

London

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Business Matters

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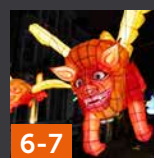


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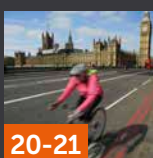
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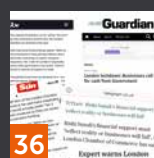
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London moved to Tier 2 status

As Covid-19 cases rise nationwide, the government took urgent steps in mid-October to prevent the spread of the virus and control the pandemic.

A new 'three-tier' plan was announced, with London moving to the 'high alert' Tier 2, a consequence of what Health Secretary

Matt Hancock described as the "steep, upward path" of infection rates in the capital. London mayor Sadiq Khan said that this was a critical moment for the city in the fight against the virus.

The new level means that Londoners are not currently able to socialise with other households indoors.

Hospitality pushed to the edge



Stephen Jones reports that the latest results from LCCI's Capital

500 survey did not point to a significant improvement in London's economy in Q3.

A relaxation of some of the more severe Covid-19 measures from the first 'national' lockdown allowed key parts of the hospitality and leisure sectors to open, as well as tourism. However, just nine per cent of businesses reported an increase in their domestic sales in Q3 across the capital – this was only a small rise on Q2, where five per cent firms saw sales grow.

Stronger shoots of recovery were seen outside the Central Activities Zone. Firms that were located away from the capital's centre saw a bigger uptick in sales, with 11 per cent of businesses in outer London noting an increase in domestic sales in Q3 – this was up from four per cent in Q2. Only seven per cent of inner London firms said their sales had improved, just one point higher than in Q2.

Struggling

Export demand showed almost no signs of improvement, though businesses were struggling on this front prior to the Covid-19 pandemic.

Getting money through the door remains the key issue for the majority of London businesses, with 60 per cent saying cashflow had decreased in Q3 compared to the previous three months. By comparison, this share was 65 per cent in Q2. A higher

share of firms did report an increase in cashflow in Q3. However, it seems that schemes such as Eat Out to Help Out and VAT cuts did not have the immediate, significant effect the Chancellor no doubt hoped for.

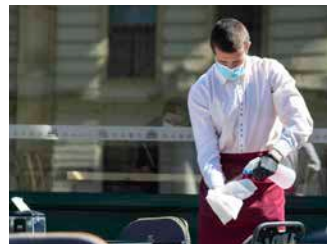
Recruiting remains soft, with 11 per cent of firms actively looking to hire in Q3. This was just one per cent higher than in Q2. Only six per cent of firms expected their workforce to grow in Q4, which was actually a drop compared to expectations for Q3. The Chancellor's key Job Retention Scheme has so far staved off mass redundancies, though time will tell whether its successor – the Job Support Scheme – will be able to sustain this.

Quirks

The government's new tiered system of Covid-19 restrictions, designed to avoid a national lockdown, have presented quirks in how support is offered to firms. Currently, London is in the second tier at the time of writing, which is essentially a no-man's land in terms of financial aid. The Job Support Scheme offered to firms in the 'high' tier is much less generous, whilst the new Local Restrictions Support Grant Scheme has not been made available to firms.

This needs to be addressed – with limits on household mixing, hospitality will be pushed to the edge once again. The government should look to help firms who have not been officially told to close their doors, but have seen their already depressed footfall drop further.

Stephen Jones is policy research manager at LCCI



Hospitality businesses are between a rock and hard place. Their trade is impacted by the restrictions, yet there's not sufficient support available to help them to stay open

Impact

Commenting on the implications of the high alert status for London business LCCI chief executive Richard Burge said: "With no non-household mixing allowed indoors and a reduction in journeys on public transport requested, Tier 2 will hit London's hospitality sec-

tor hard, particularly in its centre. There is bound to also be an impact on retail.

"Hospitality businesses are between a rock and hard place. Their trade is impacted by the restrictions, yet there's not sufficient support available to help them to stay open. Many would rather be in a Tier 3 area, as at least if they were required to close by law they would be able to access grants and the more generous furlough scheme.

Reality

"The Chancellor must realise his funding packages are focused on recovery, but for the next few weeks we will not be recovering, we will be surviving – and his financial support must reflect that reality or businesses will fail. He must urgently reassess what support is available, particularly to the hospitality sector, in a Tier 2 area.

"The government must also end the 10 p.m. curfew to allow longer trading, as whatever evidence basis they are working from will now have changed due to the consequence of Tier 2 restrictions."



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London MPs urged to unite behind right deal for TfL

LCCI and local chambers of commerce across the capital have called on London's MPs to come together to help find a non-partisan and viable solution to Transport for London's funding, both in the short and long term

Troubling

LCCI has warned that the nature of the ongoing discussions surrounding future government support for TfL are deeply troubling for the capital's business community.

LCCI and local chambers have therefore to respective London MPs to warn that widening the congestion charge zone to a significantly greater area will hamper the capital's economic recovery drastically, and also that any fare hikes must be carefully considered, given the potential they have to further deter journeys



on the TfL network, particularly into London's centre.

More control

Chambers of commerce are also highlighting to MPs that LCCI polling (in partnership with Savanta ComRes) has showed that businesses support TfL having more control over rail services. Nearly two-thirds of firms said that poorly run rail services should be transferred

to the Mayor of London.

London's businesses also want to see the return of consistent central government financial support, with 67 per cent of firms stating that the grant which was relinquished in 2018 should be started again.

Richard Burge, LCCI chief executive said: "Businesses are concerned about the reported conditions of the TfL funding deal and their implications. The increasingly politicised

nature of the discussions isn't helping either.

Collective interests

"London needs non-partisan and viable solutions to be formulated to secure the short and long-term future of its transport network, and which don't hamper economic recovery. Chambers of commerce want to see London's MPs coming together to work on this in the collective interests of the capital.

Our research shows that business supports the network being run by the capital's devolved Mayor, whatever political party they may represent.

"Business is realistic that TfL needs to increase its revenue, but the likes of congestion charge expansion, or fare hikes, run the risk of hugely hampering economic recovery before it has even got going."



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Time capsule of the pandemic

A year ago it would have been impossible to imagine – Regent Street empty at 9am on a weekday, Trafalgar Square without a tourist (or even a person) in sight, and City Hall a seemingly-deserted relic against the city's skyline

Wayne Howes sought out these scenes of the capital during the first months of Covid-19 and captured them for a series of eerie but stunning photographs that form his new book, *London in Lockdown*.

In 50 pages of high-resolution images of the City and West End, he presents the sights, buildings and attractions without a commuter or tourist to be found.

Silent

“The scenes were almost post-apocalyptic,” explains the author. “I spent my days transiting between jobs in London and I could walk through the busiest

“I spent my days transiting between jobs in London and I could walk through the busiest parts of the city and not meet a single person.”

parts of the city and not meet a single person, or see a car. Everything was silent, and I knew I had to capture it as a time capsule of the pandemic.

“What shocked me was how many large, vast spaces exist in the city. Of course, the people and traffic usually fill them up. Without anyone else around, the city seemed so sprawling and dominating. That’s the feeling I wanted to capture with my photographs.”

To order the book visit howesimages.pixiset.com/book



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London's economy during Covid-19



In last month's *LBM* we covered the launch of the Central London Alliance, the group set up to support a sustainable economic recovery of the capital's business, hospitality, cultural, tourism, and retail sectors. At the event Professor Tony Travers gave his thoughts on the impact of Covid-19 on London and recovery objectives for the future. This is an abridged version of that presentation.



“One of the first consequences of Covid-19 and the need to lock down to control the spread of the virus was the major shift to working from home. This has had varying impacts so far. We have witnessed a substantial reduction in central London's economic activity but a smaller one in the larger inner and outer London centres such as Camden, Ealing, Stratford and Croydon. And there has even been an increase in activity in some retail-dominated

centres, again inner and outer, including Southall, East Ham, Golders Green, Ilford, Surbiton and Bromley.

The lack of activity in the central zone and the levels in outer London have contributed to the substantial reduction in the use of public transport, as has the fact that live theatre and music venues and clubs have almost all closed. Working from home is redistributing economic activity but what seems to be the overall impact on London and the UK economy?

given the constraints put on hospitality, arts, leisure and travel and the subsequent downturn in visitors and tourism.

The City of London and its financial services have been largely unaffected though there has been a huge shift to working from home.

Outer boroughs and urban centres with smaller stocks of office accommodation are considered to be trading well while towns in the south east and east are also probably recovering more strongly. The big question is: will there be permanent damage to the London economy from these short-term impacts?

Overall impact

Forecasts indicate that the UK economy will shrink by up to ten per cent in 2020. A partial recovery is mooted for 2021 but a return to 2019 levels of activity is not expected until 2023 or even 2024.

The impact on the capital is unknown but it is almost inevitable that central London will see a major decline in GVA/GDP this year. The West End is the worst affected area

Short-term issues

Business rates in 2020-21 should be looked at and a fair assessment made, especially in central London and other city centres. Solutions, support and protection are needed variously for the travel industry, hospitality and leisure, public transport, and sport with post-furlough initiatives key. Unless this happens, these sectors and activities could be permanently damaged.



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Over the moon in Chinatown

London's Chinatown was lit up with magical lanterns last month to mark the release of a new Netflix animated film *Over the Moon*, and to raise money for MediCinema and the London Chinese Community Centre (LCCC).

The lanterns tell the story of Fei Fei and her trusty partner Bungee the Rabbit travelling to the Moon to find Chang'e, the Moon Goddess whose legendary tale gave birth to the Mid-Autumn festival.

Trusted

Characters portrayed in the installation include the mythical Jade Rabbit, Lunarian guardians Foo Dogs, luminescent Moon Frogs, and a rocket ship inspired by that built by the film's lead character Fei Fei, along with her trusted companion Bungee. They culminate in a giant moon sphere bearing the images of



Chang'e, Fei Fei and Bungee, along with a travelling rocket bike that can be viewed at ground level.

The immersive light walkway has been created in a way to be enjoyed outdoors in a socially distanced manner and in accordance with current governmental guidelines. You can donate to MediCinema or LCCC by visiting the Over the Moon Interactive Wall on Newport Place, giving visitors the chance to choose characters and share messages, or visiting www.medicinema.org.uk/ or www.justgiving.com/campaign/ccorguk2020

SPONSORED COLUMN

With a policy objective of getting back to near-January 2020 levels the policy requirements could include the maintenance of existing property uses and public transport system with eventual incentives introduced to stimulate recovery. A major marketing effort is also required when the time comes – for London, the south east and the rest of the UK – to help us re-establish ourselves on the global business stage. All three spheres of government – Whitehall, City Hall, and the Town Halls – will need to work on this, consistently and with agreed objectives.

Threats and opportunities

There are both threats and opportunities in the situation we find

ourselves in. Will productivity and employment numbers rise to previous levels? How will the creative and leisure industries recover? And can the UK's 'soft power' be maintained? On the plus side we have the opportunity to plan a good recovery with better long-term objectives and better coordination of central and local government policy. And we must try to ensure that the rest of the UK understands London, its people and its contribution to the country as a whole. ”

Professor Tony Travers is associate dean of the School of Public Policy and co-director of LSE London. He is co-editor of a recent book *London's Mayor at 20* from Biteback Publishing

Lobbying for Change



Rachael Clamp Chart, PR, Founder Director, Ardesey Ltd. Chair of CIPR Public Affairs Group

is completely invisible to the public whose trust in business and Parliamentarians remains stubbornly low. Today, 61% of the public feel their views are not represented in Parliament, up from 57% in 2018. That mistrust impacts us all socially and politically.

It is our view that the legislation needs to go further which is why the CIPR has long been calling for a review of the legislation. This looks set to happen and businesses would be wise to address their lobbying practices now before they are legislated to do so. Now is the perfect time. The traditional ways of communicating with key stakeholders has dramatically changed and is likely to remain changed. This is matched with the public's demand for transparency on how policy decisions are made. In a recent poll we did a huge 78% of the public want to know more about lobbyists seeking to influence MPs and Ministers and 71% want to know who is meeting MPs and Ministers and what they are lobbying for or against. Only 17% believe the public has enough information currently.

One way of addressing this is via the CIPR-managed UK Lobbying Register – a voluntary and free register for anyone engaged in professional lobbying, whether they are a CIPR member or not. Signing up to the UKLR – and in turn the CIPR Code of Conduct – signifies to clients and the public a commitment to ethical practice and to being transparent.

The pandemic and Brexit give us an opportunity to explore how we improve the way we do politics in this country. Part of that responsibility rests with political leaders. A big part lies with us in business. The benefits will be felt by all.

For more information visit www.cipr.co.uk

All measures indicate that internationally, lobbying activity and expenditure has increased during the pandemic. Lobbyists might not have been able to meet decision makers face-to-face but their organisations and clients have identified the importance of maintaining a presence – albeit digitally – with legislators as governments consolidate power, as the legislative landscape dramatically shifts and – here in the UK – as the end of the Transition Period with the EU draws closer.

Lobbying is a crucial part of democracy. It helps to produce better legislation by providing decision makers with information they may well otherwise not have access to. It is a discipline of public relations which, over the last 30 years, has become far more professionalised as lobbyists plan and execute strategic and sustained efforts to deliver organisational objectives. It should be a force for good and result in better decision making.

It hasn't always worked like that and in 2014 the 'Lobbying Act' was introduced by David Cameron after he claimed the lobbying industry "has tainted our politics for too long". The Act saw the introduction of the Office of the Registrar of Consultant Lobbying (ORCL) which requires third-party – or consultant – lobbyists to register their activity. This doesn't go far enough. It means a significant amount of lobbying activity goes unregistered and



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The Property Market: Some Good News At Last?

Michael Shapiro, Property Partner, Silver Shemmings Ash



As a Property Lawyer specialising primarily in commercial property, I have moved over the last few months to working from home and also to becoming more of an advisory Lawyer. Transactions are still happening but the advisory side has increased dramatically. I have served numerous break notices where tenants want to give up their lease, downsize or move into serviced offices, negotiated numerous deeds of variations to leases, re-gearing, or rent & term concessions – for landlords & tenants. We have rapidly moved to a dramatically different way of working – digital, paperless and completing with scanned signatures to documents.

The advice some weeks ago was for everyone to return to their offices if they were able to. Following a recent about-turn, the advice is now only to come into the office if necessary. This is not healthy for workers or the economy. It is sad to walk through the City – many bars, cafes, restaurants and shops have now closed. The positive side of working from home is it creates extra time, money is saved, but it is not good for any of us on a full-time basis. It's particularly important for the younger generation to have the benefit of more senior workers to learn from, to gain experience from and to network with.

The Government's ban on evictions and proceedings for the recovery of rent are to continue until the end of the year, but the downside is that debt piles up (for both landlords and tenants) then landlords are unable to repay loans, leaving lenders exposed, it becomes a vicious circle. Many tenants however are taking advantage of this legal position, sometimes misusing CVAs to stay alive.

Some good news: Planning laws are to be overhauled, the Government's aim to rejuvenate city centres has already been enshrined in Law, there is a new use class, Class E, relating to commercial, business and services, providing flexibility and much less delay, it is now possible to change use within a single class and for that not to be considered development.

The residential property market is having a boom, likely to be temporary but reflecting the pent-up demand that was released following the ending of lock-down at the end of May. House prices rose at their fastest for four years, with 7.3% growth, and the SDLT holiday continues until March. There has been a dramatic increase in mortgage applications, along with behavioural shifts, including moving out of cities and suburbs to the countryside.

There seems to be more confidence amongst larger commercial property companies now that shorter leases are in place and payment is being made of the September quarter rents, albeit at a lower figure.

So all is not lost. There is an uncertain future, and the economy must be allowed to start flourishing again. As soon as we are able, we should all start going back into our offices, especially the City, even if only for a couple of days a week, to help revive retail and hospitality sectors.

Michael Shapiro is the Property Partner at Silver Shemmings Ash with over 35 years' experience as a commercially focused Property Lawyer working in the City of London

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PM challenged to meet five business tests for Covid-19 restrictions

In a letter to the Prime Minister last month, British Chambers of Commerce director general, Dr Adam Marshall, BCC president Baroness Ruby McGregor-Smith and chamber chief executives from across the United Kingdom – including the LCCI's Richard Burge – set five business tests that must be met to limit the impact of Coronavirus restrictions on businesses and jobs and take a long-term approach to tackling the pandemic.

Second wave

The letter from the accredited chamber network – which collectively represents 75,000 firms of all sizes and sectors across the UK employing nearly six million people – comes after a period of increasing, regionally tiered restrictions, with more severe 'circuit breaker' restrictions under consideration, as the country battles a second wave of the pandemic.

Dr Marshall, Baroness McGregor-Smith and the chamber chief executives challenged the Prime Minister to meet five business tests for current and prospective Covid-19 restrictions:

1. Are the restrictions evidence-based and targeted effectively?
2. Are the restrictions clear and do businesses have time to prepare?
3. Is support for businesses commensurate with the impact on them?
4. Will the time that the restrictions are in place be used to significantly improve the Test, Trace and Isolate system?
5. Is there a clear process for increasing and decreasing restrictions?

Business failures

The letter reads: "While the recent announcement of an enhanced Job Support Scheme will assist some firms, Chamber members tell us it will not be enough to stave off mass redundancies and business failures."



...the Job Support Scheme will not be enough to stave off mass redundancies and business failures

There is also a clear warning that improving the government's ailing test and trace system is the only way to get a grip on the virus over the long term and prevent economic paralysis. The letter reads: "The need for additional restrictions cannot be blamed on a lack of care by hardworking people in businesses across the country. Instead it represents a failure of the Test and Trace system, which must be urgently improved and expanded."

Future growth

Chambers are clear about the consequences of not meeting the tests. The letter continues: "These tests must be met – to avoid serious damage to business and consumer confidence, and potentially catastrophic economic consequences. We must preserve our economy in the immediacy, while also laying the foundations of future growth. Failure to do so will undermine any broader efforts to 'level up' left-behind parts of the UK."

The letter concludes: "The Coronavirus is not going away anytime soon. The government must waste no more time in setting out a clear strategy to keep the economy functioning, while protecting public health over the long term."

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Air travel key to economic prospects

The importance of domestic and international travel to the economic prospects of individual businesses and the wider economy was highlighted last month in a report by WPI Strategy. The report reveals the majority of UK business leaders – including LCCI’s chief executive Richard Burge – see air travel as key to their future economic prospects and would return to the skies if quarantine measures were eased.

According to polling of business leaders by Survation contained within the report:

- 64 per cent of all UK business leaders polled see air travel as key to their future prospects
- 88 per cent of leaders of businesses with over 250 employees believe air travel is important to the future success of their business
- 48 per cent thought that the government’s travel and quarantine restrictions were the single biggest barrier to business air travel
- 76 per cent believe that airport testing would increase confidence when travelling.



Up and running

Robert Sinclair, chief executive of London City Airport, has urged the new Global Travel Taskforce to move quickly to get business air travel up and running again.

Welcoming the creation of the taskforce as a positive first step forward, Sinclair said that he hoped the group would “acknowledge the fundamental importance of business air travel to the economic recovery prospects of the UK and other sectors such as hospitality and leisure.”

Sinclair, supported by a range of



Robert Sinclair

industry and political voices, urged the taskforce to move with the utmost speed, setting out a clear roadmap for the introduction of a testing regime which would ultimately lead to the elimination of quarantine. This call is also supported by KLM who operate services from their global hub in Amsterdam to 15 airports across the UK.

Sinclair expanded: “The UK aviation industry is the third largest in the world and a global success story. But it is not just an industry itself, it also acts as an enabler of other industries such as trade, tourism, hospitality, imports, exports and conferences. We know the demand for air travel is there, but restrictive quarantine measures are currently holding business leaders back from flying, and the UK economy from beginning its recovery.”

Fundamental

“We sincerely hope that the Global Travel Taskforce both acknowledges how fundamental business travel is and moves quickly to introduce a roadmap for aviation which sets out how a testing regime can be implemented quickly. Doing so could deliver a much-needed shot in the arm for business air travel, boosting economic growth across every region and every sector.”

New data within the report also underlines the importance of domestic aviation to the UK economy. Before the outbreak of the pandemic, the total value of domestic aviation in the UK was up to £15 billion.

Proportionate to passenger numbers, the authors breakdown the impact of domestic aviation on GDP by UK regions and nations as follows:

- London: £4 billion
- Scotland: £4 billion
- North-East: £300 million
- North-West: £1 billion
- Northern Ireland: £2 billion
- South-West: £700 million
- Midlands: £500 million
- Wales (just Cardiff): £80 million.

Sinclair was backed by business leaders and politicians from across the UK who are concerned that the government’s plans for levelling up the country and increasing the UK’s trade links could be at risk without a speedy introduction of testing.

Quarantine regime

Stephen Hammond, MP for Wimbledon and chair of the APPG on Business Travel, said: “The economic recovery will be led by the business community and the ability to travel will be key. Business travel adds huge economic value directly and indirectly on industries like events and conferences amongst many others. I hope the government will prioritise the need to allow safe travel including pre-travel testing and a new quarantine regime so business can get back to travelling and building a strong economic recovery.”

World city

LCCI’s Richard Burge commented: “If London is to return to being a world city then we need a thriving aviation sector and we need effective ways of testing for Covid-19 at our borders.”

“Of course aviation isn’t just vital to London’s recovery alone. Whether it’s through travel and trade into London and then onward in the UK, or arrivals and departures in other UK cities and regions, London-based aviation is intrinsic to our national and regional economies, and to a great extent the economy of much of the world.”

“If the government are serious about both ‘Global Britain’ and ‘levelling up’ then they need to have immediate and genuine discussions with the sector about the urgent introduction of airport testing and a targeted support package.”

www.londoncityairport.com

See the report here: <https://media.londoncityairport.com/business-air-travel>



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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.

Slovenia

A research institute has developed an innovative method for recovery of magnetic grains from bulk sintered magnets. The method is easy, cost-effective, energy-efficient and environment-friendly. Partners are sought amongst the magnet manufacturers and companies that recycle magnets for technical cooperation agreements and license agreement to scale up and apply the technology in their production.
REF: TOSI20200930001

Italy

A group of entrepreneurs has created a digital ecosystem based on building information modelling, mixed reality, and artificial intelligence, to integrate in a single model the useful information in every phase of the life cycle of a building. It reduces possible design errors, costs and time, while also obtaining product/process optimisation. The team is looking for partnership via outsourcing or subcontracting agreements.
REF: BOIT20200615002

Poland

A north-eastern enterprise is a distributor and importer of healthy food, coffee, cleaning products, and other fast-moving consumer goods. It is looking for new, original, and unique products that could be introduced into the Polish market. The company is interested in cooperating under a distribution services or commercial agency agreement.
REF: BRPL20200916001

Germany

A research institute is working in the field of energy management offers software tools that help to optimise energy consumption of industrial processes or buildings by means of intelligent control. Long-term partnership is considered with industrial partners in terms of commercial agreement with technical assistance, license agreement, research cooperation or technical cooperation agreement.
REF: TODE20200914001

Spain

A company which specialises in web accessibility and usability is looking for licensees to expand its business. It has developed a platform that provides web accessibility and usability, adding a layer of semantic information to the web to guarantee compliance of web accessibility laws and recommendations. It also provides tools such as website reading and navigation with voice commands or keyboard.
REF: BOES20200721001

South Korea

Producer of healthy and delicious fruit jam using natural grain-derived sugar, without adding granulated sugar, preservatives, and other food additives. It produces six kinds of fruit jams that are good to be eaten by all generations and types of customers - children, pregnant women, and others looking for safe food. The company is seeking business partnerships under a commercial agency agreement or distribution services agreement.
REF: BOKR20200825001

Portugal

Specialist company in underwater imaging, using the most advanced underwater visualization technology, is looking for partners to invest and to open new markets through a financial agreement. The company is also looking for partners who want to access the technology to transfer and test military equipment for civilian applications by establishing a commercial agreement with technical assistance.
REF: TOPT20201002001

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Export documents and EU exit – update for CO and ATA Carnet users

At the time of writing, although negotiations have resumed, there is still a possibility of a no deal EU exit outcome and an automatic move to World Trade Organisation rules for the purposes of cross-border movements and trade facilitation.

With regard to Certificates of Origin (CO) and ATA Carnets, the following should be noted.

Certificates of Origin

In a no deal scenario a UK CO (non-preferential) has been designed in accordance with the relevant international convention and has been approved by government lawyers. This will be issued for shipments after 1 January 2021.

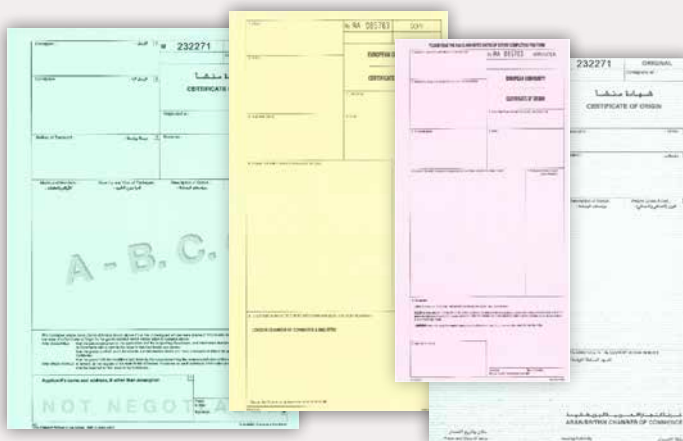
Non-preferential CO are generally called for as part of the payment mechanism e.g. via a documentary letter of credit or for trade defence reasons, or because the importer is anticipating re-exporting the goods.

If there is a UK-EU trade deal and it includes preferential tariff rates for certain goods provided origin rules are met, there will be a need to demonstrate that the rules have been complied with. This could be in the form of a preferential CO or via a registered exporter scheme or similar – this is not yet known but information will be provided as soon as it is.

■ www.londonchamber.co.uk/cofo

EUR and A.TR

The Movement Certificate EUR (in effect a preferential CO) which is issued to evidence origin in EU free



STOP PRESS Time is running out

HM Government's message for business as EU-UK trade talks hung in the balance.

'New rules for business with



Europe start on 1 Jan 2021. There are actions you need to take now'.

www.gov.uk/transition

trade agreements will remain the appropriate document in a no deal scenario only where the agreements have been rolled over and, in some cases, will be dependent on a UK-EU deal having been concluded.

The situation is fluid so for the latest on this go to:

■ www.gov.uk/guidance/uk-trade-agreements-with-non-eu-countries

If there is no roll over or re-negotiated agreement, then the EUR document would not be appropriate though the buyer might call for a non-preferential CO.

The A.TR relates to trade with

Turkey. This agreement has not been rolled over – though a new one may be negotiated in the future – and so will not be appropriate whether there is a UK-EU trade deal or not. However the Turkish buyer may call for a non-preferential CO.

■ www.londonchamber.co.uk/export-documents/eur1-movement-certificate

Arab League

Note that non-preferential CO for exports to Arab League countries will be unaffected and there is no need for the format of the docu-

ment to change in the Brexit context whether there is a deal or not. However, some Arab League states are party to certain EU free trade agreements e.g. Algeria, Egypt, Jordan, Lebanon, Morocco, and Tunisia.

■ www.londonchamber.co.uk/export-documents/eur1-movement-certificate

ATA Carnets

In a no trade deal situation it is agreed that ATA Carnets – the passport for goods being temporarily moved cross border for the purpose of being shown at trade fairs or exhibitions, or for professional equipment and samples – will be able to be used for appropriate temporary shipments to the EU 27 as the UK has signed the relevant international conventions both as the UK and en bloc through the EU. LCCI have made the necessary changes to the document for this scenario and will make the revised Carnets available in advance of the end of transition.

Even in a trade deal scenario it is likely that ATA Carnets will be an appropriate document for temporary imports and exports between the UK and the EU 27.

We await further intelligence both on the situation where Carnet goods leave the UK for the EU before the end of the transition period and **return after 1/1/21** and for goods being temporarily shipped to **Northern Ireland.**

Refer to 'Other useful links' on page 13 for the current situation.

■ www.londonchamber.co.uk/export-documents/ata-carnet

EU Exit Hub LCCI

Information and advice on staff employment, business travel, exporting, importing, international trade paperwork, costs, logistics, data protection, e-commerce, accounting and auditing, public procurement, intellectual property and taxation. Plus webinars to join to help companies navigate EU exit.

www.londonchamber.co.uk/eu-exit-hub

Other useful links

Brexit notification for ATA Carnet customers

■ www.londonchamber.co.uk/LCCI/media/media/Carnet-Notice-to-Traders-October.pdf

Information on how to move goods through Port of Dover and Euro-tunnel with an ATA Carnet if the UK leaves the EU without a deal

■ www.gov.uk/guidance/moving-goods-through-the-port-of-dover-and-eurotunnel-with-an-ata-carnet

Information on how to move goods

with an ATA Carnet through the Port of Holyhead if the UK leaves the EU without a deal

■ www.gov.uk/guidance/moving-goods-through-the-port-of-holyhead-with-an-ata-carnet

Guidance on exporting goods to EU after Brexit

■ www.gov.uk/prepare-export-from-uk-after-brexite

For further information on export documents issued by LCCI contact Davor McKinley dmckinley@londonchamber.co.uk

Customs declarations – important notice

From 1 January 2021 the UK will no longer be in the EU single market or customs union. This means that goods moving between the UK and EU – both imports and exports – will be treated differently from now. Customs declarations will need to be completed, with immediate effect, for every UK export from the beginning of the year.

The requirement for individual customs declarations for imports from the EU has been deferred for six months i.e. until 1 July 2021 though traders will need to keep specific records to then complete a summary declaration. Duty and VAT as appropriate will also need to be accounted for.

LCCI has joined with ChamberCustoms to provide a **Customs Declaration service** to help exporters and importers to comply with this new requirement for trading with the EU, and indeed with the rest of the world where such declarations will continue to be needed, just as they are now.

Our new unit of **Customs Declaration specialists** – Customs

agents – headed by Suvjeet Sibia is now in place. We will shortly be in touch with the Chamber's import and export community to help ensure that everyone is ready for this significant change – the number of declarations needed in a typical year will rise from 50 million to over 250 million so many companies are bound to be affected.

We will therefore be inviting companies to complete a survey to assess what their needs will be in accessing the service with questions relating to:

- EORI status (economic operators registration and identification)
- Current involvement in import/export
- Goods dealt in; nature and number of consignments
- Deferment account held
- Ports used – though note that this service covers every UK port for both import and export
- Existing or future need for Customs Declarations.

Contact ssibia@londonchamber.co.uk for further information



5 tips to improve your cashflow during COVID-19

By Matthew Green
Partner at Lubbock Fine



Keeping the cash flowing is critical for any business to survive. The pandemic continues to highlight the importance of effective cashflow planning, as many businesses feel the pressure from both a reduction in income and additional new expenses (such as health and safety costs).

With lockdown measures expected to continue throughout winter, now is an ideal time to take action to improve your cashflow. Here are 5 tips to consider when planning your next steps.

1. Check in with your accountant

Speaking to a qualified professional who understands the challenges you are facing can provide a fresh perspective or new ideas. Your accountant can help to thoroughly review your cashflow forecast, evaluate your options strategically and identify potential changes to ease the pressure.

2. Seek Government support

Financial support is still available to help your business through the pandemic and prepare for recovery. These include the new Job Support Scheme (JSS) and the extended Self-Employment Income Support Scheme (SEISS).

3. Speak to your bank

The Bank of England has been working with banks to reduce interest rates for businesses and lending, expanding capital repayments timeframes and changing the terms of existing overdrafts.

If you do seek support via a Government-backed scheme (like Bounce Back loans or the Future Fund), we recommend speaking to your existing bank in the first instance, as the process is likely to be much quicker. If needed, your advisor can also provide guidance with the application process.

4. Expand your funding options

If your bank is unable to assist or you wish to review other options, there are other organisations outside of the high street banks who can offer support to your business.

At Lubbock Fine, we work with funding platform Capitalise, which offers access to 100 lenders in one digital marketplace.* We can assist you with navigating the application process.

5. Plan for your business's future recovery

While the pandemic is far from over, it is still important to plan for recovery. You should regularly update your cashflow forecasts to account for potential additional costs, contingency cash, safety measures and economic predictions.

How can we help?

If you would like to discuss any cashflow assistance matters, please contact Matthew Green (matthewgreen@lubbockfine.co.uk)

*Capitalise.com Platform Ltd, trading as Capitalise, is authorised and regulated by the Financial Conduct Authority for regulated credit agreements. Capitalise is a credit broker not a lender.

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Yintong talks with...

Paul Finch OBE, creator and programme director of World Architecture Festival

Hailed as the Oscars of the architectural industry, the World Architecture Festival (WAF) is one of the largest and most prestigious international architectural awards ceremonies. Taking advantage of the quieter Covid period, I sought out and spoke to Paul Finch, the festival's creator and programme director, in advance of WAF China and WAF Virtual due to take place later this year.

Scale

I first came across Paul and WAF in 2017 when my photography business was a sponsor at the Festival's Architectural Photography Awards. I was given the chance to be on the same stage as the architecture giant Norman Foster, who won a 'legend' prize. I was impressed with the scale of the event – thousands of people from all over the world, many from China – and was eager to learn more about him and his new Chinese venture.

Paul Finch started his professional life as a journalist in the early 1970s, eventually becoming editor of the renowned Architectural Review (AR), founded in 1896, and with whom he launched the first WAF in 2008. "I often wondered why there was no annual global event specifically for architects, where they could gather to compare and discuss their work," he told me.

Emap, media company owner of AT, bought into the concept and, after a rocky start impacted by the financial crisis, annual WAFs have taken place in Singapore, Berlin and Amsterdam since the inaugural event in Barcelona in 2008. But for the pandemic, this year's gathering would have taken place in Lisbon.

The initial aim was to open the awards to everyone and anyone could attend. Profitability is, essential to proceed but the motives of those most directly involved were as much about the promotion of high-quality architecture and the culture of the profession in an increasingly globalised world as they were about money.

Significant shift

I understand that the WAF is about the world's architects coming together, but why has Paul started a new venture, with the sole focus on China? "At the beginning of our



festival, the entries from the China region were patchy in quality and low in number," he explains. "But over the last three or four years we have seen a significant shift. For example, out of our 1,100 entrants last year, 40 per cent were from China and I believe the trend is still on the up." Stats back this up. The Chinese construction market has grown substantially in the last 30 years. It is as big as the rest of the world combined. "In the next 20 to 30 years, I can see business opportunities both

"The Chinese construction market has grown substantially in the last 30 years. It is as big as the rest of the world combined."

ways between China and the rest of the world," Paul says. "From one of the studies I learnt that between 2015 and 2035, there will be 80 billion square metres of new buildings to be built globally, of which, 38 per cent will be built in China. Chinese architecture's influence on the world will be immense, both as a laboratory for architectural experimentation and as an incubator for growing expertise."

After two years of negotiation, a five-year licence has been established to create WAF China which was officially launched in 2019 with a conference in Chengdu. "So far, we have been very impressed by their commitment and compliance to our guidance," says Finch. "That integral event paved the way for this year's first WAF China with the theme 'Green City'.

Challenging

With WAF events changing into a

digital format, I wondered how they would fare in these challenging circumstances? "Obviously Covid is tremendously damaging to a lot of businesses; it will no doubt change our way of life and challenge our business," Paul shares, "But I am not pessimistic about the future and feel that, at the same time, it will open up new revenues for business. Before Covid, all businesses did some online activity but from now on, virtual activities such as live streaming and webinars will be compulsory for all businesses.

Connectivity

"Subsequently, knowledge-sharing will become more democratic, despite the geographical differences and time zones; it will strengthen connectivity and push globalisation even further. For our business in the meantime, because of its far-reaching nature, our sponsorship generation hasn't been hindered; in fact, more sponsors have come forward. In 2021, we aim to hold a physical event, and definitely with a live stream attached. The main purpose of all these events is to connect people, so whatever the channel or platform this is still the end game," he says.

Life-enhancing

I ask if Paul is still enjoying his festival experience after all these years. "In overall terms, I think we have largely stayed true to the spirit of what we envisaged the festival and its awards might be. Our team has certainly enjoyed every festival and I like to think that those attending the event have a chance to remind themselves about why they wanted to become architects in the first place. It is a life-enhancing experience, to build a constructive future with team spirit. That can be no bad thing," he concludes.

www.worldarchitecturefestival.com

Yintong Betser is managing director of ACTIVE Anglo Chinese Communications (activeukchina.com) connecting business cross culture with PR events, including the recently-launched The Global SinoPhoto Awards www.sinophoto-awards.com





London-Budapest bridge



The first UK-Central Europe Business Summit™ took place last month with a series of online and physical events in the respective capitals of the UK and Hungary.

The summit featured addresses from HE Ferenc Kumin, Hungary's Ambassador to the UK and Richard Burge, LCCI chief executive.

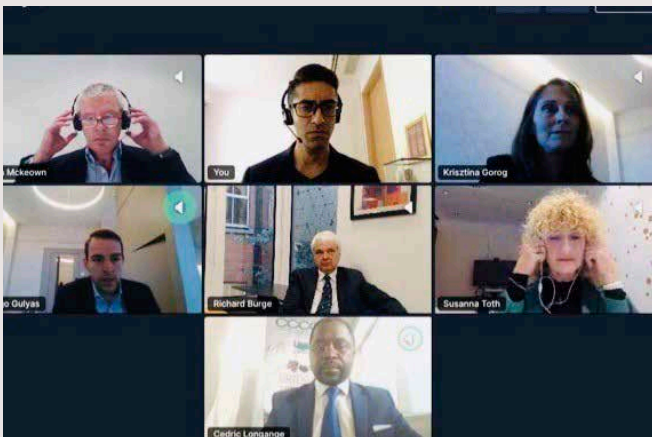
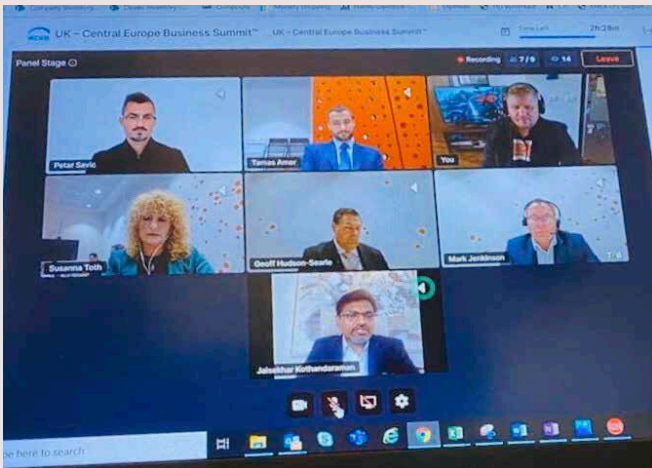
With a focus on innovation, technology and investment, the event included sessions on investment incentives, sustainable fashion (including a fashion show), a reception on the Danube, and online networking.

Networking

An online platform enabled networking opportunities across borders between some 200 UK and Central European SMEs and corporates, the latter including Mastercard, Tesco, Shell, Microsoft, Harley-Davidson, Oracle, and BMW.

The event closed with the book launch - *Purposeful Discussions* by Geoff Hudson-Searle which provides insights into communications, strategy and business development.

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Free and fair trade

Last month International Trade Secretary Liz Truss convened the first meeting of the revamped Board of Trade. The board will advise the government and Department of International Trade (DIT) on its trade strategy, provide intellectual leadership on trade policy, and help Britain make the case for free and fair trade across the world.

The board met to agree and discuss the principles underpinning its work – which include a commitment to free enterprise, the rule of law and high-standards trade – and agree its future programme of activity.

It will produce a series of reports looking at the vital issues facing international trade and Britain at the moment. These will include:

- The role of trade in levelling-up Britain
- Combatting digital and data protectionism
- How trade can deliver an industrial revival
- Reform of the WTO and the global trading system
- Commonwealth trade
- How trade can help deliver the government's green objectives.
- The reports will be published quarterly from 2021 on key trade issues and interests for the UK.

Who's on board

Members, known as 'advisers' are:

- Secretary of State for Scotland
- Secretary of State for Northern Ireland
- Secretary of State for Wales
- Minister for Trade Policy
- Minister for Investment
- Minister for Exports
- Minister for International Trade
- The Hon Tony Abbott
- Karen Betts
- Anne Boden MBE
- Daniel Hannan
- Rt Hon Patricia Hewitt
- Emma Howard Boyd
- Michael Liebreich
- Rt Hon the Lord Mayor of the City of London, William Russell
- Dr Linda Yueh.



Image: Chris McAndrew (CC BY-SA 3.0)

Build back better

Domestically, the board will advise how trade policy can help deliver on the government's commitment to level-up the country and

Trade prospects in a post-pandemic Arabian Gulf



by Lee Jennings

As the world continues to battle against Covid-19 and many regions and certain countries emerge from lockdown it is time for companies to consider the post-pandemic normal.

For some companies, business is booming – which is in contrast to the media focus on bad news stories. The Bank of England economist Andy Haldane recently stated that “Good news on the UK's economy is being crowded out by fears about the future”. The economy has already recovered just under 90 per cent of its earlier losses and GDP is

expected rise by 20 per cent in Q3.

Opportunities

Whatever the outcome of the UK-EU trade talks, UK exporters should now be preparing to explore new opportunities in new markets. The world has changed in 2020 and, whether we like it or not, we need to change with it.



Image: Persianvahidi (CC BY-SA 3.0)

Companies in the Arabian Gulf have also been affected and are taking the opportunity to transform outmoded methods of conducting business, introduce new technologies to increase output, reduce overheads and improve standards. It is reassuring to see a number of major projects, that were put on hold earlier in 2020, now being given the green light on a regular basis.

Commitment

For example, Dubai's DP World and Caisse de dépôt et placement du Québec (CDPQ), a global institutional investor, recently announced the expansion of their ports and terminals investment through a new commitment of \$4.5 billion.

The appetite for new technology continues throughout the region, with a British entrepreneur planning to bring robotics to the Gulf's oil refineries, which will save companies billions of dollars in routine





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'build back better' from coronavirus. Internationally, it will look at Britain's role in reshaping the rules-based global trading system and how the government could work with like-minded allies to dismantle long-standing barriers to trade.

It will also work with businesses and communities across the UK to help them identify and seize new opportunities internationally as we make the case for the importance of international trade in delivering increased prosperity and opportunity. At a time of heightened protectionism, it will sell the benefits of trade across the UK, including the north of England and devolved administrations.

Lodestar

The revitalised board will become an intellectual lodestar for the department, generating advice and providing expertise to influence government trade policy.

Construction continues to be a major feature of business development throughout the region

maintenance, using a combination of drones, laser scanners, DSL cameras and mobile phone data.

Resilience

Elsewhere, Saudi Arabia has granted licences to over 506 foreign companies in the first half of 2020 alone. The number of investor licence approvals started to pick up in June, accounting for nearly half of all licences issued in the second quarter. The resilience demonstrated by the Saudi economy is very encouraging.

The Qatar Financial Centre (QFC) has already registered over 1,000 companies on its platform, reflecting the trust that companies and investors continue to have in Qatar as prime business destination. Despite challenges posed by Covid-19 pandemic, the QFC is on way to achieve this year's target of registering 250 companies in 2020.

Construction continues to be a major feature of business develop-

Secretary of State for International Trade, Liz Truss, who chairs the board said: "This is a critical moment for the UK and our trading relationships with the rest of the world. Our re-emergence as an independent trading nation is an enormous opportunity, but it also comes at a time of rising protectionism amidst the challenges posed by coronavirus.

Full potential

"The revamped Board of Trade will play a critical role in helping us navigate and shape the new global trading environment. Just as great British reformers helped drive trade and prosperity in the nineteenth century, we want the new Board of Trade to become the Cobden, Peel and Bright of the twenty first century and push new frontiers in areas like digital trade and the green economy, and ultimately help Britain unleash its full potential post-Brexit."

ment throughout the region with over US\$65.1 billion worth of projects completed across the Arabian Gulf in the first half of 2020.

Other new projects include:

- The expansion of metro stations in Dubai, extending platforms, infrastructural works, civil works, construction of a new pedestrian bridges and associated facilities
- Design of a mega power plant in Kuwait, which will be completed in two phases with each having capacity of 3000 MW
- Wastewater treatment plant in Kuwait with a project duration of 42 months, including a 24 month operation and maintenance period.
- A UAE-based retailer is to develop a US\$80 million shopping mall in the port city of Yanbu, Saudi Arabia.

With many of the Arabian Gulf countries demonstrating high GDPs, political and commercial stability and predominantly English-speaking environments that welcome innovation and quality, there are few markets currently offering the breadth of opportunity that this region presents.

Lee Jennings is managing director of Jennings International Ltd LCCI members can benefit from a 20 per cent fee discount www.jibda.co.uk

Hidden Disabilities at Work

by Jonathan Mansfield



Where an employee suffers an obvious physical disability, employers should realise that they have to consider things like access to premises or suitability of workstations. The response is a challenge where the disability is not in plain sight.

Examples of "Hidden disabilities" are as follows:

- Mental health issues such as depression and anxiety;
- Neuro differences such as dyslexia, dyspraxia, ADHD and autistic spectrum disorder;
- Diabetes;
- Arthritis;
- Epilepsy.

The Covid-19 pandemic has highlighted the issue of hidden disabilities. It has been widely reported that there have been an increased number of employees suffering from mental health issues. Further, for people with chronic conditions, there are issues around shielding and return to work.

Explicit knowledge of the disability is not required. A duty can arise where an employer should reasonably be expected to know of the disability. For example, frequent sick notes referring to stress could prompt further enquiry into whether the employee has a condition substantially affecting them day to day.

Sometimes an employer will be liable, even if they are completely unaware of the disability. This is the case with indirect discrimination. For example, a job

advertisement requiring a driving license could rule out certain sufferers from epilepsy. While the requirement might be justified for some jobs this will not always be the case and could lead to a claim.

The duty to make reasonable adjustments arises where something puts a disabled employee at a substantial disadvantage. Advice can be sought from organisations such as Access to Work and an adjustment such as allowing for speech to text software for an employee suffering from dyslexia could be considered.

As well as the duty to make reasonable adjustments, it is important that an employee is not subject to detrimental treatment arising from their condition. If a capability procedure is invoked because a dyspraxic employee is unable to organise their work appropriately, this could give rise to a claim for discrimination unless in the specific circumstances the action can be justified.

The best approach for employers is to create an environment in which employees can be forthcoming to HR or managers about a disability they have.

It is also advisable to train managers on these issues so that they can respond appropriately.

Thomas Mansfield Solicitors has recently delivered a webinar on hidden disabilities and the recording can be accessed here: www.thomasmansfield.com/training-events/.

For advice on these difficult issues please contact Jonathan Mansfield at Thomas Mansfield Solicitors jonathan.mansfield@thomasmansfield.com or 07947598148.

Thomas Mansfield
The Employment Law Solicitors

Export growth plan launched

A package of measures to help businesses in England build back better following the pandemic has been announced by the Government last month.

The Department for International Trade's (DIT) Export Growth Plan provides additional financial support and expertise.

The plan includes a £38 million Internationalisation Fund for small businesses, which will help up to 7,600 SMEs in England grow their overseas trading and strengthen their business.

Exporting journeys

Minister for Exports, Graham Stuart MP said of the package: "The government is negotiating trade deals around the world and we are determined to help UK businesses take advantage of the markets we are opening. So, as part of the recovery from coronavirus, I am delighted to announce this funding and support,

which will be invaluable to businesses looking to begin or continue their exporting journeys.

Confidence

"In 2019 we overtook France to become the world's fifth largest exporter and this package is a statement of our confidence in UK companies to grow the UK as an exporting superpower. The package will ensure businesses are supported from the start, with more funding, more trade advisors and the establishment of an export academy to help businesses build back better.

"As we continue to negotiate improved trading terms with leading countries around the world, it is important to ensure every business can reap the benefits of our free trade agreements."

www.gov.uk/government/organisations/department-for-international-trade

Building back better

These measures are the latest in a series of measures already announced by DIT since the Coronavirus outbreak which now include:

- Sector-specific support was outlined for businesses through 'bounce-back' plans for the agriculture, food and drink, tech and retail industries
- UK Export Finance (UKEF), the government's credit agency, can help businesses grow their overseas trade and build back from the impact of coronavirus. UKEF is expanding its network of regional export finance managers to help local businesses secure financing to trade internationally by appointing renewable energy specialists to put SMEs at the heart of the global transition to clean energy
- New £38 million Internationalisation Fund from 2020-23 for SMEs in England that will help 7,600 SMEs to internationalise. The fund is managed through regional funds, the one for the capital being the London Internationalisation Fund
- A refreshed cohort of over 100 additional export champions across different industries in England, to help promote and support exports.

Georgia on LCCL's mind

Last month LCCI signed an agreement of cooperation with the Georgian Chamber of Commerce at a ceremony facilitated by and held at the Embassy of Georgia



The agreement will strengthen business and commercial ties between Georgian and British businesses and was welcomed by HE Ambassador Sophie Katsarava who was delighted that "despite the Covid-19 pandemic the UK remains the top investor for Georgia. The Embassy looks forward to seeing more projects and success stories in future."

Connections

Richard Burge commented: "I'm very glad that my first agreement on cooperation as chief executive of the London Chamber of Commerce and Industry is signed with Georgia's Chamber of Commerce and Industry. I am sure it will strengthen trade and economic connections which are common priorities for our countries."



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Bikeability – London in top ten world cities for cycling trips

Whether the goal is to reduce carbon footprint, cut down on fuel costs, get fit or avoid public transport, one of the best ways of exploring a new city is on two wheels. Travel experts at LuggageHero have ranked the world's most visited capital cities on how much they're doing to promote life on two wheels – with London achieving a very respectable tenth place. Points were awarded for bicycle rental stations, low traffic index, road quality, cycle routes, mapped cycleways and low crime score.

The number of people newly taking up cycling in London peaked in May this year, with 119 per cent year-on-year growth

Unprecedented levels
According to Strava Metro data, the number of people newly taking up

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cycling in London peaked in May this year, with 119 per cent year-on-year growth, while the number of cycling trips increased by 60 per cent.

Following unprecedented levels of cycling across London during the pandemic, plans have been implemented to provide wider pavements, safer junctions, pop-up cycle lanes and cycle and bus-only corridors.

London has 1,125 recorded cycle routes with over 184,436 km of mapped cycleways – more than double the amount available in Berlin. With a high number of bicycle rental stations and a high-quality road score, cycling in London was praised in the study as the most authentic way for any visitor to see the city.

Rated as the top 15 most bikeable were:

1. Vienna
2. Amsterdam
3. Paris
4. Brussels
5. Copenhagen
6. Lisbon
7. New York City
8. Prague
9. Berlin
10. London
11. Budapest
12. Stockholm
13. Seoul
14. Tokyo
15. Rome

luggagehero.com/blog/the-worlds-top-cities-to-explore-under-your-own-steam-revealed

The top three...



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London business webinars

What's been on ...

Capital 500

Vicky Pryce, Chief Economic Advisor and Board Member, Cebr, James Rentoul, Director at Savanta ComRes

Go Connect! At Breakfast Online Networking

EU Exit and Business Opportunities in Germany and the state of North Rhine-Westphalia (NRW)

Dagmar Wülknitz and Andrew Harfoot from NRW.INVEST, Annette Klerks, Head of Department International Business Service, City of Düsseldorf - Office of Economic Development and Dr Thorsten Volz, Partner, Pinsent Masons LLP, Head of Düsseldorf Office

EU Exit Hub: Navigating the Brexit Transition: Are you prepared?

Caroline Milton, Audit Partner, Nick Farmer, International Tax Partner, and Sean Turner, Senior VAT Manager, Menzies LLP

Property & Construction Member Get Together Online Networking

International Dispute Resolution: Access to arbitration and mediation for resolving international businesses disputes

Andre Luis Monteiro (Quinn Emanuel) and Andrew Miller QC

Black History Month: A Celebration of Black Business with Lord Hastings.

Andy Ayim MBE, Creator of The Angel Investing School and Kenny Imafidon, Co-founder & Managing Director of ClearVie

GDPR update: Practical guidance on collecting data from colleagues and clients

Penny Bygrave, Senior Associate and Sarah Thorley, Solicitor, VWV

EU Exit workshop part 1: Are you ready for the new border operating model?

Charles Hogg, Commercial Director and Antons Gordejevs, Commercial Manager, Unsworth

LCAM Webinar for the Sao Paulo Arbitration Week (SPAW)

James Clanchy, Maria Claudia Procopiak and Joe Tirado. Hosted by Jonathan Wood, LCAM Board Director

Go Connect! At Lunchtime Online Networking

... Coming up

Wednesday 4 November at 8.30am – 10.00am

Go Connect! At Breakfast Online Networking

Wednesday 4 November at 11.00am – 11.45am

Masterclass: Forecasting & financing your way to a brighter future with Sadie Channing, Senior Manager, Menzies LLP

Thursday 5 November at 1.00pm – 1.45pm

Capital Conversation with Victoria Hills, Chief Executive, Royal Town Planning Institute

Monday 9 November at 1.45pm – 2.30pm

EU Exit: Keep moving: navigating business travel challenges and the UK's new immigration system with Raj Naik and Jennifer Fackelman, Fragomen LLP

Recordings of the webinars can be accessed at: www.londonchamber.co.uk/events/covid-19-webinar-series

Monday 16 November at 1.45pm- 2.45pm

EU Exit workshop part 2 with Charles Hogg, Commercial Director and Antons Gordejevs, Commercial Manager, Unsworth

Wednesday 18 November at 10.45am – 11.30am

LCCI export documents and customs declarations – key issues for 2021 with Peter Bishop, Deputy CEO, Davor Mckinley, Head of Export Documentation, LCCI

Thursday 19 November at 10.45am – 11.30am

Capital Conversation with the Lord Mayor of London

Wednesday 25 November at 12.30pm – 2.00pm

Go Connect! At Lunchtime Online Networking

Thursday 26 November at 10.45am – 11.45am

Hospitality, Leisure & Tourism Online Briefing with Fiona Eastwood, Chief Operating Office of Midway Attractions, Merlin Entertainments
Sponsored by Crowe

DECEMBER**Tuesday 1 December at 8.30am – 10.00am**

Global London: Doing business in South East Asia (online networking/ expert advice)

Wednesday 2 December at 9.00am – 10.00am

Go Connect! At Breakfast Online Networking

Wednesday 9 December at 12.30pm – 2.00pm

Asian Business Association Winter Online Networking with Tony Matharu, Founder and Chairman, Integrity International Group and Global Hospitality Services

Thursday 10 December at 3.45pm – 4.45pm

Property & Construction Online Briefing Briefing with Shobi Khan, Chief Executive, Canary Wharf Group

Wednesday 16 December at 12.30pm – 2.00pm

Go Connect! At Lunchtime Online Networking

JANUARY 2021**Thursday 7 January at 10.30am – 11.30am**

Capital 500 with Vicky Pryce, Chief Economic Advisor and Board Member, Cebr and James Rentoul, Director at Savanta ComRes

Wednesday 13 January at 12.30pm – 2.00pm

Go Connect! At Lunchtime Online Networking

Thursday 14 January at 10.45am – 11.30am

Effective Marketing: Build Purpose in Brand

Wednesday 20 January at 9.15am – 10.45am

Property & Construction Member Get Together Online Networking

Wednesday 27 January at 9.00am – 10.00am

Go Connect! At Breakfast online networking



To book places on the webinars and events visit: www.londonchamber.co.uk/events/covid-19-webinar-series

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Recharging and reinventing London

The capital must reinvent itself in order to emerge stronger following the Covid-19 pandemic and maintain its position as a world-leading business hub, according to a new report published last month by the City of London Corporation

London Recharged: our vision for London in 2025, produced in partnership with Oliver Wyman and Arup, sets out detailed recommendations to aid the capital's recovery and enhance its long-term competitiveness by focusing on innovation, collaboration, inclusivity and sustainability.

Centre of choice

The report finds that business remains committed to central London and recognises the value of working alongside customers, clients and competitors. Nonetheless, investment in skills, digital infrastructure and built environment will be needed to ensure London remains the



global centre of choice.

It also explores how London's office stock and built environment can be transformed in response to trends such as increased remote and flexible working.

The report's recommendations include:

- Create spaces to innovate, akin to start-up incubators focused on a specific theme (e.g. Station F in France and Level 39 in London). The incubators should provide

workspaces with experts from government, academia and business to coalesce and innovate on specific priority themes

- Pilot transformation of London's office stock to support new uses, including the development of 'hyper flexible spaces'. Motivate SMEs and artists to re-enter the city centre by providing 'hives' of affordable work space and access to basic infrastructure
- Explore ways to innovate Lon-

"A vibrant London will help to drive our recovery forwards as we work with the rest of the UK."

don's transport network considering new consumer/ commuter behaviours and the network's financial difficulties. Options could include the creation of 'flexible working' season tickets

- Conduct a regulatory review of listing structures to ensure the UK's competitiveness relative to other listing locations
- Make the case for visa structures and immigration procedures that can make it simpler for skilled workers to come to the country.
- Equip businesses to benefit from digital transformation by establishing a digital adoption fund and make it easier to access growth finance for business
- In partnership with leading diver-

Don't manage your bird problems on a wing and a prayer

Pest birds can cause havoc and if left to nest and breed are a serious health hazard.

Pigeon guano carries all sorts of diseases including E.coli, Salmonella, Psittacosis and Ornithosis and nesting material can harbour mites and fleas.

Natural pest control using predator birds is becoming increasingly popular at both industrial and residential sites. A survey by a professional specialist should take place to identify the species of bird, the problems they are causing and recommend the best methods to deal with them.

Here are some of the other methods:

NETTING (pictured)

All types of buildings can be proofed from private homes to industrial premises. It is vital that netting is properly and professionally maintained as part of a pest-prevention contract.

BIRD FREE GEL

This innovative product reflects ultraviolet light. It appears to birds as flames and keeps pest birds off structures without harming them.



BIRD SPIKES

Stainless-steel wire anti perch spikes should be used and fixed to an ultra-violet treated base. Problem areas include, window ledges, fire escapes, waste pipes, gutters, roof ridges, chimney stacks and pots.

POST AND WIRE SYSTEMS

This system is mainly used on ornate buildings where it is less obtrusive. It causes no harm to birds and has even been suggested for use on some sites by the RSPB.

BIOACOUSTICS

A system of speakers, set up to play at random the natural species distress calls, creates an environment appearing 'hostile' to the birds.

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London Recharged: Our Vision for London in 2025



sity organisations, endorse a suite of diversity targets for financial services, professional services and tech organisations to adopt and use as a roadmap. Provide dedicated access to funding for specific underrepresented groups (e.g. female, black or minority ethnic founders).

Global gateway

The report also calls for London representatives to work more closely with leaders of other UK cities to support the government's levelling-up agenda. This would help to promote the capital as a global gateway for trade and investment into firms based in other parts of the UK.

Lord Mayor of the City of London William Russell commented: "The capital's success throughout history has been a story of constant reinvention. It is more important than ever that London adapts quickly to today's challenges so that it remains a place where people want to work, live and visit tomorrow.

"This report sets out detailed measures that can help the capital thrive and evolve as we get through the current pandemic. A vibrant London will help to drive our recovery forwards as we work with the rest of the UK."

Catherine McGuinness, policy chair at the City of London Corporation, said that London was facing major challenges. "Coronavirus, the UK's exit from the European Union and increasing protectionism across the globe are all threats to the capital's role as an international business hub.

New paradigm

"Some trends have been accelerated by the pandemic, while others appear to have been reversed. We must reimagine London in order to seize the moment and ensure it evolves in response to this new paradigm.

"Just as London enters tighter restrictions might seem an odd time to talk about the future – but it's more important than ever that we use this time to prepare, and ensure that London is in the best possible shape when the recovery restarts.

"Implementing these recommendations will underpin the capital's competitiveness by supporting innovation, improving sustainability and offering greater opportunities to our diverse population. Business, government, regulators and academics all have a role to play. London must build back better in order to remain fit for the future."

www.cityoflondon.gov.uk

24 Hours in a Security Operations Centre (SOC)



Kieran Fowler

Senior Information Security Consultant



I return to my desk coffee-less; the machine now a forbidden treat locked behind a COVID-19 restriction. I kid myself that it's ok, and it's probably a good thing for my health. Sat down, back in front of my screen, I'm monitoring alerts when a critical incident flashes up...

AcmeCorp recently acquired a business they urgently needed in their portfolio but chose not to undertake due diligence on the technology in use. They are just beginning to understand the state of the IT infrastructure, but are about to have a rude awakening to the risks that they are now carrying...

AcmeCorp was continuously growing, a new business being acquired every few months. Typically, they'd commission Waterstons' mergers and acquisitions team to undertake IT due diligence and an integration programme, but AcmeCorp decided they "needed the business yesterday" and rushed it through. There was something about Cyberdyne Systems they couldn't let go. Their intellectual property was going to revolutionise the entire organisation, maybe even the world.

Malware detected! AcmeCorp's systems have detected ransomware; a vicious malware variant which encrypts all your data. Thankfully AcmeCorp has excellent detection for malware. Even if that failed, their data is backed up in Waterstons' datacentre; isolated from their central systems, secure, and ready to be restored in case of a disaster.

I look to find the source of the attack, the compromised system that sent it over to AcmeCorp. It's not good news - it's emanated from their new acquisition, Cyberdyne! We cut off our connection to their network. Breaking the news to AcmeCorp's MD is NOT going to be easy...

Cyberdyne's data has just... gone? There's no way of getting it back? This is a disaster; their cybernetics research was going to change the world! This particular piece of ransomware took advantage of an old Windows Server vulnerability that had long been fixed with a patch... A patch that AcmeCorp had installed as part of their Cyber Essentials Plus certification, but a patch that Cyberdyne was missing. This is a significant setback for AcmeCorp, but it could have been a catastrophe if we'd lost AcmeCorp's data too.



Thank goodness we had patched our servers to meet the Cyber Essentials Plus criteria. It meant we were protected from this particular attack and many others like it. It just shows how we need to be on top of all our security. I will be speaking to our suppliers next, I need to make sure that they are looking after our data like we do...

To learn more about how Waterstons help protect customers from attacks like these, visit:

www.waterstons.com/core-services/cyber-resilience

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Two minute interview

Timi Orija, founder of 4S Events



Who are you?

I am the founder and chief executive of 4S Events, a lifestyle and sports management company. Not many people know what a lifestyle manager does, but in a nutshell, we look after requests from ultra-high-net-worth individuals. Requests include the acquisition of real estate, chartering of private transport, sourcing art and tickets to invitation-only events such as fashion shows, F1 parties and gala award ceremonies.

In sports management, we look after the PR and marketing of a young and exciting racing driver, Ayrton Simmonds. Ayrton was one of the four finalists for The Aston Martin Young Driver of Year Award 2019. Having raced in the British F3 last season, we are currently racing in the Euro Formula Series, which consists of 16 races in Europe.

What is your connection with the London Chamber of Commerce?

I joined with the objective of connecting with like-minded businesses and individuals who wish to collaborate. We work with our partners and network both locally and internationally, within many different disciplines, though London remains our core focus.

What was your first job in London?

I worked as a catering assistant in Broadcasting House, many moons ago. It was fun and interesting at the time. I worked in a team, which covered the building 24/7, ensuring that staff and visitors were well looked after. It was shift work. It was good because we were providing the essentials for visitors and I learnt a lot about discipline and teamwork.

"I joined [the LCCI] with the objective of connecting with like-minded businesses and individuals who wish to collaborate."

You never knew who you were going to be serving breakfast to in the mornings.

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

I was head-hunted to work for Ayrton who was already a proven winner. He is on track to be racing in F1. I had previous experience in sports management. This role allows a lot of creative freedom. If it makes sense, we will try it. We have introduced a leadership mindset program that helps enhance leadership skills and decision-making on the track. This highlights the benefits of teamwork and strengthening a growth mindset. Emotional intelligence is a core part of sports psychology. We have held talks with producers in Hollywood about a documentary series and a video game based on Ayrton's career to date.



BBC Broadcasting House

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

...as with any line of work, there will always be frustrations but there's nothing I hate about my role."

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

We live in a different era now and what worked for a proven business leader, say 20 years ago, may not work now. The best course of action is to try things yourself. Statistically, things will not always go according to plan but within every failure can be a win; you can learn from each failure and develop a growth mindset. You may fail again but next time you may be closer to achieving your objective and before you know it success will come knocking on the door. In essence, I believe the best way to achieve success is to learn, improve and be yourself.

How is the current pandemic affecting your business?

In every crisis, there are opportunities. The events side of things has slowed down considerably but we are still participating in the race series, albeit with limited spectators. We still get requests and enquires from our clientele. We work within a global community and we always do our best to help our partners and network. Teamwork makes the dream work!

What measures have you taken?

I would say strengthening relationships and growing with our partners. We have improved how we work across the board.

How is your business reacting to Brexit?

There is uncertainty in some markets we operate in. Our clients know we are there should they wish to engage. We are taking a long-term approach and evolving with the market conditions.

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

That's a tricky question. I have spent most of my life in London and I feel, overall, a lot has improved during the last decade. Initiatives such as the night tube service, improvement of cycle routes, the introduction of the bike scheme – all have helped to keep London moving.

What is your favourite and least favourite thing about London?

I love the diversity of this great city. You really can be anything you wish to be if you put your mind to it. There are lots of opportunities everywhere if one at least tries. I love art galleries, cultural activities, performing art spaces and street food markets. There is something for everyone in London.



Least favourite things would have to be roadworks and traffic jams.

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

Health and safety regulations permitting, I would carry out most of the roadworks and improvements to London transport during the lockdown, given that passenger numbers and road users were greatly reduced.



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Preparing for 1/1/21 whether the UK-EU trade negotiations succeed or not

Why did the UK-EU trade talks not conclude by 15 October?

Thursday 15 October was the agreed deadline for concluding the UK-EU trade talks. The intention was that if the two sides had not negotiated a trade and security deal by then, the UK would leave the EU without a negotiated deal (also known as 'no deal') and trade with the bloc under World Trade Organisation rules as a third country.

The deadline date came and went without a deal being struck. However, the Prime Minister, Boris Johnson, said that he might not abandon the talks "just yet" while EU leaders have called for the talks to continue.

The talks have stalled over the following three issues:

- Future EU access to British fishing waters. The EU has insisted on



the status quo, with catch quotas based on the common fisheries policy. The UK wants a policy of "zonal attachment" so that British fishing fleets can significantly increase their catches.

- The so-called level playing field provisions. The EU wants to make sure neither side can undercut

standards or subsidise parts of the economy to give its companies a competitive advantage. The UK has agreed not to reduce current environmental, labour and social standards. However, the EU wants a so-called "ratchet" mechanism so that the UK will have to implement new measures

over time. There is also the issue of state aid, or domestic subsidy control.

- Governance: how either side will be able to keep the other to their word. The EU wants to be able to suspend parts of the deal if the UK reneges on any of its obligations. Both sides would accept binding rulings from a new body. The UK says it will only discuss this once all the other contentious areas have been addressed.

Is it decision day on Brexit talks – and what is still to be resolved?

<https://www.theguardian.com/politics/2020/oct/15/is-it-decision-day-on-brexit-talks-and-what-is-still-to-be-resolved>

Brexit: EU leaders call for UK trade talks to continue

■ www.bbc.co.uk/news/uk-politics-54557585

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What is the current state of the UK-EU trade negotiations?

At a summit of EU leaders in Brussels on 15 and 16 October, the EU proposed a further two to three weeks of negotiations but demanded that the UK alone “needs to be make the necessary moves to make an agreement possible.”

In return, the UK insisted that talks with the EU over a trade deal will not resume unless there is a “fundamental change of approach” from the bloc. This is despite the EU agreeing to ‘intensify’ talks, as the UK had requested. On 17 October, Downing Street announced that talks between the UK and EU are “over” and that there was “no point” in continuing the discussions unless the EU was prepared to discuss the legal text of a future partnership.

At time of writing, Michael Gove, the Chancellor of the Duchy of Lancaster, said the door was “ajar” for the trade talks with the EU to continue. However, he warned that a trade deal would not be struck unless the EU “fundamentally changes” its position. In response, Michel Barnier, the EU chief negotiator,

said he is ready to talk on “all subjects”.

Brexit: No 10 startled by EU insistence that UK accept trade terms

■ www.theguardian.com/politics/2020/oct/15/uk-must-make-necessary-moves-for-brexit-deal-leaked-eu-document

Brexit: Trade talks with the EU are over, says No 10

■ www.bbc.co.uk/news/uk-politics-54566897

Michael Gove leaves door ‘ajar’ for post-Brexit trade talks with EU

■ www.itv.com/news/2020-10-18/michael-gove-leaves-door-ajar-for-post-brexit-trade-talks-with-eu

Has Brussels blinked first? Michel Barnier says he is ready to work on ‘all subjects’ and a legal text of trade deal after Michael Gove warns the UK WILL walk away unless EU is more flexible

■ www.dailymail.co.uk/news/article-8854581/UK-activates-No-Deal-Brexit-plans-amid-scramble-revive-talks.html



Michael Gove

What is the UK Government doing to prepare for a no-deal exit?

On 19 October, the Government launched a new campaign called ‘Time is running out’ to warn businesses to prepare for a no-deal exit from the EU. HMRC is contacting 200,000 firms to set out new customs and tax rules coming into force.

This action follows a clear direction from the Prime Minister that the UK must prepare to leave the EU on Australia-style terms based on global free trade principles fol-

lowing the collapse in negotiations with the EU.

Time is running out for businesses to prepare

■ www.gov.uk/government/news/time-is-running-out-for-businesses-to-prepare

Firms urged to get ready for new EU relationship

■ www.bbc.co.uk/news/business-54592246

Brexit: New government publicity campaign says ‘time is running out’ for firms to prepare for no deal

■ news.sky.com/story/brexit-new-government-publicity-campaign-says-time-is-running-out-for-firms-to-prepare-for-no-deal-12107637

What should businesses do to prepare for a no-deal exit?

The process for importing and exporting goods from the EU will

Continued on page 32

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change. UK businesses need to complete the following actions to continue importing and exporting with EU countries from 1 January 2021.

Importing and exporting

Obtain an GB EORI number

Businesses will need a unique trader reference number, called an Economic Operator Registration and Identification (EORI) number, to complete customs declarations from 1 January 2021. If they do not yet have one, they can register for free at: www.gov.uk/eori.

Find out if imported goods are eligible for staged controls

If businesses import non-controlled goods into the UK from the EU, they may be able to defer import declarations until 1 July 2021. Most traders with a good compliance record will be eligible. More information can be found at:

■ www.gov.uk/guidance/usingsimplified-declarations-for-imports.

Check the controlled goods list to see if they need to complete declarations from 1 January 2020

If businesses import and export goods that are categorised as 'controlled', they will need to submit declarations from 1 January 2021. To check if imported goods are on the Controlled goods list, go to:

■ www.gov.uk/guidance/list-of-goods-imported-into-great-britain-from-the-eu-that-are-controlled.

Decide how they will make customs declarations

The majority of businesses choose to hire a person or business to help with importing and exporting. This could be a customs agent, freight forwarder or express operator. They can help businesses with declarations and ensure they provide the necessary information. To find out more, go to

■ www.gov.uk/guidance/appoint-someone-to-deal-with-customs-on-your-behalf.

Check if Import VAT is due at the border

If businesses import any goods from the EU into the UK, they may need to pay Import VAT from 1 January 2021. Import VAT will not be due at the border for goods worth less than £135. The only exception to this is consignments containing excise goods, where Import VAT (along with Excise and Customs duties where applicable) will be due at the

border. To see more, go to

■ www.gov.uk/government/publications/changes-to-vat-treatment-of-overseas-goods-sold-to-customers-from-1-january-2021.

Decide how they will account for Import VAT when they make a customs declaration

If a business is VAT-registered, it will be able to use postponed VAT accounting to account for Import VAT, for goods imported into the UK from anywhere in the world, from 1 January 2021. This means businesses can account for VAT on goods imported through their VAT Return. For more information, go to

■ www.gov.uk/guidance/check-when-you-can-account-for-import-vat-on-your-vat-return.

Useful link

How to import and export goods between Great Britain and the EU from 1 January 2021: www.gov.uk/government/publications/how-to-import-and-export-goods-between-great-britain-and-the-eu-from-1-january-2021.

Selling goods

From 1 January 2021, the essential requirements and standards that can be used to demonstrate compliance will be the same as now. However, there may be other changes businesses need to make. They should:

- Check which regulations apply to their product
- Check if they need a new product approval and begin the process as soon as possible
- Check if they need to appoint a new authorised representative to act on their behalf
- Speak to their supply chains / distributors and understand any new legal duties
- Consider what marking / labelling changes apply to their products

Businesses can find out more information at:

■ www.gov.uk/transition.

Trading with the EU

After 31 December 2020, EU trade agreements will no longer apply to the UK. The UK is seeking to reproduce the effects of existing EU agreements for when they no longer apply to the UK. This will ensure trading arrangements remain the same for UK businesses. However, businesses still need to take the following actions.

Apply for an export licence to export dual-use items to the EU and Channel Islands

From January 2021, businesses will need an export licence issued by the UK to export dual-use items from Great Britain to the EU or Channel Islands. If they do not have the correct licence, the goods may be held at the border. Businesses should register now for an Open General Export Licence through SPIRE, the online export licensing system. More information is available at:

■ www.gov.uk/guidance/exporting-controlled-goods-after-eu-exit#exporting-dual-use-items.

Use the 'Check How to Export Goods' tool on GOV.UK to look up information on overseas tariffs, rules and border formalities for trading goods worldwide

Businesses should use the 'Check How to Export Goods' service on GOV.UK to check duties and customs procedures for exporting goods worldwide. Failure to complete the proper documentation or follow the correct procedures may result in delays getting goods through customs, as well as unexpected taxes on goods upon entry to the destination and country. From January 2021, there will be new requirements on exporting goods from the UK. Use the service at:

■ www.gov.uk/check-duties-customs-exporting.

Use the new UK Global Tariff schedule to check what tariff will be payable on goods entering the UK from 1 January 2021

If businesses import goods into the UK, they should check the new UK Global Tariff schedule. From 1 January 2021, the UK Global Tariff schedule will apply to all goods imported into the UK unless an exception applies. Exceptions include goods imported from a country that has a trade agreement with the UK or from a developing country that pays less or no duty because it is part of the Generalised Scheme of Preferences. Businesses can check the tariffs that will apply to goods you import at:

■ www.gov.uk/guidance/uk-tariffs-from-1-january-2021.

Check changes to trading with developing countries that currently benefit from the EU Generalised Scheme of Preferences

From January 2021, the UK will have its own Generalised Scheme of Preferences. Businesses import-

ing goods from eligible developing countries will be able to get trade preferences through the UK's new scheme. This means that businesses may be able to benefit from a reduction or removal of duty (tariffs) on imports from developing countries into the UK. They should check the guidance at:

■ www.gov.uk/guidance/trading-with-developing-nations-during-and-after-the-transition-period.

Use GOV.UK guidance to understand changes to trading with non-EU countries from 1 January 2021. Check if the UK has negotiated a trade agreement with the country the business is trading with.

Trading with countries outside the EU may change from January 2021. Businesses should find out about trade continuity agreements the UK has signed and agreements that are still under discussion at:

■ www.gov.uk/guidance/uk-trade-agreements-with-non-eu-countries.

Businesses will be able to submit applications via the UK's new independent trade remedies system if they believe they are being injured by the effects of unfair trade practices or surges in imports. They should familiarise themselves with the UK's new trade remedies process on GOV.UK.

From 1 January 2021, if businesses think they have been injured by unfair import practices, they can apply to the UK's new trade remedies system. Businesses can create an account and register their interest in UK trade remedy investigations and reviews on the Trade Remedies Service. More information can be found at:

■ www.gov.uk/government/publications/the-uk-trade-remedies-investigations-process.

Other useful links

Check UK trade tariffs from 1 January 2021 at:

■ www.gov.uk/check-tariffs-1-january2021

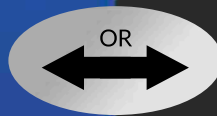
Search for 'UK global tariff' on GOV.UK

EU Exit Q&A was compiled by Alexa Michael, member research executive at LCCI

Visit the LCCI EU Exit Hub at www.londonchamber.co.uk/eu-exit-hub

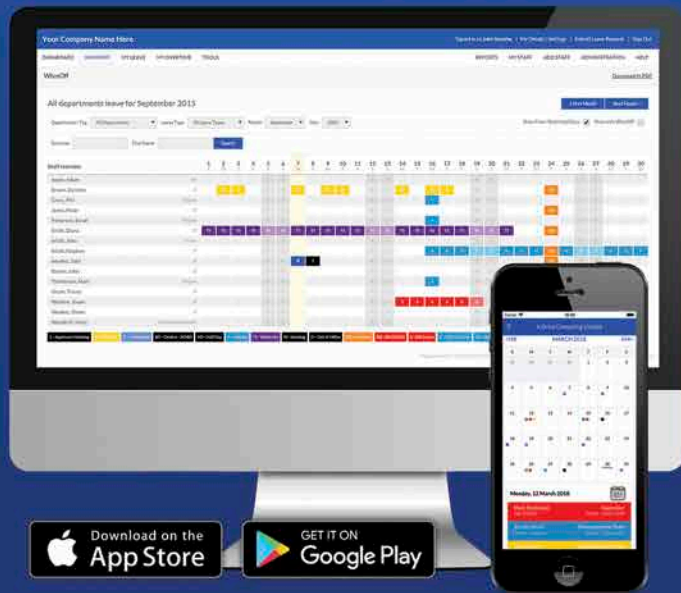
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- Our staff have mobile phones
- Our staff have the same leave holiday year
- We may offer overtime



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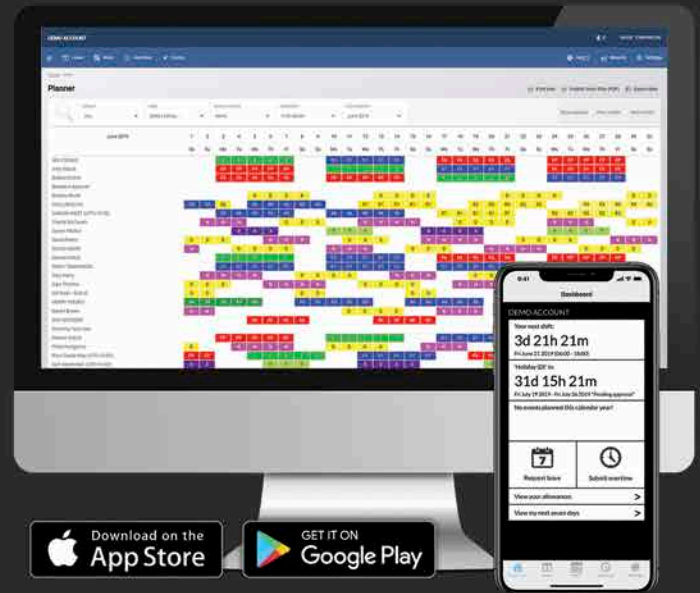
- I manage staff leave & work
- We have shift/rota based workers
- I need a system to help track who's working from home
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- Our staff may have different holiday years
- We may even have staff in different time zones
- We plan staff based on demand



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Lord Hastings to chair new Black Business Association

LCCI is this month launching a Black Business Association (BBA) to promote black business ownership and black employees in the capital. The BBA will be under the founding chairmanship of Lord Dr Michael Hastings of Scarisbrick CBE (inset), the renowned and respected former BBC journalist, global head of corporate citizenship for KPMG, and a hugely influential business leader.



Photo: Chris McAndrew (CC BY 3.0)

The BBA is designed for black business owners and black employees and promotes black entrepreneurship and business ownership in the capital. It will also provide networking opportunities and a forum to collectively address barriers to equality in London's economy.

network for business collaboration securing confidence from investors and innovators to keep the energy of this great city producing jobs and supporting livelihoods.

"That's why now, it's time for a city that benefits from black lives and once historically sadly too, black deaths, to build bonds of common purpose bringing in the wealth of talented black entrepreneurs and employers and workers to focus our vision on a city where all can thrive, with justice and equity and where work can be dignified for all. I'm honoured to work with LCCI in establishing the Black Business Association and to call in all who have felt left aside, to build better together."

Black History Month

October was Black History Month and, as part of a series of actions, LCCI marked the occasion with a celebration of black business in a special webinar hosted by Lord Hastings. He spoke to two inspirational black business leaders:

Andy Ayim MBE, creator of the Angel Investing School

Kenny Imafidon, co-founder and managing director of ClearView Research.

Their discussion – see page 22 for details of how to access a recording – included their personal and professional stories, challenges and barriers to success, and the support that contributed to their achievements.



Andy Ayim MBE



Kenny Imafidon

Build better together

Lord Hastings commented: "The London Chamber of Commerce and Industry is the capital's premier

To register your interest in the Black Business Association complete a short online form

www.londonchamber.co.uk/membership/lcci-black-business-association

Note that in order to join the BBA you must be a paid member of LCCI or part of the free London Chamber Community Network.



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Wiseup: The Mentoring Revolution

By Joe Wood, Co-Founder of Wiseup Networks



Joe Wood (right) with father Graham

I'm a 26-year-old entrepreneur and Co-Founder of Wiseup Networks, with an ambition to transform how mentoring is provided in this country and beyond.

Who are we?

Wiseup is an online mentoring platform, home to hundreds of mentor profiles. Users choose from experienced industry leaders and entrepreneurs to find and book their mentor.

A family business led by father and son team, Joe and Graham Wood. Wiseup is supporting individuals and businesses amidst the global pandemic.

Where did the idea come from?

I had no idea what I wanted to do after I left The University of Sheffield.

In that time, I found myself turning to the people around me for clarity and that epiphany moment. My Dad was often the first port of call. Some insightful conversations with him and his network led me to an enjoyable career as a Project Manager.

While chatting with my Dad at Christmas 2018, it struck me that all of the brilliant people I turned to throughout my journey were 'mentors'. In that moment, the idea for an online mentoring marketplace was born.

From that moment we dedicated our time to presenting excellent career and business mentors to the world in a modern, tech-enabled fashion.

When did we launch?

In November 2019, we attended one of the largest technology conferences in the world, The Web Summit, in Lisbon.

In a bustling conference hall, we were finally told our platform

was live by our web designers. We jumped up and down, shook hands and headed into the middle of the conference to spread the news to exhibiting tech companies in hope of partnerships.

"How long have you been live?" they would ask. Our answer always got a few laughs; "for about 25 minutes."

Why mentoring?

The pandemic has amplified the need to professionally and emotionally support leaders and their staff.

Businesses are under pressure to adapt; people are being made redundant and the workplace is a completely different environment.

The value of mentoring is

globally understood. 71% of Fortune 500 companies have mentoring programs and 78% of FTSE 100 companies promote a mentoring programme on their website.

The key issue is access. In a digital age, your mentor shouldn't be restricted by company membership, geography or striking lucky at a networking event.

Wiseup listens to every mentee's story and recommends a mentor that fits their situation.

How's it going now?

We can proudly say that our platform now hosts more than 150 incredible mentors. The number of mentors can scale to demand.

Our mentors are helping people to grow their business, advance their careers and manage their mental wellbeing.

We are aligning with innovative partners to provide mentoring on a larger scale. This includes forward-thinking companies, charities, and the UK Government.

How does it work?

Users browse our mentor database on the platform. If users want some help choosing, we listen to them and match them up with a few options. No algorithms!

All mentors offer a free 'Virtual

Coffee' so both parties can make sure the match is a good one. If it is, the mentee can book that mentor for as much time as they wish. Our platform manages that relationship end-to-end.

The mentoring is all online and the Wiseup team is on-hand to support and answer any questions.

Where do you come in?

We want to establish an improved support culture across the world.

Wiseup can provide a selection of mentors for you, your staff, recruitment candidates or co-working space tenants. Contact us if you want to discuss your bespoke mentoring solution.

We want to talk to any innovative company or organisation that wants to make quality mentoring accessible to their people.

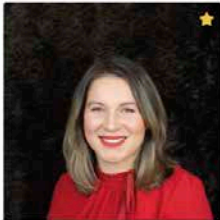




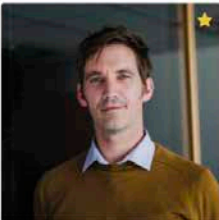
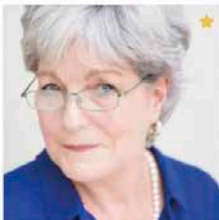

The support Wiseup delivers changes lives, and we can deliver that support on a global scale.

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wiseupnetworks.com

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From lockdown to EU Exit via central London revival



LCCI in the news by
Steve Reilly-Hii

I was hoping in this column to be updating *LBM* readers on London's booming economic recovery and success at managing Covid-19 transmission. But as I draft this, the capital is once again seeing the introduction of increased restrictions on business and households, as cases rise.

Resilient

However, as LCCI's chief executive Richard Burge has regularly said on the airwaves over recent weeks, London is resilient, as are its businesses, and there is much we can still all safely do to enjoy our city.

As the focus for some businesses moves from economic recovery and back to survival, LCCI has been urging the government to ensure that the accompanying support is adequate. As Tier 2 began in London we interviewed with *BBC One* on breakfast news across the UK, and on *BBC World News* – to audiences right around the globe.

Articles in nearly all UK major newspapers and other radio interviews told of LCCI criticism that Tier 2 status didn't come with accompanying support for the hospitality sector effective to offset the loss of trade likely to be seen due to restrictions on non-household socialising indoors.

Evidence

Over recent weeks the London Chamber has urged government to present a clear evidence basis to explain to businesses how and why their sacrifice from increased restrictions will help to lower transmission of the virus. LCCI has also urged government to explain how the time period of restrictions will be used to improve the test and trace system – which has failed to cope with the demands placed upon it.

That campaigning work has seen us interview with a wide range of national and international broadcasters, including *Sky News* and *Bloomberg*.

We've also carried on campaigning for the introduction of flexible rail season ticket options, to allow workers to continue to split their



week between central offices and home environments, also benefiting the economies of local areas and central London. *The Telegraph* highlighted our work on this subject.

Recovery

Speaking of central London, LCCI has joined forces with Heart of London, Integrity International, and other businesses, to form the Central London Alliance – see page 6 for Tony Travers on why it

is needed.

This group is looking at specific campaign and business support measures to aid the recovery of London's central activities zone.

The launch of the alliance received media coverage on *LBC*, *Bloomberg Radio*, *City AM*, and has been gaining further coverage as the members of the group have added their voices to the wide range of campaigning that's been required to try and best support businesses and employees regarding the rapid de-

velopments that Covid-19 is bringing London's way.

On EU Exit and the imminent end to the transition period, LCCI has been urging businesses to prepare as best possible for the potential of no deal, whilst remaining clear about the need for a trade agreement with the EU. I've no doubt my next *LCCI in the News* will return to this subject.

Steve Reilly-Hii is senior media relations manager at LCCI

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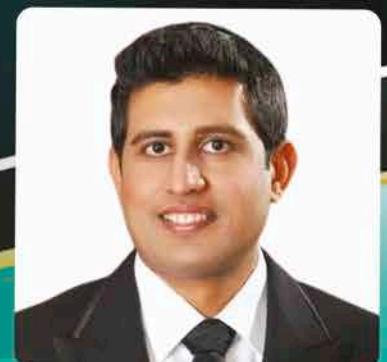


KRYPTO CHANGE



Florian Krüger

COO



A. Sandhu

CFO

Motivating staff working from home

Motivation is critical to a successful business and by staying on top of what keeps your workforce engaged, by communicating effectively and by providing support where things get tough, you can rest assured the bulk of your workforce remain stimulated – regardless of where they work. So how should businesses go about keeping their employees engaged and motivated whilst working from home?



John Attridge (above), chief executive of BBX UK, provides some tips on how to help you keep your staff engaged whilst working from home.



Virtual socials

When staff are working remotely, they lose touch with not only the core of the business they work for but also the camaraderie of team members. At BBX we have an on-line social called 'Beer o'clock' where we invite all staff onto a Zoom call every Friday and have a chat like you would do in the pub after work. For those that are working remotely, we also use Zoom to be put on in the background so remote colleagues

can feel like they are in a virtual office environment which gives them a sense of connection and normality.

Training

Businesses can also look at sourcing a wide range of online training and upskilling for staff whilst working from home. This gives them an opportunity to grow and learn, and lets employees know there is still room for advancement in your company, it also shows them that they are valued.

Employee benefit packages

Businesses can look at sourcing employee benefit packages that can make their wages go further with discounted groceries, utilities, shopping, transport, travel and leisure. Some examples of this include Orangutan, Perk Box, and Perk Cards.



Marc Smith (above), managing director of GHS Heating & Plumbing MD of based in Hampshire said "During lockdown I used an incentive scheme on BBX, Perk Cards, to get my staff all a card that gave them discounts on their grocery shops. I also wanted to use this down time to upskill my engineers, so I looked into all sorts of training from health and safety, to asbestos training. My team are my family, and I really want to do everything I can for them, and I want them

When staff are working remotely, they lose touch with not only the core of the business they work for but also the camaraderie of team members

to feel as valued and supported as possible."

Be flexible

Some employees may still be adjusting to the new normal so it's important to recognise and support them and check in with them regularly to ensure they aren't struggling. Offering flexible hours around childcare or other commitments can show you value and trust your staff, which in turn will increase motivation.

Provide a stable environment

If managers or business owners are stressed and worried about the financial state of the business, it can reflect badly on employees who think their job may be at risk, especially in this current climate. By utilising the company's spare capacity to acquire goods and services business owners can keep their financial worries to a minimum.

Reward and recognise staff



A good reward and recognition programme enhances your brand while offering a high perceived value at a very low cost. Tim Peniston-Bird (above), chief executive of explains: "Reward and recognition programmes can do so much, they can be effective in driving productivity, engagement and retention, and they can also be targeted to help build towards achieving wider business goals.

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London's quality green spaces

London's best parks and green spaces – more than 480 of them – picked up Green Flag Awards as 2020 winners last month

Sites including Clissold Park in Stoke Newington and first-time winner Jubilee Park at Canary Wharf are among a record-breaking 2,061 across the country – and 436 in London – who have picked up the award for the quality of their green space. In addition, 50 sites in the capital have picked up the Green Flag Community Award.

To celebrate, buildings in the capital including the Alexandra Palace television mast, the Tiffany Fountain in St James's Park and Greenwich Town Hall went green in a colourful visual display.

Landmarks

They were joined by landmarks across the country, including the white cliffs of Dover, the London Stadium in Queen Elizabeth Olympic Park and Salford's MediaCityUK



Clissold Park



Jubilee Park

Photos: Danny Robinson (CC BY-SA 2.0)

that were lit up to celebrate the Green Flag Award and to thank the thousands of parks staff and volunteers who work to provide fantastic places to escape to.

The announcement, normally made in July, was delayed this year due to Covid-19 and while dedicat-

ed staff dealt with challenges that went along with a huge influx of extra visitors over the summer.

Benchmark

The Green Flag Award scheme, managed by environmental charity Keep Britain Tidy under licence

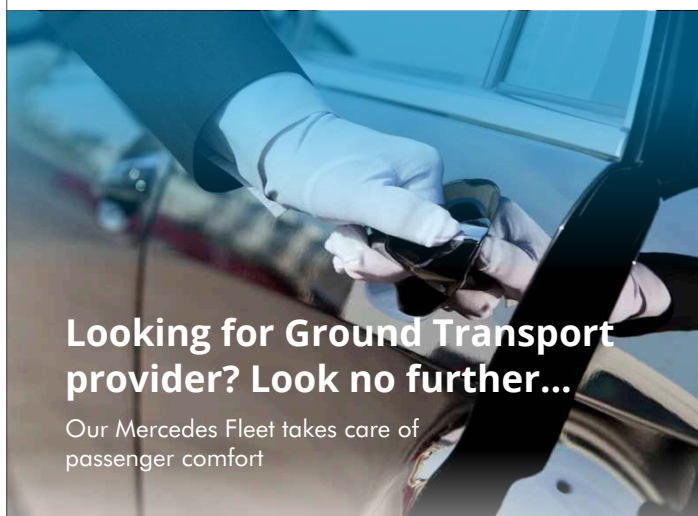
from the Ministry of Housing, Communities and Local Government, recognises and rewards well-managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the UK and around the world.

Allison Ogden-Newton, chief executive of Keep Britain Tidy, said: "We have always known just how important our parks and green spaces are for the physical and mental health of everyone.

"All the research shows that spending time in good-quality green space can improve people's health and wellbeing, that is why it is important that they are managed to the standard of the Green Flag Award. This is now something that millions more recognise after the challenges of the past six months. All those involved in the Green Flag Award should be congratulated on their achievement."

greenflagaward.org

www.Keepbritaintidy.org



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What's what in the new tier system

On Monday 12 October, the Prime Minister set out plans for a new 'simplified' three tier system to grade the whole of England into medium, high and very high alert, according to the level of Covid-19 virus risk. The move came after warnings that the NHS would be overwhelmed unless measures were taken to stem the growing number of infections and admissions to hospital. On 12 October, England had 3,665 patients in hospital with Covid-19. At the start of lockdown on 23 March, the number had been 3,097.

The measures came into force two days later. The whole of Greater London was initially placed in Tier 1 (medium risk) but moved to Tier 2 (high risk) on Saturday 17 October despite rates of Covid-19 infections being much higher in some London Boroughs than others. Richmond upon Thames, Hackney and City of London (primarily Hackney) and Ealing had the highest rate of daily new cases per 100,000 of population while Croydon, Bromley and Sutton had the lowest.

Boris Johnson unveils three-tier Covid restrictions for England

■ www.theguardian.com/world/2020/oct/12/boris-johnson-unveils-three-tier-covid-restrictions-for-england

Covid-19: New three-tier restrictions come into force in England

■ www.bbc.co.uk/news/uk-54533924

When does Tier 2 start in London? How long Covid restrictions could last, as more areas move to high alert

■ inews.co.uk/news/uk/tier-2-london-when-start-date-new-areas-covid-restrictions-how-long-high-alert-726040

Full list of local COVID alert levels by area

■ www.gov.uk/guidance/full-list-of-local-covid-alert-levels-by-area

Initially only Liverpool City region was placed in Tier 3. However, much of Lancashire followed a few days later. Talks between Greater Manchester and Central Government to keep Greater Manchester in tier 2 or achieve more funding for businesses



Andy Burnham

forced to close ended in deadlock on 20 October. At time of writing, the talks have ended without agreement and Greater Manchester will now be forced into Tier 3 status.

Coronavirus: Greater Manchester set to move into Tier 3 as talks end 'without an agreement'

■ news.sky.com/story/coronavirus-tier-3-talks-with-greater-manchester-end-without-an-agreement-12109203

Covid: Tier 3 restrictions set to be imposed on Greater Manchester

■ www.bbc.co.uk/news/uk-54617898

What are the three tiers and what is permitted?

Tier 1 (Medium)

National restrictions continue to be in place here.

- The 'rule of six' applies i.e. people can mix in groups of up to six, whether at home, in a pub or restaurant or any outdoor venue.
- Businesses and venues can continue to operate, in a COVID-secure manner, other than those that remain closed in law such as theatres and nightclubs.
- Pubs, bars and restaurants are required to ensure customers only consume food and drink while seated, and must close between 10pm and 5am
- Businesses selling food for con-

sumption off the premises can continue to do so after 10pm if they operate a delivery service, click-and-collect or drive-through

- Schools and universities are open
- Places of worship remain open, subject to the 'rule of six'
- Weddings and funerals can take place with 15 and 30 attendees respectively
- Exercise classes and organised sport can continue to take place outdoors or indoors if the 'rule of six' is followed or social distancing measures are in place, for example, indoor group exercise classes. There are exceptions for supervised activities for under-18s, and disability sport.

Tier 2 (High)

All the above apply, with the following additions.

- Individuals must not socialise with anybody outside of their household or support bubble in any indoor setting, whether at home or in a public place such as a bar or restaurant
- Socialising is limited to groups of six in any outdoor location. This includes private gardens, outdoor hospitality venues or public spaces such as beaches or parks (other than where specific exemptions apply in law)
- People can continue to travel to venues or amenities that are open, for work or education, but should look to reduce the number of journeys where possible
- Exercise classes and organised sports can continue to take place

outdoors. These will only be permitted indoors if it is possible for people to avoid mixing with people they do not live with or share a support bubble with; exceptions apply for supervised activities for under-18s, and disability sport

Tier 3 (Very High)

Areas with very high levels of Covid-19 infections are subject to tighter restrictions.

- Socialising with anybody you do not live with or have formed a support bubble with is not permitted in any indoor setting or in any private garden or at most outdoor hospitality venues and ticketed events
- Outdoor socialising is limited to groups of no more than six in an outdoor public space such as a park or beach, the countryside, a public garden or a sports venue
- Restaurants can remain open, subject to a 10pm closing time.
- Pubs and bars must close unless they operate as if they were a restaurant. This means serving "substantial" meals, like a main lunchtime or evening meal. Alcohol can only be served as part of such a meal.
- Weddings and funerals can take place with 15 and 30 attendees respectively. However, wedding receptions are banned.
- Exercise classes and organised sport can continue to take place outdoors. These will only be permitted indoors if it is possible for people to avoid mixing with people they do not live with or share a support bubble with. Supervised activities for under-18s, and disability sport may be exempt.
- Individuals should try to avoid travelling outside the very high alert level area or entering a very high alert level area. Exceptions include work, education or youth services, to meet caring responsibilities or transit as part of a longer journey
- Individuals should avoid staying overnight in another part of the UK if they are resident in a very high alert level area or avoid staying overnight in a very high alert level area if they live elsewhere.

Local COVID alert levels: what you need to know

■ www.gov.uk/guidance/local-covid-alert-levels-what-you-need-to-know

Tier 2 lockdown rules in England: latest Covid restrictions explained

■ www.theguardian.com/world/2020/oct/19/tier-2-lockdown-rules-england-latest-covid-restrictions-coronavirus

Tier 3 lockdown rules: what are the new restrictions for 'very high' alert areas?

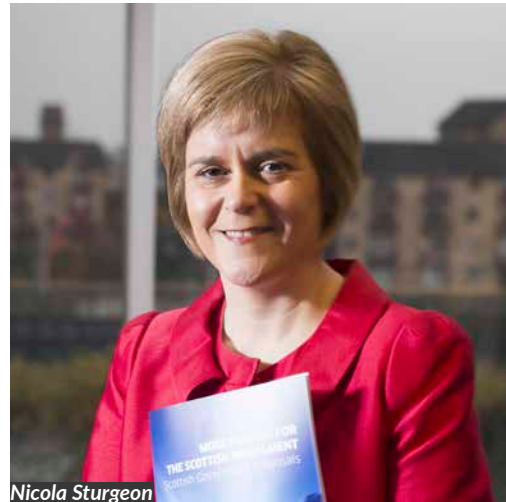
■ www.telegraph.co.uk/politics/2020/10/20/tier-3-lockdown-rules-high-alert-areas-restrictions/

What is happening in the rest of the UK?

The devolved administrations of Scotland, Wales and Northern Ireland have imposed time-limited lockdowns in their regions.

Scotland

On Tuesday 6 October, the First Minister of Scotland, Nicola Sturgeon announced a two-week 'circuit-breaker' lockdown which came into force on 10 October. All pubs and restaurants within the 'central belt' of Scotland will remain closed for two weeks, while pubs, bars, restaurants and cafes in



Nicola Sturgeon

the rest of the country cannot serve alcohol after 6pm.

Covid in Scotland: What are the new lockdown rules?

■ www.bbc.co.uk/news/uk-scotland-53166816

Wales

The First Minister of Wales, Mark Drakeford, announced a 'fire-break' lockdown on 19 October until 9 November. All but essential retail outlets will close from Friday 23 Octo-



Mark Drakeford

ber, as will all pubs and restaurants. Non-essential workers will be told to stay at home.

Wales lockdown: New 'fire-break' restrictions imposed for 17 days

■ www.independent.co.uk/news/uk/politics/wales-lockdown-circuit-breaker-restrictions-coronavirus-b1154703.html

Northern Ireland

In Northern Ireland, all pubs and restaurants closed on 17 October, while schools would be closed for an extra week after half term.

Northern Ireland lockdown: New 'circuit breaker' restrictions explained, with schools and pubs closing

■ inews.co.uk/news/northern-ireland-lockdown-new-circuit-breaker-restrictions-explained-with-schools-and-pubs-closing-715406

A digital BREXIT solution for everything you need to know about TARIFFS

While the complexity of preferential tariffs, multi-lateral and bi-lateral Free Trade Agreements and Customs Union is still there to deal with, now economic operators need to understand what will be happening with BREXIT as well.

The new international trade era, that comes with BREXIT, creates a more complex, not so easy to understand, and legally binding environment for not only UK's economic operators but also any trader in the globe who are selling their products into British market. The very same applies to British exporters who will be selling their products into EU market as well.

In this "can of worms" like environment, it is becoming more and more critical to use digital services, those provide simple yet efficient information for economic operators of all sizes, when they have to deal with their product-specific import & export requirements.

A London based tech company, Chain & Chain Technologies, with long term customs and international trade experience, created **TAR- IFF** to bring a solution to the complex problem.

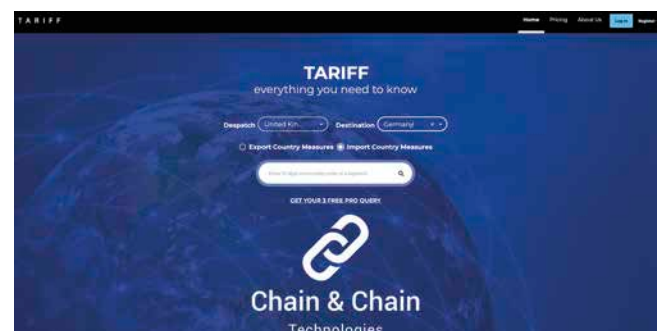
TAR- IFF was prepared by customs experts with decades of experience, Academics of International Trade and an agile technical team who worked

well over 10 months to make the tool available.

TAR- IFF provides a very simple to operate query screen to provide pinpoint information on duty types and rates, VAT rates, control measures and documents you are required to provide together with the legislation in force for the commodity in question. The tool also covers import requirements of EU and Turkey and export controls of all of the three.

The query results of **TAR- IFF** can be used to avoid double taxation, to benefit from preferential duties and comply with technical and international trade requirements.

TAR- IFF is available at <https://tariff.singlewindow.io> with three free pro queries upon registration and unlimited free basic queries without having to register.



Business agility: help your business bounce back in 2020



by Ivan Ericsson

As businesses have had to learn first-hand there can be devastating financial impact of not being agile in times of uncertainty, we outline three achievable ways for businesses to do just that in a limited timeframe

The past few months have put enormous strain on businesses and brought into sharp focus the importance of being agile, adaptable and able to increase the pace of innovation and change at short notice. As the economy works to get back on its feet, technology solutions such as robotics and automation will be pivotal in enabling this.

But, while technology can bring immense value to businesses, pivoting towards an automation-first model is no simple task. Badly managed digital upgrades are incredibly costly and can cause companies to take two steps back before they've even started. That's why, until now, many large or complex industries have taken a slow and steady approach to automation.

If the Covid-19 pandemic has taught businesses anything, it's that they need to be poised for abrupt market disruption at any moment – a slow and steady approach to technology cannot continue. As experts in digital transformation and the responsible adoption of technological innovations, here are my company's three top tips for organisations to consider when embarking on a digital transformation.

Be proactive, not reactive

Getting things right first time is business critical when building trust with customers, so when unforeseen challenges do occur, it is vital that businesses move quickly to understand the issue and find a solution. Of course, this is easier said than done. So, how can businesses ensure things run smoothly?

Ensuring that a process of automated testing occurs throughout product development helps companies identify issues early on in the



process, making these issues simpler, quicker and less costly to find a solution for. Meaning businesses can increase the speed to market of their latest innovation and get ahead of their competitors.

Mature agile testing approaches are needed to ensure the fast delivery of working solutions. After all, who remembers the runner-up? So, when Covid-19 does become a thing of the past, the innovations that stand the test of time will be those that worked well and could be relied upon since inception, rather than the tools that were simply 'there'.

This is the reminder that quality assurance and testing should be at the heart of innovation, not an afterthought – retrofitting quality into a system is always a painful and costly exercise.

The purpose of focussing on quality when delivering change is to make sure that the end product works – this is no less critical when the rush to market is accelerated, but it is more challenging.

Identify, prioritise, pivot

Suddenly, for all businesses, being able to adapt quickly, always maintain infallible levels of security and ensure quality of service, has be-

come an essential, rather than an option. This can only be unlocked through quality-driven, digital transformations.

Nearly all office-based businesses have shown they can act in an agile manner simply by adopting home working so quickly

come an essential, rather than an option. This can only be unlocked through quality-driven, digital transformations.

In today's economic climate, it makes sense that digitisation has been catapulted to the top of the agenda for most businesses. However, in order to get this right, organisations must first master process maturity. But more than this, having the reassurance of automated testing throughout the product life cycle will enable businesses to pivot quickly and efficiently to any change that comes their way. Helping them to bounce back in 2020.

The most important part of a pivot in a new direction is to ensure that you have one foot solidly on the floor. In quality terms, this means having a baseline of testing effec-

Find strength in numbers

The reality is, businesses know they need to adapt, and they've known this for some time. But new technologies cannot be adopted with an old mindset. Companies that really want to see results from digital upgrades need to invest time and money both in upgrading their legacy systems, and upskilling staff, so that they have the tools and the confidence to steer the ship forward at pace.

A factory reset like this is a colossal task for any business to undertake. But rather than accept defeat, businesses need to find the right partners with the right tools. Partners that not only understand their pain points and the complexities of managing digital change on a seismic scale, but have experience seeding the 'fail-fast' culture of start-ups into large corporations, so they can assist them every step of the way.

Ultimately, if nothing is done to accelerate innovation, big brands risk being usurped by more nimble competitors that are agile enough to adapt to market needs and consumer demands when the occasion demands it.

Looking to the future

Companies like Dyson and Formula 1 teams have cemented their place in history for making the leap from vacuums and cars, to ventilators, and oxygen masks, respectively. But as the country works to overcome this devastating pandemic, it's not just the technological elite that has proved its worth.

Nearly all office-based businesses have shown they can act in an agile manner simply by adopting home working so quickly. Now, their focus should be on developing their agile capabilities even further, by putting technology and quality at the heart of their operations.

Ivan Ericsson is head of quality assurance at Expleo expleogroup.com

Changes to consumer behaviour in Covid-19

Global eCommerce platform Kooomo advises retailers to optimise their online presence in response to changing consumer demands

The ongoing pandemic is having a profound impact on consumer behaviour, now and in the future. As shoppers get to grips with the new normal, discretionary spending is declining, expectations are changing and eCommerce continues to surge. In light of this, according to global eCommerce platform, Kooomo, retailers should invest more heavily in their digital presence and think innovatively about how they can enhance their services if they wish to remain competitive beyond the second wave of Covid-19.

Sentiment

The changes to consumer behaviour over the past seven months are exemplified by a recent survey by Statista which found that 46 per cent of Britons are likely to continue avoiding the high-street even if restrictions ease. Furthermore, research by McKinsey highlights that consumer sentiment and behaviour reflect the uncertainty surrounding Covid-19, forcing us to consider the devastating impact on the UK retail industry in the coming months.

Ciaran Bollard, chief executive at Kooomo, explains: "The bottom line is that consumers are increasingly conscious and priorities have changed. Prior to the pandemic, on average shoppers' baskets tended to be larger and their activity more frequent. However, amid the vast economic uncertainty that comes hand-in-hand with Covid-19, people have had to think more carefully about their spending. What does and doesn't matter to UK consumers has taken a massive U-turn."

Bollard outlines four of the key changes to consumer behaviour amid Covid-19 and how retailers can adapt in such challenging times:

1. Online shopping has increased

First and foremost, in this new era centred on safety, online shopping has witnessed an immense surge and



is set to near the £175 billion barrier by the end of the year. This change in behaviour comes as no surprise and is undoubtedly here to stay as the tightening of lockdown measures comes back into play. It is the retailers who recognise this fact and optimise their online services that will be better placed to remain competitive beyond Covid-19. For smaller, indie retailers that do not have the funds or time to facilitate this, marketplace selling is a viable alternative.

2. Consumers want secure payment methods and diverse options

Leading on from this greater emphasis on safety, our clients have also found that consumers are turning their attention towards secure payment methods and diverse options more than ever before. With cyber-attacks becoming increasingly prominent over the past few months, retailers must ensure they are creating a check-out process that is safe and frictionless for all users. One way in which our developers are facilitating this is by enabling the Kooomo platform to support multiple languages, currencies and VAT rates.

3. Brand loyalty has been jeopardised

It is also important to note that consumers have less patience when it comes to online shopping. For example, a recent UK Consumer Preferences Report – conducted between June and July – found that ease of use when accessing an eCommerce site was a deciding factor for 56% of consumers. Brand loyalty has also been jeopardised, with consumers simply switching to competitors if the items they desire are out of stock or can-

not be delivered quickly. Ultimately, consumers look to sites that offer a fast, secure and reliable experience, meaning retailers must get the basics covered if they want to attract and retain customers.

4. Consumers have higher expectations

And finally, only once their site is safe and reliable should retailers look to creating a flawless online experience for users. With everyone and everything moving online nowadays, consumers have heightened expectations when it comes to eCommerce and tend to opt for brands that offer the ultimate customer experience. Pivotal elements when building this include investing in a seamless omnichannel experience, creating an AI chatbot and focusing on hyper-personalisation. It

is retailers who embrace consumers' new expectations and invest in their eCommerce infrastructure that will spearhead this sector's recovery.

Remain competitive

Ciaran Bollard concludes: "Covid-19 has undoubtedly brought about profound, uncontrollable changes to our world and consumer behaviour is no exception to this rule. Yet, retailers should not simply back away from the fight. With Black Friday and the build up to Christmas just around the corner, retailers must ensure they are optimising their online presence and catering to consumers' needs. Ultimately, it is retailers who respond quickly to changing demands who will remain competitive in the months to come."

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Future of the office ... and office workers

A new report on the future of the office and office workers in the UK in view of the Covid-19 pandemic has revealed that the seismic change in the way we work now is here to stay

The massive shift in working arrangements that has taken place since March this year will continue and there will not be a universal return to the office when 'things get back to normal'. The office is however certainly not dead and will play a key role in businesses coming back stronger than ever in future.

Key figures

Researchers producing the report interviewed key figures in the office sector and analysed results from multiple studies.

Conclusions of the report – *The Future of the Office and Office Workers* – include:

- The pre-pandemic 9-5 in the of-

fice will be a thing of the past and will stay that way

- Speculation that the office is dead with businesses moving to full time remote working is also misplaced.
- A blended working approach mixing the office with remote working looks set to be the future
- Staff working from home reported higher levels of stress, citing loneliness and technology problems as key issues
- Nearly half of working from home employees feel under pressure to show how hard they are working and are working longer hours.

The report, which includes analysis of widespread published research, was commissioned from independent consultants for the British Contract Furnishing Association (BCFA), a business membership organisation whose 250+ members contribute over £2 billion in sales yearly and generate over 17,000 jobs in the UK.

Loud and clear



Jeremy Stein (above), managing director of the BCFA, said: "The voice of office workers and their employers has now been heard loud and clear – this report puts beyond doubt that the way people work is going to change. Home and remote working has lost its, often negative, reputation however, it is also clear that teams need space to grow, flourish and collaborate together, and the office of the future will need to support this if organi-

sations are to be successful.

"The seismic change that has happened over the last several months is here to stay – the future will be a mix of people working from home and working and collaborating at the office. This will have major implications across the country and we are urging government at all levels to take this into account as they make policy decisions for the future."

"The seismic change that has happened over the last several months is here to stay – the future will be a mix of people working from home and working and collaborating at the office"

Under pressure

Dr Craig Knight, a leading psychologist who has advised companies on creating work spaces, added: "There are obvious pros and cons for both employees and their bosses. While people have adjusted to working from home well, significant numbers report struggling with loneliness and feeling under pressure to show constantly they really are working. Space plays a key role in productivity, creativity, health and wellbeing which can quickly be forgotten.

Extension

"Not everyone has the space or environment to work from home, nor does everyone wish to work alone. Engaged employees are generally those that have choice and control over when and how they work. The office is, and will remain, one of the key spaces for work. At the same time employers will need to consider the home as an extension of the work environment bringing new challenges for employers."





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Business and academia working together



by Monomita Nandy, Gurnam Selvarajah and Sarish Iqbal

Covid-19 pandemic has posed major challenges to higher education institutions (HEI) such as how to incorporate the revised skills in teaching to prepare students with the skills likely to be required post Covid-19 by future employers. Academic researchers have explained the need of a resilience model for such institutions which is only possible when students assist local business to grow and to keep creating job opportunities for university graduates.

Recently, the World Trade Organisation predicted that many countries will observe at least a three per cent decline in gross domestic product in 2020. It is important therefore to analyse existing business models and assess the feasibility of revised ones. This re-evaluation should be done as soon as possible to support business recovery. Businesses should change their priorities from the old challenges and focus on resilient approaches for their future growth and sustainability. To assist the business during this difficult time, higher education institutions can play an important role.

Strategic changes

The Co-Innovate Journeys team at Brunel University London have responded to the challenge from HEI and local businesses operating in national and international markets. To support businesses' need to perform strategically during the recovery period, academics from Brunel Business School have worked with the Co-Innovate team to identify local businesses looking for research support to make strategic changes in their operation.

As a result of this several collaborations with businesses across a number of sectors from education, health care, AI, and supply chain have taken place. These have created opportunities for students to gain industry experience in an environment where they can apply their knowledge and put in to practice innovative and business development skills. This approach between academics, students and industry assisted students with the confidence to build their resilience and to prepare them with the transferrable skills for future jobs. The academics

took a keen interest in meeting with each business to understand their short- to medium-term needs and then map them with the relevant academic module learning objectives. In this academic year Brunel Business School students will work in more than 20 business led projects alongside other existing projects and across multi-disciplinary departments within the university.

Practical knowledge

In the collaborations between business students and local businesses, the students will work under their supervisors from the department, which will allow students to apply their academic knowledge in an innovative way to address the real challenges faced by business. Such collaborations will assist students to enhance their practical knowledge whilst helping businesses to find innovative solutions to their problems and input for their recovery.

Overall, this initiative by Co-Innovate and Brunel Business School will assist the local economy to observe opportunities for growth which will lead to sustainable economic development. In addition, business academics are also working closely with Co-Innovate to share their expertise by participating in surveys, organising workshops, consulting, mentoring, volunteering to provide support during this difficult time.

Dr. Monomita Nandy is a reader in accounting and finance and director of internationalisation at Brunel Business School. Gurnam Selvarajah is innovation director and Sahrish Iqbal is project coordinator for Co-Innovate Journeys at Brunel University London.

Co-Innovate

Co-Innovate Journeys is a fully funded GLA/ERDF programme match funded by Brunel University London. The aim of the programme is to support SME businesses across London with business workshops, collaborative industry led research projects, support in launching new products and services to market and the creation of new jobs.

www.brunel.ac.uk/business/Business-Partnerships/Co-Innovate

Getting the right person for the job

The economic climate resulting from the Covid-19 pandemic has meant that for those organisations looking to hire currently, it's never been more important to ensure the perfect candidate is found, adding value to the business as well as fitting in culturally. This is according to TrueProfile.io, a leading provider of primary source verification services, which outlines that in order to find the right candidate, it's critical that hiring managers go into interviews with a clear outline of what they're looking for.

Alejandro Coca, co-head of TrueProfile.io says, "We all know that the recruitment process can be laborious, but as Jeff Bezos once said, 'I'd rather interview 50 people and not hire anyone than hire the wrong person.'" The interview environment, in most roles, is a million miles away from what the day-to-day job will look like so it's important you're not dazzled by a candidate who shines in an interview but isn't a great fit for the role."

Alejandro Coca's tips on conducting the interview process are:

● Make a wishlist

Before you even write the job description or review any CVs, make a list of skills, attributes and qualifications that are essential for a new employee to have in order to fulfill the role. Make sure you include attributes that relate to your company culture, to ensure the new hire integrates quickly into the team.

You can create a separate 'non-essential' list for qualities which would be favourable for an applicant to have but are not a necessity. If you find a number of applicants who fulfill the first list, the secondary list will help you to stay focused on finding the right candidate from your shortlist.

● Put their skills to the test

It's all well and good if a candidate can tell you about their skills on paper or in an interview, but a pre-employment assessment re-

The perfect candidate may be someone who struggles under the stare of the HR team, but interacts really well with their immediate colleagues

ally puts these to the test. Ensure that an applicant's practical skills are tested in the form of an exam, mini-project or demonstration. This should be done after the initial interview stage and before they proceed to the next stage in the hiring process.

● Talk to them outside the interview environment

While some candidates shine in the

interview environment, this doesn't necessarily mean they are the best fit. The perfect candidate may be someone who struggles under the stare of the HR team, but interacts really well with their immediate colleagues. Have someone else give them an office tour or even grab a coffee to find out more about the team they would be working in. This will give you a better understanding of what a candidate would be like in the 'real world' working environment.

● Do your due diligence

Once you've whittled down your shortlist and you're confident in your final choice, it's time to verify that they are who they say they are. Verify their professional credentials such as degree certificates, references, good standing certificates and professional licenses to mitigate risk for your company, employees and customers.

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ROI vs awareness: influencer marketing's big question

As we've entered a new decade of influencer marketing things are changing swiftly. With 63 per cent of marketers intending to increase their influencer marketing budget within the next 12 months, there is more evidence to showcase just how impactful influencer campaigns really are. But because of this, brands are beginning to question exactly where they should be spending their money and how they're going to measure its success.

The question on everybody's lips is whether to opt for return on investment (ROI) or brand awareness?



Amelia Neate (pictured above), senior manager at Influencer Matchmaker says: "It's safe to say that influencer marketing isn't going anywhere, and now that it is so readily available to most brands and businesses, there are a number of ways to measure the success and the outcome of each campaign.

"It's no longer as simple as how many likes a photo gets. It's much more strategic than that now. And although different, both ROI and brand awareness are equal in terms of their benefits to a business."

And although influencer marketing is fast becoming one of the most popular marketing strategies around the world, it can be difficult to measure solid return on investment.

The challenges brands face

One of the challenges that many brands face, is clarifying their objective. It's tricky to narrow it down to just one, as understandably, brands have a number of things that they'd like to achieve from an influencer marketing campaign.

"This is where brands tend to trip up, by focusing on more than



one primary objective. It's difficult to track results and success if the goal isn't crystal clear to begin with," Neate says.

A brand's budget, along with sourcing the right influencer could also prove to be a challenge, which is often when they would enlist the help of an influencer marketing agency.

Amelia Neate explains, "Brands come to us with a budget and we find them an influencer that will suit both their budget and their campaign."

Choosing the right tactic

Whether it's creating awareness of your brand, consideration, conversion or production, your goal and objective should align with both your campaign and influencer marketing strategy, matching your brand KPIs.

With influencer marketing, return on investment isn't solely based on revenue. At least not anymore.

If brands choose to focus on awareness, then they should know that this is a rather difficult goal to measure. However, that isn't to say it isn't worth it. In fact, creating awareness for a brand could be the most valuable goal of all.

Word of mouth is still the most trusted source of marketing, so putting your brand out there, in a way that is easily recognisable is a sure-fire way of achieving just that.

Focusing on other metrics such as conversions, sales, and actions are much easier to measure, demonstrating obvious levels of success, or lack of.

"Thanks to website analytics and social media insight tools, it is now easier than ever to keep track of online statistics, making it quick and effective to measure ROI in the case of metrics," Neate explains.

Influencer focused brands

Many brands have focused predominantly on influencer marketing, including HEAT. A brand created to fill a gap in the luxury fashion market, HEAT teamed up with packaging provider Delta Global to create innovative mystery boxes for consumers. By collaborating with well-known influencers, HEAT have increased and encouraged sales of their new product and service.

Other well-known brands such as Daniel Wellington and Gymshark became market leaders in their chosen industries thanks to focusing on their influencer marketing strategies.

Neate says, "Although they may not have seen an increase in sales straight away, the brands were placed at the forefront of their target audiences and a huge buzz was created around their products.

Influencer Matchmaker recently worked with Disney+ on a campaign

to celebrate the launch of Frozen 2.

Amelia Neate and her team of experts partnered the brand with well-known parenting influencers, whose children were already fans of the first film, including Jacqueline Jossa. In doing so, the influencer marketing agency placed the campaign at the very forefront of its target audience.

ROI or awareness?

There really is no simple answer to this question, no matter how often it is asked.

Creating awareness of a brand is a lengthy and on-going process, and often, the results of this are working quietly in the background until further down the line. But making potential consumers aware of your brand is an invaluable process, although more difficult to measure and determine immediate success, or failure.

Neate defines both ROI and awareness as an equal footing with both tactics proving beneficial to brands.

"ROI based on conversions and actions is a much more concrete process," she explains.

"But, that doesn't necessarily mean that it is the better route to follow. It all comes down to a brand's personal objective and what they are aiming to achieve."

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Money-saving practices for lockdown

For many businesses, penny-pinching hasn't exactly been a choice lately. Lockdown regulations have forced the part-time closure of companies across all industries. Recent announcements have seen the UK return to some stricter regulations once again. Although this will inevitably take its toll on the financial capabilities for business across the UK, some of those money-saving practices you relied on previously can help to prepare for more potential restrictions.

Unprecedented

The UK economy has been plunged into a state of turmoil in the recent months, and now local lockdowns in some regions of the UK could see yet another large financial slump. However, many businesses have managed to stay afloat throughout these unprecedented times. Online giant Amazon has even managed to increase its net sales by 40 per cent in the second quarter of 2020 in comparison to its 2019 stats.

As business owners reopened their doors to the public once again, we have seen socially-distanced crowds flood through the doors. However, we shouldn't let this turnout blow all other possibilities out the water – including a second lockdown. As we see restrictions tighten in the UK, it's vital that business owners you plan strategies for both the best and worst outcomes.

Why not bring back some of those money-saving techniques that have helped your business survive over recent months?

Here, restaurant discount company *Enjoy Stevie* suggest some money-saving tips that will help support the business survival, regardless of what industry it is a part of, if lockdown restrictions were to affect its operations once again.

1. Bring back cost-cutting measures

Since the coronavirus pandemic forced businesses keep track of their overheads even more so than usual, there is something business owners can learn from this if faced by another lockdown. Rather than abandoning your business' Covid-19 plan, continue revising the strategy and further your approaches to keep costs low.

Depending on which region you are based and the restrictions that are in place, determine whether there are any changes in your short- and long-term budgets. This will



“For those staff meals out and beer-garden days in the sun that have been dearly missed, it's important for business owners not to rule these out of the budget entirely.”

help you grasp a clearer understanding of your expenses and help create multiple recovery or survival plans.

Next, decide which products or services are not essential. For example, those working in the food industry may decide to continue operating at a reduced menu. This helps cut costs on suppliers and cooking equipment. As for those operating in the service sector, ensure that all employees who can work from home are doing so. That way, electricity and water bills can be kept low.

There are many tactical approaches and strategies you can implement back into your business operations to prepare for another lockdown. As a business owner, preparing for all possible scenarios, regardless of a pandemic or not, is something that should always be valued.

2. The budget treats challenge returns: business edition

The budget treats challenge was all about saving money without cutting out the fun stuff that comes with many work cultures. Now-

days, building a strong corporate culture that helps develop employee relationships is essential. With this said, for those staff meals out and beer-garden days in the sun that have been dearly missed, it's important for business owners not to rule these out of the budget entirely. Instead, dedicate a small proportion of it to use at a later date when this is possible again.

However, succeeding at this challenge works on the logic that there is always some form of money-saving going on. For example, there are many entertainment venues that offer discounts such as happy hours, cinema deals, restaurant discounts-restaurant discounts, or two-for-one deals. Look out for all the deals and discounts you can find and save them for a later date!

3. Consider what to put on hold

Vices: all businesses have them. Whether it be an extra 'Thank you for your purchase!' sticker stuck on the packaging or an excessive amount of gift wrapping, there are some things that businesses might be better off putting on hold for now to help reduce costs and plan ahead.

Rather than using an excessive amount of gift wrap packaging, decide what is essential. Then, place a greater focus on making the design and layout of the packaging look equally as good with what you have. Creativity is key.

Although the marketing of your business should never be considered as a vice, there are some effective ways to reduce your promotional costs as well as continue with this process if another lockdown

occurred. For example, for those operating in the takeaway or fast-food industry, rather than spending large sums of money on printing out menus and posting them through people's doors, email or text them.

4. Return of the 52-week savings challenge

The 52-week savings challenge is something that some businesses have been using to save for all those small expansion projects that the pandemic placed on hold. This savings challenge could help your business achieve exactly that once regulations ease again.

Put simply, the amount you save increases week-by-week, which is probably why it's one of the most popular savings challenges. On week one, for every item or group of items you make a profit from, put £1 of this into a savings bank for your business. On week two, put £2 in, and so on. The amount of money you add into a savings account can vary depending on the size of your business and what products it entails of course. But hypothetically, this is how it works! If you choose to follow this exact method, your business will have an extra £1,378 in a year to dedicate towards those small projects and innovations you had in mind.

5. Review your office overheads

Although this last money-saving tip will mostly apply to those operating within the services or digital sector, there are some pieces of advice other business owners can take on board. After reopening your doors to employers over recent months, your bills will have inevitably increased. However, now that many UK workers are working from home again, placing those unnecessary purchases on hold, such as equipment, software, or printing equipment such as cartridges could see you save greatly on your office overheads now that the demand for these is less.

Ensuring your business stays afloat during this uncertain time seems like such a stressful process. But there are many instant strategies you as a business owner can implement to help cope with the threat of another potential lockdown. Regardless of a pandemic or not, it is vital that all businesses set clear goals to help them succeed and grow.



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News from the EU



Compiled and edited by
Angelina Markousi

Western Balkans: economic and investment plan



■ The European Commission has adopted a comprehensive economic and investment plan for the Western Balkans which aims to spur the long-term economic recovery of the region, support a green and digital transition, foster regional integration and convergence with the EU.

The plan sets out a substantial investment package mobilising up to €9 billion of funding for the region. It will support sustainable connectivity, human capital, competitiveness and inclusive growth, and the twin green and digital transition. The investment package will be a key driver for facilitating increased public and private investments in the region by European and international financial institutions.

EUIPO and EIT: innovation and intellectual property hand in hand

■ The European Union Intellectual Property Office (EUIPO) and the European Institute of Innovation and Technology (EIT), have signed an agreement that brings together innovation and intellectual property for the benefit of European small and medium size enterprises. For the EIT Knowledge and Innovation Communities (KICs), this agreement is an excellent opportunity to increase SME knowledge on intellectual property (IP) to fully benefit from the protection that IP brings in the global market. With this collaboration, the EIT

and the EUIPO intend to find further areas of cooperation through initiatives that support SMEs through the KICs, exchange of tools, training models, events, webinars, and content.

Joint action for bio-based industries

■ EIB, European Commission and ECBF Management GmbH have launched a circular bioeconomy fund with a target size of €250 million.

The announcement of the first closing of €82 million of the European Circular Bioeconomy Fund (ECBF) marks the first equity fund exclusively focused on the bioeconomy and the circular bioeconomy in the EU and Horizon 2020 associated countries.

Managed in a sustainable manner, bioeconomy can sustain a wide range of public goods, including biodiversity and ecosystem services, reduce the environmental footprint of primary production and the supply chain as a whole, increase competitiveness, provide jobs and contribute to rural development. The new fund provides equity investment to innovative growth-stage bioeconomy and circular bioeconomy companies and projects. The ECBF aims to fill an important financing gap in this area by mobilising public and private investments to scale up innovative bio-based companies and projects with high potential for innovation and excellence.

Improving the working and living conditions of seasonal workers



■ The Council has adopted conclusions which recognise that seasonal and other mobile workers across the EU are often

exposed to adverse working and living conditions and the risk of exploitation. This often results from being provided with insufficient information regarding liability and rights, while such issues have been exacerbated and even more visible during the Covid-19 pandemic.

In the conclusions the Council points out the importance of this issue and invites the member states, in accordance with their competences and national circumstances, to fully enforce the EU and national legislation. The Council also calls on the European Commission to conduct a study to collect data on intra-EU seasonal work and identify the main challenges faced, including, where possible, during the pandemic, to assess the areas where the protection of seasonal workers should be enhanced, and make policy recommendations.

EU foreign investment screening mechanism

■ The EU framework for screening of foreign direct investment (FDI) became fully operational last month. Over the last eighteen months following the adoption of the first EU investment screening regulation, the Commission and Member States have put in place an effective coordination framework. It will now become instrumental in preserving Europe's strategic interests while keeping the EU market open to investment.

"If we want to achieve an open strategic autonomy, having an efficient EU-wide investment screening cooperation is essential. We are now well equipped for that," Valdis Dombrovskis, Executive Vice-President.

Commission imposes further anti-dumping duties on steel imports

■ The Commission imposed definitive anti-dumping duties on imports of hot rolled stainless steel coils and sheets

from Indonesia, China, and Taiwan. The EU will now charge additional duties of 17.3% on imports from Indonesia, of up to 19 per cent on imports from China and of up to 7.5 per cent for imports from Taiwan.

The decision follows a thorough investigation and aims to remediate the dumping-related damage caused to EU producers located mainly in Belgium, Italy, and Finland. By bringing the total number of EU trade defence measures on steel up to 56, the new measure helps safeguard nearly 200,000 jobs in the EU steel industry. This includes 2,350 jobs that will be protected thanks to this decision.

Access2Markets portal launched



■ The European Commission has launched the Access2Markets online portal to help small and medium-sized firms trade beyond the EU's borders. It will respond to requests from stakeholders to better explain trade agreements and help companies ensure their products are eligible for duty discounts. It is free of charge and will serve both companies that already trade internationally and those that are only starting to explore opportunities in foreign markets.

The European Union has a large network of trade agreements with over 70 countries and regions and is currently negotiating a raft of new deals. Access2Markets breaks this complex set of rules down into practical information so that smaller firms can have access to relevant information more easily. Concretely, Access2Markets delivers the trading conditions to import goods to the EU and to export goods to over 120 foreign markets.



The Last Slug: Accelerating international trade for a post-Covid economy

For most businesses, 2020 has been an incredibly challenging year. From the UK's official departure from the European Union (EU), the destruction caused by the Coronavirus outbreak to the onset of social distancing and lockdown measures, trading has been anything but normal.



For ambitious businesses, the sharp rise in infection rates and corresponding government restrictions as well as travel bans means planning expansion for 2021 has been a near impossible task. However, every business owner knows that persistence and perseverance are vital in difficult times and moving forward is essential for long-term growth plans.

That's why at The Last Slug (TLS) we're helping companies tap into exciting new markets by providing comprehensive international trade consultancy. With British beef back on the menu in the US and a freshly signed trade deal with Japan, there has never been a better time for British companies to seek to start selling in new markets and benefit from access to emerging economies.

Our team of industry experts are already helping businesses in key industries like food and beverages, logistics and clothing to successfully export goods without issue or delay. Whether it's pricing, navigating shipping and logistics, compliance with foreign regulations, local due diligence or in-depth market research, we offer a full suite of services to ensure a effective international trade without delay.

We have also announced a new partnership with DK&K Partners, a leading international payments platform to enable effective foreign exchange and payments services. As well as helping companies avoid

heavy fees associated with typical international payments, the DK&K platform is an easy-to-use tool with features designed to make life easier for our clients.

"International trade is the key to growth in uncertain times, and The Last Slug team is here to help you"

If you are frustrated by the chaos caused by the Covid-19 crisis and keen to start growing your business again, now is the time to accelerate your international trade operation. As the UK enters a new relationship with the EU and uncertainty remains over how Covid-19 will impact company operations next year, it's clear that despite all these challenges, brighter days do lie ahead.

International trade is the key to growth in uncertain times, and The Last Slug team is here to help you expand your business into new and highly profitable markets.



15 Oct 2020 - 29 Mar 2021
Healthcare Brokerage
Event 2020 - Enterprise
Europe Network - VIRTUAL

Registration Deadline: Friday 13 November 2020 | Location: Online

Within the MEDICA 2020 fair, the global No. 1 meeting place for the medical sector, ZENIT GmbH together with the Healthcare Sector Group of the Enterprise Europe Network will organise the international Brokerage Event.

The aim is to assist enterprises, universities, and research institutions in finding partners in Europe for business cooperation, product development, manufacturing and licensing agreements, joint ventures, or other types of partnership. This international Healthcare Brokerage Event at MEDICA fair has a tradition of 20 years. In 2019 the brokerage event had more than 320 participants from more than 35 countries with about 800 international meetings.



3 December 2020
Innsbruck, Austria
B2B-Cooperation-Platform
Wood Construction 2020

Registration Deadline: Friday 13 November 2020

Location: Innsbruck, Austria

The Tyrol Economic Chamber and the Enterprise Europe Network Tyrol invite you to attend the half-day bilateral Business to Business (B2B) meeting event in Innsbruck in the field of wood construction, on the 3rd of December 2020 from 2.00 to 5.00 pm.

This B2B-session is part of the 26th International Wood Construction Conference, which takes place 2-4 December 2020 in Innsbruck.

This international forum offers woodworkers, planners, engineers, architects, project developers, construction and regulatory authorities, timber constructors and craftsmen, practitioners, and instructors the opportunity to get comprehensive information and exchange idea concerning wood construction.



Business to Blue (B2Blue) -

Registration Deadline: Monday 16 November 2020 | Location: Online

ART-ER, within the Enterprise Europe Network Simpler consortium, organizes Business to Blue (B2Blue) brokerage event, one day of bilateral meetings between universities, research centres, SME and companies on the blue economy. The event is organised in the framework of Sealogy, an Italian trade fair on the topic and will be held as a virtual event on 19-20 November.

The brokerage event is organised in the context of MISTRAL, an Interreg MED programme, aiming to strengthen international cooperation within the blue growth ecosystem and to increase the networking capabilities of SMEs, research centres, universities, and clusters.

Registration Deadline: Wednesday 25 November 2020

Location: Online

Auvergne-Rhône-Alpes Entreprises, in collaboration with its partners and the Enterprise Europe Network, invites participants for the Machining Industry Meetings, an international business event organised virtually on 26 November.



26 November 2020
VIRTUAL BUSINESS MEETINGS,
France
MACHINING INDUSTRY
MEETINGS

This matchmaking event targets the bar-turning, machining, part production and machine-tool industries (and related industrial technologies and equipment) for use in many fields like automotive, medical, aeronautics, clockmaking, and more. It consists of 20-minute pre-arranged meetings on a dedicated website. It is an opportunity for participants to meet potential international partners from these sectors, and build technological, commercial or research cooperation.



30 Nov 2020 - 1 Dec 2020
Virtual, Saarbrücken, Germany
Automotive.Buyer&Supplier

Registration Deadline: Wednesday 25 November 2020

Location: Online

With its traditionally strong industry, Saarland is an automotive manufacturing base in Germany. The competencies range from the production of engine components, automatic transmissions and exhaust systems through vehicle seats, car headliners and chassis seals, to the production of software for artificial intelligence and cyber security. This B2B, focussed on the mobility sector, aims at bringing together European buyers and suppliers.



Registration Deadline: Monday 30 November 2020

Location: Łódź, Poland

This is an international project that fits in with the current sanitary and business trends. CEDE (Central European Dental Exhibition) will take place in EXPO Łódź facility (put into use in 2012, over 13,000 sq.m with 5,700 sq.m of exhibition space + conference space). The event is dedicated to representatives of dental industry, manufacturers, traders as well as researchers, dentists, technicians, and hygienists. The Enterprise Europe Network centre at the Foundation for Promotion of Entrepreneurship as a partner of CEDE offers B2B meetings during the event.



Registration Deadline: Sunday 6 December 2020 | Location: Online

Held in conjunction with SWITCH (Singapore Week of Innovation and Technology), TechInnovation 2020 will take place on 7-11 Dec as a virtual event. It brings together international technology providers and enterprises to accelerate the commercialisation of emerging technologies, seed licensing opportunities and foster open innovation collaborations. The conferences and exhibition are open to all tech seekers and tech providers including SMEs, MNEs, tech transfer managers and innovation intermediaries, who seeking partners for technology partnerships. Registered participants can take part in the brokerage event where B2B meetings can be arranged via the online technology matching platform.



Registrations for all events are now open

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

Conducting an M&A during a pandemic

Is the Coronavirus pandemic and corresponding economic downturn a time to halt acquisitions or pursue them?



Experts in M&A service provision, KPM Group, have gone against the grain and completed an M&A of their own – during the Covid-19 crisis. The deal reverses market trends and shows confidence to grow.

Print production and mailing house KPM Group acquired Kent-based mailing house and digital printer TMB Mailing in early October. The acquisition marks a bold investment



for KPM Group during the pandemic. While the deal was briefly paused as a result of lockdown earlier this year, KPM Group Founder and CEO Nigel Copp said now is the right time to push ahead, despite the current environment.

Growth through acquisition
“It’s long been our intention to expand and growth through

acquisition is a key strategy in our 5 year plan. Adding TMB Mailing to the group is a great fit and enables us to expand our current service offering and gain greater stability in uncertain times through consolidation. Mail’s reach and effectiveness continues to be demonstrated, so as we exit lockdown and businesses get back on track this will prove a great addition.”

KPM Group Managing Director Marian Lively said the synergy between the businesses was a key consideration; “As a business TMB are very similar to KPM having the same core strengths and values – a loyal client base, strong focus on service and an experienced team. This will enable us to continue to offer our group clients fast, efficient print and mailing solutions, while adding extra capacity to the mix.”

“In addition, we will roll out the TMB services of international postage consolidation, polywrap and pick and pack fulfilment to all group clients. The merged company will have revenue in excess of £6m so will be able to share the benefits of more efficient group buying and merged production operations.”

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Digital Skills Solutions (DSS) has introduced a comprehensive suite of learning and development courses and qualifications, empowering individuals and companies to increase revenue, retain talent and gain that competitive edge. DSS are accredited by industry leaders, including Microsoft and Adobe, and we use technology and cloud-based systems to provide a truly unique and modern learning experience. Some of the courses that we deliver are AgilePM, Business Analysis Foundation & Practitioner, Six Sigma Green Belt & Black Belt.

Offer to members

LCCI members will receive a 20% discount on all full-priced courses booked before 31 December 2020.

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For further details, flexible payment methods and to register on our next available course, please go to digitalskillsuk.com/courses/ or email: dssbusiness@digitalskillsuk.com

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Our expertise is centred around management systems standards, helping clients achieve certification and providing support with their auditing endeavours. As quality & audit professionals, we specialise in the ISO 9000 series of standards (which includes ISO 9001 Quality management systems requirements). Working across several market sectors - multidisciplinary engineering, capital goods, and business services; we are advocates for sustainable development, promoting a standards-based approach to good corporate governance, assurance, and business improvement.

Offer to members

Following on from our principal's consultants' interview in October's publication and to celebrate world quality day this month, we are offering a free initial consultation to discuss your 'business standards' related requirements relevant to our offerings.

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I'm thrilled to announce that my career has gone sideways! I really enjoyed coaching presentation and the effectiveness of the voice and now I have gone back to my drama roots and am doing it myself. This time behind a mic. I have lots of professional experience of doing voiceovers, but now I have a soundproofed booth at home and top equipment for a clean, state of the art recording. I also provide post production, editing and script shaping if required.

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**Millennium Gloucester Hotel**

LCCI members can benefit from our "Work from Hotel" offer at the Millennium Gloucester Hotel. Indeed, you can book one of our meeting rooms for the day and benefit from a wide space and all the equipment you require for your new home office. This could also be the ideal location for your next team meeting.

Offer to members

Book your home office package - "Work from Hotel" - at just £59 per day. This offer is valid 1 November 2020 - 31 March 2021.

Contact

For further information, please contact Esther Marijuan on +44(0)79 0841 8879 or at esther.marijuan@millenniumhotels.co.uk

Issue 170 | November 2020

Capital matters

COVER STORY

Building ventilation systems

Pages 62-63



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Power your business with IT that works

By David Henderson-Begg, Managing Director, Labyrinth Technology

When offices up and down the country emptied out in response to the lock down regulations, I was very proud of our national spirit as we made “the new normal” work.

But I’m a pragmatist, and I worry that in the rush to get things done, coupled with the novelty of working from home and lurching in the garden all summer, IT security is one of those important considerations that gets swept away

Anecdotally, there is a slow return to the workplace, but the majority of London office workers are still working from home. This has expanded the “Threat Surface” (the sum total

of all vulnerabilities in your business IT systems) exponentially.

Businesses of all sizes are targeted by cyber criminals, so this is not just a problem for the big corporates. A successful ransomware attack can cause catastrophic damage at the best of times, so with all sectors of the economy already under huge pressure it is something that every competent business leader should take very, very seriously.

Thankfully there are things that can be done to mitigate the threat. For example, Labyrinth Technology is currently engaged on a project for one of our clients whereby we independently verify all of their employee home router and Wi-Fi settings to ensure they measure up to robust standards.

And there are other security products, deployed quickly and remotely, that can add further layers of protection to devices that can mimic some of the protection usually found only in the office.

It is never going to be economically feasible to fully replicate the level of IT security found at the office across every individual employee’s home environment. But with good advice and planning Labyrinth Technology can help to mitigate the risks.

Call us on 020 3790 7500 for help and advice with any aspect of your business IT.



Digital Marketplace That Helps Businesses Find Solutions

Sambuq is an online B2B marketplace that helps business find technology solutions to fit their needs, based on information supplied by vendors. Sambuq is for business big and small across industries that want to make educated budgetary decisions with all available information comparing technology offerings. Named after an early 1900’s

trading vessel that transported goods between countries in the Red Sea, Persian Gulf and the Indian Ocean regions, Sambuq enables a more efficient technology solutions marketplace.

Historically, the decision-making process or companies in need of technology solutions has been arduous and fragmented. Vendors present their services to a business

independently, and then it’s up to the business to run comparison analyses, make reference calls and conduct research, which is often a dead-end given the paucity of available online information. This process can take weeks even months to complete.

Sambuq offers an efficient alternative, delivering a comprehensive picture of what a

vendor offers, and the perceived value derived by explorers. Sambuq is a virtual port where vendors dock and share their wares, allowing explorers to make more informed decisions.

Sambuq helps companies bring to market new products & services and facilitate competition among vendors.

www.sambuq.com



It's never too late to expand your knowledge and skills!



The world which we are living in today is changing dramatically, and at a rapid speed. None of us can stand still or rely purely on our experience. The Executive Diplomas offered at Warwick Business School's London teaching base at The Shard, are designed to help people make sense of this new economy and its complexities.

How are we adding value?

In an environment where disrupters can appear overnight and destroy whole markets, there is a real and present danger of becoming irrelevant fast. The challenge for each one of us and indeed the organisations we work for, is to constantly expose our views and perspectives to fresh challenge, to re-frame how we make sense of our experience, and to infuse our thinking with new ideas. For individuals that can mean updating your own knowledge and skills. For organisations that means making sure you are positioned to be able to succeed in the face of fierce competition.

The hard question to ask personally is what value am I creating? Am I simply hanging on, or am I thriving in this new environment? As an organisation, are we creating new value for our customers and our shareholders?

It's never too late to expand our knowledge and skills, it is vital across the generations. Most of us will be working to a greater age than ever before, so the education process is something we all need to embrace as a constant, ongoing scenario.

Uniting theory and practice

Working with a business school brings a number of benefits, such as accessing the latest research



theories and insights, working with the faculty who are originating those ideas, meaning you are hearing those ideas directly from the people who are at the cutting-edge of thinking.

The psychologist Kurt Lewin famously said, 'There's nothing so practical as a good theory'. Sometimes we are a little bit afraid of the word 'theory', but a theory is really just a lens that allows us to examine and explore our experience and current organisational reality, and make sense of that in a way that means we can leverage it much more effectively as we go forward. Our faculty are extensively engaged with the real world of practice through their research, engaging with organisations collectively and individually on an on-going basis, sharing insights from a wide range of sectors and experiences with participants on our programmes.

The Warwick Executive Diplomas

Our Executive Diplomas are designed for a senior executive audience who are perhaps doing one of two things, both closely related. One is to address a specific challenge facing their business – a classic example would be digital disruption, something which is washing across most sectors and industries, but people are struggling to make sense of that and catch up.

The second trigger is to plug that capability and knowledge gap as an individual. As senior executives we all bring significant experience, but the pace of change is such that that experience can be rapidly made redundant. It is vitally important that we are constantly updating ourselves, and constantly reinventing our knowledge base.

These programmes are suited for people who want that deep immersion in a particular subject matter. For example, for executives who don't feel they have the time for a fully-fledged MBA programme, the Diplomas provide a shorter, more focused and more applied alternative. However, there is a pathway for people to go on to study the Warwick Executive MBA following a diploma if they wish.

All of the Diplomas are delivered at WBS' London base at The Shard,

over four four-day modules. A typical day involves interactive sessions in the classroom, alongside a lot of break-out work in small groups, and working on case-study material, providing a dynamic learning setting. Our faculty are highly skilled not just in communicating the ideas that they have, but also in engaging and surfacing the experience of people in the room. That co-creation of learning is a critical aspect.

The Diplomas will be delivered in the classroom in the first instance, however our online platform my.wbs will also play a very significant role. Coming on a programme should be thought of as entering a learning eco-system, one that provides access in person to globally recognised thought leaders, to a network of industry leaders and to a wealth of materials online, that can be tapped into, not just on the days that you're present with us in London, but over the full duration of the year. My.wbs is the learning platform behind our Distance Learning MBA that has been ranked No.1 globally by the Financial Times for the last three years (Online MBA Ranking 2020).

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Ask your boss about the 'fresh' air, says trade body

Building managers should urgently review the way their ventilation systems are operating as more workers return to their offices, according to the Building Engineering Services Association (BESA).

The issue of air quality in re-opening buildings has received widespread media coverage including a feature on BBC News, which advocated workers refusing to enter “stuffy” offices as these were most likely to pose a risk of a second spike in Covid-19 infections.

BESA has been advising members of the public, contractors and end users throughout the pandemic period with a consistent message to maximise the amount of outside air being introduced to buildings to dilute the airborne viral load.

Ventilation systems should be correctly set to maximise the amount of air being brought into the occupied spaces and should be regularly maintained. The

“It is not a good idea to simply rely on opening windows. If there is little or no wind, the air will not naturally flow into a building”

Association recommends that systems are run for longer and at higher speeds than normal – starting two hours before occupation and kept running at lower speeds overnight and at weekends to purge the building.

It is not a good idea to simply rely on opening windows, according to BESA. If there is little or no wind,

the air will not naturally flow into a building from outside particularly if the temperature outside is colder than inside.

“In that case the air will flow out rather than in so even less supply air is available to the occupants,” said the Association’s head of technical Graeme Fox.

Polluted air

Another problem with opening windows is the risk of increasing the amount of polluted air entering the building, particularly in urban areas.

“There is a big difference between outside air and ‘fresh’ air,” said Nathan Wood, chair of BESA’s Health & Wellbeing in Buildings group. “Bringing in outside air may create other risks to health if it is full of pollutants. It needs to be filtered and air purification technologies could be used in

certain circumstances. The latter have been proving their worth in healthcare settings.”

It is, therefore, important to ensure mechanical ventilation and air conditioning systems are working as intended and are well maintained, he added.

Another issue to consider is when offices have been re-configured to take social distancing measures into account with desks moved and partitions erected. “This will change the way air moves around the space and, therefore, needs to be taken into account when reviewing whether the ventilation is still fit for purpose,” said Mr Wood.

Systems that recirculate the air should be switched to ‘full fresh air’ mode to minimise the risk of contaminated air re-entering the building. Recirculation dampers can usually be switched off manually or

by using electronic controls. Return air from air handling units should be minimised and 'purging' carried out to avoid air moving from the extract side to the supply side of these units.

Filters should be regularly checked and cleaned or replaced and maintenance staff should wear full protective clothing, gloves, respirators and goggles when carrying out this work.

BESA believes that well maintained ventilation systems will play a critical role in reducing any future spread of the virus and criticised some of the evidence used by news channels to portray air conditioning as a source of contamination.

A number of reports have referred to a study that examined a Covid-19 outbreak at a restaurant in China that was blamed on an air conditioning unit. Mr Fox pointed out that the restaurant on the day in question had nearly twice as many customers squeezed in as would normally have been present – it was New Years' Eve – and there

was no outside air entering the room other than what migrated in through the lift shaft.

"The extract system used to remove stale or contaminated air was out of use," said Mr Fox. "The only extractor was a small toilet fan at the opposite end of the room from where the diners were seated."

He said it was "simplistic" to blame an air conditioning unit for the spread in the restaurant when it was one of four units in operation and nobody close to the other three picked up the virus.

"This was a flawed study that raised more questions than answers," said Mr Fox. "It is being quoted repeatedly, which is simply stoking peoples' fears. The truth is that properly maintained air conditioning and ventilation systems will reduce the risk of a second wave.

"However, if systems are not well looked after and/or there is no overall strategy for maintaining good indoor air quality, then there could be problems. That's obvious."

www.theBESA.com



SPIE UK – engineering Covid-safer buildings

Public Health England guidance on infection control states that "The transmission of COVID-19 is thought to occur mainly through respiratory droplets generated by coughing and sneezing, and through contact with contaminated surfaces."

However, it has been stated by several authoritative bodies that the virus can spread in the ventilation process within enclosed spaces, and where recirculation of air occurs, and that there is consequently a need to maximise the quantity of fresh air and to purge the building.

Social distancing guidance states that people should stay 2 meters apart where possible. However, when inside commercial mechanically ventilated buildings, there are additional risks to consider due to the nature of how the virus can remain in the air. We must therefore, evaluate options to create safer working places. Emerging advice is that we need to learn how to live long term with COVID-19 including such measures as vaccines, improved medical treatments, operation of buildings, transport facilities and social behaviour.

Furthermore, specific methods of lowering the risk in non-domestic buildings must be considered and implemented soon to support the economic recovery which is critical to people and to tackling the Climate Emergency.

Further work has been done to monitor emerging information and guidance as well as keeping a close eye on the trends of how this virus is impacting people and the urban areas that largely drive the economic recovery.

As a result, at SPIE we have been carrying out reviews, providing client advice and considering technologies that could be used to assist in the risk reduction within buildings. We are at an advanced stage and already supporting several clients across a range of building types.

If you would like to find out more about how we can support you with our COVID-safe services, then please contact us on **0207 105 2300** or at www.spieuk.com/contact/

George Adams
SPIE UK Energy & Engineering
Director

SPIE UK is a smart engineering and technology-driven solutions provider for the built environment.

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DBR London – celebrating 30 years

DBR London was the brainchild of David Ball and George Henderson in 1990, to form a highly specialist façade conservation company to tackle the problems of masonry decay in London. David Ball's technical expertise in masonry and George Henderson's entrepreneurialism, coupled together, formed a robust and dedicated business with excellence at its core. This philosophy has endured ever since and our ability to maintain extremely high standard's continues to reward DBR with repeat work from returning clients.

The early years of the business as a specialist masonry contractor quickly gained momentum with a reputation for quality. This resulted in larger projects being awarded, and DBR London evolving into a Principal Contractor, taking charge of entire conservation projects including scaffolding, decoration and roofing, along with our core business of masonry cleaning and repair.



today, soon became a major force in the London and Home Counties conservation market.

In 2008 as the company grew, it became apparent that DBR's delivery to our clients required an 'in house' roofing division to compliment our 'in house' masonry façade specialism, thus providing a complete external envelope repair service. DBR Leadwork was formed to satisfy this need and soon became successful in its own right as a Principal Contractor for roofing projects as well as a partner to DBR London.

In 2011 DBR Conservation was formed in response to a growing requirement for DBR to undertake entire conservation projects both externally and internally. This enabled us to embody the skills of gilders and conservators for work to historic polychrome surfaces and fine objects. As a consequence DBR was able to extend its work to internal historic fabric, rewarding us with projects such as the Sovereigns Robing Room at Palace of Westminster and National Gallery.

More recently DBR's progression has seen the forming of DBR Southern, which harks back to DBR London's roots as a specialist masonry contractor. DBR Southern is based in East Sussex with an office and yard, a fleet of DBR vehicles and a dedicated team of masonry specialists repairing historic



buildings from Kent to Dorset and from East Sussex to Hampshire. DBR Southern has been undertaking principal contracting projects including the multi million pound re-roofing and masonry conservation at Chichester Cathedral and recently awarded the external conservation of the Royal Pavilion, Brighton.

DBR is also expanding its joinery service to historic buildings along with fire safety improvements in historic building environments following on from our multi million pound fire safety improvement scheme at the Palace of Westminster.

Additionally we have recently launched our Drone Division flying state of the art UAV's by CAA approved 'in house' masonry specialists.

DBR is also expanding its UK operations and our major projects division with landmark conservation projects including the recent award

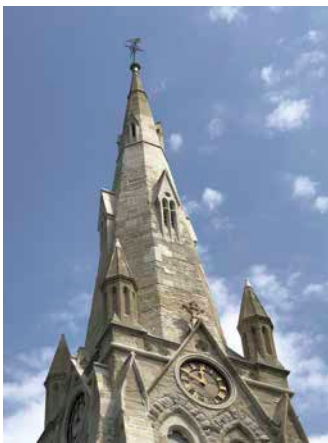
of the multi million pound external conservation of Liberty London.

Other recent conservation projects for DBR include Royal Albert Hall, Lincolns Inn, Buckingham Palace, Big Ben, Victoria and Albert Museum, Scotney Castle and Lambeth Palace.

The whole DBR group continues to recruit specialist crafts to strengthen and expand our skill base along with dedicated and passionate managers whose mission is to provide an exemplary service in the field of historic building conservation, repair and regeneration.

There will be many more chapters in DBR's journey that will ensure our clients will receive a comprehensive service for their historic buildings, and which will continue to provide a 'go to' business that ensures quality and care in a skillful and dynamic manner.

'Making sure the past has a future'



Adrian Attwood joined in 1991 and David Lucas in 1993 providing DBR London with the conservation management expertise to tackle major projects such as Hampton Court Palace, Bournemouth Railway Station, Mormon Church Lingfield, 18/19 Kensington Palace Gardens, and Nelsons Column.

Alan Bilham strengthened the Board in 2004 and together the combined management and craft workforce, many of whom are still with the company



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Mont Rose College of Management and Sciences
has achieved the TEF Silver Award. This award will
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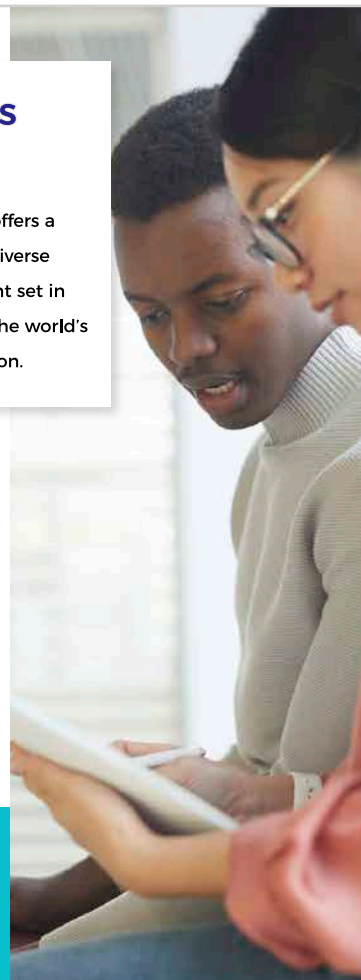
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Our Priorities

- to maintain excellence in teaching & learning
- to provide our students with outstanding facilities and resources
- to ensure constant self-development
- to encourage E-learning through continuous improvement of online studying materials
- to promote diversity by extending the learner catchment to school leavers and local residents
- to enhance student employability
- to expand research facilities

Principal's Message

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Members' noticeboard

URBANISSTA

■ Two new team members join growing planning consultancy, Urbanissta

Ellen Nicholson BA Hons, MSc, has joined Urbanissta as Planning Principal. Ellen has previously worked for the London Borough of Newham on major residential and mixed-use schemes.

Vince Walls has a Masters in Spatial Planning and spent two years as planning consultant with RPS, working on transport infrastructure, residential schemes and commercial development. Vince joins as a Planner.

Both Ellen and Vince are working towards full RTP1 membership.

Jo Hanslip, Founder of Urbanissta, comments: "It's great to bring these two young talented planners into the business. They both have great experience working on a range of different schemes which will benefit all our clients."

For further information regarding Urbanissta, please visit: www.urbanissta.co.uk



■ ACE Travel's Interactive Map Updates Travellers with the Latest COVID-19 Restrictions

It's still unclear when full-scale international travel will resume.

With many countries still on the quarantine list and strict restrictions in place, such as quarantine periods or testing, there are still countries open for travellers.

The government's current advice is to avoid everything but non-essential travel. However, with some airlines welcoming customers back on limited routes, it's starting to seem more likely that business travel could make a safe return in the future.

Our up to date COVID-19 business travel map allows clients to see the different levels of restrictions across the world. Clients can see where's open for business and which countries are enforcing stricter lockdown measures, so you know what's required before you travel.

For further information please call 0845 241 3406 or email reservations@acetravel.co.uk

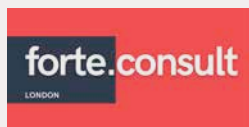


■ Gallagher 'breaks ground' at new European headquarters

At a time when most businesses are being extremely cautious with investment, Gallagher has officially celebrated the start of groundworks at their new European headquarters in Warwick.

The ceremony was attended by New Zealand's High Commissioner to the United Kingdom, His Excellency Bede Corry; The Right Honorary Matt Western, MP for Leamington Spa and Warwick; and Nick Swallow, Trade Commissioner from New Zealand Trade and Enterprise.

"It was an honour for us to host such distinguished guests at our ceremony," says Richard Huison, Regional Manager for the UK and Europe. "The new office and warehouse will give us even greater scope to showcase our world-class technology, host events, and support our Channel and customer network across the region."



■ Small Business Consultant

Forte Consult is a Management Consulting & Business Advisory firm, which specialises in consulting for start-ups and small businesses. We help our clients succeed.

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■ Normalising mental health in business

AzuraMinds offers a preventive approach to mental health and wellbeing, through bi-annual AzuraMOT check ups (a virtual or face to face 50 minute, 1:1 assessment) delivered by one of our highly qualified clinicians who will be able to offer expert analysis on any issues or concerns explored.

Following the AzuraMOT, we offer a full spectrum of health and wellbeing treatments to compliment the assessment and support the individual moving forward.

AzuraMinds stands apart from current mental health and wellbeing offers as through preventative action, we will identify issues before they become a problem, enabling people to connect with effective and specialist support from a much earlier stage.

Contact: **Cassy Martell, Head of Business & Development**
cassy@azuraminds.com or
07854128371
www.azuraminds.com
15 Harley Street W1G 9QQ



■ Beroya Business Solutions Limited

Beroya Business Solutions is a leading business services provider: we offer company incorporation in the UK, the USA and offshore, as well as banking solutions and entrepreneurial support including virtual office packages, trademark and intellectual property registration. Beroya has been founded to serve mainly Arab entrepreneurs as well as high-net-worth individuals.

Headquartered in the financial centre of Canary Wharf, Beroya Business Solutions was established in London to meet the growing demand from businessmen, entrepreneurs, and companies' owners in the Middle East & North Africa.

Beroya Business Solutions is proud to be a trustworthy, confidential, and transparent platform for businessmen to launch their projects, take their companies globally, and follow their dreams.

To learn more, please visit our website: www.beroya.com



■ Turret Training Ltd

Turret Training Ltd specialise in delivering quality Enhanced FAW medical courses, and has just received the first ever ATP PC endorsement from The Security Institute. We are endorsed by The Faculty of Pre Hospital Care Royal College of Surgeons Edinburgh and can provide Clinical Governance to companies, ensuring staff are supported and standards maintained.

Following the ASCEND MTA review, it's important to deliver training courses that are lawfully, tactically and medically sound. The training programme has proven itself many times in testing and dangerous scenarios against a variety of hostile and extreme conditions. We are now ready to train as many people as possible in this great syllabus.

Please visit www.turretmedtraining.com/ for further information.



■ Samsung Experience Stores

Remote working is the new normal for many businesses. And while working remotely brings challenges, it also brings opportunities. Samsung Experience Stores are dedicated to providing businesses of all types and sizes with the tools to support a collaborative, secure and, above all, mobile working environment. You'll find a complete range of business products in store, including everything you need to succeed in a world that demands an always-on, always multi-tasking approach. Please visit the Oxford Street or Westfield Stratford City Samsung Experience Stores and speak to our Business Solutions Experts – they're ready to work with you to create a mobile package tailored to your business.

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