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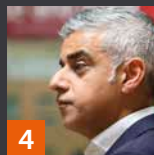
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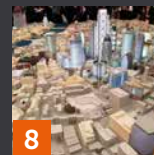
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London is Europe's most dynamic city

London is the leading dynamic city in Europe for the second year running, according to the Savills IM Dynamic Cities index: The report identifies and ranks 130 cities based on their ability to take advantage of developments such as urbanisation, the knowledge economy and technological change.

There are six categories: innovation, inspiration, inclusion, interconnection, investment and infrastructure. The index highlights those cities able to attract and retain talent, spur innovation and increase productivity, which encourages the wealth and population growth that drives successful commercial real estate markets.

Ambitious

London's position was helped by initiatives such as the ambitious London Infrastructure Plan 2050 involving more than £1 trillion of investment covering housing, transport, digital infrastructure and basic services. Major transport projects are already underway. For example, the new Elizabeth line is scheduled



to begin operating in Central London by the end of the year, and the Northern line is being extended southwest to Battersea Power Station, home to Apple's new London headquarters.

Risks

There are potential risks to London due to Brexit, especially in relation to financial services, but the Greater London Authority points out that two-thirds of the city's exports in this sector are already to non-EU countries. Even accounting for Brexit, London's workforce is sufficiently diversified, and its



wealth indicators and population growth are strong enough to provide a solid platform for long-term performance. Additionally, London ranks first in five of the six 'Dynamic Cities' categories – inspiration, innovation, interconnection, infrastructure and investment.

London is the first of five UK cities in the European top 20. Cambridge (2nd), Oxford (8th),



Edinburgh (12th) and Bristol (16th) all feature in the top 20. A further six UK cities rank in the top 40, underlining the continued resilience of the country's metropolitan areas in the face of a slowing economy and the challenges posed by Brexit.

Fundamentals

The index predicts that over the long term, all commercial real estate sectors will benefit from London's strong performance - rising employment will support the office sector, wealth creation will benefit the retail sector and the explosive growth in e-commerce will drive demand for urban logistics and warehouse facilities.

Jules Pipe, deputy mayor of London for planning, regeneration and skills, commented: "London

is the most entrepreneurial, outward-looking, creative capital city in the world. Once again, it is at the top of the international rankings for Dynamic Cities because the fundamentals which make it such an attractive place to locate remain

"Crossrail and the North London line extension are just two projects which are opening up new parts of London for investment"

incredibly strong. Crossrail and the North London line extension are just two projects which are opening up new parts of London for investment. London has a great future ahead of it, and is a great place to live, work and invest."

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Mayor of London should champion devolution across England

Mayor of London Sadiq Khan should become the leading champion for more devolution to England's cities and regions, according to a new initiative looking at London's future.

That was the view at the inaugural dinner in June of *London Tomorrow* when participants from across business and academia, explored the topic of *English metro devolution - opportunity or threat for London?*

All agreed that the unfolding process of devolution to metropolitan areas such as Bristol, Manchester and Sheffield was a broadly positive development that offered great opportunities for economic growth in the regions and England as a whole.

Responsibilities

LCCI chief executive Colin Stan-



bridge said: "This is a fascinating and exciting time for London and the other English Metro cities. Whitehall devolving responsibilities and powers to City Halls across the regions should be welcomed.

"The new Metro Mayors in Manchester, Birmingham and beyond, are beginning to build their profiles and provide a strong voice for their areas, however it is still very early days yet in the whole process.

"London has, in effect, a 'head start' of nearly two decades as a de-

volved area and there must be lessons and experiences that could be shared with our friends in the other Metro areas.

"Getting English devolution right to foster economic growth will be critical in the post-Brexit future we are all facing into".

Voice

Andrew Carter, chief executive of Centre for Cities said: "There are many areas of common cause between London and the other mayoral city regions, from addressing skills and transports challenges to ensuring that cities have a voice in Brexit negotiations.

"That's why it's really important that Sadiq Khan and other the mayors continue to work together in sharing ideas and experiences, and making the most of their collective



influence. This will be crucial in making the most of devolution in English city regions, and in pushing the government to go further and faster on this agenda."

London Tomorrow is a thought leadership initiative by LCCI in association with PwC and supported by London City Airport.

Wanted - CEO for London's top business organisation

The hunt is on for a chief executive of the London Chamber of Commerce and Industry as Colin Stanbridge (right) is retiring next March after what will have been 17 successful years at the helm of the capital's biggest, most representative business organisation.

Stanbridge joined the LCCI from Carlton Television in 2002 and has taken the Chamber forward not least in raising its media profile to the highest levels ever.

Wild Search have been retained by the Chamber to help find



a successor who must be "a dynamic individual capable of managing a varied role and range of responsibilities. They will be a spokesperson for the



London business community, responsible for membership growth, the strategic direction of the organisation and the financial and operational performance."

Stakeholder

Moreover they will be "at ease engaging with the Mayor and senior politicians as well as SME or sole trader members. Grasping the complexity of relevant policy areas and chairing meetings and

discussions with members and key stakeholder groups will be critical. Promoting the interests of members overseas and engaging with the wider chamber of commerce network will also be important." Quite an ask!

The position will be formally advertised in September with interview dates set for the following month. No need to wait until then though. If you are interested - for yourself or another candidate - email lcci@wildsearch.org or call Poppy Bryant on 0207 233 2115.

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Brexit's impact on Europe



by Ben Butters

The exact nature of the impact of Brexit on Europe depends on the exact nature of Brexit and that is something which is not yet clear. We can however anticipate that EU27 exposure will come in a number of forms, similar to those confronting the UK though the consensus is that the greater impact will be on the British side.

Economic exposure is the most tangible and significant. This does not only involve direct commercial relations but also research and development, movement and location of staff, and the, often intangible, value of professional networks facilitated through EU programmes and initiatives.

Proposals

The political impact of Brexit is also significant. The UK referendum has prompted a massive bout of constitutional and political navel gazing in Brussels and several



Chancellor Merkel

European capitals. For example, Commission president Jean-Claude Juncker last year presented a white paper (bottom right) with five scenarios on how the EU could evolve. This year Chancellor Merkel and President Macron have joined forces to attempt to prepare the ground for "important key decisions" on economic and monetary union and common foreign policy.

It is also clear that EU decision-making will never be quite the same again. This will be seen as a positive especially for those who wish to pursue political integration more actively. But there is a definite downside. For decades the UK has been seen as the leading voice of constructive criticism and pragmatism as well as being the cheerleader for the North Sea and Nordic member states. It has also been one of the main protagonists for removing barriers to the single market, a process that has largely ground to a halt during the Juncker Commission. And although the EU remains the world's largest trading bloc, the loss of the UK reduces its global clout and image too.

Relations

Politically member states may be united on the negotiation process but



President Macron

the level and type of exposure varies widely. This is apparent from the engagement of national chambers in Eurochambres work on Brexit. Those in Belgium, Germany and Ireland, countries with intensive commercial relations with the UK, are following the Brexit process closely and constantly. Proximity is clearly a significant factor in commerce with the UK, in goods as well as services.

Beyond this, relations vary depending on sectoral specialisations in countries or regions. Sometimes it goes down to the level of one small business which is part of a supply chain with one or more significant UK elements.

Attempts have been made to measure this exposure and Eurochambres has worked with the Committee of the Regions to gauge the impact at regional and city level. But until the parameters are clearer, the precise implications remain hard to gauge. Even then, unforeseen consequences are likely to emerge.

Timing

EU27 businesses want certainty just as much as UK ones but at the moment the timing of Brexit and any implementation or transition period appears to be any one's guess.

For now, at Eurochambres, we are

assuming a hard Brexit from 1 January 2021. This may become clearer after the end-June EU summit but because of the variables, uncertainty prevails.

As a result, EU27 businesses seem ready to bite the bullet of Brexit if it will allow them to plan ahead and adapt their business model accordingly. It's the waiting that is doing the damage and that is why the consensus is one of support for the Commission's approach to the negotiations.

Preparation

Chambers in the EU27 are active in many ways, as is Eurochambres, in providing guidance and toolkits for Brexit preparation as well as lobbying for a business-friendly outcome.

And life goes on, as it will when the UK eventually leaves. According to a recent survey the EU is now more popular than ever among EU27 citizens. Brexit does not feature prominently among short-term business challenges across much of the EU, according to the 2018 edition of Eurochambres economic survey, with skills shortages a greater preoccupation.

British influence in EU policy making has already dwindled to almost nothing, but this will become even more stark after the European Parliament elections in early 2019 when the UK's 70-odd seats will be redistributed while a new Commission with no UK commissioner will take office later in the year.

Ben Butters is policy director at Eurochambres, the European association of chambers of commerce and industry.
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Brexit has been dominated recently by the progress of European Union (EU) withdrawal legislation through Parliament. In the House of Lords during May, peers made 15 changes to the Bill on several key Brexit issues including Customs Union negotiations, 'retained EU law', the 'Norway option', Northern Ireland and future co-operation with the EU. On 12 and 13 June, the EU Withdrawal Bill returned to the Commons for a series of crucial votes which the government sought to overturn. Two intense days of debate and votes on the Lords Amendments also saw the resignation of junior justice minister Phillip Lee over the government's Brexit policy

What was the outcome of the Commons votes?

In the event, the government won all 20 votes in the Commons on the Lords Amendments, including a vote for a 'Norway-style' relationship with the EU which was defeated by 327 votes to 126, a majority of 201 for the government. The 'meaningful vote' amendment

was defeated more narrowly by 324 votes to 298 (majority 26). This came after leading Remainer MP Dominic Grieve and a dozen or so of his fellow Remainers were persuaded to back the government after a meeting with the Prime Minister and Chief Whip before the vote. Grieve withdrew his own amendment which would



MP Dominic Grieve

have given MPs powers to dictate what the government should do if no acceptable agreement is reached by February 2019.

However, what was supposedly agreed at that eleventh-hour meeting then became the subject of a dispute. The rebels claim that they were told the government would offer a new amendment in the House of Lords on 18 June that would give Parliament the power to prevent a no-deal Brexit. Government sources dispute this and say that it was only agreed to keep talking.

How MPs voted on the Lords Amendments to the EU Withdrawal Bill

■ <https://bit.ly/2MiX4Lx>

EU Withdrawal Bill: amendments and debates

■ <https://bit.ly/2F7Y7Kr>

EU Withdrawal Bill: MPs reject EEA membership after Brexit in key vote

■ <https://bit.ly/2K6pP17>

What is the significance of the 'meaningful vote' amendment?

If passed, the 'meaningful vote' amendment would have allowed Parliament to reject a no-deal Brexit and enforce a new negotiating mandate on the government in its deliberations with the EU. This would effectively weaken the UK's negotiating position to the point of the government agreeing to whatever the EU is willing to offer.

While the amendment is about the final Brexit deal, it also has wider implications for the Parliamentary process.

Parliament's right to a meaningful vote: Amendments to the EU (Withdrawal) Bill

■ <https://bit.ly/2MVWUe9>

Brexit amendments: Why the 'meaningful vote' is so important

■ <https://bit.ly/2Khr3mw>

What Is the Meaning of the 'Meaningful Vote' on Brexit?

■ <https://bloom.bg/2K70CDU>

What is the next stage in the Parliamentary process?

Lords consider EU (Withdrawal) Bill

■ <https://bit.ly/2tkso7M>

On Monday 18 June, the Lords considered Commons amendments to the EU (Withdrawal) Bill. Lord Hailsham put forward an amendment known as "Grieve Two", in effect a new version of proposals tabled by Dominic Grieve. If enacted, it would apply in three scenarios:

- If MPs vote down the UK-EU Brexit deal
- If the Prime Minister announces before 21 January 2019 that no deal has been reached
- If 21 January passes with no deal being struck

Peers backed the amendment to the EU (Withdrawal) Bill 354 votes to 235, a majority of 119 and a bigger Lords defeat for the government than previously.

As a result, the issue was sent back to the House of Commons for a debate on Wednesday 20 June. Prior to the Commons debate, No. 10 said it will not accept the "meaningful vote" amendment. In the event, the Commons voted by 319 to 303 (majority 16) to reject the Grieve / Hailsham amendment which would have required the government to allow MPs to vote on an amendable motion as to how it should proceed in the absence of a Brexit deal by 21 January 2019 (rather than the 'neutral', non-amendable motion as proposed by the government).

The Lords then accepted the amendment to the EU (Withdrawal) Bill sent to them from the House of Commons, meaning the bill now goes for Royal Assent to become law.

Heavy Lords defeat for government sets up Brexit showdown

■ <https://bit.ly/2Khs0Lp>

Brexit: No 10 will not accept 'meaningful vote' amendment

■ <https://bit.ly/2tsFvBl>

Brexit: Bill approved after May sees off rebellion

■ <https://bbc.in/2yqjDvP>

Brexit: Theresa May vows 'smooth and orderly' EU exit

■ <https://bbc.in/2ytXD3b>

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What preparations is the government making for a 'no deal' Brexit?

Britain's plans for a 'no-deal' Brexit have ground to a halt

■ <https://on.ft.com/2IWQaKr>

EU leaders will express their concern at the European Council meeting on 28 and 29 June about the lack of progress in Brexit talks. According to a set of leaked documents, they will call for member states to increase preparations in case the outcome is a 'no deal', according to the first draft of their summit statement.

European Council, 28 and 29 June 2018

■ <https://bit.ly/2K64PqG>

EU Leaders Call for More Preparations for No-Deal Brexit

■ <https://bloom.bg/2MY7I1K>

Brexit: EU leaders set to warn Theresa May over talks and step up preparation for 'no deal', leaked papers reveal

■ <https://ind.pn/2JPhsqK>

EU's 'No Deal' Brexit Warning on the Table

■ <https://bloom.bg/2yjbQee>

Brexit Q&A is researched and written by Alexa Michael, LCCI business information executive. LBM readers are invited to submit their own questions for responses to be published in future issues. Send them to amichael@londonchamber.co.uk

Berger King



Monday 16 July 2018 marked 50 years since master chef Herbert Berger first started chopping vegetables as an apprentice at the Grand hotel in Austria Zell Am See.

To this day he still reminisces about walking down the corridor and being struck by the vastness of the kitchen. He was just 15 years of age and was barely able to peer into the stock pot! Half a century on, his career has led him to work in some of the best hotels in Switzerland, France, Jersey and the UK.

Berger won his first Michelin star in 1979, was honoured twice more at the Café Royal Grill room, and again at 1 Lombard Street. He has done his fair share of media work – it could have been a lot more but

has always believed in being in the kitchen looking after his team and clients.

He has seen many culinary trends come and go which makes him appreciate all the more the importance of a classical foundation in cooking, good training and an understanding of basic skills.

Berger has worked for some brilliant chefs, including Michel Bourdin, but to this day his biggest influence remains his mother's cooking as everything came from the farm, fields and forest. LCCI members were able to witness his culinary influence at the Innholders Hall when the Chamber AGM took place there last September.

www.innholders.co.uk

SPONSORED COLUMN

EMI options for SME employees – green light after EU blip



By Clare Munro, senior tax partner, Lubbock Fine Chartered Accountants

It's a common complaint of small company bosses that their employees don't really understand what it's like to be in business and how much hard work goes into achieving any success. Setting up a share incentive or share option scheme can be motivating for employees and can help align their interests with those of the business owners.

Simply gifting shares in a successful company to employees is likely to be expensive in income tax terms, possibly generating a liability to national insurance contributions too. The Enterprise Management Incentive or EMI scheme allows companies to give their employees a right to buy shares at a pre-agreed price, so they have a direct interest in the company's growth. With generous tax benefits enabling employers and employees to avoid the traps with non-tax advantaged schemes, it continues to be the government's flagship share option scheme for small companies looking to incentivise employees.

However, what many business people and their advisors hadn't realised until this year is that, while we remain a part of the EU, a tax advantaged scheme like the EMI needs to be approved under the 'state aid' rules. The announcement that the EU state aid approval for EMI would lapse on 6 April 2018 was therefore something of a shock. At that stage there was no clear timetable for renewal so companies trying

"The Enterprise Management Incentive allows companies to give their employees a right to buy shares at a pre-agreed price."

to grant options to senior people faced the prospect of indefinite deferral of their plans.

Happily the EU commission have now confirmed the EU State Aid approval for EMI schemes, which represents a green light for new option grants and gives companies and their key staff certainty going forward.

In our experience, the most common approach to EMI options allows employees to 'exercise' their options and purchase shares only on a company sale. This gives the employee an equity stake in the company as the value of the option shares increases. But it also has practical advantages in that there is no need either to consider how the exercise price will be funded or how to deal with shares purchased by employees if the employee-shareholder leaves. However, the system is very flexible and it's also possible to design a scheme to deliver shares to employees as long-term holders.

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Advice that adds up

Model city

LREF – the annual London Real Estate Forum which took place in June – included a panel discussion chaired by LCCI chief executive Colin Stanbridge on the Bakerloo line extension. The project is expected to have a transformative impact through job creation and housing development on the Southwark and Lewisham particularly.

Joining Stanbridge on the panel were: Peter John, leader of Southwark Council; Claudette Forbes, regeneration adviser at Lewisham Council; and Fred Pilbrow, founder partner of Pilbrow & Partners.

Much interest was shown in the City of London 1:500 scale model that features the buildings which currently have planning permission, giving a visual prediction of the future city skyline. It also picks out the



historic street plan including a number of heritage sites.

LCCI president Tony Pidgley CBE (left) was in fine form at the LREF preview during which schoolchildren and students are invited in to view the models on show before

the forum proper gets going.

Addressing them Pidgley urged: "Don't let anyone put you off – talk to people, learn, read, understand. Put energy and passion into it and you will get there."

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Making the best of work



by Matthew Taylor

“In my mind there is, in Westminster, a little-known graveyard dotted with government reviews which have been commissioned and subsequently buried there, unmarked. I didn't want my review of modern employment to join them so when the government asked me to look to look at modern employment practices and gig work I decided to broaden my remit, and that is why the report is called *Good Work*.



To put the report into context, there is a strong labour market in the UK – in terms of our capacity to create jobs and our unemployment rates – which is the envy of many parts of Europe and not something we should sacrifice. There is virtually nothing in my report – there are 53 recommendations in total – that would increase the ‘employment wedge’ – the cost of taking someone

on as a full employee. That was a very important principle for me.

Platforms

However, it is also the case that in many cases the quality of work people experience at the bottom end of the labour market, particularly various forms of casual, non-standard work, is poor. And we have seen the emergence of new employment platforms such as Uber and Deliveroo. Broadly speaking, I think peo-



Photo by Sam Saunders/Flickr.com

ple who work for those platforms enjoy working for them. However, there is a danger with platforms entering into areas of more conventional employment and changing the business model in ways that we may not want. In home removals, for example, there are firms moving from employing people to classifying them as self-employed workers.

This reduces the tax paid by the individual and the firm and means workers lose protections and rights. My view is that competition should be based upon investment, innovation, creativity and entrepreneurship not on the capacity to play the

system. An important argument of my report was that we should have a level playing field so that people are competing on grounds that are good for workers and good for the economy.

Commitment

I wrote in *Good Work* that there were five reasons why we should make a commitment to the idea of all work being good work, defined as work that is fair and decent with scope for fulfillment and development.

The first reason is, that the post-war social contract made a promise, mainly a promise at that time to male bread winners, that if you work hard you will better off every year and you will be economically secure. Today that is not a promise we can keep for millions of people. Living standards have been stagnant for the longest period in our industrial history. Moreover, there are many people who, despite being in work, feel economically insecure.

If we can't deliver on the old social contract, a new one should state: *we may not be able to guarantee you will be better off year-on-year, or that you will be totally economically secure; but we can guarantee that you will be treated with fairness and decency and have the scope for fulfilment and development.*

Secondly, good work matters because bad work is not just bad for the individual who feels stress and may drop out of work, but is also bad for us because that person is not paying taxes and is receiving benefits; they are probably one of the reasons why it's taking you three weeks to get a doctor's appointment. Bad work is bad for society.

Discontinuity

The third reason we should talk about good work is a more abstract one. There is a discontinuity with what we say about citizens in civil society. We are told by politicians that we should vote, should be active and should be heard. In the context of work however too often we have a master and servant view - I pay you and you do what you are told and don't answer back. But if we want people to be active and engaged and responsible, trusted citizens in civil society, we should want people to be active, engaged, responsible trusted people in work as well.

Productivity

The fourth reason why good work matters is our productivity problem illustrated by the fact that it takes a German worker four days to produce what a British one can produce in five. Unless we can make progress on this we have no long term economic growth path. At the heart of the challenge is management – the quality overall, and specifically the challenge of people management. It's not just me as a lefty liberal saying this. Ask hard-headed business people like Charlie Mayfield who is leading the 'Be the Business' initiative to boost productivity. His top priority is to improve the quality of people management. Better work is critical to higher productivity.

Technology

Finally, we need good work because technology is going to make an enormous impact. I believe we avoid the narrative which is: 'technology is coming, you better beware'. Anyone who tells you they can predict the overall impact of technology on jobs is likely to be wrong. Every time there has been a major shift in technology since the 19th century two groups of people come into the public gaze. One says it is going to lead to mass unemployment, social polarisation and conflict; the other say it will lead to the leisure society and we are all going to be reading Plato in the morning, fishing in the afternoon and composing classical music in the evening. They are both wrong. What actually happens is unpredictable: new businesses emerge, new opportunities are created, people have more time, people have more money, the hardware shop disappears but the nail bar emerges.

Technological determinism tends to be wrong. But it's also politically disastrous because people do not like being told they have no agency and that the robots are the priority. So, the final reason why good work matters is to that we need to say that technology can make work better, not that the robots are coming for your job.

In the report, controversial among people who wanted me to emphasise regulation, was my view that the most important determinant of people's quality of jobs was the quality of management that they experience. When I talk about good work, I don't talk about regulation

very much, but about how organisations can be the kind of places that people enjoy working in.

Creative

I know that Croydon is kind of boom town and because you it is doing incredibly well, then the issue is about the recruitment, retention and motivation of high quality staff. Charlie Leadbeater, a service designer, innovator, and futurist, did a fascinating piece of work a few years ago. He looked at some of the most innovative organisations in the world at the time which included Pixar the animators, FC Barcelona, a Cambridge molecular biology lab that was winning Nobel prizes, and Indian social enterprises that were bringing affordable education to millions of children. He studied these organisations and came up with a phrase that describes them all – 'creative communities with a cause'. This I believe encapsulates the kind of environment which is best suited to recruiting, retaining and motivating quality people.

Leadership

It implies a particular type of leadership that is about mission, vision and strategy, and not overbear-

ing, interfering, or self-serving. The people in these organisations are a team, not one that is inward looking committed to doing something extraordinary, providing amazing service, creating great films, playing great football. Whatever it is, even making ball bearings, what matters is that the team is committed to producing something great and of value to the world. And creative in the sense that people are encouraged to take responsibility, trusted to have autonomy, given the opportunity occasionally to take risks to see if they can innovate.

If we want to recruit, retain and motivate great people, asking how we build organisations and work places that are creative communities with a cause is a very good starting point. ”

Matthew Taylor is the chief executive of the Royal Society for the encouragement of Arts, Manufactures and Commerce, and author of *Good Work – The Taylor Review of Modern Working Practices* (2017). He was recently guest speaker at Croydon Chamber of Commerce's executive club lunch which was sponsored by The HR Dept. and the Health & Safety Dept.

Mesopotamia in Hyde Park



Christo Vladimirov Javacheff and his late wife Jeanne-Claude are famous for their ambitious sculptural works that intervene in urban and natural landscapes around the world and temporarily alter both the physical form and visual appearances of sites.

This summer the Serpentine Galleries in Hyde Park present a major exhibition of the artists' work which draws upon their use of barrels to create artworks.

At the same time, Christo presents the London Mastaba, a temporary floating sculpture – 7,506 painted barrels – on the Serpentine lake, his first outdoor, public work in the UK.

The sculpture takes inspiration from mastabas – benches with two vertical sides, two slanted sides and a flat top – which originated with the first ancient civilisations of Mesopotamia.

www.christojeanneclaude.net

And The Winner Is

Numbers is the language of business. When you know the numbers in your business, you can make smart, calculated decisions to move your business in the right direction. A critical area of misunderstanding for business owners is the difference between margin and mark-up.

Getting these terms mixed up – or thinking they are the same thing – can result in big losses.

Calculating mark-up

If the cost of the materials/ ingredients from your supplier is £100 and you want to mark this up by 60%, you would sell the product at £160. For a lot of retailers, marking up to two or three times the cost is the easiest way to understand the numbers. Marking up to two times is a 100% mark-up.

Mark-up is applied to the cost of goods. The equation for calculating your marked-up price is: **Cost of goods x (1 + Mark-up %)**.

Calculating margin

When thinking of increasing the profit of a business, we usually discuss increasing the margin. If we want to achieve a 60% margin, selling at a 60% mark-up is not going to cut it. The key difference is that margin uses sales as a denominator instead of cost of sales.

The equation for calculating gross margin is: **(Sales - Cost of goods) ÷ Sales**. So, to calculate your price at a certain gross margin, it's: **Cost of goods ÷ (1 - Gross margin %)**.

So, for the initial example: **Price = £100 ÷ (1 - 60%) = £250**

As you can see, a 60% margin yields a very different price point than a 60% mark-up. Using a 60% mark-up could mean that you are not making the required amount of money. This significantly cuts into your profits. In the above example, at a 60% mark-up, the price is £160 (a margin of 37.5%).



“Learning this language of numbers is not as complicated as people think”

Learning this language of numbers is not as complicated as people think. Be professional and use numbers to your advantage to create massive results for your business.

*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 choose the red pill, get in touch at www.londoncoachinggroup.com/ **businesscoachingsession** and let's deep dive into your business together.*





EU27 businesses ready to bite Brexit bullet

Eurochambres has highlighted the damaging effect on thousands of businesses of continuing uncertainty around the terms and timing of Brexit. In the run-up to the end-June summit, the European association of chambers of commerce and industry called on EU27 leaders to reinforce the Commission's firm but open position, and on the UK government to provide much-needed clarity without further delay.

Milestones

Six months on from the provisional settlement on the 'divorce bill' and three months after the deal on many parts of the withdrawal agreement, Chambers from the EU27 are concerned by the ongoing lack of clarity. The June EU Summit risks being the next in a long list of Brexit milestones to pass without any major progress. Consequently, concerns are again growing among businesses about the possibility of a 'no deal' scenario in March 2019.

President of Eurochambres Christoph Leitl, who met the EU chief negotiator Michel Barnier in mid-June, explained: "We fully support the Commission's firm stance on the integrity of the four freedoms



of the single market. It's critical that the UK comes forward with workable solutions on remaining aspects of the withdrawal agreement so that the transition phase can be confirmed. An orderly Brexit would be harmful for businesses in both the UK and the EU27, a disorderly Brexit would be much worse."

Adapt

Chambers across the EU27 are helping businesses to prepare for

Brexit, but they need to know precisely what it is that they are preparing for in order to plan and adapt. While they still hold hope that the outcome may be less damaging than feared, they are at a point when they just want clarity regarding the implications of Brexit and are ready to bite the bullet.

Leitl commented: "While the Irish border solution is unquestionably important, so is ensuring healthy and predictable business

"While the Irish border solution is unquestionably important, so is ensuring healthy and predictable business conditions across Europe."

conditions across Europe. The trade-oriented Brexit that we have consistently called for requires clear rules and procedures. We would welcome any shift in the UK Government's red lines towards a softer Brexit, but we cannot afford to leave our businesses in limbo any longer."

Eurochambres is the association of European Chambers of Commerce and Industry represents over 20 million enterprises in Europe – 98 per cent of which are SMEs – through members in 44 countries and a European network of 1,700 regional and local Chambers.

www.eurochambres.eu

Your business

Getting value out of artificial intelligence

Artificial intelligence (AI) and machine learning are hot business topics. An army of start-ups has been funded to pursue the commercial opportunities while big company bosses increasingly look to implement AI strategies at scale.

This has encouraged hopes of massive efficiency gains as machines learn to get ever better in their crunching of increasing volumes of data to understand what works. Yet at the same time, there have also been darker predictions, from machines taking all the jobs once done by humans – Bill Gates even wants to tax robots to slow down this shift – to possible existential threats to humanity.

Reality

Executives urgently need to develop a strategy to make their firm into a truly intelligent company. That means breaking through what now seems to be peak hype around AI to



get to the still considerable reality.

- Where is AI poised to make the biggest impacts soonest?
- Where can it create significant new value?
- Where will it mostly undermine existing business models?
- What can be done to equip the company's existing workforce to be able to make the most of those opportunities that are there, rather than merely see AI as a threat?

Disruptive

The Economist Event's Innovation Summit 2018 on 20 September in London will bring together leading innovators, policymakers and disruptive entrepreneurs to explore approaches to AI and machine learning to build a truly intelligent company.

Speakers include:

- Demis Hassabis, co-founder and

chief executive, Deep Mind

- Jonas Huckestein, co-founder and chief technology officer, Monzo
- Nicole Eagan, chief executive, Darktrace
- Morag Watson, chief digital innovation officer, BP
- Tabitha Goldstaub, co-founder, CognitionX
- Alan Mak MP
- Mike Young, group chief information officer, Centrica
- Nicole Eagan, chief executive, Darktrace
- Heath P. Terry, managing director, Goldman Sachs
- Humayun Sheikh, founder and chief executive, Fetch.ai

Register for The Economist Event's Innovation Summit 2018 on 20 September at:

innovationeurope.economist.com

London Chamber members can save £200 with code: LCC/DC



Planning for Brexit



Logistics giant Panalpina bought together trade and industry experts and key global clients at a forum on the banks of the Thames to provide an update and share views on Brexit.

On the platform (pictured I-r above) were Customs expert Bill Packer, LCCI deputy chief executive Peter Bishop, Mark Jackson, managing director of

Merck, and James Hookham, deputy chief executive of the Freight Transport Association.

The general mood of the group which met at Runnymede in the run-up to the UK's departure from the EU next March was realistic. Advice for business? Hope for the best; plan for the worst.

www.panalpina.com

East Africa at the O2

An East African-European Convention, the first of its kind, takes place at the InterContinental London - The O2 from 24-26 August.

Speakers, including members from the East African legislative assembly and some 'surprise personalities', will address an audience of 3,000 made up of entrepreneurs, business leaders, and public figures with an interest in East Africa trade, housing, tourism and business for the community.

The event has been put together by Beatrice Kayanja (right), a Rwanda-born Ugandan entrepreneur, who aims to unite East Africans overseas through economic, cultural and social interaction.

www.eastafricaneuropeanconvention.org



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Continuing Trend Towards Employees Bringing Claims in the Employment Tribunal



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

The trend for increasing numbers of claims in the Employment Tribunal continues. Recent figures published by the Ministry of Justice (for the period January to March 2018) indicate that the number of single claims (i.e. claims of unfair dismissal) brought in the Employment Tribunal was up 118% on the same period in 2017.

In 2017, the Employment Tribunal fee regime was held to be unlawful and was scrapped with immediate effect. Since then the number of claims brought in the Employment Tribunal has increased dramatically, and as the figures show, the trend shows little sign of abating.

There can be little doubt that some genuine claimants were prejudiced by the fee regime and denied access to justice as a result of being unable to afford the fees required. For that reason its demise was certainly a positive thing. However, whilst the regime was in place other, less than genuine applicants, were dissuaded from bringing opportunistic claims. Many employers are saddened that those "chance" cases are again being issued in order to apply pressure to employers to enter into severance arrangements that they would otherwise not have considered, simply to avoid the cost, disruption and time commitment involved in defending a claim in the Tribunal.

Whether the solution is a more robust fee regime, a regime where the principle of loser pays winner's costs applies, or some form of means tested fee regime, remains to be seen. However, one thing is certain – at present, the best protection must be avoidance. Maintaining harmonious employee relations and

"Many a Tribunal claim has been settled or lost because of careless words used over email between management."

ensuring that processes are not only fair but are seen to be so, is likely to be the best protection an employer can have against spurious claims. If employees perceive fair treatment they are less likely to institute proceedings – and importantly employers will be able to defend those that are issued (discouraging copy-cat claims in the process).

Use performance management techniques. Be open (sensitively) in providing feedback, follow fair dismissal processes and ensure equality of treatment. These may seem obvious principles but too frequently out of sight is out of mind. Raise awareness by providing equality, diversity and inclusivity training and ensure management are aware of litigation risks. HR may be on the ball but many a Tribunal claim has been settled or lost because of careless words used over email between management.

Given the recent press coverage of the GDPR, many more individuals are aware of their data rights and will almost certainly make Data Protection Subject Access Requests as a pre-cursor to litigation. Careless comments could make the difference between being embroiled in litigation for many months, or not.

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Preparing for Brexit deal – 90 weeks is not enough

LCCI has warned that the absence of detail from ministers on key Brexit requirements for business will see the UK miss out on new economic opportunities

Publishing a new report: *Two years on from the Referendum: What London businesses need from Brexit*, the Chamber has warned that government is failing businesses in several areas – from immigration policy, future terms of trade and new customs arrangements.

In particular, LCCI believes the proposed transition period to December 2020 is too short to enable many businesses to make preparations.

For the new report LCCI brought together several rounds of polling by ComRes and analysis commissioned from the Centre of Economics and Business Research as well as interviews with businesses.

The research found that:

- Two in five London businesses reported they employ workers from the EU
- One in three London businesses said they would be affected by increased restrictions on hiring non-UK EU staff
- One in three London businesses



reported they would be directly affected by the introduction of new UK-EU customs procedures or tariffs

- Among London exporters, difficulties finding overseas customers, agents and/or distributors was found to be the main barrier to increasing their exports
- Two thirds of London businesses believe changes from the current trading arrangement with the EU should happen gradually, over the course of a few years once one the EU-UK FTA is agreed.

Opportunity

LCCI chief executive Colin Stanbridge said: “As soon as the Referendum result was announced LCCI said that everything possible could

be done to turn this into an opportunity. But two years on we still find ourselves mired in inaction and uncertainty.

“Matters that are absolutely critical to businesses have not been answered. What are the envisaged terms of trade that London businesses will have to operate under?”

Navigate

“What processes will exporters and importers have to navigate at Ports of Entry between the UK and the EU? What procedures will employers have to make preparation for to secure specific non-UK labour in a new immigration system?”

“Alongside the limitation of detail on such fundamentals, business has been told that the Brexit transition period will end on 31st December 2020 – and will actually only be around 90 weeks.

“Is that really enough time for all businesses to prepare for a – as yet undefined – new trading environment? Is it realistic to expect all businesses to secure whatever new software, plant and machinery, people and finance they may need?”

“Finally, is a 90-week transition period enough time for new UK border and customs infrastructure to be trialled and installed at our seaports

and airports? We have doubts that it is enough time”.

Recommendations

The report’s recommendations include:

- The proposed 90-week transition period is not enough for London business. A three to five-year transition, under the current UK-EU arrangements, would be a reasonable period to support business needs
- LCCI urges the Mayor to look at drawing-up a template for a dedicated Shortage Occupation List for London – like Scotland already has – and to convene the capital’s civic and business leaders to design a proposal for a future work permit system for our capital
- In light of Brexit, the government should consider stepping up efforts to support exports growth, including through subsidised trade missions and increased funding for the Department for International Trade
- The Mayor of London should look to minimise insecurity for London businesses by liaising with LCCI and other business groups on creating a Brexit ‘Help Desk’ resource to offer advice and information to London businesses.

Good news on Heathrow, now crack on, and expand Gatwick too

LCCI has welcomed the publication of the government’s **Airports National Policy Statement on a third runway for Heathrow airport.**

However it has warned that not only does work need to begin as soon as possible, but Gatwick needs to be expanded too – especially with only ten and a half months to go until Brexit.

LCCI chief executive Colin Stanbridge said: “This is another important step forward and it is hugely welcomed after years of

frustrating delays and arguments.

“Airport expansion is vital for London’s economy and to sustain its status as a world class city in which to do business.

“But, however welcome this agreement is, Heathrow’s expansion on its own is not enough. We also need to see another runway at Gatwick and better surface links at both.

“With Brexit looming we need to be as ready as we can be to ensure we remain connected



to the rest of the world and expanding our airports in the South East is crucial to that.”

The necessary Heathrow airport expansion was subsequently approved by Parliament with a vote of 415 votes to 119.



Overseas business opportunities

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

Turkey
Antalyan company which specialises in vegetable seed breeding and production for agricultural products including tomato, cucumber, melon, watermelon, courgette, aubergine and squash would like to co-operate with potential partners involved in the sales of such seeds. It is looking for commercial agency and distribution services agreements, together with joint venture opportunities to distribute their seeds in foreign markets.
REF: BOTR20171211002

Latvia
Manufacturer of box houses made of glass fibre with a unique design is looking for distributors. The company is also seeking for sub-contracting agreements with companies that are dealing with housing services. The houses are fully equipped

with custom-made interiors and exteriors. They are ready-to-use and can be placed almost anywhere.
REF: BOLV20180423001

Qatar
Producer of chemical disinfectants (sodium hypochlorite) is looking for a partner that can supply additional technology to expand its current production lines through a joint venture agreement. The partner should also be able to assist in the management of production facility in Qatar.
REF: TRQA20180228001

Sweden
A young and ambitious company has a premium electrical toothbrush brand which is already in several markets. The company offers an exclusive distribution agreement to interested wholesalers and retailers within

the premium/luxury electrical household appliance and health and beauty aid sectors in Asia, Europe and USA.
REF: BOSE20180208001

Spain
A company located near Barcelona is specialised in manufacturing shopping trolleys with differentiating features such as a safety brakes, models for old people to sit down and quality components. It wants to expand its business by signing a long-term agreement with distributors or commercial agents in different European countries.
REF: BOES20171106001

Bosnia & Herzegovina
A software company, established in 2001, is active in the design, development and maintenance of commercial, standardised and customized software solutions in line with the needs of specific clients/businesses. It is offering high-quality software development and related services through an outsourcing agreement.
REF: BOBA20180130001

Italy
A company with experience in excavation works has patented a method to stabilise and re-use on-the-spot the soil deriving from building yards excavations. It has developed a special machine composed of an excavator equipped with a screening bucket which gathers the excavated material and mixes it with the binder contained inside a tank to obtain a homogeneous mixture ready to be used. Companies producing excavators and who are interested in adopting this technology under patent licences are sought.
REF: TOIT20180329001

France
A company has developed a realistic, 'plug and play' hardware-in-the-loop 3D simulation platform for autonomous and robotic vehicles and drones. The simulator is an efficient tool for industrial and research and development laboratories in the fields of instrumented, mobile robot or autonomous systems. The company is looking for a technical co-operation and commercial agreement with integrators in industries such as robotic systems, defence or automotive.
REF: TOFR20180215001



For further information contact Caroline Ackroyd at Crosby Associates Media Ltd
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Inspiring new hope in New York

In June architects Rogers Stirk Harbour + Partners (RSHP) celebrated the completion of 3 World Trade Center in New York. At 1,079 feet tall, 3 World Trade Center is a prominent new tower on Manhattan's skyline and RSHP's first built project in New York.



The tower is located at 175 Greenwich Street, opposite the WTC memorial and Cultural Center at the heart of the Financial District in downtown Manhattan. RSHP's tower is the third building to complete on the World Trade Center (WTC) masterplan site developed by Silverstein Properties.

3 World Trade Center is an 80-storey commercial building and contains 2.5 million-square-foot rentable space above ground, five floors of retail including at ground level and links directly to the state of the art new World Trade Center transportation hub. The tower connects to underground pedestrian



concourses that lead directly to 11 subway lines and the PATH trains.

Community

There is a 5,500-square-foot landscaped garden terrace on the 17th floor and another two smaller garden spaces on the 60th and 76th floor - set to be Manhattan's highest - which overlook the Memorial park with views of the entire lower Manhattan area. The terrace provides opportunities for tenants

to meet and encourages a sense of community and wellbeing within the building.

Green design features such as LED lighting used throughout the lobbies to aid energy saving and perimeter lighting controls which enable 68 per cent of daylight to be used as it reacts to the current daylight and reduces energy output. These are incorporated to reduce costs compared to typical Manhattan office buildings. The building has been



"This was a complex and challenging project but one which has helped to contribute to the revitalisation of New York City and one which will help to inspire a new hope for the city's future."

awarded 'Gold' Certificate for Leadership in Energy and Environmental Design from the U.S. Green Buildings Council.

Speaking at the ribbon cutting ceremony, Richard Rogers, founding partner of RSHP said: "It has been a great privilege to design one of the new buildings on this key site in New York. This was a complex and challenging project but one which has helped to contribute to the revitalisation of New York City and one which will help to inspire a new hope for the city's future."

www.rsh-p.com

Upcoming LCCI trade missions



Geneva

Switzerland: Geneva
Sector: Supplying the United Nations
1 - 3 October 2018
Contact: Marta Zanfrini
Tel: 020 7203 1822
Email: mzanfrini@londonchamber.co.uk



Bogotá

Colombia: Bogotá and Medellín
Sector: Multi
19 - 22 November 2018
Register your interest
Contact: Vanessa Vlotides
Tel: 0207 203 1838
Email: vvlotides@londonchamber.co.uk



Cartagena

Colombia: Bogotá and Cartagena
Sector: Infrastructure
19 - 22 November 2018
Register your interest
Contact: Vanessa Vlotides
Tel: 0207 203 1838
Email: vvlotides@londonchamber.co.uk

World trade – new roadmap needed

In a letter published in the Financial Times in June, ICC secretary general John Denton (right) called on the leaders of G20 countries to chart a new roadmap for reforming the World Trade Organization (WTO) that supports sustainable and inclusive growth.

“Communities connected by commerce have a common interest in maintaining peace. The WTO has proved itself a linchpin of what is – by any objective measure – a more prosperous world order. And with the right reforms it can do more to help families and workers the world over,” wrote Denton.

His letter came one week after his presence at the WTO Trade Dialogues alongside ICC chairman Sunil Bharti Mittal and incoming



ICC chairman Paul Polman, where business delegates discussed a range of ideas to reform and enhance the multilateral trade system.

Reform

Noting that multilateral rules-

based trade has “fuelled seven decades of unprecedented job creation and poverty alleviation”, Denton called on the leaders of G20 nations to seize French President Emmanuel Macron’s recent call to develop a new blueprint for WTO reform in time for the group’s meeting in Argentina at the end of the year.

“President Macron’s call for the world’s leading economies to develop a new road map for WTO reform

provides a genuine way forward to forge a new model of international trade co-operation that would support sustainable and inclusive growth,” Denton wrote.

WTO director general Roberto Azevedo also welcomed President Macron’s call to strengthen the international trading system in a bilateral meeting last month.

www.iccwbo.com

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Planning the capital's future



Understanding how London is run can be challenging. *Alexa Michael* briefs LBM readers on the London Plan, just one plank in its large and complex construction

What is the London Plan?

The London Plan is the statutory Spatial Development Strategy for Greater London. It is produced by the Mayor of London in accordance with the Greater London Authority (GLA) Act 1999 (as amended). This legislation stipulates that the London Plan includes the Mayor's policies for the development and use of land in Greater London. The Mayor must ensure that the London Plan accords with national planning policy and does not contradict it.

The 2016 London Plan remains the adopted Development Plan but the Draft London Plan is already a material consideration in current planning decisions.

What is the new Draft London Plan and what are the key issues?

A new Draft London Plan was published by the Mayor for public consultation in December 2017. It is a wide-ranging plan to frame the way Greater London develops over the next 20 to 25 years. The consultation period ended on 2 March. GLA officers are currently registering all representations received and will prepare a summary report. Below is an outline of some of the key issues in the Draft London Plan.

1. Increase the supply of housing land in Greater London as the population increases from 8.7 million to an estimated 10.5 million over the next 25 years.
2. Target set to build 65,000 houses in the capital every year, with half of those to be affordable through social rent, intermediate rent or shared ownership.
3. Use of small sites to meet 38 per cent of the overall housing target and setting specific borough targets for such sites. Most of this delivery would take place in suburban areas, with 71 per cent of the small sites target being spread across Outer London boroughs.
4. Removal of the presumption against development on domestic garden land (in conflict with national planning policy).
5. Protection of green belt land



What is the provisional timetable for the Draft London Plan?

Stage	Date
Informal consultation	October to December 2016
Draft London Plan published	29 November 2017
Draft London Plan consultation	1 December 2017 to 2 March 2018
Examination In Public (EIP)	November 2018 to March 2019
Final London Plan published	Winter 2019-20

6. Making the best use of land by supporting higher density developments and the co-location of different types of development. Higher housing densities along new transport routes such as the Elizabeth line.
7. Banning of parking spaces from new homes and offices which are built near a transport hub. No commuter or visitor parking allowed for new office developments.
8. Recognition of the need to protect and expand London's office floorspace
9. Protection of strategic industrial land while also promoting consolidation, intensification and co-location to increase overall floorspace and free land for other uses.
10. Expansion of transport infrastructure through 'growth corridors' and 'strategic infrastructure priorities', including the need to improve transport

connections between London and the rest of the South East.

11. Boroughs will have to map and define strategic infrastructure locations and monitor development inside them.
12. The establishment and promotion of Cultural Enterprise Zones, cultural quarters and affordable artist workspace.

What happens after the consultation process?

The Secretary of State has appointed a panel to conduct an 'examination in public' (EIP) of the London Plan, in line with legislation. The Mayor may suggest changes to the draft plan depending on the representations received. Additionally, the Mayor can respond to matters raised by the panel or in EIP debates.

The EIP Panel members are Roisin Barrett, William Fieldhouse and David Smith. All three are planning inspectors and independent of the Mayor and GLA.

What will happen at the EIP?

All representations to the Draft London Plan that were received by

"The London Plan is the statutory Spatial Development Strategy for Greater London."

2 March will be submitted to the panel, together with a summary of the main issues. London Chamber of Commerce and Industry is involved in this process. The panel will consider these and consult with the Mayor before preparing a draft list of matters and participants. Those invited to participate in the EIP may submit written statements beforehand on issues to be examined.

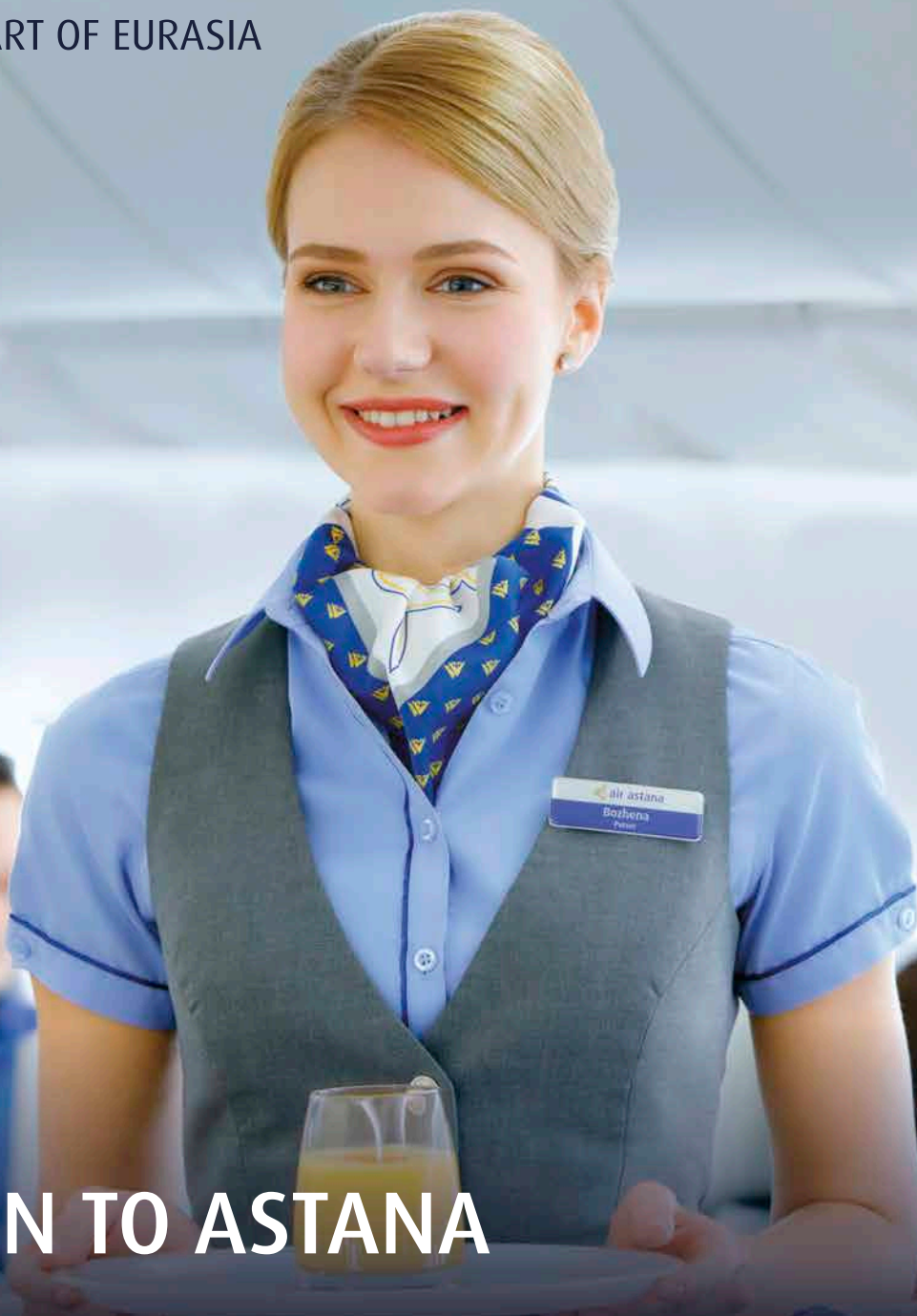
The EIP sessions will comprise structured discussions led by one or more of the panel members. Sessions will be held at City Hall and the public can attend as observers.

The panel's report

The panel's written report will set out its findings after the EIP. It can include recommendations relating to the content of the draft London Plan published in December 2017 but it won't respond to every representation. The Mayor cannot publish the London Plan until after he receives the panel's report. If the Mayor is minded not to accept any recommendation contained in the report, he must publish and send a statement of his reasons to the Secretary of State.

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It's time to scrap the visa cap



by Adam Marshall

Right now, in boardrooms in Britain and around the world, business leaders are weighing up where to invest and grow in the years ahead.

In many cases, these companies are spoilt for choice, with countries large and small vying to attract their business by ensuring the most attractive possible environment for growth. Many firms that would have instinctively chosen the UK in the past are now having second thoughts. Yet it's not just the twists and turns of Brexit that give them pause.

Draconian

Instead, it's the business environment, and the policies decided by Westminster rather than Brussels, that are increasingly cited as a key cause for concern. Worryingly, company after company now says that the UK's increasingly draconian immigration restrictions – and uncertain future visa policies – have led them to the conclusion that Britain is closed for business.

The Prime Minister speaks repeatedly of her vision of a “global Britain”. Yet this laudable aim is being directly undermined by her own government's stubborn policy of rationing visas for the skilled workers that businesses desperately need in order to grow. In each of the past six months the visa cap put in place seven years ago by Theresa May as home secretary has been reached.

The malign effects of the government's arbitrary visa cap are being felt across the UK, with dynamic companies effectively priced out of

“It is political stubbornness that is causing home-grown businesses to give up on expansion plans or relocate elsewhere because of the sheer cost and difficulty of recruiting those with the right skills.”

hiring the talent they need as quotas bite and the salary thresholds for securing a visa have risen into the stratosphere.

Global talent

This is a problem that hits London, the UK's magnet for entrepreneurs and global talent, hardest of all. As research by the LCCI shows, 25 per cent of the capital's workforce is from beyond these shores, compared with eight per cent elsewhere in the UK. Those already here contribute £50 billion a year to the city's economy and £13 billion in tax revenues. Yet the skills gaps facing employers continue to rise, despite huge investments in apprenticeships and training.

And whatever politicians may say, this isn't just a London problem. Take the fast-growing technology company in Cornwall that spends more time in administrative battles with the Home Office than on business growth because it has been repeatedly unable to hire experienced programmers from a niche global market to power its expansion. Or the manufacturers in the North West whose growth plans require skilled engineers with a decade or more of experience, who are as rare as hen's teeth on the domestic market. The social and economic cost of the Tier 2 visa cap is becoming clearer by the day in communities across the country.



Photo by UK Parliament

Ideology

It's time to call out the fact that it is ideology, not common sense, that is stopping hospitals and GP practices from recruiting desperately needed doctors for an NHS under continued strain. It is ideology that stops our universities from recruiting key academic and technical staff, even as the government touts its industrial strategy and plans to boost spending on R&D. It is political stubbornness that is causing home-grown businesses to give up on expansion plans or relocate elsewhere because of the sheer cost and difficulty of recruiting those with the right skills.

Ironically, the very same employers facing the biggest skills challenges are also the ones that are investing hugely in future tal-

ent here at home. They realise they need a stronger pipeline of British workers and are committed to making it happen. Yet it can take five, ten, even fifteen years to train some of the specialists businesses need. Meanwhile, skilled professionals will be needed from around the world, and fast.

It is my fervent hope that the new home secretary, Sajid Javid (left), listens to his liberal and pro-business instincts and spends his first weeks in office convincing the prime minister and his cabinet colleagues to scrap the cap, as he indicated he would do at the weekend.

Hollow

As long as the Home Office continues to turn doctors, scientists, engineers, IT experts and exporters away from our shores, the government's rhetoric about “welcoming the brightest and best” rings hollow. So, too, does any sense of an “outward-looking, global Britain”.

Scrapping the costly and damaging visa cap would give businesses around the world a sign that the UK is truly open for business. It would show the trading partners we are courting that we are open to their professionals. And for companies here at home who are struggling to recruit, it would give them newfound confidence to expand at a time when our stuttering economy needs all the confidence it can get.

Adam Marshall is director general of the British Chambers of Commerce

This article first appeared in Times Red Box on June 5th – to subscribe, visit www.thetimes.co.uk



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LCIBS - Innovative Business Education and Management Development Provision

Although we at the London College of International Business Studies (LCIBS) can trace our heritage back to Sir Isaac Pitman, the visionary educator of the 1800s, we are not resting on our laurels. By drawing upon state of the art business and management content and utilising cutting edge technology and techniques we ensure our learners are successful in achieving their aspirations.

LCIBS undergraduate courses support those at the start of their career and help junior and middle ranking staff progressively develop, providing them with added value for their employers or opportunity and ability to successfully start up their own enterprises.

Our Executive Education hub of LCIBS, the London Centre for Executive Excellence (LCEE) offers innovative programmes for more senior staff seeking fast-track management development within their large or medium sized companies and entrepreneurs in growth seeking small businesses wishing to participate in a world-class learning and development experience that will take them to the next level.

We consider that our long history and modern outlook combined with the knowledge and experience of our team of specialists led by the Dean, Professor Peter Wyer, underline why you should choose LCIBS and LCEE for your learning needs.

The following dimensions of our LCIBS business education provision reiterate the distinctiveness of your learning experience with us:

- Many of our programmes are compressed in delivery, making it faster to gain the knowledge and skills required for practical implementation in the workplace, meaning the return on investment is more positive. For example, our BSc (Hons) Business accredited by the Open University stands out in the marketplace because the block system mode of delivery means that students can focus solely upon one subject at a time – and graduate in as little as two years.
- Our programmes are underpinned and facilitated by lead academics all of whom are qualified to PhD or Masters level in their focal area of business management and have many years of business practitioner experience.
- We create a learning ambience that provides unique opportunity to study in a convivial, close-knit learning environment characteristic of a small college whilst accessing the academic expertise, study benefits and high technology infrastructure of an expansive university.
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THE LONDON CENTRE FOR
EXECUTIVE EXCELLENCE
A Division of LCIBS

July 2018

03/07/18 Time 18.00-20.00 ALL MEMBERS

Changing Places Evening Networking

Venue: London Metropolitan University, Electra House, 84 Moorgate, London EC2M 6SQ

Nearest station: Moorgate

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

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

Email: events@londonchamber.co.uk

05/07/18 Time 18.30-20.30 ALL MEMBERS AND NON-MEMBERS

LCCI Annual Summer Party

Venue: College Garden, Westminster Abbey, Great College Street, London SW1P 3RX

Nearest station: Westminster

Sponsored by: Brunel University London and 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



10/07/18 Time 08.15-09.30 ALL MEMBERS AND NON-MEMBERS

Capital 500 Quarterly Economic Survey Presentation – Quarter 2 2018

Venue: Moore Stephens LLP, 150 Aldersgate Street, London EC1A 4AB

Nearest station: Barbican

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

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

Email: events@londonchamber.co.uk

11/07/18 Time 12.00-14.00 ALL MEMBERS

ABP Royal Albert Dock - London's next business district Presentation and Networking Reception



Venue: ABP, 4th floor, Newham Dockside, 1000 Dockside Road, London E16 2QU

Nearest station: Royal Albert DLR

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

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

Email: ifatuzzo@londonchamber.co.uk

12/07/18 Time 18.00- 20.30 ALL MEMBERS AND NON-MEMBERS

Summer BBQ

Venue: Farleigh Golf Club, Old Farleigh Road, Farleigh CR6 9PE

Nearest station: Upper Warlingham

Sponsored by: Murgitroyd

Patron Member, Premier Plus Member, Local Member and Member's Guest: £25.00

Non-member: £50.00

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

Email: lsaran@londonchamber.co.uk



18/07/18 Time 07.45-09.15 PATRON AND PREMIER PLUS MEMBERS

Cereal Networking

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

Nearest stations: Mansion House, Cannon Street and Bank

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

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

Email: events@londonchamber.co.uk

19/07/18 Time 08.00-09.45 ALL MEMBERS AND NON-MEMBERS

London Business 1000: Year 2 Results Presentation at The Shard

Venue: 24/25 The Shard, 32 London Bridge Street, London SE1 9SG

Nearest station: London Bridge

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

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

Email: events@londonchamber.co.uk

19/07/18 Time 18.30-21.00 ALL MEMBERS

Property and Construction Summer Reception

Venue: No 4 Hamilton Place, London W1J 7BQ

Nearest station: Hyde Park Corner

Sponsored by: Bond Bryan Architects, CBRE and University College of Estate Management

Patron Member and Premier Plus Member: £118.80

Local Member: £150.00

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

Email: events@londonchamber.co.uk



31/07/18 Time 18.00-20.00 ALL MEMBERS AND NON-MEMBERS

Asian Business Association (ABA) Summer Reception

Venue: Grange St Paul's Hotel, 10 Godliman Street, London EC4V 5AJ

Nearest station: St Paul's

Patron Member 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

August 2018

01/08/18 Time 12.30-14.30 ALL MEMBERS

Time To Talk Business

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

Nearest station: Shoreditch High Street

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

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

Email: ifatuzzo@londonchamber.co.uk



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

02/08/18 Time 12.00-14.00 PATRON AND PREMIER PLUS MEMBERS

Changing Places Lunchtime Networking

Venue: University of Westminster, Regent Street Cinema, 307 Regent Street, Marylebone, London W1B 2HW

Nearest station: Oxford Circus

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

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

Email: events@londonchamber.co.uk

02/08/18 Time 09.30- 11.00 LOCAL MEMBERS AND NON-MEMBERS

Maximise Your Membership

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

Nearest station: East Croydon

Local Member and Non-Member: Complimentary

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

Email: lsaran@londonchamber.co.uk



07/08/18 Time 18.00-20.00 ALL MEMBERS

LCCI & WeWork Summer Reception

Venue: WeWork Mansion House, 33 Queen Street, London EC4R 1AP

Nearest stations: Mansion House, Cannon Street 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

09/08/18 Time 08.30-10.30 ALL MEMBERS AND NON-MEMBERS

Summer Prestige Breakfast

Venue: Dartmouth House, 37 Charles Street, London W1J 5ED

Nearest station: Green Park

Sponsored by: Middlesex University

Patron and Premier Plus Member: £60.00

Local Member: £84.00

Non-member: £108.00

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

Email: events@londonchamber.co.uk



30/08/18 Time 12.00 - 14.00 ALL MEMBERS

The Grapevine Network

Venue: StartUp Croydon, Weatherill House, New South Quarter, 23 Whitestone Way, Croydon CR0 4WF

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

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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 fax, 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

September 2018

05/09/18 Time 12.30-14.30

ALL MEMBERS

Time To Talk Business

Venue: Leyton Orient Football Club, Matchroom Stadium, Brisbane Road, Leyton, London E10 5NF

Nearest station: Leyton Underground Station

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

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

Email: ifatuzzo@londonchamber.co.uk



06/09/18 Time 12.00-20.30

ALL MEMBERS AND NON-MEMBERS

LCCI Golf Day

Venue: Richmond Golf Club, Sudbrook Lane, Richmond, Surrey TW10 7AS

Individual Places

Patron Member, Premier Plus and Local Member: £162.00

Non-member: £198.00

Teams of Four

Patron Member, Premier Plus and Local Member: £648.00

Non-member: £792.00

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

Email: events@londonchamber.co.uk

20/09/18 Time 09.00- 12.00

ALL MEMBERS AND NON-MEMBERS

Workshop: LinkedIn Powerhouse

Venue: The Business Xchange Hub, Marco Polo House, 3-5 Lansdowne Road, Croydon CR0 2BX

Nearest station: East Croydon

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

Non-member: £35.00

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

Email: lsaran@londonchamber.co.uk

20/09/18 Time 18.00-20.00

ALL MEMBERS

Changing Places Evening Networking

Venue: Livability, 6 Mitre Passage, London SE10 0ER

Nearest station: North Greenwich

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

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

Email: events@londonchamber.co.uk

12/09/18 Time 07.45-09.15

PATRON AND PREMIER PLUS MEMBERS

Cereal Networking

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

Nearest stations: Mansion House, Cannon Street and Bank

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

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

Email: events@londonchamber.co.uk

Continued on page 24

27/09/18 Time 12.00 - 14.00

ALL MEMBERS

The Grapevine Network**Venue:** Best Western Hotel Croydon, 2 Dunheved Road South, Thornton Heath, Croydon CR7 6AD**Nearest station:** West Croydon**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

18/10/18 Time 08.15-10.00

PATRON AND PREMIER PLUS MEMBERS

Property and Construction Breakfast Club with guest speaker Val Bagnall, Managing Director, Apex Airspace Development**Venue:** CBRE, Henrietta House, Henrietta Place, London W1G 0NB**Nearest station:** Bond Street**Sponsored by:** Bond Bryan Architects and CBRE**Patron and Premier Plus Member: £48.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

October 2018

03/10/18 Time 08.15-09.45

PATRON AND PREMIER PLUS MEMBERS

Security Breakfast Briefing with Assistant Commissioner Neil Basu QPM, Specialist Operations, Metropolitan Police Service**Venue:** Central London Location TBC**Patron and Premier Plus Member: £48.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

24/10/18 Time 07.45-09.15

PATRON AND PREMIER PLUS MEMBERS

Cereal Networking**Venue:** London Chamber of Commerce and Industry, w 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

03/10/18 Time 12.30-14.30

ALL MEMBERS

Time To Talk Business**Venue:** Aloft London ExCeL, One Eastern Gateway, Royal Victoria Dock, London E16 1FR**Nearest station:** Prince Regent**Patron Member, Premier Plus Member, Local Member, Member's Guest: Complimentary****Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

November 2018

14/11/18 Time 07.45-09.15

PATRON AND PREMIER PLUS MEMBERS

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

09/10/18 Time 12.00-14.00

PATRON AND PREMIER PLUS MEMBERS

Changing Places Lunchtime Networking**Venue:** Mint Leaf Haymarket Restaurant and Bar, Suffolk Place, Haymarket, London SW1 4HX**Nearest station:** Piccadilly Circus**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

17/10/18 Time 17.45-20.30

ALL MEMBERS AND NON-MEMBERS

Networking Training: How To Work A Room**Workshop Leader:** Heather White, Networking and Brand Expert**Venue:** etc.venues Fenchurch Street, 8 Fenchurch Place, London EC3M 4PB**Nearest station:** Tower Hill**Patron Member and Premier Plus Member: £72.00****Local Member: £108.00****Non-member: £156.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk**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 fax, post or scan it back to us with your payment.
- All prices are inclusive of VAT
- For free events book by following the instructions under each event's entry on our online events diary

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LCCI events highlights

■ Property and Construction Summer Reception

The annual reception will take place on Thursday 19 July at No 4 Hamilton Place. Sponsored by Bond Bryan Architects, CBRE and University College of Estate Management the event will welcome up to 120 guests for an evening of high level networking. Tickets are £99.00 exclusive of VAT for Patron and Premier Plus members.

■ Security Breakfast Briefing

Join up to 30 members at this exclusive breakfast briefing with Assistant Commissioner Neil Basu QPM, Metropolitan Police Service on Wednesday 3 October from 8.15am - 9.45am. Open to Patron and Premier Plus members only tickets are £48.00 inclusive VAT per person.

■ Changing Places Lunchtime Networking

Our bi-monthly flagship networking receptions are regularly attended by up to 80 members from a wide range of

industry sectors. Our next event will be hosted by University of Westminster, Regent Street Cinema on Thursday 2 August. This complimentary event is open to Patron and Premier Plus members only.



■ Asian Business Association Summer Reception

Connect with up to 150 businesses, whilst enjoying the stunning view, ample seasonal drinks and canapés at the Grange St Paul's Hotel Sky Bar on Tuesday 31 July from 6.00pm - 8.00pm. The evening will be hosted by Tony Matharu, Chairman, ABA and Managing Director, Grange Hotels. Prices start from £55.00 exclusive of VAT per person Patron and

Premier Plus members and their guests.

■ Annual Golf Day

Book now for the LCCI golf day on Thursday 6 September at The Richmond Golf Club. Guests will enjoy a day of networking and 18 holes at the beautiful parkland course. Breakfast, refreshments and a post-round meal will be provided. The day is open to all members and non-members with prices starting at £135.00 exclusive of VAT per person.



■ Summer Prestige Breakfast

Embrace morning networking in style at Dartmouth House on Thursday 9 August from 8.30am - 10.30am. Sponsored by

Middlesex University - London's premier university for skills and workplace learning this event will provide high-level networking opportunities over a glass of fizz and breakfast in the heart of Mayfair. Open to all members and non members prices start at £60.00 inclusive of VAT per person.



■ 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 18 July from 7.45am - 9.30am at LCCI. This complimentary event is exclusively open to Patron and Premier Plus members only.



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Dazzling works of art from the Indian subcontinent

Two exhibitions at The Queen's Gallery, Buckingham Palace bring together some of the finest examples of craftsmanship and literary and artistic production from the Indian subcontinent. Both are drawn entirely from the Royal Collection, which contains one of the world's greatest and most wide-ranging collections of material from the region.

Exploring the long-standing relationship between the British Monarchy and South Asia, *Splendours of the Subcontinent: Four Centuries of South Asian Paintings and Manuscripts* presents 150 works from India, Pakistan and Bangladesh, most of which are on public display for the first time. In the complementary exhibition *Splendours of the Subcontinent: A Prince's Tour of India 1875-6*, gifts given to Albert Edward, Prince of Wales go on display in London for the first time in 130 years.

Illuminated

Since the early 17th century, diplomatic gift-giving has played a crucial role in the development of the relationship between the British Monarchy and rulers of South Asia. Among the most important gifts received from the subcontinent is the *Padshahnama* ('Book of Emperors'), an illuminated manuscript recording the reign of the Mughal Emperor Shah-Jahan, sent to George III by the ruler of Awadh in 1799. Ten paintings from the *Padshahnama*, the only contemporary illustrated imperial volume to survive, are shown in the exhibition.

Intricate

The *Khamsa* ('Quintet') of Nava'i, 1492, and the *Gulistan* ('Rose Garden') of Sa'di, 1584, also presented to George III, are among the finest examples of manuscripts that combine intricate calligraphy with exquisite illuminations. Sacred religious texts were also presented as gifts, including the 3.5m-long Quran Scroll, thought to have been given to George IV by one of the rulers of the Carnatic. All 114 chapters of the Quran are written on the scroll's 5cm-wide surface in a minuscule naskh script, known as *ghubar* ('dust').



Images courtesy of Royal Collection Trust/(c) Her Majesty Queen Elizabeth II 2018



Queen Victoria acquired many South Asian books and manuscripts, including a volume of her own published journals, *The Queen's Travels* in Scotland and Ireland, translated into Hindi by the Maharaja of Benares. Victoria's interest in South Asian culture continued throughout her life, and her studies of the Hindustani language, undertaken in her seventies with her Indian secretary Abdul Karim, are recorded in her Hindustani diaries, which are shown in the exhibition with her Hindustani phrasebook.

Less well known are the paintings and manuscripts given to, and bought by, King George V and Queen Mary during their two tours of South Asia in the early 20th century. The King and Queen acquired contemporary works, such as *Queen Tissarakshita*, 1911, by Abanindranath Tagore, founder of the Bengal School of Art, as well as historic paintings reflecting the diverse cul-

tures, history and religions of South Asia. These include a series of 16 paintings from the Pahari region, c.1775-90, depicting the story of the boy Prahlada as told in the seventh book of the *Bhagavata Purana*, one of the great Hindu sacred texts.

King George V's father, King Edward VII, was only the second member of the royal family to visit the subcontinent, undertaking a four-month tour in 1875-6 when Prince of Wales. Travelling almost 10,000 miles and meeting more than 90 local rulers in an effort to establish personal and diplomatic links, the Prince was presented with over 2,000 examples of Indian design and craftsmanship as part of the traditional exchange of gifts.

Magnificence

The visit gave the Prince the opportunity to experience first-hand the magnificence of the Indian courts. Many of the gifts he received

were ceremonial items connected to courtly customs, such as a pair of enamelled peacock feather fans, which play an important role in the spectacle of a *darbar* (audience). A ten-piece gold service, given by the Maharaja of Mysore, contains an *attardan* (perfume holder), rosewater sprinklers and a *paandan* (betel-nut holder), items associated with welcoming guests to an Indian court.

Traditional arms and armour form the largest group of gifts received by the Prince. These presentation pieces, intended to display their maker's skill and creativity, include a dagger incorporating loose pearls that travel along a channel in the blade when tilted, and a gold punch dagger embellished with rubies and emeralds, fitted with a single flint-lock pistol on both sides of the blade.

Enamelled jewellery and decorative items from Jaipur were highly sought after by European visitors. An enamelled gold and diamond perfume holder, presented by Ram Singh II, Maharaja of Jaipur, took five years to produce. It opens like a lotus flower to reveal a hidden cup and cover, and is decorated with scenes of Jaipur's great palaces.

Wonders

The Prince recognised the significant cultural and artistic value of the gifts he had received. On his return to Britain he made arrangements for the items to be placed on public display, first at the South Kensington Museum (now the Victoria and Albert Museum) and then at the Bethnal Green Museum, followed by exhibitions in Paris, Copenhagen and across the UK. Between 1876 and 1880 more than two million people in Britain alone saw the collection, which brought the wonders of Indian art to the British public and played an instrumental role in the intertwined narrative of British and Indian design.

Splendours of the Subcontinent: Four Centuries of South Asian Paintings and Manuscripts and *Splendours of the Subcontinent: A Prince's Tour of India 1875-6* are at The Queen's Gallery, Buckingham Palace until 14 October 2018.

www.royalcollection.org.uk

Reporting for duty



by Vanessa Flather

The Reporting on Payment Practices and Performance Regulation which requires UK companies to publicly post their supplier payments twice a year is causing affected companies to devote a vast amount of time and resources on compliance which in many early cases has generated inaccurate results. Any UK entity that meets two of three stipulations – over £36 million annual turnover, £18 million balance sheet total or 250 employees – are subject to the regulation.

Complexity

Because this is a new regulation, internal teams have no previous experience creating these reports, and gathering and interpreting data from hundreds to thousands of suppliers is an extremely complex and time-consuming task. Supplier data is typically spread through multiple Enterprise Resource Platforms exacerbating the complexity with an extra task of unifying and aggregating the data before removing the non-qualifying suppliers.

The extent of this time-consuming report was quantified by PRGX's evaluation of this public data. Previous submissions show that 23 per cent of reporting companies have filed late submissions. Wholesale and retail industries are experiencing further complications, and 30 per cent of mandated companies have not been able to comply with the legislation's time requirements.

Susceptible

Companies are choosing to tackle this report in various ways. By appointing existing staff onto the report, companies are tying up resources that were brought on for completely different areas of expertise. Contracting an individual to come in and create the report requires companies to hire out inexperienced personnel every six months, and still leaves their reports susceptible to human error.

PRGX's analysis also found that about 10 per cent of all submissions have significant data gaps, but wholesale and retail actually comply with submission requirements three per cent better when compared to the all-companies average.

And while inaccuracies with submissions have yet to be financially enforced by the governing body, it has been repeatedly stipulated that error-filled reports are soon to be

met with harsh fines. Aside from costly penalties, the loss of time and resources associated with having to re-work reports can start to affect such areas as business operations, team morale and underlying budget. PRGX discovered that some companies' inaccuracies have caused them to file up to six reports for the same submission. These reports typically reflect drastically different data between submissions. Example – one company reported 82 per cent of invoices were paid late, and in a resubmission within only a couple days, reported zero per cent of invoices were paid late. This speaks to the complexity and sheer volume of the data, as well as the difficulties associated with building and filing the report.

'Big data' solution

Through cutting-edge software applications, analytics firms can automate the majority of these complex procedures, including data aggregation analysis. Data extraction tools easily pull and aggregate all supplier and payment information, while hard-coded, in-house technology remove and group necessary data; all the while reducing the chance of inaccuracies, and saving companies vast amounts of time, manpower and money.

PRGX has helped companies ensure reports meet all requirements, while our data specialists create a tailorable solution that meets specific company and reporting needs, and our advanced, proprietary technology produces a quality report. At the end of the process, clients will have received an accurate and audit-ready report, with having devoted a fraction of the time and resources that it would have taken to manually adhere to the regulation.

Taking multiple, relevant and disparate data sources and merging, reconstructing and applying methodologies to produce an ongoing Payment Practices Database and Reporting Tool actually turns this 'chore' into a significant business benefit. The resulting Accounts Payable Performance Toolset can help develop a deeper understanding of the dynamics of payment practices and offset the cost of compliance by reducing errors and identifying areas to reduce process cost.

Vanessa Flather is head of retail advisory services, UK & Europe at PRGX

www.prgx.com

PRGX

Would you consolidate your IP portfolio with one provider? It's worth thinking about

Q&A with Frank Reijnen, CEO, AIPEX; the pan-European IP service provider

Please introduce AIPEX:

AIPEX provides excellent fully pan-European bespoke IP services for those companies with substantive European portfolios which require ongoing strategy, management and resource. AIPEX bridges a previous country by country gap by providing easy access and a seamless solution with specialist IP services across the European landscape when required/necessary. We save money, time and capacity enabling patent and brand owners to focus on their core competencies of the business whilst we focus on their IP management.

What sets AIPEX apart from other law firms with European offices?

Most law firms are national, in that they only operate in their own country where they are dominant, and usually generalist, not IP specialists; they may have branches in other countries, but these will always be secondary and smaller than their origin headquarters. AIPEX is a corporation of selected top players in each country, chosen not only for their quality of service but also sector and country expertise, plus a shared vision to co-operate as a single IP firm across all of Europe for AIPEX clients. The AIPEX team think local but work together as global.

Another point of difference is that our attorneys are technical specialists who are strategic and adept at client portfolio management, not just procedures and resolving contentious issues. AIPEX attorneys lay down the path so there is less probability in having to handle IP problems. We are an IP firm, not a law firm. Law firms are generalist whereas AIPEX is not.

What are the benefits of using AIPEX as a single-service provider versus multiple providers in different markets?

By using multiple IP providers, you duplicate time, energy and effort many times over. AIPEX provides a standardised more efficient service and clients work directly with one Account Executive; this single point of access is with a professional who is specialised in the client sector be it life sciences, telecoms, automotive etc.; alongside colleagues they manage and safeguard the IP portfolio tailored specifically to client needs and deliver the best service possible across Europe to clients.

It is complex and time consuming

for IP owners to work effectively with multiple, as well as the best, IP service providers across Europe. This is what sets AIPEX apart.

Is consolidation the 'new way' to manage an IP portfolio? And if so, why?

Consolidation is a logical development in portfolio management and is a step change that couldn't have been offered historically due to structural organisations and a mindset of resistance for 'sharing'. However, digital developments globally, alongside increased international co-operation across high-net worth service industries have helped bring about change across numerous industries and this is being played out in IP consolidation with preferred partners and streamlining of budget, plus resource.

A pan-European view is needed to find and implement the most suitable strategy, which an individual national IP firm is not equipped to achieve.

Large companies want a better service and predictability of costs, they also want standardisation of procedures. Fixed fees for filing or drafting an application rather than a variance makes for efficiency and cost effectiveness. AIPEX clients get a flat rate fee on several elements of our work which makes for easier budgeting and management client-side.

AIPEX has been known to say it can help large corporates with IP portfolios post Brexit. How?

AIPEX is a European organisation and British AIPEX attorneys are therefore able to act and represent UK clients, using our AIPEX infrastructure, resources, knowledge and services.

If I don't change anything about the management or consolidation of my IP business, what are the disadvantages and risks?

You'll continue to spend more time and money in managing your IP portfolio (& ultimately your business) with multiple service providers across all of Europe. It really is as simple as that!



Web: aipeX-ip.com

Tel: +31 (0) 85 74 70 079

Two minute interview



Jamie Gray, founder of Buddy Burst



Who are you?

I'm the person behind Buddy Burst. We help businesses grow their brand awareness in a sustainable way. We do this by providing bespoke seed-based promotional products that we manufacture here in the UK.

Previous to this I worked in advertising, looking after brands such as Xbox, Virgin and Britvic.

What is your connection with the London Chamber of Commerce?

There isn't one. However, since starting my business last year and surrounding myself with likeminded entrepreneurs, I heard many people mention the fantastic membership so I had to find out more!

What was your first job in London?

It was working for Wunderman, a leading digital agency and part of WPP. It was my way into the big bright lights of London, and the rest is history...

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

I was lucky enough to be invited to Clarence House, presenting our Seedstick product to HRH The Prince of Wales. Eating beef stroganoff in his front lounge was a surreal experience.



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

... I don't hate anything about my job. I wouldn't change it for the world. I do however struggle to turn off. It's a continual balancing act, between work and my personal life."

"Having travelled the world, I know from first hand that our transport system is brilliant by comparison and taken for granted too often."

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

Elon Musk (below). Earning billions of dollars just wasn't enough. He's since used his power and wealth to create a vision for changing the world and humanity. He has a clear vision to reduce global warming through sustainable energy production and consumption.



How is your business reacting to Brexit?

With the current trade deal, we can easily import and export to Europe. More importantly, as we manufacture in the UK, export has really picked up with the weakening of the pound.

However, if we leave the single market and tariffs are introduced this will cause problems. We are therefore putting plans in place to set up satellite offices in Europe's main cities.

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

If I'm being critical, air conditioning should be on all lines. Having travelled the world, I know from first hand that our transport system is brilliant by comparison

and taken for granted too often. Selfishly, I do wish South West London had better connections.

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

Exporting our seed-based products outside Europe. Each order requires a phytosanitary certificate that not only increases lead-times but creates risk at customs. It's frustrating but a procedure we can do nothing about.

What is your favourite and least favourite thing about London?

We all know and love how cosmopolitan our great city is. I love how easy it is to travel around the city, experiencing diversity almost at every stop.

My least favourite has to be the weather. What I'd give for a climate like Barcelona - my favourite European city!



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

Implement stronger and more radical measures to tackle the air pollution crisis. How it's got this bad is not only embarrassing but also illegal. Hard lines must be taken immediately.



Giving back to creators – spread the word



by Leni Zneimer

In its eight years of business WeWork, the shared community space company, has grown into a global company with 274 sites in 74 cities and 22 countries around the world. The network of over 253,000 members comprise entrepreneurs, start-ups, social impact companies, FTSE 500 and other large corporates, all contributing to a purposeful and dynamic community.

WeWork is leading the shift toward a new way of working and living – people are focused on meaningful connections and being part of something greater than themselves. And whilst the company offers desks, office suites and entire HQs, even, to digital nomads or larger corporate companies, it's more apt to say that WeWork offers all of its members environments that increase productivity, innovation, and collaboration.

Speaking to Wired recently, co-founder Adam Neumann, who launched the company in 2010 with Miguel McKelvey, explains, “WeWork was, and still is, a company that’s making its best efforts to create a world where people make a life and not just a living.”

Community

Within this ethos of innovation, purpose, and community, it made sense that the company give back to creators: whether members or simply those making differences in business and in their wider community. And so the Creator Awards was born. Last year saw the awards take place in New York, Austin, Washington, Detroit, Tel Aviv, Berlin, and London. In the UK capital, transformative funding was awarded to SMEs, start-ups, individuals, and not-for-profits in front of an engaged audience of 2,000 at Battersea Evolution, with stars and industry leaders in attendance. The event included talks from journalist Grace Dent; singer/songwriter Estelle; founding director of Disturbing London, Dumi Oburota; and a ceremony presented by Reggie Yates and Carly Wilford. Performances included a set from singer/songwriter Ray BLK and celebrated DJs Benji B and Annie Mac played at the after-party.

Entrepreneurs

The breadth of last year’s winners in London alone proves the incredible calibre of the work – the innovations – that we’re seeing in the world today:

An Incubate Award was given to entrepreneurs looking for funding to launch their ideas, facilitating their growth beyond their early



“WeWork ... a company that’s making its best efforts to create a world where people make a life and not just a living.”

steps. Whether online grief-counselling platform GetGrief; ThinAirWater, a company who create water out of just that: thin air, and with a view to solving the world’s water crisis; Fat Macy’s, a social enterprise that trains and employs the homeless in catering skills. Other winners of Incubate Awards included Teardusk, Conservation Guide, The Hard Yard, Wayword, nibs etc., and Androdes, all based in London.

In the Launch category, Project Access was a \$72,000 winner for their efforts to open up higher education in top universities to those with fewer opportunities; along with refugee-sourced language tutoring service Chatterbox, robotic drawing board company Joto, and grow-with-them children’s toy design company MURO.

Natural

Bio-bean are a clean technology startup that recycles coffee grounds

into usable products, and who received \$130,000 in award funding. Airlite, a company that makes natural paint that purifies the air, and Andiamo, who rapidly and cost-effectively 3D-print high-tech orthotic devices for children, each took home \$180,000.

The top winner in the Scale category was Simprints, a non-profit tech company that has developed low-cost fingerprint scanners that will help aid workers in developing regions. It won \$360,000 to further develop its product.

Tangible

WeWork is honoured to to champion individual impact at this scale: a multi-faceted series of events that unites cities, experts, employees and partners, the Creator Awards is a meaningful, tangible way to recognise creators and a forum to deliver the resources, opportunities and insights they need to thrive.

It’s an incredible time for grassroots innovations, ranging from start-ups and social enterprises to community initiatives on platforms such as Meetup, the social network site that connects people offline. There is a noticeable swell of people who, through entrepreneurship, tenacity and creativity, are channelling their passions and finding purpose in their work: the culture of the creator has never been so strong.

And for the time poor entrepreneur that feels their funding strategy is a while off, whilst they tirelessly work to scale up? The submissions process is so quick and easy, and values ideas over high production content: there’s really nothing to lose in taking a brief moment to champion yourself as a creator. Spread the word.

For more information and to apply for the Creator Awards, visit www.creatorawards.wework.com

Leni Zneimer is the general manager for WeWork UK & Ireland www.wework.com

wework



Why should the UK care about the growth in alternatives to bank funding?

What is the problem?

10 years on from the financial crisis, too many UK SMEs are still not getting the funding that they require from the banks. The problem is particularly acute for growth SMEs who do not have large amounts of assets against which the banks are more willing to lend. As a result, many SMEs are not investing in their growth, or are delaying until such time as they can fund it themselves. The knock-on effect is that the UK's productivity and growth is being held back.

What is the solution to narrowing the gap?

The solution lies in finding a different way to fund SMEs using capital from sources other than the banks.

Non-bank capital has already started to flow to SMEs via peer-to-peer business lending platforms. Funding Circle is the largest of these with the majority of funding coming from retail investors. The introduction of the Innovative Finance ISA in April 2016 is a further incentive for retail investors to invest while earning tax-free returns.

However, by far the largest proportion of retail investment is controlled by financial advisers or discretionary wealth managers. These companies are not yet participating in direct business lending for a number of reasons which may take years to overcome. It is unlikely, therefore, that retail investors on their own will be able to provide sufficient capital to fill the gap between bank funding

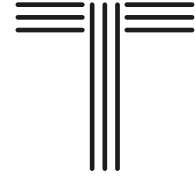
and SME requirements. This is especially so for SMEs looking for strategic capital of more than £250k.

The real solution to directing much larger flows of new capital to SMEs is via institutional investors who control billions of pounds of investments. Non-institutional capital is still the primary source of funding in the alternative finance sector, but there is increasing interest from large institutions in direct lending, especially direct to SMEs.

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Getting the most out of meetings – seven golden rules

LONDON OFFICES

Employees are being warned to keep participants to a minimum and relay a strict 'no-electronics' policy if they really want to get the most out of their business meetings.

The team of office experts at LondonOffices.com have researched the techniques to use to optimise meeting time and compiled a list of the seven golden rules to follow.

Every single day, businesses across the UK are suffering hours of wasted time at the hands of long, arduous meetings when a simple email or phone call could have sufficed.

Not only does the average office worker feel like they have to attend too many meetings, more often than not they go on for too long, often with no clear purpose or goals.

A LondonOffices.com spokesperson said: "They're an essential part of business life, but if you're not careful, your meetings might simply be good for only one thing – zapping precious time.

"It's been estimated that UK workers will waste up to a year of their lives in useless meetings, which costs the UK economy around £26 billion.

"But by following these rules, offices across the country should be enjoying short, snappy and productive meetings in no time."

1. Be prepared

You've been invited to the meeting for a reason, so make sure you've prepared at least one thing to contribute. You might consider asking yourself these three questions before agreeing to attend: Is this meeting necessary? What is the purpose of the meeting? Who absolutely needs to attend?

It's also a good idea to jot down a few questions you'd like to ask during the meeting – in the heat of the moment these ideas can easily be abandoned.

2. Be exclusive with your invitations

When you receive a meeting invite, ask (politely) if you absolutely need to be there. Some of the biggest and most productive companies – like Google and Amazon – have rules in place to keep attendees to a minimum. For example, Amazon has a 'two pizza' rule, which means they'd



"Amazon has a 'two pizza' rule, which means they'd never hold a meeting in which they couldn't feed the whole group with two pizzas."

never hold a meeting in which they couldn't feed the whole group with two pizzas.

Office politics often get in the way of who really needs to attend, but if you want a productive meeting, you're going to have to be exclusive with your invites.

3. Be savvy with your time

Your time – and everyone else's – is valuable, so make sure you use it wisely. If no-one else does, create an agenda which outlines the purpose of the meeting, topics of discussion and the time allotted for each, any decisions that need to be made, who

is attending and where it will be held. This will help the meeting flow and ensure you cover everything you need to in the time given. You could even consider using a timer to alert you when the meeting should be wrapped up.

This also brings into question deadlines – make sure you have specific but realistic deadlines of when you would like your objectives completed so that everyone is on the same page.

4. Keep distractions to a minimum

Meetings are held for a specific purpose and to achieve specific goals, so if attendees are checking emails or phones throughout, this is only going to kill productivity and make it more difficult to accomplish what you set out to do.

So, at the start of the meeting, you might want to suggest that mobile phones be put on silent and placed face down on the table for the duration, and you can provide participants with a printed agenda and copies of any presentations that include space to take notes the old-fashioned way – it's less distracting than typing and removes the visual obstacle that a laptop creates.

5. Encourage participation

Try not to let a small number of people control or dominate the meetings. Instead, create a friendly atmosphere where everyone feels comfortable ex-

pressing their own opinions.

Terms like "ice-breaker" make a lot of people cringe, but a round-table question gets the conversation going, or take it one step further and incorporate a team-building activity to break up a dull topic.

6. Change things up

Try not to follow the same format or schedule at every meeting – your employees or fellow colleagues will just get bored. Instead, take the most productive elements out of the past few meetings you've been in and band them together to form a new approach. This might mean ditching the PowerPoint Presentation, or even getting rid of the boardroom setting.

Another option is to meet standing up – the idea is that people will become uncomfortable standing up and therefore won't want to ramble on and elongate the meeting unnecessarily.

7. Listen!

There's nothing worse than leading a presentation and knowing that your audience is clearly not engaged, so try and impress with your own listening skills. By making eye contact and nodding and smiling throughout, you'll be practicing some key active listening skills which doesn't just mean that you'll benefit from what's being said – you'll also build a relationship with the presenter.

The rebirth of London's music venues



by Shain Shapiro

Earlier this summer the BBC revealed that it was moving its world-famous Maida Vale Studios to Stratford. Moreover by 2023 it would be creating a world-class music hub in East London, next to the site of the London Olympics, to join The Smithsonian, Sadler's Wells and the V&A in either relocating or setting up a new branch.

A few weeks previously, another announcement had been made, one not as widely reported but of equal significance. After winning a grant from the Mayor of London's Good Growth Fund, East London charity Urban Development announced that, in partnership with developer Vasting, they were building a National Centre for Urban Music Excellence, also in Stratford, as part of a creative and cultural hub.

"Currently there are over a dozen development projects in London with music and other cultural activities at their heart."

Performance

Currently there are over a dozen development projects in London with music and other cultural activities at their heart – including a new nightclub in East India Dock, a music-venue complex in Wembley Park, two new music venues on Denmark Street in Central London and a new 3,000 capacity arts and music performance space behind Westfield in Shepherd's Bush.

Against a background of Brexit, the lack of capitalisation in London's construction and real estate sector, a dip in house prices and general investor cautiousness, this news might sound surprising. However I believe it is merely developers, planners and other experts recognising that one of the safest bets in London right now, one that will yield a return over a longer period of time, is music – especially live music.

In 2015 the then Mayor of London Boris Johnson published a re-



Singers rehearse at BBC Maida Vale Studio 1

Photo: Vocal sense Ensemble Singers



Sadler's Wells Theatre

Photo: Sadler's Wells Theatre

port, *Grassroots Music Venues Rescue Plan* (below), which stated that since 2007 London's small-to-medium sized music venue stock had shrunk by 35 per cent. This is an actual reduction of 47 venues – 47 small businesses with employees, PAYE and taxes. At the same time, according to the Association of

Multiple Licensed Retailers it was noted that 50 per cent of nightclubs had shut. It was also believed, anecdotally, that up to 50 per cent of rehearsal spaces, recording studios and artist workspaces were closing.

Stakeholders

The report recommended that a 'Night Mayor' should be created and newly-elected Mayor Sadiq Khan, did just that. He called the position his 'Night Czar'. In addition a Night Time Commission and Music Board were established with the aim of connecting stakeholders and recognising and dealing with problems before they spiralled out of control. A further action recommended by the report was the adoption by the GLA of the 'agent of change principle', an Australian and American planning concept that puts the onus of change on the agent making it. For example, developers either pay for soundproofing or build units fit to live next

"Despite market forces London is a better place for music now than it was three-and-a-half years ago."

door to existing premises that may at times produce noise. Following the Mayor's lead, the UK Parliament is adopting the same principle, the first national government to do so.

At the same time, various local authorities, including Newham and Kingston, rewrote local plans to cater for evening and night time economy uses.

Benefits

Charities such as the Music Venue Trust emerged, lobbying on behalf of venues and developers and slowly but surely beginning to see the rehabilitative and economic benefits of music within regeneration. Now, there are two examples of music venues in London being included in Section 106 provisions (planning obligations) while the capital will have an annual 'borough of culture' – Waltham Forest in 2019, Brent in 2020.

MVT
Music Venue Trust

Despite market forces, including business rates, global capital flows and increased automation, making life challenging for people operating these spaces, London is a better place for music now than it was three-and-a-half years ago. That is not an accident; it was planned and mandated in policy. It may not be a rebirth but it may be the beginning of one. If we look at the concept of what buildings are supposed to do and how they cater to people differently, we can recognise that music is a tool that has multiple benefits. It can heal, it helps us exercise, makes us smile, breaks down borders, and earns us money.

Shain Shapiro PhD is chief executive of Sound Diplomacy www.sounddiplomacy.com

**LONDON'S
GRASSROOTS
MUSIC VENUES
RESCUE PLAN**
A REPORT FOR
THE MAYOR
LOCAL AUTHORITIES
GOVERNMENT
PLANNERS DEVELOPERS
LICENSERS POLICE ECONOMISTS
TOURISM AGENCIES MUSICIANS CULTURE FUNDERS

Chasing the dragon



The shortlist for this year's Lord Mayor's Dragon Awards – the capital's top responsible business awards – has been announced

Sixteen businesses of all sizes and sectors have made the cut having demonstrated how they are tackling social problems in London.

Shortlisted applicants include international law firm Weil, Gotshal & Manges LLP which has provided almost 500 hours of free legal advice to the Royal Society for Blind Children to support Wayfindr, an app for people with visual impairments that provides audio directions for users in London Underground stations.

Inspire

Applicant Penguin Random House UK has been shortlisted for Write-Now, 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.

City based Allen & Overy LLP has been chosen for its annual employability programme for the over-50s tackling long-term unemployment and obstacles to re-entering the workforce – through training sessions, supporting with job applications and one to one mentoring. One year after completing the programme, 84 per cent of the 25 participants are in employment, most of which are full-time roles.

The Lord Mayor's Dragon Awards also recognises the work of SMEs. This year David Miller Architects and patent and trade mark attorneys Beck Greener have been shortlisted for the awards.

Mobilising

Over the last 30 years, businesses which have applied to the awards have helped over ten million people, mobilising 200,000 business volunteers and giving nearly £250 million

in donations and in-kind support to London's communities.

Applicants for this year's awards have supported 1,794,552 people across the UK, helped create over 5,022 work opportunities and provided over £15 million in support of their local communities and local enterprises.

They mobilised 11,922 business volunteers who contributed over 43,000 hours to community groups, schools and individuals across the UK.

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

Trust

This year the City Corporation also launched the Lord Mayor's Award – Business of Trust Champion, focussed on trust in business, the Lord Mayor's theme for the year. This award, open to all businesses across the UK, celebrates businesses which are championing responsible

business practices to create a lasting legacy of better business trusted by society. The award is open for applications until 30 July.

Charles Bowman, the Lord Mayor of the City of London, said: "These awards are London's top responsible business awards, celebrating firms that have really gone above and beyond to tackle society's problems.

"It's fantastic to see that such a diverse range of organisations have applied this year. Firms of all sizes and all sectors have made the shortlist – all of them really making a difference.

"The immense, invaluable contribution of business in tackling social issues often goes unnoticed. In today's challenging economic climate we need their intervention more than ever."

All applicants will be invited to The Mansion House in September where the winners will receive a prestigious 'Dragon' from the Lord Mayor.

www.dragonawards.org.uk

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Wine for pleasure ... and investment



Jan Konetzki is an award-winning wine sommelier who has worked in the hospitality industry for 15 years. Here are his ten wine tips to start a wine collection, whether for enjoyment or investment.

1. Champagne Jacquesson '739', Extra-Brut

A finely knitted Champagne, which is my all-time favourite. Johann Krug undertook apprenticeship here and went on to use it as the 'ideal' to re-create year after year when he founded Masion Krug.



2. Champagne A.R. Lenoble, Blanc de Blancs Grand Cru Chouilly 2008

Elegant and vibrant, a 100 per cent Chardonnay from Grand Cru slopes of Chouilly, this is a label that surprises the professional as much as first time drinker, not only for its attributes, but also because it provides great bang for your buck.



3. Champagne Philipponnat 'Clos des Goisses' 2008

The grapes in this powerful Champagne are from a single vineyard and only produced in the best years – a connoisseur's choice that will live forever.



4. Riesling 'G-Max', Weingut Keller, Rheinhessen, Germany 2015

This German Grand Cru Riesling is as rare as a talking unicorn. If you manage to source a few bottles either cellar and experience it, or get more than 400 per cent return when you sell it on. Even if is not G-Max a few bottles of German Riesling must be part of a good collection.



5. Château Grillet, Rhone, France 2014

This single vineyard, single estate and single variety white wine made from Viognier has been one of the best kept secrets in the world of fine dining for centuries. Why? Because the production is tiny and you can age them for decades.



6. Gevrey-Chambertin 1er Cru Estournelles St-Jacques, Domaine Duroche 2015

Burgundy is a patchwork of hundreds of producers and thousands of vineyard names, this is the wine-nerd's El Dorado! With the prices for Burgundy ever soaring, a pearl like Duroche's 1er Cru will bring pleasure for years.



7. Miani Rosso, Colli Orientali del Friuli, Friuli-Venezia, Italy 2012

Usually the great Merlot wines come from Pomerol and St. Emilion in Bordeaux. Here is an exception with cult status you have not heard of.



8. Hermitage, Jean-Louis Chave, Rhone, France 2010

The purest expression of Syrah is produced on the hills of Tain-Hermitage and the essence of these wines are produced by Jean-Louis Chave. Rhone wines are the next big thing in wine investment but I still suggest drinking up instead of selling on.



"Rhone wines are the next big thing in wine investment but I still suggest drinking up instead of selling on."

9. Château Latour 'Grand Vin' 1er Grand Cru Classé, Pauillac, Bordeaux 2005

The archetypal Bordeaux wine. Made mainly from Cabernet Sauvignon, matured in French Barrique and a cornerstone for any good wine collection.



10. Fonseca, Vintage Port, Douro, Portugal 1985

After more than 30 years, this wine collection classic is as beautifully fresh, offers amazing value, and is still available in the market. It will bring satisfaction for another 50 years to come.



Jan Konetzki is director of wine and Chateau Latour Ambassador at Ten Trinity Square Private Club club.tentrinitysquare.com

Surging ahead

French rugby union legend Serge Betsen was a top table guest at the Chamber's ABA global dinner earlier this year.

Moving to France from Cameroon as a nine-year-old he discovered rugby a couple of years later. Clearly a natural, he then became a regular in the national side from 1997. He was a renowned tackler and always cut a dash on the field of play. Betsen joined London Wasps in 2008, and hung up his boots two seasons after.

In 2014, he created Serge Betsen Rugby, his coaching programme in London which combines his knowledge and experience of the Anglo-Saxon and French systems to enhance children's participation in the sport.

Throughout the year he works with schools and parents' associations to try and build the next generation of rugby players. This summer Serge Betsen Rugby offers rugby camps in July and August, bookable online.

sergebetsenrugby.com



How to avoid the 'greenwashing' scourge



by Suranga Herath

Plastics in the sea, straws, billions of unrecyclable coffee cups. 2018 has been the year of environmental sustainability ... or at least that's how it seems.

As soon as environmentalism landed on the news agenda, brands started jumping on, going to greater and greater lengths to tell consumers about their green credentials.

Of course, as with all grand claims, a healthy dose of scepticism is required. There are some fantastic businesses out there doing brilliant things for the environment, but for every genuine act of altruism, there's a claim that doesn't quite match up to the reality.

The perils of 'greenwashing'

Greenwashing is when a business makes unsubstantiated or misleading environmental claims. In a world where consumers are growing more discerning about the environment, greenwashing is a way of connecting with consumers on a more emotional level.

I think we could argue that we've now entered the golden age of greenwashing. The question to ask is: does

greenwashing fundamentally help or harm my business? There may be no real answer but in my view greenwashing might win short term gains, but it quickly erodes long-term trust. And a business whose stakeholders don't trust it is not long for this world.

Pitfalls

Greenwashing manifests itself in a number of ways. It often happens unintentionally with the best of intentions but without proper forethought or strategy. Thus the fight against greenwashing requires constant vigilance. To avoid falling into the greenwashing trap, here are some key things to look out for.

- 1. It's opportunistic and doesn't go far enough.** With environmentalism riding high in the media, it may be tempting to make bold claims to capitalise on this interest. All well and good, but it's very worthwhile thinking through whether this is going to offer a genuine benefit to the wider world, or just a reputational boost. I would argue that, unless it's something you're already exploring, it's hard to be sure you're making the right call if you rush into it.
- 2. It doesn't see the big picture.** In all things brands should be responsible for thinking through the

long-term implications of their decisions. That means more than just asking "Could we do it?" but more importantly "Should we do it?"

- 3. It makes long-term promises.** Making commitments about future operations is often sensible – after all, real change definitely takes planning and time. But sometimes if the commitment is too far in the future, it can just be a way of making short term reputational gains.
- 4. It's about accomplishing low hanging fruit.** Lots of businesses – and particularly large businesses – are quick to announce when they've met or exceeded sustainability targets. Which is all well and good, but we should ask of these announcements "Did they make it easy on themselves or did they really try to change the status quo?"
- 5. The motivation is more selfish than altruistic.** Even if the initiative will have some benefits, if your primary motivation is selfish, you're in danger of being in greenwashing territory. Corporate Social Responsibility (CSR) is often more about charitable initiatives i.e. a business deciding to give back. A better approach is Creating Shared Value (CSV) which is about finding ways to grow businesses via a long-term commitment to sustainability. CSV is rapidly being

adopted as the more sustainable model – and the model that leads to financial success.

Avoiding greenwashing – an example from English Tea Shop

Recently there has been a big move towards compostable tea bags, often produced using genetically modified corn. So while this move does solve the plastics issue, it actually creates other, potentially more serious issues. This is for a number of reasons, including the long-term agricultural and environmental impact intensive GMO farming has on land, and the fact these materials may not be as compostable as they seem in all circumstances.

The decision at English Tea Shop was therefore, to choose a GM free alternative that isn't bio-degradable, but is recyclable, making it a better option in the short term. In the long term we are working closely with pyramid material suppliers to develop a Non-GMO sourced biodegradable mesh and we are confident that this material will come to the market latest in 2019.

Suranga Herath is chief executive of English Tea Shop, winner of the National Business Award for Sustainability in 2017
www.etsteas.co.uk



International

World Chambers Congress – Dubai to host in 2021

Dubai has won the bid to host the 12th World Chambers Congress (WCC) in 2021, which will see the participation of 14,000 chambers of commerce from 100 countries. The emirate won through against stiff competition from Addis Ababa, Nairobi and Tehran in the Middle East and Africa region whose turn it is to host the event.

The congress will be held under the patronage of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, and co-organised by Dubai Chamber in cooperation with the ICC World Chambers Federation. Earlier this year, Dubai Chamber had presented Dubai's official bid to the judging committee of the World Chambers Congress.

Vision

Chamber president and chief ex-

ecutive Buamim said that the government's forward-looking vision and strategy focused on enhancing Dubai's competitiveness were among the key factors that contributed to the bid win. Attracting major international events like the World Chamber Congress will further strengthen Dubai's position as a global business hub and attractive investment destination, he added.

"Dubai's successful bid to host the congress is a clear indication that the emirate has gained global recognition for its efforts to advance its economy and become a global hub for future industries. As one of the world's largest membership-based chambers of commerce, Dubai Chamber will work to ensure that Dubai delivers a World Chambers Congress like no other, which showcases the tremendous potential that the emirate offers," said Buamim.

Challenges

He pointed out that the 12th WCC in Dubai will coincide with Expo 2020 Dubai, adding that the congress will bring together many of the world's best minds to discuss how youth and technology can go hand in hand to solve global challenges and create a brighter future.

Bearing the slogan 'Say Yes to the Future', Dubai bid showcased its various strengths as a city of the future, most notably, its world-class infrastructure, strategic geographic location, status as a top tourism destination, vast experience in hosting major international events and diverse business community.

Innovation

The World Chambers Congress is the only international forum for chamber leaders and professionals

to share best-practices, exchange insights, develop networks, address the latest business issues affecting their communities and learn about new areas of innovation from chambers around the world.

Held every two years in a different region of the world, the congress provides unparalleled opportunities to connect and strengthen relations with a diverse and international group of individuals. The last WCC congress was held in Sydney, Australia in 2017, and the next congress will be hosted in Rio de Janeiro, Brazil in June 2019. The first took place in Marseille, location of the world's first chamber, in 1999 and subsequent congresses have been hosted by Seoul, Quebec City, Durban, Istanbul, Kuala Lumpur, Mexico City, Doha and Turin.

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The logo for ACA International consists of a blue square containing a white stylized 'A' shape formed by two upward-pointing triangles. Below the square, the text 'ACA' is written in a large, bold, blue serif font, followed by 'INTERNATIONAL' in a smaller, blue, all-caps sans-serif font. At the bottom, the full name 'The Association of Credit and Collection Professionals' is written in a small, black, all-caps sans-serif font.

EU trade defence: stronger and more effective rules enter into force

The new trade defence rules became effective on the 8 June. All new investigations initiated on or after this date will be subject to the modernised anti-dumping and anti-subsidy rules.

The changes are designed to modernise the EU's trade defence toolbox, enabling the EU to impose higher duties in some cases by changing the 'lesser duty rule' and to: shorten the investigation period to accelerate the procedure; increase transparency and predictability of the system for EU firms; and reflect the

high environmental and social standards applied in the EU. They conclude a major overhaul of the EU's trade defence instruments, including also a new anti-dumping methodology put in place in December of last year.

Trade Commissioner Cecilia Malmström said: "Finally, this long-awaited reform can be rolled out and put into action. European companies have been looking for a modern set of rules. I am very confident that this provides us with the necessary tools to efficiently defend our industries from unfair trade

practices. We believe in open, rules-based trade. Now, we are better equipped to stand up for our companies if other countries don't stick to the rules."

As a result of changes to the so-called 'lesser duty rule', in some cases the EU may be able to impose higher duties. This will apply to all anti-subsidy cases, as well as antidumping cases concerning imports produced using raw materials and energy provided at an artificially low price.

As part of its investigations, the Commission will also take

into account the costs of compliance with EU social and environmental legislation when calculating the levels of duties, it can impose based on economic damage caused to companies. Furthermore, it will also not accept price undertakings, in general, from countries that have a bad record on implementing core International Labour Organisation standards and environmental agreements. For the first time, trade unions will also be able to participate in trade defence investigations.

EU launches WTO case against China's unfair technology transfers

On 1 June the EU launched legal proceedings in the World Trade Organisation (WTO) against Chinese legislation that undermines the intellectual property rights of European companies.

Commissioner for Trade Cecilia Malmström said: "Technological innovation and know-how is the bedrock of our knowledge-based economy. It's what keeps our companies competitive in the global market and supports hundreds of thousands of jobs across Europe. We cannot let any country force our companies

to surrender this hard-earned knowledge at its border. This is against international rules that we have all agreed upon in the WTO. If the main players don't stick to the rulebook, the whole system might collapse."

European companies coming to China are forced to grant ownership or usage rights of their technology to domestic Chinese entities and are deprived of the ability to freely negotiate market-based terms in technology transfer agreements.

This is at odds with the basic rights that companies should be

enjoying under the WTO rules and disciplines, in particular under the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS Agreement).

The case initiated by the EU targets specific provisions under the Chinese regulation on import and export of technologies (known as 'TIER') and the regulation on Chinese-foreign equity joint ventures (JV Regulation) that discriminate against non-Chinese companies and treat them worse than domestic ones.

These provisions violate WTO obligations to treat foreign companies on an equal footing with domestic ones, and to protect intellectual property like patents and undisclosed business information.

If consultations requested do not reach a satisfactory solution within 60 days, the EU will be able to request that WTO sets up a panel to rule on the matter. While the EU's request is similar to the one brought recently to the WTO by the US, it also identifies further potential violations of WTO rules.

Pharmaceuticals: Commission refines intellectual property rules

The EU has a strong intellectual property rights framework in place which protects Europe's know-how and sustains the pharmaceutical industry's world-class innovation capacity. To improve the current system further and remove a major competitive disadvantage of EU manufacturers, the Commission proposes a targeted amendment: the so-called 'export manufacturing waiver' to Supplementary Protection Certificates. Supplementary Protection Certificates (SPCs) extend patent protection for medicinal products which must undergo lengthy testing and clinical trials prior to obtaining regulatory marketing approval. Thanks to the waiver, in the future EU-based companies will be entitled to manufacture a generic or biosimilar version of an SPC-protected medicine

during the term of the certificate, if done exclusively for the purpose of exporting to a non-EU market where protection has expired or never existed. The waiver will support Europe's pioneering role in pharmaceutical research and development. Vice-President Jyrki Katainen, responsible for Jobs, Growth Investment and Competitiveness, said: "Europe is and should remain at the forefront of pharmaceutical research and manufacturing. Our rules on intellectual property protection of pharmaceuticals promote innovation and creativity. We are committed to the core rights and the length of this protection, which remain unchanged. We are proposing a well-calibrated adjustment to the current regime to remove a legal barrier that was preventing our companies from competing

on equal terms on global markets where competition is fierce. We want to make sure that our pharmaceutical industry reaps the benefits of such competition." Elżbieta Bienkowska, Commissioner for Internal Market, Industry, Entrepreneurship and SMEs, added: "The proposal strikes a balance between the imperative to ensure the attractiveness of Europe for innovative pharmaceutical companies and the urgency to allow EU based generics and biosimilar to compete on the global markets. This will help create growth and high-skilled jobs in the EU. It could generate €1 billion net additional sales per year and up to 25 000 new jobs over 10 years. It will particularly benefit the many small and medium-sized enterprises in the field. In the medium term, more competition

will improve patients' access to a wider choice of medicines and alleviate public budgets." With the waiver, intellectual property (IP) protection for medicine production in Europe will remain the strongest in the world. SPC-protected medicines will retain their full market exclusivity in the EU. The proposal is accompanied by a series of safeguards which will create transparency and prevent IP-infringing products from entering Member State markets. It goes hand in hand with other EU initiatives to defend Europe's know-how and innovation leadership and protect patients against counterfeited medicines. It also complements the EU's overall approach to ensure free and fair trade, characterised by open markets, for EU-based manufacturers.

Commission welcomes ambitious agreement on further renewable energy development in the EU

An ambitious political agreement on increasing renewable energy use in Europe was reached on the 14 June between negotiators from the Commission, the European Parliament and the Council. The deal means that two out of the 8 legislative proposals in the Clean Energy for All Europeans package (adopted by the European Commission on 30 November 2016) have been already agreed by the co-legislators. On 14 May, the first element of the package, the Energy Performance in Buildings Directive, was adopted. Thus, progress and momentum towards completing the Energy Union is well under way and the work started by the Juncker Commission, under the priority "a resilient Energy Union and a

forward-looking climate change policy" is delivering its promises.

The new regulatory framework includes a binding renewable energy target for the EU for 2030 of 32% with an upwards revision clause by 2023. This will greatly contribute to the Commission's political priority as expressed by President Juncker in 2014 for the European Union to become the world number one in renewables. This will allow Europe to keep its leadership role in the fight against climate change, in the clean energy transition and in meeting the goals set by the Paris Agreement. The rules agreed serve also to create an enabling environment to accelerate public and private investment in innovation and modernisation in

all key sectors. We are making this transition to a modern and clean economy taking into account the differences in the energy mix and economic structures across the EU. Beyond updating and strengthening our energy and climate legislation, the EU aims at developing enabling measures that will stimulate investment, create jobs, improve the skills of people, empower and innovate industries and ensure that no citizen, worker or region is left behind in this process.

Commissioner for Climate Action and Energy Miguel Arias Cañete said: "Renewables are good for Europe, and Europe is good at renewables. This deal is a hard-won victory in our efforts to unlock the true potential of

Europe's clean energy transition. This new ambition will help us meet our Paris Agreement goals and will translate into more jobs, lower energy bills for consumers and less energy imports. I am particularly pleased with the new European target of 32%. The binding nature of the target will also provide additional certainty to the investors. I now call on the European Parliament and the Council to continue negotiating with the same commitment and complete the rest of the proposals of the Clean Energy for All Europeans Package. This will put us on the right path towards the Long-Term Strategy that the Commission intends to present by the end of this year".



The brokerage event Gamesmatch will take place in Cologne during the world's largest trade exhibition and event highlighting the gaming sector on 21-23 August.

Games companies will present their latest products and releases and will also be looking for future projects and cooperation partners.

Companies interested in gaining access to new markets, up-scaling their technological base, marketing and other related topics should join gamesmatch@gamescom2018.

Location: Cologne, Germany

Registration Deadline: Wednesday 15 August 2018



The conference focuses on the latest advances in nanosciences and nanotechnologies and promotes scientific discussions between scientists and researchers from different disciplines and countries.

It is in three parts: plenary session in the morning, speeches in the afternoon, and poster presentations in the evening. The conference will bring together leading scientists and researchers from a range of countries. One of the main goals of this event is strengthening of scientific collaboration between Ukraine and Europe.

Location: Kiev, Ukraine

Registration Deadline: Wednesday 18 July 2018



Enterprise Europe Network in collaboration with the European Structural Integrity Society and Society for Structural Integrity and Life invites entrepreneurs and scientific institutions to

participate in the Structural Integrity, Safety and Reliability brokerage event 2018 on August 28-30, 2018 in Belgrade.

Representatives from the industry, technology providers, research organizations and academia are invited to this brokerage to establish collaborations, discuss opportunities for future R&D projects, and plan the next common steps for addressing the needs of the European Industry.

Location: Belgrade, Serbia

Registration Deadline: Monday 27 August 2018



The Enterprise Europe Network invites companies to attend the European brokerage event in the field of timber construction and forestry. This networking event targets a wide spectrum of companies from Europe and representatives from public authorities in the sector of timber construction and forestry.

Location: Klagenfurt, Austria

Registration Deadline: Wednesday 29 August 2018



Terra Madre Salone del Gusto is a biennial 'slow food' event, which brings together international producers, communities, chefs, and visitors in the celebration of good, clean and fair food. The event includes an international market where producers selected on the slow food philosophy will be present to share their products and stories. Hundreds of food communities will attend, and for five days will bring the world's food agrobiodiversity to the city and discuss shared challenges and solutions.

Location: Turin, Italy

Registration Deadline: Sunday 16 September 2018



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

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Capital matters

COVER STORY

Spotlight on Croydon

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Air Astana enhances its international network and expands fleet



The airline launches two new flights to the Russian Federation and takes delivery of its third A320neo family aircraft

Air Astana, Skytrax award-winning carrier from Kazakhstan, has launched new flights from Astana to two destinations in Russia – Tyumen and Kazan.

The new Astana – Tyumen route commenced on June 2, 2018 and operates three times a week on Mondays, Wednesdays and Saturdays. The flight is served by an Embraer E190 with nine Business Class and 88 Economy Class seats.

The Flight duration from Astana to Tyumen is 1h 40min and the return flight is 1h 30min. Lead in fares from London to Tyumen via Astana start at £438 return in Economy Class and £1546 return in Business Class (prices may vary due to currency fluctuations).

Tickets can be purchased at www.airastana.com, from the airline's ticketing offices or Air Astana's accredited ticketing agencies.

Air Astana's second new route: Astana – Kazan, commenced on June 3, 2018. The new flight operates on Sundays and is served by an Airbus A320 and Embraer E190 aircraft. The new service supplements the existing Almaty – Kazan flight, which operates twice a week on Tuesdays and Fridays. The flight duration from Astana to Kazan is 2h 35min and the return flight is 2h 20min.

Ticket prices from London to Kazan via Astana start at £511 return in Economy Class and £2036 return in Business Class (prices may vary due to currency fluctuations). The airline's international passengers with long transfers in Astana are offered Air Astana's Stopover Holidays programme that includes hotel accommodation for one night with breakfast and airport transfers included for \$1US.

For more information on Air Astana Stopover Holidays please visit: <https://airastana.com/global/en-us/Plan/Stopover-Holidays>.

This latest network expansion coincides with the delivery of the airline's second Airbus A321neo. Air Astana took delivery of the aircraft on June 2. The new aircraft offers 179 seats (Business 28/ Economy 151) in a two-class layout. Similar to its first A321neo, this aircraft is equipped with an in-seat IFE system. The aircraft will be operated on Air Astana's domestic and international routes including

flights to Russia, Georgia, Turkey, UAE, Central Asia and China.

In total the airline has ordered 17 A320neo family aircraft with the first (A320neo) and second (A321neo) having been previously delivered. The remaining 15 aircraft are to be delivered within the next two years enabling Air Astana to operate one of the youngest fleets in the world.

Day	Flight	From/To	Departure/Arrival Time
Monday	KC 143	Astana - Tyumen	13:30 – 14:10
	KC 144	Tyumen - Astana	15:10 – 17:40
Wednesday	KC 143	Astana - Tyumen	13:10 – 13:50
	KC 144	Tyumen - Astana	14:50 – 17:20
Saturday	KC 143	Astana - Tyumen	09:00 – 09:35
	KC 144	Tyumen - Astana	10:35 – 13:10

*local time



Day	Flight	From/To	Departure/Arrival Time
Sunday	KC 159	Astana - Kazan	13:05 – 12:40
	KC 160	Kazan - Astana	13:40 – 19:00
Tuesday, Friday	KC 149	Almaty - Kazan	20:05 – 20:55
	KC 150	Kazan - Almaty	21:55 – 04:30 + 1 day

*local time

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For larger companies Best Parties Ever can remove the headache of planning and organising a company-wide party and offer full exclusive use of any of their Christmas party venues including bespoke event planning, full entertainment and

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7 Steps to Protect your Business

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Protect your cash flow

Work with our team of specialists to secure your cash flow against a rapidly moving market.

"With the company's multi-currency banking service, businesses and corporates can stay in control of overseas currency cash flows, make and receive payments in foreign currencies and enjoy better exchange rates."

We'll develop a precision risk management strategy, tailored to your business objectives and powered by our tools and analysis.

1. Plan

First, review the foreign exchange requirements of your current business and how you expect them to change. Speak with a currency specialist and explore the strategy and solutions that work for your company.

2. Resist Speculation

It is best practice to convert surplus currencies as and when received – only hold the currencies that you intend to pay away in the short term.

3. Mitigate your risks by Hedging

Hedging can help you to mitigate the risk of international transactions. When paying for goods or services in foreign currency your costs will fluctuate with the exchange rate movements.

4. Protect your profits with Forward Contracts

Forward contracts can help protect against adverse currency movements and can be used to lock into favourable exchange rates.

5. Lock in your exchange rates with Market Orders

Market orders allow you to automatically purchase or

sell foreign currency when the market hits your target, favourable, exchange rate.

6. Check if Foreign Currency Accounts are beneficial for you

It may be useful for you to have foreign currency accounts for currencies that you trade in on a regular basis.

7. Ensure your funds are Safe

The security of your foreign exchange transactions is crucial, but often overlooked. Ensure your currency specialist has taken the appropriate measures to keep your funds secure.

Contact us at

fxdesk@thecurrencyaccount.com
020 7014 3377

www.thecurrencyaccount.com



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Croydon Transforms

The big stories just keep on rolling in for Croydon, as the town’s transformation continues to gather pace.

THE latest major announcement came at the end of May as it was confirmed John Lewis and Waitrose will be the anchor tenants in Westfield and Hammerson’s £1.4 billion town centre retail destination. Plans for a 165,000 square foot, four-level John Lewis store were revealed, incorporating a Waitrose supermarket on the ground floor. The retail giants said the store would be a new “showcase” for their respective companies. While the news was not unexpected, the backing of two such recognised high-end brands was further proof that Croydon is now a thriving, go-to destination. Indeed, John Burton, Head of Development, at Westfield Europe, said the move would guarantee “Croydon’s future as the retail and leisure capital for south London.”

It’s fair to say, then, the borough has come a long way over the past decade - recovering from the dark days of the economic recession and the subsequent riots. At the core of the success over that period

“The retail giants said the store would be a new “showcase” for their respective companies.”

has been a group of Croydon’s key stakeholders, who came together when their home town was struggling and helped drive its regeneration forward.

The Develop Croydon Forum was formed in 2011, when eight founding members decided something had to be done to transform perceptions and realise the town’s full potential. Chairman Richard Plant is proud of the work the Forum have done over the past seven years.

“What is truly inspirational is how the eight founding members have now become 69 partners, including representatives from

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all market sectors – residential, retail, and office developers, as well as the Greater London Authority and London Borough of Croydon,” he said.

“All differences are set aside and everyone focuses on promoting Croydon. It’s the definition of collaboration.”

That team ethic has recently been recognised, with the Develop Croydon Forum shortlisted for the ‘Collaborators Award’ in the prestigious Estates Gazette Awards.

Far from sitting on their laurels, however, the Forum knows there is still plenty of work to be done to keep Croydon moving forwards. Investor Tours, showcasing the prime development sites across the borough, are held twice a year, the annual Develop Croydon Conference gathers hundreds of delegates to hear agenda-setting debate, while the Forum also lead Croydon’s presence at key industry events – such as MIPIM Cannes and the London

Real Estate Forum – amongst many other initiatives. Promoting the town to the wider world has certainly become easier in recent years, with a whole host of huge new developments providing many opportunities. The proposed Croydon Partnership scheme – now all set to begin construction next autumn and open its doors to the public in the spring of 2023 - remains the ‘headline’ act, of course, but it is far from the only show in town.

Cranes, diggers and hard hats can be found at every corner. Over the past few months alone, highlights include:

- Menta and Redrow receiving planning consent for Morello Phase II – delivering a further 445 homes and completing the public bridge link over East Croydon station.
- Construction beginning on the tallest modular tower in the world- a 44-storey building at 101 George Street, being delivered by Greystar and Tide Construction.



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“Recent industry research saw Croydon rated as the fifth most in-demand town or city in the UK forrated as the fifth most in-demand town or city in the UK for commercial occupiers, ahead of Manchester and central London.”

- Telereal Trillium getting planning approval to build two new residential towers on Dingwall Road.
- Legal and General agreeing a £100m forward-funding deal with HUB to develop a 35-storey build-to-rent tower at the Taberner House site – construction is now underway. With so many new buildings going up, you may have expected the town’s commercial success to have slowed down. However, Croydon continues to pull in new occupiers, lured by the superb transport links - set to improve further with the planned Brighton Main Line upgrade including the expansion of East Croydon station - and office rates considerably

lower than central London. Indeed, recent industry research saw Croydon rated as the fifth most in-demand town or city in the UK forrated as the fifth most in-demand town or city in the UK for commercial occupiers, ahead of Manchester and central London.

One of the most recent success stories saw Italian renewable energy firm, Green Network, trade in their home in The City to take 28,845 sq ft of office space at the attractive Renaissance building near to East Croydon station.

The move provides a further 150 new jobs for the town

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NEW CROYDON OFFICE NOW OPEN!

On May 10th 2018, Murgitroyd proudly opened its brand new office space within Corinthian House, thus underscoring the firm's 13 years of continued commitment to the Croydon area. Chair of the Croydon Chamber of Commerce, Rajan Amin, pictured here with Murgitroyd Director Mark Hickey, kindly joined us to help with the celebrations.

If you're looking for help or advice with your patents or trade marks then please get in touch.

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E: mail@murgitroyd.com

T: 020 8688 3490

EUROPEAN PATENT AND TRADE MARK ATTORNEYS

MAKING CROYDON THE PLACE TO WORK

Croydon's regeneration is well underway, turning the borough into a great place to live and work. As a Croydon-based business since 1995, IRS (Installation and Refurbishment Solutions) is delighted to be part of the regeneration process and, working with clients old and new, we have been busy in Croydon.



We designed and completed the fit out for Arnold & Baldwin's new headquarters in New South Quarter and, by introducing a mezzanine floor, the available space now provides a large, light and airy office environment including stunning branded visuals for their growing business on the first floor. We undertook a Cat A refurbishment of the ground floor, which is now ready for potential new tenants to move in and make it their own.



We helped our long-standing client Murgitroyd, leading IP lawyers, to space plan, fit out and move into their new triple aspect offices on the 8th floor of Croydon's iconic Corinthian House. With individual offices and a large open plan area, they are delighted with their custom-built accommodation.

Understanding the importance of staff wellbeing and current working practices, we worked with Renlon to design, space plan and refurbish their offices to create spacious, light and comfortable offices with newly supplied furniture, as well as a large breakout area, from previously unused warehouse space.



We too have invested in Croydon, purchasing a unit in New South Quarter. We have fitted it out from its core shell to an aspirational working showroom, installing innovative products from magnetic flooring, to industrial style handmade meeting tables and the latest in sit/stand desks. We are incorporating pieces of artwork from local Croydon artists into the design, including on the front of the storage wall system.



Promoting employability opportunities in the Croydon Borough

London Learning Consortium, London Youth and Croydon Works join together to mark ERSAs UK Employability Day 2018 with visits from Kirsty McHugh CEO of ERSA and Councillor Manju Shahul-Hameed from Croydon Council, to promote and celebrate employability opportunities for jobseekers in the Croydon Borough.

29th June was UK Employability Day, a day of celebration for organisations helping jobseekers to gain and progress in work. Coordinated by the Employment Related Services Association (ERSA), hundreds of employment support centres and employers threw open their doors to raise awareness about what they do to help people into work.

London Learning Consortium, London Youth and Croydon Works in Croydon celebrated the work of their local staff and jobseekers by hosting Croydon



Employability Day 2018. Staff used the day to showcase the successes of employment support in Croydon and the tremendous efforts made by the jobseekers they support.

Shereen is one jobseeker that London Learning Consortium, Gatwick Airport and Croydon Works have helped into work through our joint One Destination Employability Programme

delivered in partnership to provide a fully supported route to employment. London Learning Consortium, Croydon Works and Gatwick Airport offered Shereen a range of support, such as Employability Training, Work Placement, Volunteering, 1:1 Support and Guidance. Following this Shereen was able to get back into employment with World Duty Free after

nearly 17 months unemployed.

London Learning Consortium, London Youth and Croydon Works and thousands of other organisations help transform the lives of jobseekers and their communities in their local area. UK Employability Day is a crucial day of recognition for the employment support sector and underlines the critical work of providers.

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



STARTUP CROYDON

A Croydon Business Venture

Founded in 1983, StartUp Croydon – A Croydon Business Venture, has been helping people realise their dreams of starting and running their own business. Since becoming a registered charity in January 2012, with particular focus on helping those who are unemployed, StartUp Croydon has delivered 55 training courses to over 800 participants and over 300 1-1 advice sessions to new businesses.

Since its inception, StartUp Croydon has won several awards including 2006 Best of Borough, 2010 South London Business Award and more recently in 2016 and 2017 The National Enterprise Network has awarded StartUp Croydon with two trophies, one for Business Support Organisation of the Year and the other for Enterprise Engagement Organisation of the Year.

As well as offering unparalleled training and support, StartUp Croydon offers a range of complementary services such as subsidised office space, meeting room hire, virtual office services, networking and business events.

For further information, please visit the website at www.startupcroydon.co.uk



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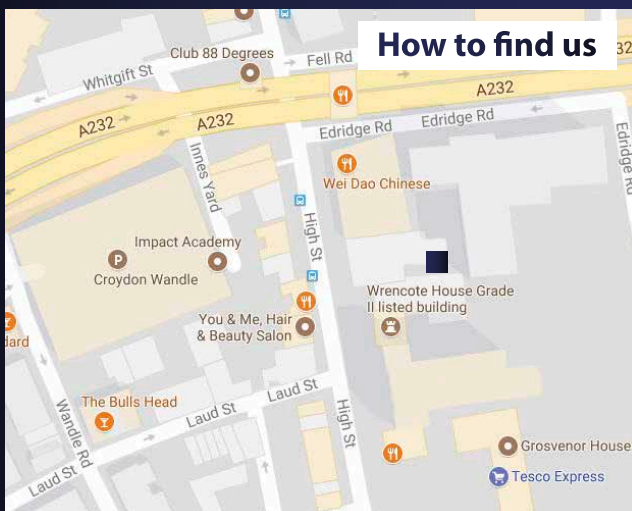
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London Learning Consortium has been an essential part of the education, skills and employment services landscape for over a decade. We are London's only Community Interest Company, delivering skills and training recognised by OFSTED as a 'Good' provider.

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**.



"The £30million refurbishment of Fairfield Halls is on course to finish early next year, providing the town with a world-class music and theatre venue."



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centre and is a perfect example of ambitious, forward-thinking companies relocating to the borough.

With all these new workers and residents moving in, it's vital that there are sufficient things for them to do. Thankfully, Croydon is now a pretty cool place to hang

out, with plenty on offer for all generations.

BoxPark opened in 2016 and continues to draw big crowds to its food and drink container site next to East Croydon station.

Down the road in Old Town, you can visit the historic Surrey Street Market, or relax in one of

the area's popular bars and pubs.

Board game café – The Ludoquist – has proved a great addition to Croydon's nightlife, while further down South End, in the popular restaurant quarter, a buzz was caused lately with local rappers Krept & Konan's new dining venture. 'Crepes

and Cones' opened to much excitement, with hundreds of locals lining the streets to get a glimpse of the rap duo and enjoy a taste of the menu – offering American classics, milkshakes and, as promised, crepes and cones (of the ice cream variety, that is).

The RISE Gallery and a series of giant street-art murals add a touch of colour and culture to the high street.

Further on the horizon, the £30million refurbishment of Fairfield Halls is on course to finish early next year, providing the town with a world-class music and theatre venue. While Crystal Palace – now a firmly-established Premier League club – draw in football fans from all around the globe and have secured planning for a £100million redevelopment of Selhurst Park, building a stadium fit to host the game's biggest stars.

It's pretty clear to see then, with so much going on, this once derided south London borough is now firmly on the rise. Develop Croydon? You'd better believe it.

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You can never know enough people

by Annabel Fogden,
Head of Branch
Chambers Team,
London Chamber of
Commerce and Industry



I'm sure most of us agree, the more people we know the better! A strong network of contacts is not just about finding clients but also helps us develop new ideas, access expert advice, share experience and obtain feedback in an informal and helpful way.

Consider your Chamber membership one of your key business tools. Being part of a strong local business network greatly enhances your ability to develop your own personal network and in a relatively short amount of time. Croydon Chamber of Commerce & Industry supports its members with a

range of services and business tools to help them grow. In addition, our annual programme of events offers members many enjoyable and effective ways to meet and develop relationships with other businesses, both formally and informally.

"Through our membership we have built up a strong network of

business people who give us advice, support and help us to reach our target markets. We've created good brand awareness in South London. We've combined business with pleasure at a great range of useful and enjoyable events".

Carolle Thompson, Commercial

continued on page 54

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in an informal environment and you get access to many people at the same time rather than holding individual meetings. Establishing a relationship with others helps the wheels of business turn around. Emma Shepherd, Senior Employment Support Officer, Gateway Employment Support Service

If your business is based in Croydon and not yet a member of the Chamber, please contact us to find out more and to attend a Croydon Chamber event as our guest:
T: + 44 (0)20 7556 2390 or
www.croydonchamber.org.uk

"It's much nicer meeting people in an informal environment and you get access to many people at the same time rather than holding individual meetings

Director, ST*R Learning

In particular, over 80 members regularly attend our monthly 'Grapevine Network'. We encourage all new members to schedule it in their diary like a business meeting. Members receive the delegate list in advance which helps them prepare a plan of who they would like to meet and the Chamber team is always on hand to facilitate introductions on the day.

"It's much nicer meeting people



South London Export Club – supporting businesses trade internationally

South London Export Club was launched in 1998 at Nestles HQ in Croydon by Trevor Baylis – inventor of many products including the clockwork radio. It has continued to meet in and around Croydon some 10 times a year and helped many individuals, sole traders and companies into markets around the world – its policy that it should be a “two-way street” has ensured that all Importers get the same help and assistance.



With the large ethnic population of Croydon Trade Visits to the Caribbean, Africa both East and West, Bulgaria, Singapore and Vietnam plus the Baltics and Scandinavia we have produced large amounts of Business for Croydon.

BREXIT is proving a challenge to anyone who exports or imports and our phones have been ringing

asking for advice, which in general is “do something don't sit on your hands” take advantage of the situation as it is TODAY!

Whatever happens paperwork will be important so take advantage of any training on INCOTERMS, certificate of origins, EUR 1 ATA Carnets and if you are importing

goods make sure you have someone inspecting in the country of origin.

We are here to help new exporters/importers small and large companies and if we can't help we will normally know someone who can, we are members of the Institute of Export

and via COBCOE have access to many Chambers of Commerce worldwide and through Innovate European Enterprise Network many International Projects.



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StartUp Croydon

Founded in 1983, StartUp Croydon – A Croydon Business Venture, has been helping people realise their dreams of starting and running their own business.

WEATHERILL HOUSE, home to StartUp Croydon, is the Accredited Enterprise Centre for Croydon and has won National Enterprise Network awards in both 2016 and 2017 and joined the growing membership list of the Croydon Good Employer Charter in July 2017.

Since becoming a registered not-for-profit charity in January 2012, with a particular focus on helping those who are unemployed, StartUp Croydon has delivered 55 training courses to over 800 participants and also over 300 1-1 advice sessions to new businesses. Training courses are not limited to specific business sectors or demographic areas and everyone is welcome to attend – we back-up our courses with free mentoring for as long as our support is needed.

Some of our attendees were happy to leave feedback about our 3-Day training course, here are a few examples:

“The best business related course I have ever been on.

Complete, comprehensive, informative with lots of action points. Also great networking and very encouraging! Thank You!” – AL, September 2015

“This has been a very helpful course and I’ll recommend it to anyone wanting to start or who has just started a business. I’ve been to a few of these and this is the best so far!” – HF, January 2016

“It was a brilliant course! I enjoyed every bit of it. I would certainly recommend fiends.” – MS, May 2018

In addition, there are complementary services on offer for those whose businesses have accelerated, resulting in the requirement for a step-up in professionalism. Affordable



meeting room hire makes it possible for customer facing companies to hold business meetings and events in an impressive, modern environment.

The mail box service allows working-from-home business owners to use Weatherill House as a business address, while for some, an office is a necessity and StartUp Croydon are able to offer subsidised rates on an all-inclusive basis with easy opt in, opt out licence agreements. But it’s the team who make a real difference to those who visit and use Weatherill House.

Reeda Ouzerdine, Director of Chimera Recruitment recently gave StartUp Croydon this glowing testimonial:

“Daniel, Ryan and I decided to start a retail recruitment agency early in 2017. We specialise in luxury fragrance, makeup, skin care and fashion. As a start-up, it was important for us to find an office space that had large meeting rooms and different sized offices, so that we could grow in one place.

When we visited Weatherill House, we were shown around by John, Feyley and Julie. All three were so kind and welcoming and we saw how incredible the facilities were. Everything was clean, expansive and had all the mod cons. To be honest we

were blown away.... If we had imagined an office space to start a business, StartUp Croydon certainly surpassed any realistic expectation.

Ben on reception desk and Winston on security always have a smile on their face and the atmosphere around the building is always conducive to a positive, inspiring environment to work in. We want to thank John, Julie, Feyley and the team for all their support over the first year of our business. Unfortunately, we have outgrown the building as we need to be closer to central London for business purposes. We can’t recommend StartUp Croydon enough, they offer the dream start to any budding entrepreneurs and I will certainly tell all my friends and colleagues about the amazing experiences we have had”

Throughout the year, StartUp Croydon plays host to a number of networking groups and runs its own events, including seminars, workshops and socials – most of which are free. This gives us the opportunity to showcase our services and give added value to our customers.

Our Special Projects team, Geoff and Anna, are dedicated to supporting the unemployed and disadvantaged with a view to starting a social enterprise

“This gives us the opportunity to showcase our services and give added value to our customers.”

to help others through the SEEK programme, or designing initiatives to work with women, people with mental health conditions or ex-offenders. Building on the experience of delivering our three day courses and specific programmes such as the RBS Inspiring Women In Enterprise programme, we are looking to expand the support we give to those that need it most and already, since the SEEK programme started in 2017, we have helped over 20 people with their ambitions and intentions to start a social enterprise.

In essence, we are an enthusiastic dedicated team who are passionate about making a difference to Croydon businesses and the wider community.

**STARTUP
CROYDON**
A Croydon Business Venture



MAKING LEGAL SERVICES ACCESSIBLE TO EVERYONE

- We aspire to have more specialist solicitors in more areas of law in more offices on more high streets speaking more languages and accessible in more ways than any other firm in the country.
- We believe the support of the law should be life-long and that our clients should feel they and their families are cared for across generations.
- We believe you should be able to deal with real people, close to you, who know you.
- We strive at all times to offer an accessible, affordable, personal service.

Key Facts

- Founded in 1983
- Multi-branch, multi-disciplinary, consumer led high street law firm
- Over 25 office locations
- 500+ employees across London and the South
- One of the fastest growing Firms in the country in employee numbers, office locations and services provided
- Alternative Business Structure approved by the Solicitors Regulation Authority (SRA)
- Private equity funded by Business Growth Fund (BGF)

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Maximising the effectiveness of your eCommerce platform

- Are you running an eCommerce platform which you are struggling to use effectively?
- Does your eCommerce platform perform how you want it to?
- Are you looking for a new eCommerce platform?
- Do you need an eCommerce partner to assist you in managing your eCommerce presence?
- Do you need better support for your eCommerce platform?

If your answer is YES to any of the above questions, then **Paramount is the perfect fit for you.**

Sitting with you we will discuss your business, the business goals and how they fit with your current eCommerce platform.

We will break down the eCommerce platform by looking at both the customer facing and administration sides focusing on:

- The eCommerce platform as it currently stands
- What weaknesses have been identified
- Where improvements can be made
- Where processes could be automated
- How the platform correlates to the real requirements of the business

Looking at your current platform we will step through the various customer journeys to flag up additional areas for change and improvement.

We will liaise with staff using the administration side of the platform to weed out hurdles and weaknesses where time is lost, or procedural changes can be made to improve the administration of the platform.



This gives us a good understanding about where you are now and where you want to be and how Paramount can help to get you there.



Case Study – Gibbys Electronic Supermarket

Paramount works with the largest independent electronics retailer in Canada. They have been a client since 2005 selling across Canada from their bricks and mortar store in Ontario and online from their eCommerce platform.

During this time the eCommerce platform has outgrown previous incarnations now being solely built and developed on WordPress.

Within Paramount's remit is both the customer facing element of the platform and the administration of the eCommerce platform.

Closely working with several staff members and management within the company Paramount is constantly improving the platform for both customers, staff and management.

Set-up by Paramount external feeds from the platform are imported to populate the product catalog and exported out to shopping comparison platforms and other shopping platforms including Amazon Shopping and Google shopping.

Markers can be set at various levels within the Gibbys catalogue allowing only certain products to be pushed to the shopping platforms along with pricing and shipping costs tailored to the specific shopping platform on which they appear.

Paramount has built a custom product edit screen allowing the updating and amending of products in bulk and management of sales and offer pricing.

Complicated product variations are managed with ease as are promotional pages within the platform highlighting products, brands or offers.

Flash pricing whereby Gibbys can offer products at a reduced price for a defined period is manageable at the product, category, brand and platform level to give full flexibility to Gibbys in pricing across their platform.

Speed is key in any eCommerce platform and Paramount works closely with Gibbys to ensure that as their product (with variations) base of 10k+ continues to grow the platform scales accordingly to provide customers with the same user experience and speed across multiple devices.

The case study above is a prime example of how Paramount works alongside clients to deliver to their customers, staff and management alike and ultimately serve the goals of the business.

About Paramount

Paramount is an eCommerce specialist, working with clients in supporting, managing and developing their eCommerce platform.

Since 2005 Paramount has worked extensively in the eCommerce arena with clients across the UK and beyond; although primary focus is on London and the South.

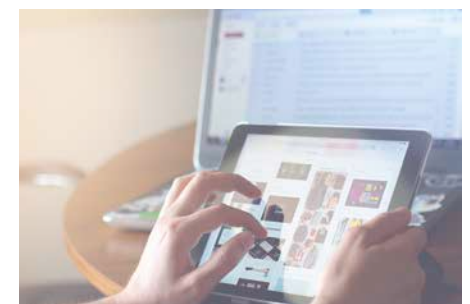
In a globally connected world Paramount believe real value can be best delivered to clients locally in person.

Paramount's clients are typically businesses turning over between £100k and £10m per annum where an experienced eCommerce partner is essential.

Paramount's primary tool in delivering the right results for retailers is WordPress which is the leader in the industry and powers 25% of the Internet.

WordPress is hugely scalable allowing Paramount to leverage this in delivering eCommerce platforms that are fit for purpose, robust, intuitive and ready for business.

Paramount has helped clients sell a whole host of various products including consumer electronics, clothing, online learning, electronic components, takeaway deliveries, pharmaceuticals and more.



Let's see how Paramount can help your business

Call Paramount on 01883 330 835 or send an Email to info@paramountwebtechnology.com.

Hamburg – a centre of science in Northern Europe

Dr Rolf Strittmatter
managing director of
Hamburg Invest



In 2017, Hamburg was in the limelight of international attention like no other city in Germany. Major events included the opening of the Elbphilharmonie Hamburg, the G20 summit, and the launch of the European XFEL super-laser – to name but a few. In particular, Hamburg has made a name for itself with several new research facilities. *London Business Matters* spoke to *Dr Rolf Strittmatter*, managing director of Hamburg Invest, about the background to this and Hamburg's bold plans for the future.

LBM: In a well-received speech a few months ago, the then First Mayor of Hamburg's and today's German Minister of Finance Olaf Scholz announced his vision of Hamburg as a city that is on its way to become a centre of science in Northern Europe. Is Hamburg now turning away from its centuries-old tradition of being a trading town?

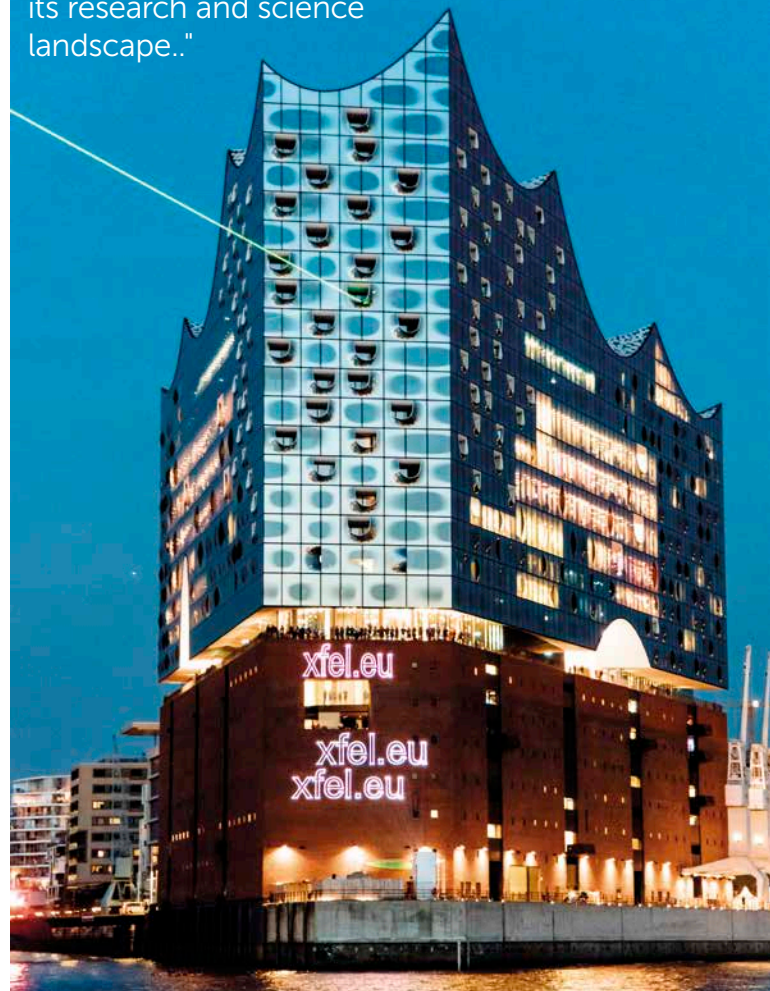
RS: Not quite, but it is certainly a step forward and it is pointing the way towards Hamburg's future. Hamburg will always remain a merchants' town, and yet it has always had a much broader profile too. Even in the old days, the port and trade provided the basis for innovative stakeholders from industry and services associated with such industry.

LBM: Could you explain this in more detail? I would figure that innovation isn't the first thing to come to mind when thinking of Hamburg.

RS: And yet not rightly so. I suppose this notion is due to Hamburg's understatement. Take, for instance, Nivea, Leukoplast, Tesa or Montblanc – all of these are world-renowned brands from Hamburg.

continued on page 58

"Hamburg is strengthening its research and science landscape.."





continued from page 57

Or take the cruise industry, the chip card, and navigation devices: all of these are inventions from Hamburg that have changed our lives. In areas such as medical technology, pharmaceuticals and aviation, Hamburg businesses are innovation champions even at this stage. And we would like to strengthen and promote this facet of Hamburg's economy to a greater extent.

LBM: So what exactly are your plans for the future?

RS: Hamburg is strengthening its research and science landscape. Our beacon project, the European XFEL, can be regarded as the "science sector's Elbphilharmonie". In addition to this, we have also been supporting application-oriented research. Our agenda includes the foundation of science institutes, an expansion of existing ones, and further support to university-based research. Prominent names here include the Max Planck Society, the Fraunhofer Gesellschaft, and the German Aerospace Center (DLR).

LBM: And what is the role of Hamburg Invest in this process?

RS: In Hamburg there are currently four research and innovation parks underway, and these are being developed and operated by Hamburg Invest. What is more, we serve as the main port of call for knowledge- and technology-based startup businesses. And of course we promote Hamburg as a startup and innovation location at both national and international levels.

LBM: When thinking of startups in Germany, the British audience

would tend to think of Berlin rather than Hamburg, though.

RS: With Berlin, Hamburg is the state with the highest founding activity in Germany. In both city states, 207 people out of an average of 10,000 people of working age began self-employment each year between 2015 and 2017. The founding activities in Hamburg and Berlin are strongly fed by the media and IT industry with its high proportion of freelance founders. Traditional Hamburg businesses invest heavily in fresh ideas and provide room for growth. This is something Berlin cannot offer to such an extent. As regards lower rents, the gap is becoming narrower with each year. Commercial leases are nearly at the same level now.

LBM: Ever since the Brexit referendum, Berlin has been prompting London-based businesses to relocate to Berlin. Is Hamburg also active in this regard?

RS: Yes of course, but mostly with targeted activities and less "loud". We focus on startups that have connecting factors with Hamburg businesses within their field and on those that can be provided with specific science partners in Hamburg. There are a number of recent examples e.g. in logistics and in the pharmaceuticals industry. And then there are start-ups that may suffer from the more restrictive immigration policy in London and the skills shortage resulting from this. We will be happy to help these companies.

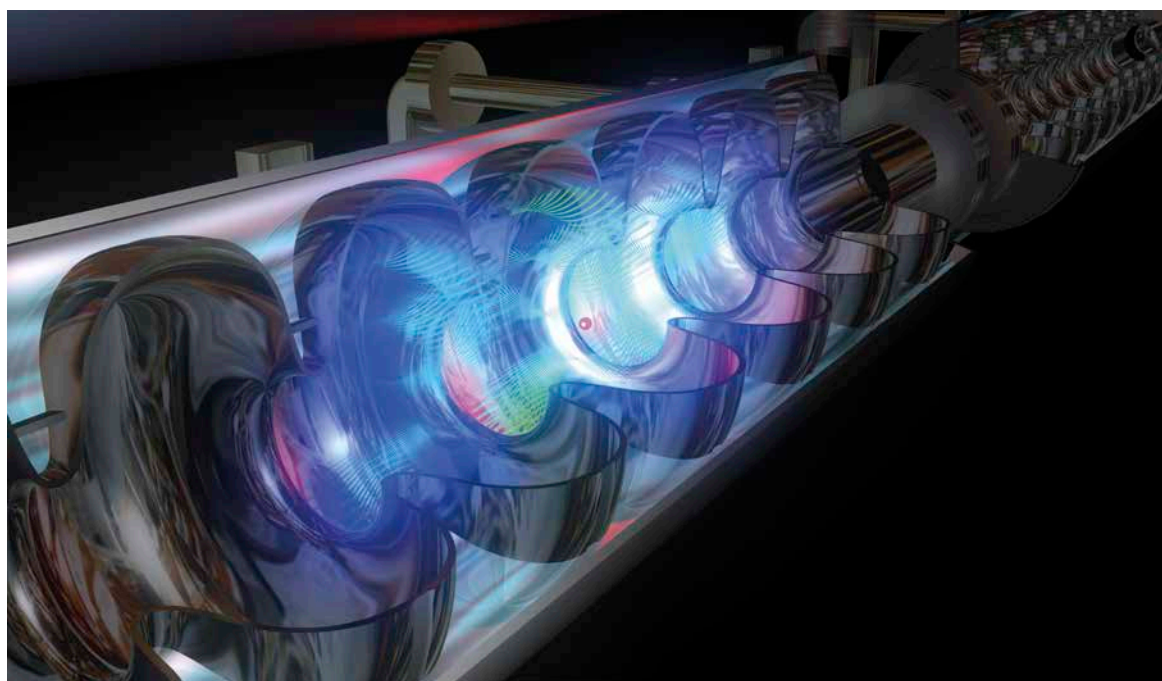
LBM: So how does Brexit affect your overall work?

RS: In fact, it affects our work considerably. And yet we are currently focusing on businesses from Asia and North America who are expanding into Europe and who don't consider London their first choice anymore. At this point in time, companies outside

"With Berlin, Hamburg is the state with the highest founding activity in Germany."

the financial and pharmaceutical sectors are not under pressure to decide. They are currently preparing and will base their decision on the final conditions agreed. While we do not believe in an exodus of UK-based companies, there will certainly be additional activities to be launched in Continental Europe. And of course Hamburg provides an ideal gateway to the European Union. This has also been confirmed by many British businesses we have spoken to in the UK to date.

LBM: Thank you for your time, Mr Strittmatter.

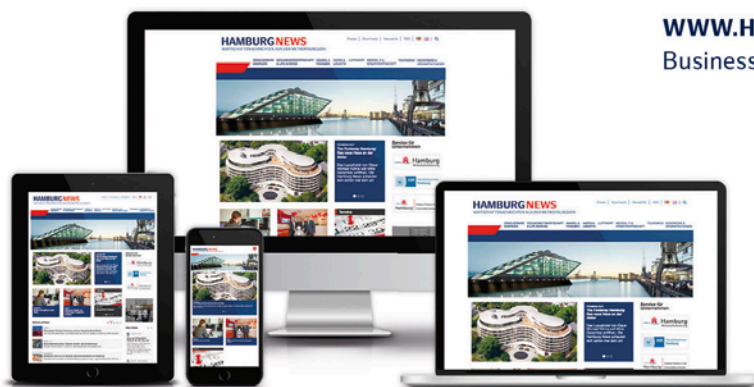




HAMBURG – THE MOST ANGLOPHILE CITY IN GERMANY

For all companies with limited integration options and all those considering additional activities in the European Union, Hamburg will serve as the gateway to the EU. Hamburg offers various advantages. Flight connections to many destinations in the UK are excellent, while costs are modest in Hamburg. Office rents in good locations on the River Elbe only amount to 15–26 € per month per square metre on average. Hamburg also boasts British flair and an excellent infrastructure for the British way of life.

WWW.HAMBURG-INVEST.COM



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Business news from the Hamburg Metropolitan Region



Members' noticeboard



National Trust

■ National Trust

Call out for interviewees for National Trust project about the history of corner shops

We are exploring the history of the corner shop and the associated migration story of a pioneering generation of immigrants who worked in and/or owned local shops.

We are looking for individuals who:

- Migrated to the UK after the 1950s and worked/owned a corner shop
- Whose parents or grandparents migrated to the UK and worked/owned a corner shop

roshan.gibson@nationaltrust.org.uk

Telephone: 0207 824 7134



■ Catalonia Trade & Investment

Don't miss the IoT Solutions World Congress (Barcelona, 16-18 October 2018)! Discover how this disruptive technology is transforming across sectors (manufacturing, energy and utilities, transport, healthcare, buildings and infrastructure, open industry) in the leading Internet of Things industry event.

Remember to take advantage of LCCI's discount codes: visit the Exhibition Area (over 300 exhibitors and testbeds) and book pre-arranged meetings for free (code: 2304849F) or get a €600 discount for attending the Congress (code: ECCB9DB8E). For more information on how to get involved and advice on how to take the most of it, contact Julia Strubell (jstrubell@catonia.com).



■ uuugabuild

Launch of new construction web and mobile app significantly reduces employee wastage, saves companies money and reduces the headache of the cyclical construction process. Large companies can have a more connected and efficient workforce; whilst small companies can reduce their spare capacity – increasing profits. Need a qualified person for 'that job' tomorrow? Simply place what you need in the app and uuugabuild automatically matches to the best available people.

www.uuugabuild.com,

contact joe.robson@uuugabuild.com for more information or a demo.



■ OASIS Group

OASIS Group strengthens UK market foothold

OASIS Group, the fastest growing records and information management (RIM) company across Europe, has completed four acquisitions in the UK within two months that include Box-it UK Ltd and Abbot Datastore, and the RIM business of Armadillo Self-Storage and CSM Storage and Archive.

"We are an ambitious company," stated Brian Connolly, CEO of OASIS Group. "Evidenced via our acquisitions and continuous enhancements to our offerings, we will always strive to expand on both areas in order to deliver a top-of-the-class service to our clients."

www.oasisgroup.com



■ FG Solicitors Ltd

Regional Employment Law firm FG Solicitors is pleased to announce the addition of a London office to enhance its service provision to its existing and growing southern based clients. Our 25 Bedford Square address is a convenient and easily accessible meeting place for clients. FG Solicitors offers the complete spectrum of Employment Law and HR assistance to corporate clients, together with corporate immigration and civil litigation support.

Visit www.fgsolicitors.co.uk or call 0808 172 93 22 for more information.



■ emeraldTMC expands its reach in China

emeraldTMC part of Emerald Global has teamed up with China Southern Airlines to promote its new direct service to Wuhan from the UK. Flying three times per week (Monday, Wednesday & Friday) from London Heathrow this service was inaugurated on 30th May 2018. Wuhan offers a great gateway and stepping off point into mainline China and the Asian region. So if you are considering doing business or simply wishing to explore China and beyond emeraldTMC is well placed to assist thanks to its wide range of fares with China Southern Airlines and other major airlines including British Airways.

Contact - emeraldTMC
www.emeraldTMC.com
E: corp@emerald.co.uk
T: 020 7312 1717



■ RG+P IS AJ100 New Member of the Year

Multi-disciplinary practice, rg+p has won 2018 'New Member of the Year' in the architectural industry's prestigious AJ100 celebrations.

Compiled annually by Architect's Journal, the AJ100 is a definitive list of the UK's most successful and innovative firms. rg+p, which has offices in Leicester and London, ranked 89th and was crowned 2018 New Member of the Year, recognising a first-time entrant that demonstrates quality of work and success.

rg+p's director, Rob Woolston said: "It's been a longstanding ambition to secure an AJ100 placement but to achieve double success is outstanding. This elevates our reputation and enables us to compete for new projects, clients and architectural professionals."

For more information, please visit www.rg-p.co.uk



Supporting people with spinal injury

■ Sporting Legends at Aspire's Sports Quiz Dinner

Aspire held its 18th Annual Sports Quiz Dinner in April at Lords Cricket Ground on Thursday 26th April 2018, where 500 corporates tested their knowledge in an interactive quiz.

Host John Inverdale was joined by sporting legends and guest Sophie Elwes talked about aspirations for the 2022 Paralympics with Aspire's help after a spinal injury. Champions were CMS Law and the night raised over £115,000 for the charity.

Aspire would like to thank everyone that supported the event. Future events include a Golf Day on 26th September and Manchester Sports Quiz Dinner on 7th November.

For information contact Claire.kremer@aspire.org.uk or 07946 042078.

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