway to further boost the county's attractiveness as a technology hub.

Harlow Science Park, located within the heart of the established London-Stansted-Cambridge life sciences corridor, is now open for business, offering more than 400,000 sq ft Grade 'A' laboratory, research, technical and office opportunities.

Chesterford Research Park, part of the South Cambridge Biotech Cluster, is an existing 250-acre biotechnology and pharmaceutical R&D park in Essex, hosting many of the world's leading biotech companies.

Southend's Airport Business Park has 1million sq ft of potential commercial space with aerospace company Ipeco taking 125,000 sq ft for its expanded UK operation.

Boosted by a rapidly-expanding airport, Southend is situated within a national priority area for growth and regeneration, with £65m of



(Above) Cold Atom Space Payload (CASPA) being developed by Teledyne e2v in Chelmsford as part of the Quantum Technologies group (Inset) Teledyne e2v ultraviolet detector (ALADIN300dpi) used as part of the instrument measuring wind and atmospheric particles in the Aeolus satellite recently launched

investment identified over the next five years.

Meanwhile, Colchester's planned 37-acre Northern Gateway sport, leisure, housing and business mixed-use site and the 65-acre Horizon 120 Business Park in Braintree are also hugely exciting developments in terms of the county's future prosperity.

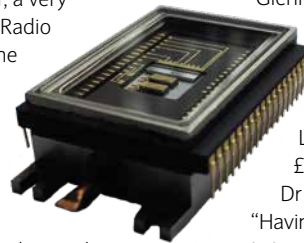
Essex is proving to be an attractive alternative as a location to London for numerous businesses, with leading property consultancy

Glenny LLP producing a recent report that revealed prime office rents in East London are £48 sq ft, compared to £20-£30 in Essex. Meanwhile, industrial market rents in east London are £18 sq ft compared to £8.75 in Essex.

Dr Miles Adcock adds on Teledyne e2v: "Having a 27-acre site just 30 minutes train journey away from London is extremely useful. It is easy for customers to visit us, and it is easy for us to reach customers anywhere in the world. It is a part of the country with good access to schools, further education, and very importantly with access to skilled employees. This area has a history in high-tech engineering and science activities, and that has allowed the skills base to be developed over a long time, around Hertfordshire and Essex, to build a pool of specialist labour. That said we must protect it by maintaining the area as an attractive place to live and work, and encourage schools and universities to keep developing our future employees with the skills we need for the future."

Educational facilities are, indeed, another example of the county's growing influence in technology, with an £11m technical skills college at Stansted – the first purpose built on-site college at a major UK airport – having just opened and Essex's first Medical School, at Anglia Ruskin University, which opened in September.

You can find out more about the work done by INVEST Essex at: www.investessex.co.uk, email: business.support@investessex.co.uk or follow them on Twitter (@investessex). For more on Teledyne e2v go to: www.e2v.com



Welcome to Düsseldorf!

Germany's Top Location for Business and Foreign Investment



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

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

Digital transformation is happening here

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

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

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

Talent pool of Digital Trendsetters

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

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

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

Focus on your success

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

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

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

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

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

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

Contact:

**City of Düsseldorf
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**Annette Klerks
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Digital transformation is happening here

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

Focus on your success

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

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

 City of Düsseldorf
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GLOBAL

Investing in Murcia

The Murcia Regional Development Agency (INFO) has contributed to the implementation of 165 business projects in Murcia since 2000, creating over 9,300 jobs

Foreign direct investment is a branch of the so-called “territorial marketing”, a concept created in the USA in the 60s and imported to Europe in the mid 70s and to Spain in the early 90s.

The Regional Development Agency of Murcia, INFO, was partly created to manage the largest industrial investment in Spain at the time (General Electric Plastics project) but also with the general purpose to attract foreign direct investment. Nowadays, INFO is the oldest Investment Promotion Agency (IPA) in Spain, even older than the national investment agency (Invest in Spain), created years later. Currently most Spanish regions have an IPA to promote their territory and manage the needs of investing firms.

In the last 18 years, INFO has worked in 873 investment projects comprising a 24+ billion Euro portfolio, with one of the largest confirmation rates of all IPAs: 19.2%. In other words, Murcia's Investment Agency has contributed to the development of 165 projects, for a creation of 9,300 jobs and an investment throughout the region of nearly €9.3 billion.

Reasons for Investment

There are currently three reasons why Invest in Murcia is the agency with the highest project confirmation rate.

1. Quick investment proposal preparation: in less than seven days the company receives a Murcia Region proposal for its investment project.
2. Powerful location search service. Having thorough knowledge of available business premises, offices and facilities (this includes the 68 industrial parks in the region), facilitates the decision-making process for investors and enables rapid service response.



“This industry attracts more investment than any other, both foreign and local.”

3. Murcia is the only region in Spain with as well as a legal framework (Law 1/2015) requiring projects to be categorized by an Investment Acceleration Unit (UNAI). This results in paperwork periods being reduced to half, with a single liaison to the Administration and a one-stop shop for investment proceedings.

These three characteristics differentiate Murcia and are sometimes the reasons why companies choose us over other regions. Without a doubt, UNAI has had a dynamizing, differentiating effect compared to other Spanish regions, helping Murcia achieve demanding milestones in terms of investment project implementation acceleration. In just two years since its creation, UNAI has managed 46 investment projects, accounting for the creation of 2,000 jobs and an investment of over 700 million.



Murcia Cathedral

Increasingly Dynamic Sectors

This includes the entire value chain within the agrofood sector: from agricultural technology and farming solutions to preparation of fourth and fifth range food products. This industry attracts more investment than any other, both foreign and local. Symborg, Fruveco, G's, García Aranda, Golosinas Fini, Fruverpack and the multinational corporation PepsiCo are some of the main brands.

Second comes the logistics sector, which accounts for some of the main investment projects over the last few months, including the new Primafrió premises currently under construction, the logistics plant of Golosinas Vidal or the new Lidl platform.

As for the tourist sector, it is currently developing some major projects and has some of the best mid-term business prospects. The arrival of the Chilean group Empresas Phoenix, the Majorcan company Roc Hoteles or even some smaller local business groups, have carried out important business operations in this sector, one of excellent outlooks in the Region.

Within the industrial sector, the Turkish company Noksel or the recently-arrived Corvus, manufacturer of special cars, the Korean firm SK Lubricants or Repsol's recent plant expansion, the largest industrial investment ever made in Spain, are the main examples.

As for technology and consultancy, it is important to mention two projects with a tremendous impact in terms of job creation: Everis (owned by the Japanese company NTT Data) and Capgemini (French Corporation).

Our Region is not only home to business expansion and investment opportunities, also to profitable portfolio inflows listed on www.investinmurcia.com. This reveals that the Region is attracting significant investment projects in multiple sectors, mainly as it is an attractive, reliable business destination to invest and grow.

This small, single-province region is located on the Southeast of Spain, in the heart of the Mediterranean coast, with a solid business network in both traditional and emergent industries, is well prepared for the increasingly globalized and competitive economy of the 21st century. In addition to its over 300 days of sunny weather per year, beautiful landscapes and delicious Mediterranean cuisine, the region is known for having a very competitive cost of living compared to national and European averages.

INVEST IN MURCIA) SPAIN



**SMALLER
LOCATIONS**

**SMARTER
INVESTMENTS**

Our **investment acceleration unit** is the only one existing in Spain, and will set your project in the fast track.

Get in touch at investinmurcia.com



**INVESTIN
MURCIA** SPAIN

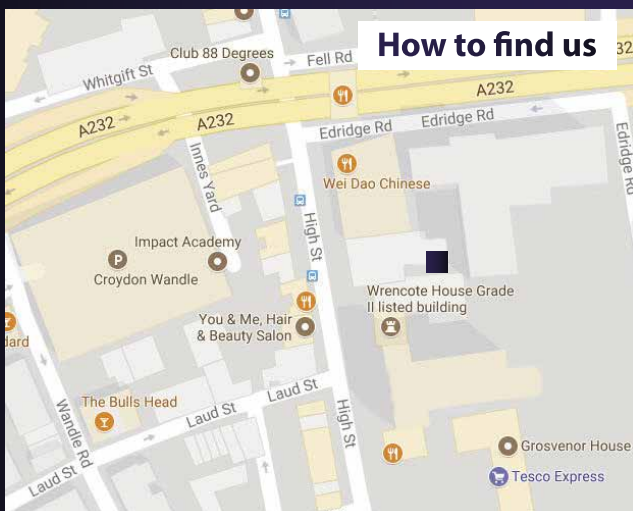


LLC PROFESSIONAL

The London Learning Consortium offers a wide choice of apprenticeships, professional and higher level qualifications and training, as well as short accredited and non-accredited programmes.

- LLC programmes are taught by highly experienced and dedicated Training & Development Consultants
- LLC programmes are designed to be flexible and convenient for employers
- We offer discounted rates for corporate groups and LLC members
- LLC provide in-house bespoke delivery solutions at an employers premises in venues across London
- Our training delivers measurable outcomes which can improve your business productivity and efficiency
- Government funding may be available to support your organisation's training needs.

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

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

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

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

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

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

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

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

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

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

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





Kent makes business sense to me.

“As well as the financial support we’ve received from Kent County Council, the county’s competitive rates on manufacturing and office space have been a major benefit to us. It’s with funding support and savings such as these that we will see our annual revenue more than double over the next year.”

Louisa Nye
Director Sunstone IP Systems

Read Louisa’s story and find out how Kent can make business sense for you.

locateinkent.com

A fresh approach to delivery

CENTRAL BEDFORDSHIRE represents a once in a generation investment opportunity. Located, at the heart of the Oxford – Cambridge Growth Corridor, Central Bedfordshire is an area witnessing nationally significant infrastructure investment and innovative businesses in key growth sectors.

This is a place that has great local and regional connections with the M1, A1, A5 and A6 corridors less than 15 miles to the M25 but is also on the doorstep of major airports offering access to international markets. It is just 30 minutes north of London with six mainline stations providing fast and convenient travel into London - but without London's land and property prices - and is within easy reach of 35 million people. Moving forward we are at the heart of the planned East West rail route and the new Expressway which will make travel across the region from Oxford to Cambridge significantly quicker and there are also plans to provide a new link road from the M1 to the A6.

Critically for employers, Central Bedfordshire offers a skilled and flexible workforce. With a population of 275,000 and more than 16,000 businesses, it is one of the fastest-growing areas in the country for job growth and consistently ranked as one of the best places to live. This is endorsed by the tens of thousands of new homes and jobs planned for the area.

Many international brands have made Central Bedfordshire their base among them Amazon, Rockwell Collins, Lockheed Martin, Nissan Technical Centre Europe, Whitbread and Center Parcs.

Of all the success stories Central Bedfordshire has to offer, four key sectors have emerged which have demonstrated significant innovation and growth and are at the centre of the area's economy. These are:

- Innovation and High Performance Technologies (HPT) R&D
- Mobility and Advanced
- Transport and Logistics
- Agrifood
- Visitor Economy



We have an unbeatable portfolio of innovation and enterprise facilities offering businesses the space to grow, evidenced by the 30% job growth in our HPT sector. These include the world renowned Cranfield University and Technology Park and Millbrook Proving Ground, which is a leader in automotive innovation and testing. We are also working with

partners to develop a vision to create a science, innovation and technology park to regenerate the site of RAF Henlow, bringing pioneering employment and world-leading research opportunities.

Development opportunities are ripe, with more than 1 million sqm of employment land and new infrastructure to support

high-quality and sustainable jobs. These include the recently opened A5-M1 link road and M1 J11a. This is supported by multi-million-pound investment in superfast broadband and major town centre regeneration programmes.

“Development opportunities are ripe, with more than 1 million sqm of employment land and new infrastructure to support high-quality and sustainable jobs.”

We have a range of strategic development locations, from major town centre regeneration schemes to new business parks and strategic logistics development sites. And Central Bedfordshire Council, which has placed enabling businesses at the top of its agenda, is ready to help facilitate investment. We have already introduced innovative Local Development Orders that cover major commercial areas, making it easier for businesses to invest and grow.

Central Bedfordshire is at the heart of one of the major sustainable growth opportunities in the UK. We have ambitious plans to work with private sector partners to accelerate the pace of delivery, and unlock our mutual growth potential. As part of this programme we already work closely with the private sector along with partners such as the UK Business Council for Sustainable Development (UKBCSD) and the South East Midlands Local Enterprise Partnership (SEMLEP) to achieve these goals.

To find out how Central Bedfordshire Council can support your growth plans, contact the team on +44 (0)300 300 8272 / info@becentralbedfordshire.co.uk or visit www.becentralbedfordshire.co.uk to see the key development sites.

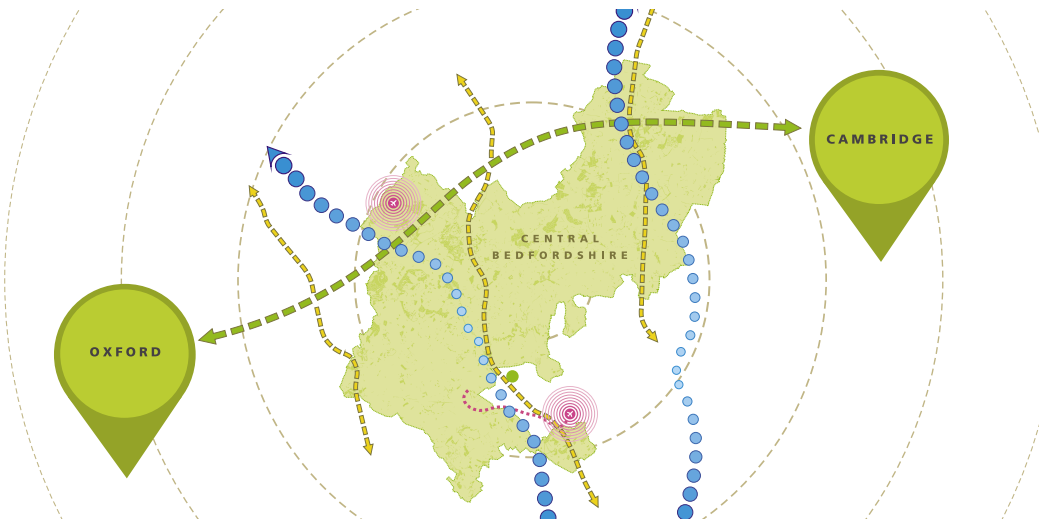
BeCentral Bedfordshire

Perfectly placed for business

Central
Bedfordshire

At the heart of the Cambridge - Oxford Growth Corridor and with everything from serviced office space to large industrial parks. Only 15 minutes from the M25, thirty minutes from Central London by rail, and on the doorstep of London Luton Airport. We offer unbeatable access to local and global markets.

We have a pro-active approach to development and will support you and your clients to find the ideal business location. Our inside track can help you to successfully navigate the planning process and other council services, including business growth programmes and support with skills and recruitment.



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The world's best-selling underfloor heating brand

Warmup is a certified ISO 9001:2008 UK based manufacturing Plc, creating innovative smart controls and underfloor heating solutions (electric, hydronic and hybrid). Warmup has sold more than 2.5 million systems in over 70 countries worldwide. Warmup, founded 24 years ago is a knowledge and research driven business, making proprietary, world-leading products.

Warmup began as, and remains a knowledge and research driven UK business, making proprietary world-leading products. Our product range of self-adhesive heated decoupling mat, heating wire with fluoropolymer coatings (on the inner wires and the outer protective jacket), 4iE Smart Wifi Thermostat, 3iE Energy-Monitor Thermostat and Tempo Digital Programmable Thermostat are patented, trademark protected, designed and owned by Warmup.

Warmup has a tradition for quality and innovation. We constantly update and add to our product range to deliver the absolute best products. Warmup is the only underfloor heating company whose products are European compliant, CE marked and accredited by more independent institutions than anyone else in the industry, giving you and your customers security and peace of mind.

Particularly for our trade professional customers, the quality and flexibility of our products, customer support pre and post-sales, technical assistance by telephone 24/7/365 and online tutorials, will help you through each stage of your project. Our Lifetime Warranty reflects our confidence in our research testing and in our operational experience.

We offer the best system for your needs, optimally designed and perfectly commissioned to work in exactly the way we advised



you beforehand that it would – for life. Really, that is the Warmup guarantee.

At Warmup we believe that there is no better heating system than radiant floor heating.

24 years and 2.5 million systems later, Warmup helps improve consumers' Homes with a full range of energy efficient, smart heating solutions.

Warmup is the worlds best selling floor heating brand manufacturing best systems, with lifetime warranties and offering 24/7/365 service in all countries.

The world seems to be moving towards this view. The worldwide value in 2014 was estimated at \$4.5 billion and anticipated to grow at 9% compound over the following 5 years.

We manufacture leading systems, design efficient layouts, install complete projects, commission and offer client support 24 hours per day, seven days per week, 365 days per year in 70 countries around the world.

We have been committed to a research and development lead approach to product and system optimisation for over 24 years. As a result, we have a complete range of proprietary integrated systems and controls that are

world leading and that have been sold to 2.5 million homes.

Warmup heating systems are currently working in countless homes, hotels, churches, synagogues, mosques, yachts, hospitals, schools, government buildings, football stadiums and of course in the bathroom of Mrs Miggins.

Warmup.co.uk or any one of our

“Warmup is the only underfloor heating company whose products are European compliant, CE marked and accredited by more independent institutions than anyone else in the industry.”

other 33 country specific websites around the world contain guides and tools to assist you in your specifications and deliberations.

Research and development by Warmup has created a product design and manufacturing process that allows us to offer lifetime warranties on most of our systems for all installers including DIY.

This allows homeowners to feel

a certain sense of confidence in the system beneath both their feet and their new home improvement project, be they kitchen, bathroom or conservatory. They can call on us to assist them in anyway at any time thanks to that warranty.

Increasingly homeowners are choosing to control their systems from their smart phones, tablets and computers.

“As a result, we have a complete range of proprietary integrated systems and controls that are world leading and that have been sold to 2.5 million homes.”

Our proprietary range of smart, connected controllers work with our market leading MyHeating™ dedicated App to deliver what our clients asked us for, i.e. The right temperature, At the lowest cost and Effortlessly.

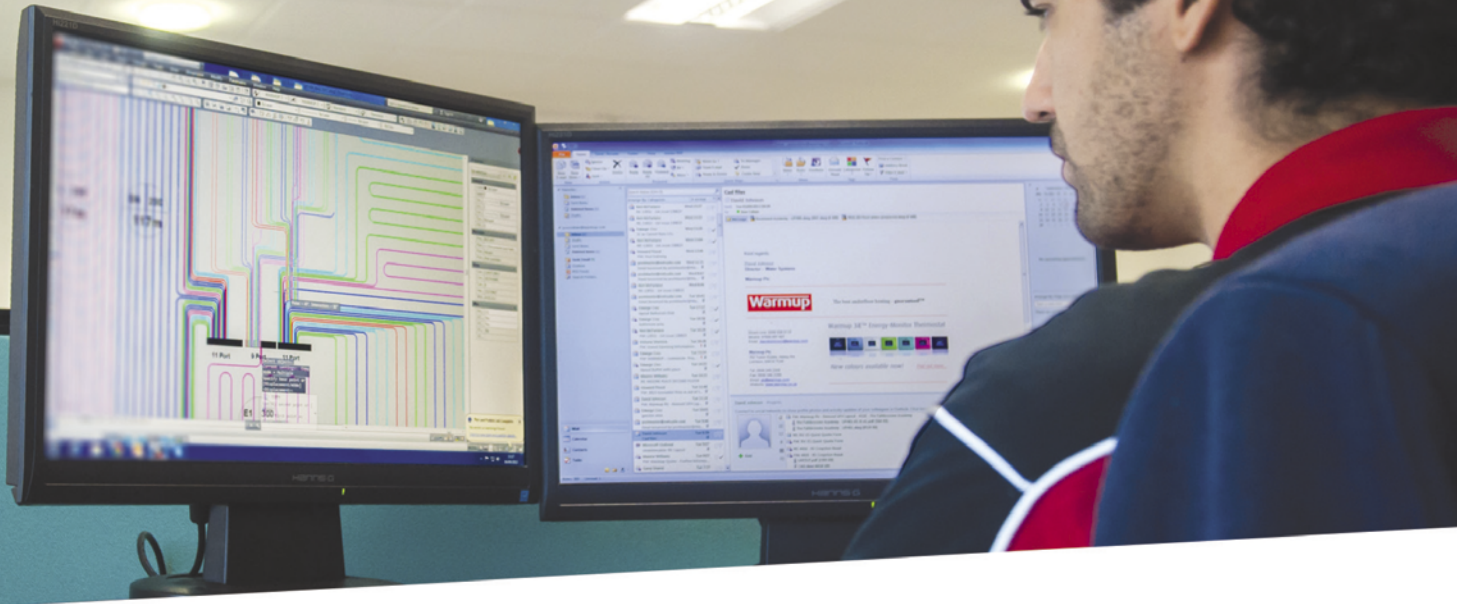
We have achieved this with the most sophisticated yet simple schedule management software, creating maximum energy saving efficiencies and a built in way of assisting home owners to find and switch to the best energy tariffs possible. Hence Warmup underfloor heating is the ultimate in energy efficient convenient heating.

Warmup can drive the floor heating category in all wholesale and retail environments like no other brand because Warmup is the brand most asked for by consumers and trade and most trusted for product quality and service. Simply put, Warmup is to floor heating what Bosch and Stanley are to tools and Dulux is to paint. Renowned, desired and a vital part of the retailing mix.

To find out more about our underfloor heating, visit our website at www.warmup.co.uk

Warmup
The best underfloor heating - guaranteed™

Warmup specialise in both **Hydronic** and **Electric Underfloor Heating**



- ✓ Over 24 years of research driven knowledge and experience
- ✓ Dedicated team of Project Directors and managers with you 24/7
- ✓ Optimised system design from experienced professionals
- ✓ Expert commissioning and aftersales support

Warmup[®]

The world's **best-selling** floor heating brand™



Small firms as learning organisations



Shaun Bowman,
Head of Assessment
and Performance
Evaluation, London
College of International
Business Studies

Here at the London Centre for Executive Excellence (LCEE) we see growth seeking small firms as organisations that are ideally placed to capitalise upon the fact that they are generally active learning organisations, having to negotiate their way through volatile and dynamic environments. This was recognised by Gibb as long ago as 1997 in his article 'Small Firms' Training and Competitiveness. Building Upon the Small business as a Learning Organisation'.

In the article Gibb suggested that the competitiveness and development potential of small firms could be improved by training, but that a different approach was needed. The concept of small firms as active learning organisations within a stakeholder environment raises

"With a collaborative style of learning, we aim to get upwardly mobile managers and small firm owner managers leveraging the knowledge and experience of our executive education and entrepreneurship specialists in their learning journey."

issues, not only of facilitating learning, but also making that learning multi-directional between all parties. Gibb repeated Handy's earlier characterisation of learning organisations as those that have four key features:

- Curiosity;
- Experimentation;
- Trust;
- Togetherness.

Growth seeking small firms therefore need to build collaborative learning channels that enable them to identify development opportunities and achieve efficiencies in their operations, thereby optimising rewards in terms of returns and establishing long-term networks.

In response to this need, providers of executive and entrepreneurial education must have approaches that are multidisciplinary and holistic, and demonstrate both an understanding of the context and process of knowing:

- How small firm owners and management learn from their environment;
- How the stakeholders learn from the small firms;
- What all parties need to know and why.

In a more recent conference paper, Wyer et al (2017) built upon the above and interests in Personal Construct theory to expound an innovative and holistic approach to executive development that utilises an individualised learning process, content that is informed by current research in relevant fields, and the participants' own work and networking contexts.

LCEE prides itself on doing exactly that. With a collaborative style of learning, we aim to get upwardly mobile managers and small firm owner managers leveraging the knowledge and experience of our executive education and entrepreneurship specialists in their learning journey. Coupled with the detailed information that they have about their own environment, we encourage the use of participants' own work context to make it a personalised learning journey.

We believe that our approach more accurately meets the learning needs of small firm owner managers and capitalises on their willingness to become more effective and resilient learners in facilitating growth and development of their business.

The use of our academically rigorous and practically relevant

small firm development support as the foundation block for their management development provides partnership with personal guidance through the learning journey, with academic mentoring, practical coaching and business development consultancy.

We currently offer the following:

- **Accelerated Business Growth Programme** – we partnership work with you to design and develop training that utilises our experts' knowledge of small firms and blends relevant best practice and subject matter content with pragmatically focused coaching.
- **Advanced Management Development Programme** – we have compressed the traditional core elements of a traditional MBA into short course for the ambitious manager wishing to obtain a good understanding of business functions within a strategic framework.
- **Innovation and Intrapreneurial Leadership Programme** – a course to engage and challenge those who are working in organisations where entrepreneurial thinking is allowed, even encouraged.

For more details of what LCEE can do for you, please contact Professor Peter Wyer on +44 (0)207 242 1004 or by email on peter.wyer@lcibs.co.uk.

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

1. Gibb AA, (1997), Small Firms' Training and Competitiveness. Building Upon the Small business as a Learning Organisation, International Small Business Journal, April 1997; 15; 13.
2. Handy C, (1992), Managing the Dream: The Learning Organisation, Monograph, Gemini Consulting: London.
3. Wyer P, Biginas K, Koumproglou A, and Bowman S, (2017), Developing an Innovative Teaching and Learning Approach to Enterprise Education, Annual Conference of the Institute for Small Business and Entrepreneurship.



THE LONDON CENTRE FOR
EXECUTIVE EXCELLENCE

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Go For Growth

Let LCEE support you with an optimal blend of management training, coaching and consultancy to enable you and your team to achieve full potential by utilising an effective fusion of best management practice and relevant theory.

Partnership work with LCEE for:

- Sustained business development
- Pace of growth in sales
- Enhanced productivity
- Reduction in costs
- Increased profitability

ACCELERATED BUSINESS GROWTH PROGRAMME

- For growth-seeking micro and small business owners/managers/CEOs
- Interactive development workshops
- Partnership working with a small business development specialist on strategic audit of your business

ADVANCED MANAGEMENT DEVELOPMENT PROGRAMME

- Fast track development for upwardly mobile managers - use own business as learning vehicle
- Focuses upon essential business and management elements of a traditional MBA
- Specifically tailored Saturday workshops that are academically rigorous and practically relevant

INNOVATION AND INTRAPRENEURIAL LEADERSHIP PROGRAMME

- 5-day intensive programme for CEOs, senior executives and future C-suite
- Nurturing the organisation in pursuit of innovation
- Developing intrapreneurs at all levels of the business

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

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Dock Manager's Office | Surrey Quays Road | London SE16 2XU

Short term finance can give business a boost

It's now 10 full years since the financial crash of 2008, and one of its lasting legacies has been a tightening of the rules around access to borrowing. Banks who got their fingers burnt have been reticent to offer lending, relying on rigid tickbox criteria to help them decide whether applicants qualify.

SOME, however, are swimming against the tide. Often described as a 'specialist lender', Together has been in business for over 40 years. Operating a "common sense" lending approach, they say no to 'Computer says no', instead looking closely into potential borrowers' backgrounds.

This approach means they can often lend when others won't. For instance, they'll consider most circumstances, including customers who might be self-employed or have complicated incomes, or those who want to buy difficult-to-mortgage properties like nightlife venues, ex-council properties, and mixed-use developments.

Many building owners in prime London locations could take advantage of the demand for retail and restaurant space by converting ground floor and basement spaces into rentable units. This typically requires planning permission for a change of use, which can take several months to be granted.

Securing the required funding can be tricky until planning permission is granted, especially on a mixed-use property. And meanwhile, you have to contend with upfront



costs such as architects.

In circumstances like these, "Many building owners in prime London locations could take advantage of the demand for retail and restaurant space."

a bridging loan can be used to span the gap between the start of planning and the completion of works – and, with it, longer-term borrowing based on the redeveloped property's increased value.

These short-term loans typically span 12 months, although you can often repay them early with no exit fees. Interest is charged monthly,

but there are no monthly repayments. Instead, the interest is totted up, and you repay the loan in full (complete with any interest and fees) when the term ends.

Broadly speaking, there are two types of bridging loan – regulated and unregulated. In simple terms, the difference is whether the property used to secure the loan is your residence.

If so, you're looking at a regulated bridging loan. These are designed to help you overcome a broken chain when moving house, or secure a property at short notice; this can be especially helpful if you're buying your new home at auction. This is because you must pay the full balance of the purchase price within 28 days

– and this is faster than some mortgage providers can operate.

Unregulated bridging loans are those that apply to investment properties (like buy-to-let and development opportunities), and those secured against commercial premises. These have a wide range of applications, particularly in the business world.


Property investors in particular benefit from the lack of repayments, which frees up cash to perform necessary renovation works. Having secured distressed properties at knockdown prices, they have time to complete upgrades and sell on at a profit. They then repay the loan using the proceeds, with interest and fees making only a small dent in their revenue.

Bridging loans are often available even if you already have a mortgage on the property – helping you to unlock equity tied up in your premises. This can be used, for instance, to invest in staff or raw materials to complete a large order, remodel the premises, or solve cashflow problems of all varieties.

Jon Elliott, Regional Development Director at Together, says: "We're seeing more innovative uses for bridging loans, and a larger appetite for lending over shorter time periods as customers look to expand their portfolios, increase yields, and change the uses of their properties. All these factors are nudging bridging finance away from being what was, perhaps, once seen as a niche product."

For further information on Together's bridging loans, visit www.togethermoney.com/lbm

together.
Common sense lending



When Rob decided to ride solo and buy his own bike shop, we were right behind him with a bridging loan.

At Together our experience spans over decades and tens of thousands of bridging loans. So being self-employed and buying a property for commercial use, is perfectly normal to us. To find out more about bridging loans and our flexible approach to lending call or have a look online.

Call us on 0333 920 1794 or visit togethermoney.com/lbm

For professional intermediary use only.

'Rob' has been used for illustrative purposes only.

together.[®]

LCCI members' noticeboard



■ OASIS Group Obtains Additional Box-it Franchise

OASIS Group, one of the largest Records and Information Management (RIM) providers in Europe, confirmed the completion of a third Box-it UK Limited franchise acquisition (Box-it Central).

Leading the way in a consolidating industry, OASIS Group's commitment to delivering a first-rate RIM service stands firm. This acquisition brings with it a strong business with multiple service offerings and a dedicated focus directed towards its clients, which are all elements OASIS values when seeking a company to add to their Group.

This transaction marks the 37th successful acquisition for OASIS Group.

www.OASISGroup.com



■ BMIM Cash Flow and Business Value Boost [FREE WORKSHOP for CEOs]

We are hosting yet another workshop on this topic as the response has been really high. Business money expert, Bibi Martin, will show you how to boost your cash flow and increase the value of your business. If you want to make more money and boost the value of your business, this is a must-attend.

This is a practical and interactive workshop, with real-life examples. You will learn the easy way of working out what your business is worth. We will show you how to boost your cash flow, and profit and your will learn how your decisions now are affecting your bank balance and business value in the future.

Register here: <https://rebrand.ly/bmim29nov>



■ Crash

This December you can make a huge difference to the lives of homeless people and men, women and children receiving hospice care just by getting dressed in the morning. It's a no brainer. CRASH is your industry charity and we need your help to support homelessness and hospice charities with life changing building projects. All you have to do is pull on a garish in-your-face Christmas jumper and donate to CRASH. You'll instantly feel warm inside knowing you're making a huge difference to those less fortunate at a time of year that is often very isolating.

Get involved at <http://www.crash.org.uk/event/9453/>



■ Haysmacintyre Notice

haysmacintyre announces the launch of its international desks service in response to evolving client needs.

The new service sees territory specialists based at its Cheapside office provide integrated global tax, accounting and business strategy services to clients expanding their overseas business. haysmacintyre's home-grown teams will draw down the expertise of MSI Global Alliance (MSI), of which there are over 100 legal and accounting firms worldwide. While the London based international team has extensive knowledge of the legal and business landscapes in their respective territories, their MSI counterparts are amongst the most well respected English speaking professionals in their own countries.

For further information, please visit www.haysmacintyre.com or contact us via e-mail: siyaroo@haysmacintyre.com



■ Frama UK

How to be a cyber secure and GDPR resilient business

Have you been concerned with the sharp rise in the number of businesses being targeted by cyber criminals, especially in the legal and financial sectors?

If so, we would like to invite you to a free breakfast workshop to explain how you can protect your business from these types of attacks enabling you to avoid the financial loss and long term damage to your company's reputation.

Venue: &Meetings, 150 Minories, London, EC3N 1LS

Start time: 9AM with breakfast provided



■ Marriot Hotels

Celebrate New Year's Eve in one of London's best hotels for the Mayor for London's fireworks. With unrivalled vistas of the London Eye and Big Ben, guests can choose to dine in either the historic Library or Gillray's Steakhouse & Bar – both options offer front row seats to the celebrations as they unfold over the River Thames. Take in the incredible views and delight in a magnificent three or four course tasting menu paired with hand-selected wines. The hotel has just been named #19 best hotel in London.

www.marriottcountyhall.com



THE LONDONER
LEICESTER SQ.

■ Edwardian Hotels London unveils its latest property, The Londoner

Located on Leicester Square, the ambitious five-star, 15 level hotel is set to transform London's hospitality scene.

Scheduled to open in 2020, The Londoner has 350 rooms including 35 suites; five concept restaurants and lounges including a spectacular rooftop bar; a state-of-the-art ballroom, two new Odeon Luxe cinemas and a subterranean spa.

The Londoner exemplifies Edwardian Hotels London's bold philosophy. Building a complex and ambitious project in an iconic area demonstrates the group's commitment to London and ability to deliver high-quality, sustainable, integrated hotels.

For further information please email info@thelondoner.com.



■ Mad4Digital

Mad4digital is a tech marketing company that helps businesses get discovered and loved online. We are a savvy team dedicated to building our clients' brands using the most innovative tools available. If you would like to discuss a brief and/or learn more about how digital strategy, SEO and email marketing campaigns can help elevate your market position, we'd love to talk with you.

Call now on 07850307631 or email dwhyte@mad4digital.com.



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joint sole agents.



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