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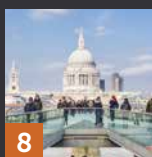
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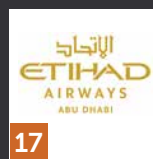
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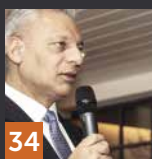
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Political grandstanding does not help business

As the Prime Minister toured the country to encourage support for a positive vote for the Withdrawal Agreement – already agreed by the EU 27 – business groups gave a qualified thumbs-up. This was, partly at least, on the basis that it provided some certainty and got the UK over the line to start the in-depth trade negotiations which would be so important to how the country was able to do business with its nearest partner in the future.

After the initial raft of resignations, LCCI chief executive Colin Stanbridge made the following comments: “Grandstanding and resignations may satisfy political egos but do not help the country and the businesses that create the UK’s wealth.

Certainty

“For the last two years businesses have been asking, indeed pleading, for clarity and certainty regarding the way forward following the nation’s decision to leave the EU.

“The draft Article 50 Withdrawal agreement is only the starting point

“There are still big questions to answer – including whether businesses will be able to conduct trade between the UK and the EU without significant new barriers or costs.”

for trying to achieve that clarity, the real Brexit deal will be the one that follows this agreement when, over the next few years, the many details of our future relationship with the rest of the EU will be hammered out.

“For the majority of businesses ‘no deal’ is an extremely undesirable outcome – walking away from the EU without deal should not be considered until we have far more knowledge of what our final relationship with EU would entail”.

Big questions

Commenting on the announcement that the government and the EU Commission had agreed a Political Declaration, Dr Adam Marshall, director general of the British Chambers of Commerce, said: “While we welcome the fact

that more flesh has been put on the bones of the proposed future UK-EU relationship, the reality is that the clarity and precision businesses need to plan for the long term can only be delivered when the details are hammered out and fully agreed.

“There are still big questions to answer – including whether businesses will be able to conduct trade between the UK and the EU without significant new barriers or costs.

“For business, this is just the end of the beginning of the Brexit pro-

cess. Our trading firms will be paying close attention to what happens next, particularly as the proposals are debated in Parliament over the days ahead. Businesses remain deeply concerned about the potential for a political stand-off that leads to a messy and disorderly exit from the EU next March.

“We have raised a number of important questions with the government on behalf of business communities across the UK, and their responses will inform our continuing assessment of the proposed agreement and its implications for business, investment and the wider economy – as captured in our practical Business Brexit Risk Register.”

See page 4 for news of the LCCI Brexit Helpdesk

Khukuri lesson

At the recent London Asian Business Awards Khukuri Beer picked up the prize for the Best Marketed Business. Monty Shrestha, the company founder and member of the LCCI Council and the Chamber’s Asian Business Association committee, is pictured proudly accepting the award.

Winner of the 2018 London Asian Business Award for Best Marketed Business



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Brexit – good news, bad



by Doug Tweddle

“First, the bad news. A hard Brexit would cause enormous difficulties. HM Revenue & Customs, the business community, the ports and airports, and the other member states do not have the necessary systems and infrastructure in place to deal with the UK's current intra-community trade as third country.

If we are required to have full customs declarations for such trade

from the end of March 2019 I envisage chaos and massive delays at our ports, land boundaries and, to a lesser extent, airports. The new customs declaration system will not be ready; and the old one – CHIEF – would not be able to cope.

Chaotic

Importers, exporters customs brokers, and forwarding agents will not have the necessary IT systems in place. The port community system covering inventory control would not be able to deal with the situation. A hard land border in Ireland – and to a lesser extent in Holyhead and Fishguard – would bring traffic to a halt. Trying to record everything with paper declarations would be chaotic.

The good news is that I don't think this type of hard Brexit will happen. It would be too damaging to the economies of both the UK and the other member states. The Republic of Ireland would be most affected and the European Commis-

“The reality is that the current structures in our trade arrangement with the EU took many years to achieve.”

sion has pledged to protect Ireland's interests and will be obliged to agree a deal to avoid the chaos and political implications of a hard border.

So, what will happen? I believe some sort of withdrawal agreement will come into place and initially internal trade will continue much as at present. The withdrawal deal from March 2019 is the trigger for trade talks (and the transition period) to begin. The UK will in effect continue to be part of the EU customs union though it may be called something else for presentational purposes.

Longer term

What happens in the longer term? We already have a seamless fiscal frontier with the other member states. Rates of VAT, excise, and direct taxes are all different and we manage them without border controls. Customs duties are low and falling. I see no reason why the collection and control of customs duties require border control.

Standards covering e.g. health and safety and intellectual property have been agreed by EU member

states and there is no hurry to move away from them – equivalence is likely to be agreed.

The collection of import and export information must be separated from physical controls which should be based on intelligence and risk assessment and conducted where it is sensible to do them – normally at business premises and not at the border.

Currently all businesses sending more than £250,000 of goods to other member states or receiving over £1.5 million of goods must register with HMRC and submit an electronic Intrastat return. I envisage that an expanded version of this could satisfy all customs import and export requirements including the payment of any duties due.

Advantages

There will also be an increased role for trusted trader and authorised economic operator (AEO) schemes. Since its introduction AEO has been less than successful because in an environment where the movement of goods has been highly facilitated there have been few additional advantages. VAT registration is essentially a trusted trader scheme; businesses are trusted to collect the VAT and send it periodically to HRMC with occasional audits to check on accuracy. I envisage a system that brings together VAT registration, current Intrastat requirements and AEO into a comprehensive

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Navigating Brexit

LCCI's Brexit Helpdesk provides information to LCCI members on the implications and impacts of Brexit on UK business.

Brexit executive Tom Marsan will coordinate responses to queries on importing from and exporting to EU and the rest of the world, employment issues, contracts, funding, data, and the myriad of other issues that will be impacted by emerging business and trade arrangements.

The LCCI Brexit webpage will develop a comprehensive list of FAQs alongside information sheets and the latest Brexit news and developments from the Chamber policy team. London Business Matters will continue its monthly Brexit Q&A as well as regular articles on business aspects of the UK departure from the EU.

Together with regular events and round tables on relevant issues the LCCI Brexit Helpdesk will help members navigate the uncertain waters in the run up to March 2019 and beyond.

Contact Tom Marsan at Brexit@londonchamber.co.uk



news and how to prepare

scheme to cover import and export requirements. Such a system would take time – perhaps up to five years.

What should UK businesses be doing? For those involved in importing and exporting business critical changes are coming. They should review current supply chain arrangements, particularly for intra community trade. Make sure that product lines are aligned with HS tariff codes. At some stage this information will need to be provided and will be subject to audit.

Understand the customs valuation rules and have systems in place

that can provide valuation information. Those involved in goods made up from components from different countries need a good understanding of origin rules – this is a complex area which may require expert advice.

Priority

The reality is that the current structures in our trade arrangement with the EU took many years to achieve. In a ‘no deal’ (or WTO rules) scenario we would need time to develop and implement the necessary IT systems – government and business. These cannot be easily adapted while trade is kept

flowing. Nor can we be sure that other member states will give priority to introducing the required changes. On our side of the channel the UK Border Force is almost entirely devoted to immigration concerns and have less interest in goods control and facilitating legitimate international trade. This must change.

There is a great deal of uncertainty and we are in a febrile state i.e. one with nervous excitement and energy. We have no choice but to stay with it; and with seminars like this run by the LCCI to compare notes, and the new LCCI Brexit Helpdesk we can stay informed to prepare for

the time when clarity and certainty is in greater supply.))

Doug Tweddle CBE is a former director of compliance and facilitation at the World Customs Organisation (WCO) and director of customs and international at HM Revenue & Customs. He led the UK customs IT transformation programme and played a leading part in the establishment of the UK border agency. This is an edited version of his key note address, speaking in a personal capacity, at the LCCI event *EU Exit – preparing for UK-EU trade post-March 2019* in November

Post-Brexit trading



Preparation for any eventuality in the future trade relationship between the UK and the EU was the focus of LCCI's recent event on post-Brexit trading

Organised in conjunction with Harod Associates, the event included a key note speech from customs legend Doug Tweddle and had sessions on how to become an authorised economic operator, the VAT implications of a no deal outcome, tariff classification and origin rules, transport, especially road and air, and trade documentation – see box on page 13.

An HMRC booth at the event updated delegates on progress in replacing CHIEF, the customs handling of import and export freight system, with the Customs



Event speakers: James Hookham, Martin Dubbey, Martin McGill, Peter Bishop, Simon Sutcliffe and Doug Tweddle

Declaration Service due to go live in early 2019.

The event was attended by 100 company representatives including export document users, retailers, manufacturers, brewers, auction

houses and jewelers who heard from Harod Associates managing director Martin Dubbey, James Hookham of the Freight Transport Association, Blick Rothenberg partner Simon Sutcliffe, and

Grant Thornton's Martin McGill. The event which was chaired by LCCI deputy chief executive also marked the launch of the Chamber's Brexit Help desk – see box on opposite page.



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“WATCH US BECOME BETTER THAN THE BEST”

Birmingham's ambitions for growth

UK's cities are undergoing a renaissance – large-scale regeneration schemes and investment in infrastructure are contributing to a shift in perceptions as well as an improved ability to retain and attract talent and business. The LCCI property and construction group were recently given an insight from Waheed Nazir, Birmingham City Council's corporate director for economy, on how Birmingham is driving growth and opening up development opportunities



Waheed Nazir (left) is responsible for providing strategic leadership and direction across a wide portfolio, including the City Council's property portfolio, planning, economic development, housing development, transportation, highways, employment, business development and inward investment.

He has led the major transfor-

mation of the city centre through the *Big City Plan*, bringing forward key projects such as Birmingham Smithfield, the redevelopment of Snowhill, Paradise and New Street. He oversees £2.5 billion of public sector investment in the city through the Enterprise Zone and HS2 Curzon master-plan.

Dramatic

Birmingham – Europe's youngest city – has seen several important projects come to fruition since the 2010 launch of the Council's *Big City Plan* – the masterplan for the city centre. This has brought about some dramatic changes in the city's built environment, none more impressive than the redevelopment of New Street Station which has radically altered people's first impressions of Birmingham and, with one of the largest John Lewis stores outside London, has also significantly boosted the retail offer.

Elsewhere the Council's strategy for growing the central business district by 25 per cent has enabled the city to make the most of the upturn in the market and now the number of cranes that occupy the skyline are daily reminders of the progress that continues to be made.

Completion

Argent are making progress with the 170,000 sqm Grade A office-led Paradise scheme with the first development nearing completion and PWC secured as occupier.

The first building at Arena Central is nearing completion and will be home to HSBC's ring-fenced bank. Work is on site at the second building after securing Birmingham's largest pre-let in over a decade with HMRC committing to

take the full building on a 25-year lease to house 3,600 civil servants. 3 Snowhill, the largest speculative development outside London, is also nearing completion and will add to the city's emerging reputation as a centre for business and financial services.

It is the breadth of development spread through the city that is really telling – as well as office development in the city centre the residential development market has been very active, offering a balance of units for sale and for rent. Significantly the city is also experiencing a 'flight to quality' attracting some notable names such as Berkeley and Galliard.

Prime location

One of the most exciting propositions that the City Council is bringing forward is Smithfield. Described by Waheed as a 'once in a generation' opportunity the Council's flagship regeneration scheme occupies 17 hectares of the city centre and is in a prime location next to New Street Station and the Bullring.

The Smithfield plans will see over 300,000 sqm of new floorspace created, 2,000 new homes and a series of new squares, parks and gardens. The development is the 'missing link' in the city's offer: creating new cultural and leisure attractions, vibrant retail markets and space for start-ups, small businesses and entrepreneurs.

The Council is currently shortlisting development partners and will be announcing their preferred partner later this year with the formal appointment being made in 2019. Couple this with the plans for the HS2 terminus at Curzon and one can see why the outlook for development and regeneration is so exciting.

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Design vision for the HS2 Curzon Street station. Copyright HS2 Ltd/WSP

Connectivity

For Birmingham HS2 itself is not just about connectivity and 38-minute journey times to London: the station will be at the centre of a huge growth and regeneration opportunity. HS2 is the catalyst for a major expansion of Birmingham's city centre, extending it eastwards, providing new residential neighbourhoods and places to work.

The Council's masterplan for the City Centre terminus at Curzon St is a 25-year vision for what will be one of the biggest urban regeneration schemes in Britain transforming over 140 hectares of the city centre, which will create 600,000 square metres of new business space, 4,000 new homes as well as providing 14,000 new jobs and generating £1.3 billion in economic uplift.

Public sector investment programme of £724 million will fund local infrastructure and unlock development around the terminus and in emerging growth areas such as Digbeth.

Game changer

Securing the 2022 Commonwealth Games represents another game changer and is providing a unique opportunity to leave the City 'richer' than it was before.

Whilst the Games will deliver the tangible developments the city needs from new housing, enhanced infrastructure and improved facilities, Birmingham's bid was planned in such a way that ensures the City becomes a better place to live as a result of its hosting role.

With HS2 bringing Birmingham closer to London the two cities can now begin to think about new ways of working with each other and opportunities for further trading with each other in skills and products.

The LCCI property and construction group private dinner at which Waheed Nazir was guest speaker was sponsored by Apex Airspace Development, Bond Bryan and CBRE.

SPONSORED COLUMN

An Englishman's home is his castle – but can he sell it tax free?



By Steven Pinhey, Tax Director,
Lubbock Fine Chartered Accountants

The most recent Chancellors of the Exchequer have seen property as a potential revenue raiser and had to let landlords firmly in their sights with changes to stamp duty land tax, relief for finance costs and the abolition of the wear and tear allowance to name but three of the recent tax hikes.

But when it comes to my own home, I can still sell that Capital Gains Tax (CGT) free, can't I?

Most people think that their main home is not subject to CGT when it is sold, and some will even know that this is due to a relief commonly known as the Principal Private Residence (PPR) relief.

However, the October 2018 Budget has made further changes to the PPR relief, aimed according to the Government, to better focus relief on owner occupiers.

Whilst the relief is therefore still available, and there have always been various terms that needed to be complied with for the relief to be given, there are now additional changes which will need to be considered when disposing of your main home to ensure that it remains tax free.

Firstly, where a property has previously been your main residence the Government allows the last 18 months (previously 3 years) to qualify as a tax-free exempt period, even if you have moved out. This was designed to protect the position for people with genuine difficulties in selling their homes. However, from April 2020 this period will be reduced to 9 months which

potentially increases CGT due on the sale of certain properties where the vendor has had problems selling the property after finding a new place.

'there are now additional changes which will need to be considered when disposing of your main home to ensure that it remains tax free.'

Secondly, you can claim lettings relief against capital gains when disposing of properties that have at some point been your main home. This is a valuable relief and is worth up to £40,000 (£80,000 for couples). So, if you move out of your home temporarily, say to care for elderly infirmed parents and decide to rent your home out in the meantime, you could be eligible when you sell your property for this relief.

However, from April 2020 this relief will only be available where the tenant occupied the property while the landlord is in occupation making this relief much harder to get and effectively restricts lettings relief to Airbnb-type situations.

For more advice about these changes and PPR in general please call Steven Pinhey or Clare Munro on **020 7490 7766** or email stevenpinhey@lubbockfine.co.uk, claremunro@lubbockfine.co.uk

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Advice that adds up

London best city to find a job in UK

A recent study by relocation experts Movinga ranked 100 cities around the globe for employment opportunities based on economic strength, living standards and inclusion of women, youth and expats. It found London to be the best city in the United Kingdom to find a job, and 6th best internationally, followed by Edinburgh and Manchester

Nine UK cities make the international ranking, due to a strong job market, low personal healthcare expenditures due to the NHS and a high expatriate employment rate. Internationally, Boston came out top as the best city to find a job. Overall, London ranked sixth out of 100.

Thriving

London has long been considered a thriving job market, attracting workers from all over the world. However, although this study ranks the capital highly for employment opportunities, “the huge uncertainty surrounding Brexit will very likely affect the UK’s labour market” commented Finn Age Hänsel, managing director at Movinga.

“While London is sure to always be an important and prosperous global city, there are implications to be considered. Expats are increasingly unsure of their status, corporations are threatening to leave the capital and skilled millennials who are disappointed with the current government are seeking more opportunities abroad. Those looking to move to the UK ought to keep a keen eye on the upcoming Brexit negotiations, while Brits looking to



Manchester



Edinburgh



Boston

leave might find this study a helpful relocation springboard.”

Gender

Other findings in the study show that Singapore has the highest total economic strength, in addition to the highest government effectiveness score. Dubai has the highest levels of employment and is revealed to be the best location for expats and young people due to their immigration intake and expat employment rate, as well as high youth employment and a growing number of startups.

However, gender may play a part in a jobseeker’s success, as Dubai offers the worst overall opportunities for women, with the worst gender wage gap, and the lowest women’s liberty and legislation score. Hong Kong has the highest GDP growth, but also the highest cost of living.

Opportunities

Berlin has the highest levels of new business registrations. Boston has the highest standard of living score and the highest disposable income levels. Krakow and Warsaw have the high-

est rate of employment for expats, although it is worth noting that these cities have very low comparative immigration rates. Prague has the highest level of youth employment while London has the highest level of new startups. Norway offers the best opportunities for women; however, the gender wage gap is lowest in Slovenia. Women’s liberty is best in Belgium, while women’s opportunity for advancement is best in Finland.

www.movinga.de/en/cities-of-opportunity-uk

Finance directors – lunch and learn



If you are an FD of a business with a turnover in excess of £10 million and have responsibility for insurance and risk but are not insurance qualified professionally, then lunching with and learning from JLT could be relevant to you.

On February 12 JLT’s Amy Green (left) will host *Lunch and learn – insurance for finance directors* at a London location to:

- Refresh FDs’ insurance knowledge and understanding
- Provide an understanding of how the insurance market has changed recently



- Describe the tools necessary to reflect the importance of insurance and risk to the company
- Advise how to get the best results from an insurance review.

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To register interest go to amy_green@jltgroup.com

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The changing face of

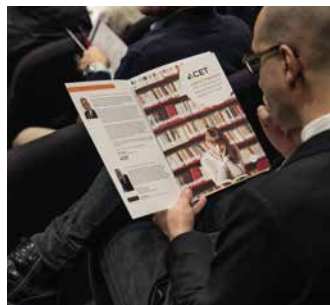
Former Sainsbury's supremo Justin King (below) challenged the notion that traditional employment practices had no future in the 2018 CET commercial education lecture held at the Francis Crick Institute



Now vice-chairman of private equity firm Terra Firma, King argued that society was undertaking the most fundamental reassessment of its relationship with commerce since the Victorian era. Trust in business, he said, was the heart of the issue.

Despite high employment, people are more concerned than ever about jobs as the perception of an ever-expanding gig economy leads to greater apprehension over work security and conditions. Furthermore, in his view, young people are not being taught the right skills and are not being prepared well enough for the world of work.

King highlighted several challenges – he termed them ‘provocations’ – which need our continued attention and debate if the next generation is to succeed.



Perception and reality

The first challenge, King said, is for education and employers to radically review what they teach students and how they train employees. There should be greater investment in ‘soft’ skills such as creativity, customer engagement, communication and entrepreneurship. “Soft” he maintained, “does not mean lame”.

Citing CET’s report *Lost in Transi-*

tion he noted the journey that young people take between education and work and the mismatch between perception and reality. “I can almost live with employing people who lack basic skills. You can teach literacy for example, we did that at Sainsbury’s. What I can’t live with is young people with no ambition, who don’t understand punctuality, who don’t look you in the eye, who don’t do team-working, and who aren’t invested.”

“Hard”, technical skills he predicted will lose out to AI. “AI won’t make a difference to hairdressers: they will look forward to cutting your hair and talking about it taking your job, but not theirs”. Without such a rethink: “We are visiting a terrible compact on young people – teaching skills that most students won’t use and saddling them with a bunch of debt”.

“There should be greater investment in ‘soft’ skills such as creativity, customer engagement, communication and entrepreneurship.”

Dominant narrative

King also challenged what he perceived is the dominant narrative – that security and quality of employment are a thing of the past. “At Sainsbury’s I would shake hands every month with 60-70 staff who had done 25 years’ service. Their journey had been secure with an employer that valued them. The pendulum will swing, just as the desire to create physical places of work will persist in the future.”

Whilst acknowledging home-working and electronic working are now part of the mix of daily work, he reminded his audience: “Let’s not lose sight of the fact we are human beings who thrive on human interaction. Why has the Francis Crick Institute been created? To produce an environment where people can spark off one another, leading to better, more creative and successful outcomes.”

Business in society

King also argued that we must do more to educate people about



the modern workplace

the critical role of commerce and business in society. "I believe that commerce has a tremendous power to change lives for the better". He did however believe that television programmes on business didn't help and were mere slapstick. "Business can do more to help young people gain a real understanding of commerce by participating in local communities and engaging with local schools."

In King's view, apprenticeships also need a radical re-think. "There is an obsession of quantum over quality. Much of what passes as an apprenticeship is an attempt to get money off the government. We need to put the capital 'A' back in Apprenticeships".

Working compact

Returning to his opening assertion that business has a problem in its relationship with society, King warned that employment practices had not progressed much over the



CET chairman David Coughtrie, Justin King and Colin Stanbridge

last century. "Years ago, you would see a queue of men lined up along the docks, looking for a day's work. I can drive you to the same spot near my office which has a queue of delivery drivers waiting for jobs. It's the same work with the same job security issues as those dockers 100

years ago – that's not progress. Two years after the scandal of zero hours contracts, we have more people on insecure working contracts that ever before. Moreover, high street businesses which often provide young people with their first jobs and exposure to work are disadvantaged tax-

wise over the big online retailers."

In conclusion Justin King listed the three core tenets to his working practice: a belief in good colleagues and collective endeavour; the need to invest in quality training and quality jobs; and the conviction that commerce has the power to make a difference to lives and provide people with truly worthwhile work.

The lecture by Justin King CBE was supported and run by the Commercial Education Trust (CET) in association with the London Chamber of Commerce and Industry.



Lost in Transition is a publication of the Commercial Education Trust and is available at www.thecet.org/useful-resources

3 Ways successful people achieve their New Year's resolutions

The experimental psychologist Richard Wiseman found that every year 88% of those who set New Year's resolutions fail to achieve them. But why? What do those who achieve their goals do differently? Working with 100s of very successful business owners over the last decade here's what I've found successful people doing well:

1. Avoid Overload

You need willpower in order to see through your New Year's resolutions. The part of your brain that's responsible for that – the prefrontal cortex – is a very busy bee.

If you set a long list of over-ambitious goals, that prefrontal cortex is likely to just give up – there just isn't room.

Set yourself up to win and that will keep you moving upwards.

2. Create Habits with Small Steps

If you want to fail your resolutions, then set abstract ideas like "quit smoking" and "eat healthily".

Instead, set small, measurable steps that

create a habit. Your resolution can then actually be 'achieved' because once it becomes a habit, it no longer involves your prefrontal cortex!

For example, "Only 1 cigarette a day" instead of "quit smoking" and "eat fruit instead of croissants on Fridays" instead of "eat healthy".

3. Put it on Paper

The act of writing your goals down makes you far more committed to their success – even more so if you put them up somewhere visible and review your progress regularly.

Social psychologist Emily Balcetis calls this the "eye on the prize" concept – keep your focus on the finish

line, and you're more likely to think the distance to get there is shorter.

A Dominican University study showed that those who wrote goals and commitments, shared them with friends and submitted weekly progress reports had 76%



achievement rates while those who just thought about their goals had a 43% success rate. Accountability, commitment and written goals are three fundamental coaching rules.

In the end, everyone is wired just a little bit differently – so it's up to you to figure out what works best for you. But it's may be worth giving these 3 ways a shot in 2019 to achieve your new year's resolution.

For more thought and ideas on business and personal high performance, pick up a complimentary copy of the Amazon bestseller 'Sparks: Ideas to Ignite your Business Growth' by Shweta Jhajharia at www.londoncoachinggroup.com/sparks



Brexit Q&A – tumultuous times for the UK and Europe

The last few weeks in British politics in the run up to the latest issue of *London Business Matters* have been tumultuous. There were a series of Ministerial resignations following the publication of the 585-page Draft Withdrawal Agreement from the EU after it was agreed in principle by the Cabinet. There was then strong opposition to the draft agreement from MPs across the political spectrum when it was presented to Parliament.

What are the key points of the Draft Withdrawal Agreement?

- The UK will be a “single customs territory” from March 2019 until December 2020
- The UK is to remain in EU customs union indefinitely if a new agreement not reached by then
- Northern Ireland will remain in the same customs territory as the rest of the UK and the EU if no future agreement is made
- EU nationals who have lived in the UK for five consecutive years

will have the right to stay permanently in the UK with their families

- The UK will not be obliged to give student grants or loans to non-permanent residents
- There will be an end to free movement of people from the EU into the UK but visa-free travel to EU countries will continue
- The UK is to become an “independent coastal state” but will work with the EU on fishing rights.

Brexit draft deal: The key points explained

■ <https://bit.ly/2PTYpOP>

Brexit deal: key points from the draft withdrawal agreement

■ <https://bit.ly/2DER6Ep>

What are the objections to the Draft Withdrawal Agreement?

Five major areas of concern over the Draft Withdrawal Agreement are:

- The UK would pay £39 billion of taxpayers’ money to the EU but nothing would be guaranteed in return
- The UK would remain a ‘rule taker’ over large areas of EU law
- It would lock the UK into a customs union indefinitely with no guaranteed end date or unilateral ability to leave
- It would create internal borders within the UK, undermining the integrity of the Union (England, Northern Ireland, Scotland and Wales)

- The European Court of Justice would remain in control of the agreement and large areas of EU law directly effective in the UK.

The Democratic Unionist Party (DUP), who provide the Conservatives with their majority at Westminster, has rejected the Draft Withdrawal Agreement. The DUP believes that the ‘backstop’ to prevent checks on the border with the Irish Republic (i.e. a hard border) could break up the UK. The backstop will be applied at the end of the UK’s Brexit transition period if no new trade deal between London and the EU has been negotiated by then.

Brexit: What do Theresa May’s Tory enemies object to in the deal?

■ <https://bbc.in/2Pxvsbu>

Northern Ireland minister backs Brexit deal despite DUP objections

■ <https://on.ft.com/2r5riZR>

Which Ministers have resigned and who has replaced them?

In total, eight Conservative office-holders, including two Cabinet Secretaries, resigned over the Draft Withdrawal Agreement in November. They include both Leavers and Remainers.

- Jo Johnson MP – Minister for Transport. He was replaced by Jesse Norman MP
- Dominic Raab MP – Secretary of State for Brexit. Replaced by Ste-

phen Barclay MP

- Esther McVey MP – Secretary of State for Work and Pensions. Replaced by former Home Secretary Amber Rudd MP
- Suella Braverman MP – Junior Brexit Minister. Replaced by Kwasi Kwarteng MP
- Shailesh Vara MP – Minister of State for Northern Ireland. Replaced by John Penrose MP



Jo Johnson MP

Photo: UK Parliament / CC BY 3.0



Esther McVey MP

Photo: UK Parliament / CC BY 3.0



Suella Braverman MP

Photo: UK Parliament / CC BY 3.0

Getting ready for March 2019

The government has produced a high-level guide – termed a ‘partnership pack’ – to processes and procedures that are likely to apply to cross-border activity between the UK and the EU in a ‘no deal’ scenario (emphasizing the point that although this scenario is not expected it is their duty to help prepare for all possible outcomes).

It is a very useful guide and complements the 106 specific technical notices already available to help businesses, citizens and consumers to prepare for March 2019 in such a situation.

Available at www.gov.uk



How likely are MPs to support the Draft Withdrawal Agreement as it stands?

To date, there has been strong opposition from MPs on both sides of the House. At time of writing, there is near-unanimous agreement in Westminster that the Prime Minister’s Withdrawal Agreement will be defeated when it comes before MPs in December. Both pro- and anti-Brexit MPs have argued that the terms of the deal are not what the British people voted for in the EU Referendum in 2016. To complicate matters, Parliament is not just divided between Leavers and Remainers. There are also several factions in both main parties whom the party whips will need to negotiate with when the final votes are taken.

To date, 51 Conservative MPs have publicly backed StandUp4Brexit, a grassroots campaign that opposes the Prime Minister’s deal



while 88 Conservatives, more than half of all the party's backbenchers have openly stated their opposition to the deal as it stands. The ten-strong DUP MPs have stated that they will vote against the deal. The Labour frontbench is highly likely to whip its MPs to vote against the deal, saying that it does not meet their 'six tests'. Labour MPs who may be sympathetic to the proposed deal are very unlikely to want to be seen propping up the government.

May under fire as MPs line up to attack draft Brexit document

■ <https://bit.ly/2AqTGdj>

How will parliament's many tribes vote on the Brexit deal?

■ <https://bit.ly/2zBa0sn>

What will happen if MPs vote down the deal?

Constitutionally, the UK is in uncharted waters if MPs vote against the Withdrawal Agreement as the situation is unprecedented. However, it could be argued that there are five possible outcomes if the deal is defeated in Parliament.

1. Leave the EU with no formal deal and trade on World Trade Organisation terms which has provision for third countries to trade with the EU as a bloc. (This is common-

ly referred to as 'No deal'). Likelihood: this is unpopular with both politicians and business but could be the default option if no other choices are left.

2. Send the Prime Minister back to Brussels to negotiate further.

Likelihood: it is difficult to see what could be achieved, given that EU leaders have already stated they are not prepared to negotiate further on the current proposals. If the Prime Minister wished to begin negotiations for a Canada +++ deal as previously offered by the EU, this may necessitate an extension of time beyond the 29 March deadline. This would have to be approved by the UK Parliament with no guarantee of success.

3. Hold a general election.

Likelihood: this is the Labour leadership's preferred option. However, the opinion polls do not currently show a large majority in support of any party, so the same electoral stalemate could prevail. In practical terms under the Fixed Term Parliaments Act 2011, two thirds of MPs would have to vote to dissolve Parliament to hold a general election. There is also the question of timing. No general election would be likely to be held until early Febru-

ary, in which case it would be too late if the UK is to leave the EU on 29 March.

4. Hold a second referendum.

Likelihood: the Government is adamant that there will be no second referendum although the idea has support from individual MPs of all parties. The Prime Minister has stated that to hold a second referendum would be "a gross betrayal of our democracy." Opponents of a second referendum believe it would undermine trust in democracy and could even result in civil unrest.

5. Hold a second vote on the same deal in January 2019.

Likelihood: in theory this could occur if the first vote is lost by a smaller margin than expected and there is widespread fear at the prospect of leaving the EU with no formal deal. However, this would have to be held and won by 21 January at the very latest.

Brexit: May says EU will not offer 'better deal' if agreement rejected

■ <https://bbc.in/2R5qgs3>

How it will play out if MPs vote down Theresa May's Brexit deal

■ <https://read.bi/2DY5Cas>

What else could happen ...?

If MPs vote to reject the Withdrawal Agreement, Labour could propose a vote of no-confidence in the Government. To succeed, this would require every MP from an opposition party, including the DUP, to vote in favour of a no-confidence motion. If this occurred, the Prime Minister would be forced to resign and could be a general election.

Labour open to PM no-confidence vote if Brexit deal voted down

■ <https://bit.ly/2r44eui>

What happens if parliament rejects a Brexit deal?

■ <https://bit.ly/2PWB9Qz>

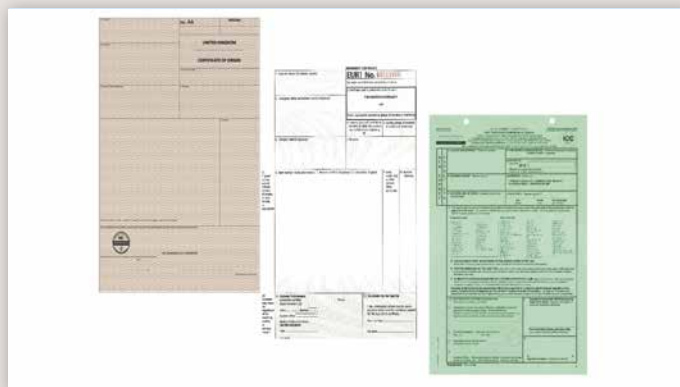
Brexit Q&A is researched and written by Alex Michael, LCCI business information executive. LBM readers are invited to submit their own questions for responses to be published in future issues. Send them to amichael@londonchamber.co.uk

Export documents and Brexit

If the Withdrawal Agreement goes through i.e. is approved by both the UK Parliament and the EU, non-preferential certificates of origin (CO) will continue to be used for the duration of the transition period exactly as they are now and in the same EU format. These types of 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.

CO for exports to Arab League countries will be unaffected and there is no need for the format of the document to change in the Brexit context.

In a no deal scenario a UK CO has been designed in accordance with the relevant international convention and is



with government lawyers for approval. There is no reason to believe that this will not be an acceptable replacement for the current non-preferential CO.

The preferential CO – used to evidence origin in EU free trade agreements – will not be appropriate in a no deal scenario and will cease to be used as the arrangements will not automatically roll over.

A variation of this document though may well be used in future UK trade agreements both with the EU and the rest of the world.

ATA Carnets

In a deal scenario, ATA Carnets – the passports 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 continue to be issued exactly as now, at least until the end of the transition period.

In a no deal scenario it is likely that ATA Carnets – with a minor change to the information contained on the front cover of the document – 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. Consequently there would be a significant increase in the number of ATA Carnets issued from the UK as well as for goods coming in temporarily from the EU.

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

Ten years of the Enterprise Europe Network

The Enterprise Europe Network (EEN) first started supporting SMEs around the world – 67 countries and counting – ten years ago and has since helped 2.6 million small businesses innovate and grow internationally. To celebrate the EEN achievements over 80 clients convened at the Devonshire Club in November for networking and a light-hearted quiz to test knowledge of the previous decade.

Facts and figures

The EEN facts and figures make impressive reading.

- Over 230,000 companies have made more than 700,000 business connections through the Network's events
- Almost 10,000 companies have now benefited from the innovation support services offered since 2014, with that number continuing to grow each year
- As well as managing trade missions the LCCI international



business team which runs the EEN operation delivers a programme of local events across a wide range of sectors:

- B2Bs – helping companies make connections internationally in new areas e.g. Ecobuild-London, Nordic Organic- Malmö, EUREKA Innovation Days- Helsinki

- Business Clinics - giving businesses the opportunities to meet experts in individual meetings to help them understand new markets and make connections – recent ones have featured Taiwan, Indonesia, and Colombia
- Training courses and workshops – giving companies the tools they need to do business internationally covering subjects such as export documents, Incoterms, and CE Marking.

Building on its role as an original European Information Centre – set up by the European Commission in the run-up to the completion of the internal market in 1992 – the LCCI's EEN helps boost the capital's status as a global hub for innovation and commerce and provide opportunities as part of a worldwide network embodying the network's motto – *Providing business support on your doorstep.*



Recognition

In 2017, the LCCI EEN team won the best practice award at the Network's annual conference in Tallinn in recognition of the work done to use the wealth of knowledge in the network to provide companies with expertise through existing resources.

The joint funders of the network in the UK – Innovate UK and the European Commission – have confirmed that the project will run until 2021 so the EEN can continue to provide the valuable support it does to UK businesses through these uncertain times and beyond.

See pages 40 and 42 for the regular Enterprise Europe Network pages featuring news and upcoming events
enterprise.europe@londonchamber.co.uk

British brands feature in global awards

The World Branding Awards, the ultimate global brand recognition accolade, saw 270 brands from 33 countries named 'brand of the year' at a recent ceremony held in London

The UK's Johnnie Walker was announced as a global winner alongside the international brands of Beijing Tong Ren Tang, BMW, Cartier, Club Med, JinkoSolar, Lego, L'Oréal, Louis Vuitton, Nescafé, Rolex, Samsung, Schwarzkopf and Yakult.

National tier winners from the UK were Barclays, Boots, British Airways, British Gas, BT, Costa Coffee, EE, Greene King, Greggs, Highland Spring, Royal Mail, Silentnight, Umbro, Walkers, Warburtons and Wetherspoon.

Votes

Winners are judged through three streams: brand valuation, consumer market research, and public online voting. Seventy per



cent of the scoring process comes from consumer votes. There can only be one winner in each category per country.

"The awards celebrate the achievements of some of the greatest brands around the globe. With an average of just six winners per country, it is truly a great achievement to be a winner of these awards," said

Richard Rowles, chairman of the World Branding Forum.

Winners

"More than 4,500 brands from 57 countries were nominated this year, with 351 brands from 49 countries declared as winners – 81 brands from 16 countries were awarded in New York; and 270 winners from

"The awards celebrate the achievements of some of the greatest brands around the globe."

33 countries awarded in London. Not every country was awarded, as a few did not receive enough votes to qualify," said Peter Pek, chief executive of the forum.

Now in its fifth year, the awards are organised by the World Branding Forum, a global non-profit organisation dedicated to advancing branding standards. It organises and sponsors a range of educational programmes. The forum also publishes branding news on its website that reaches a global audience of over 23.69 million. The event was hosted by David Croft from Sky Sports.

For a full list of winners visit awards.brandingforum.org

International trade – how UK chambers of commerce can help SMEs



Eric Huang gives his personal view

UK chambers of commerce have been operating for over 150 years with strong brand names. As well as connecting businesses locally they have developed a wide range of services to support companies growing internationally. With Brexit on the horizon, trade barriers UK SMEs will be facing might be more challenging than ever. Thus, it is vital for companies to understand to what extent UK chambers can help to overcome them.

Unlike Germany, France, or Japan, UK chambers of commerce are private entities without government funding. However, their private law status allows them to avoid organisational bureaucracy and to provide more diverse services to members. Services are based on members' individual business interests rather than the government's interests.

Market research and advice

Conducting market research to identify target markets can be very time-consuming. Most SMEs have niche products and invest considerable resources into product and service development. During my company's London Tech Week@China project, start-ups and scale-ups demonstrated interest in showcasing in China, seeing ample business opportunities. However, they also faced financial and time

constraints to exploit those opportunities.

UK chambers work alongside the Enterprise Europe Network and appropriate government departments as well as with the global chamber chain to provide collective information such as market intelligence, country profiles, and partnering opportunities. They also offer advice on local policies and regulations. Such information is vital to familiarise SMEs with international trade procedures, and also to provide an economic outlook of a targeted market and its relations with the UK.

Trade support

Chambers offer a wide range of services to support and facilitate trade such as export training, the provision of export documents, and market information and company data. Rather than general trade topics, these services also address some specific issues. SMEs can also benefit from gaining knowledge and support from Chambers' regular networking events as they often bring together industry experts, government officials and other interested parties to share market experience. Participation in a chamber-led trade mission is the logical progression for an SME as nothing can replace a market visit.

Eric Huang is marketing and business development manager of Cocoon Global
www.cocoon-networks.com



SPONSORED COLUMN

Outlook for freelance workers in 2019

Bhavini Kalaria, Solicitor & Director, The London Law Practice

This year has seen political debate over working rights of freelance workers, with legal battles between companies and contracted staff, continue. The question of whether someone is genuinely working on a freelance basis or is a worker or employee (attracting additional rights such as e.g. holiday pay, sick pay, national minimum wage and increased certainty as to working hours) is dependent on different considerations. These can include who determines how and when the contractor works; whether substitutes are permitted; who provides the equipment; whether there is any obligation to provide work and whether the agreement between the company and the freelancer is a sham created to avoid tax.

“However, what is clear is that our current laws don't cater for new ways of working and with Brexit not far off the horizon, employment law legislative changes in 2019 seem inevitable to achieve greater certainty for businesses.”

In June, Gary Smith, a plumber who has worked for Pimlico Plumbers won his claim in the Supreme Court that he was entitled to additional working rights, having worked for the company for six years exclusively. He was VAT registered and had been paying self-employment tax. This case follows on from earlier decisions such as the January 2017 Employment Tribunal decision relating to City Sprint's contractual arrangements with couriers. In that decision, the Tribunal described the arrangements as “contorted”, “indecipherable” and “window-dressing”. Key to this decision was the lack of autonomy of couriers



in determining how their services were performed. The contracts were subsequently amended to avoid the risk of future cases (something which City Sprint faced heavy criticism over).

City Sprint, along with Uber (which also continues to fight a 2016 tribunal ruling), are facing parliamentary scrutiny of their arrangements following on from the Taylor Review from last year. You can see the Government's response to the Review here: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/679767/180206_BEIS_Good_Work_Report_Accessible_A4_.pdf There are, of course, benefits to contractors who prefer to operate on a self-employed basis including the ability to work flexibly and turn away work that they don't wish to do.

However, what is clear is that our current laws don't cater for new ways of working and with Brexit not far off the horizon, employment law legislative changes in 2019 seem inevitable to achieve greater certainty for businesses.

For further information on any of the issues arising out of the article, please contact Bhavini Kalaria at:
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 The London Law Practice

From Delhi to Dubai



**Peter Bishop's
India and UAE Diary**

To India and the United Arab Emirates for a series of World Chambers Federation meetings that would encompass the origin of goods in global trade, temporary imports and exports, and the election of a new World Chambers president.



Delhi first and everything I had read about the city's pollution levels were grimly evident. Whether it is significantly worse because of the supposedly banned Diwali firecrackers or the drift into the Delhi bowl of the effects of seasonal crop stubble burning by farmers in neighbouring Haryana is a matter of debate. The conditions though made a walk along the Rajpath towards the India Gate eerie visually and challenging from a respiratory point of view. I could only imagine how bad it would be without the compressed natural gas-run bus service in the Indian capital and the impressive metro system introduced for the Commonwealth Games in 2010.



The Delhi metro is the largest and busiest in India, boasting eight lines, interestingly colour-coded – violet, magenta and pink (under construction) caught my eye. I was also taken with the ubiquitous '10 commandments of basic etiquette to make the metro journey a pleasant experience' – something for the London tube to pick up on perhaps,

especially no. 5: *Turn your cell phone to vibration mode and avoid talking loudly while travelling.*



They have a metro in Jaipur too which I reached on the Rajasthan double-decker 'express' service – five and a half hours to cover 150 miles at a seemingly nominal ticket price – with non-stop servings of chapati, rice, lamb curry, and tea thrown in. In operation since 2015 the metro has suffered from brutal planning decisions in plotting its route around the Pink City irrespective of landmarks. The Jai Mahal Palace hotel where many of my meetings took place is scarred by the elevated rail line cutting off the corner of its beautiful and historic grounds.

Trade facilitation was the subject of my meetings and trade was on the agenda too for Indian Prime Minister Modi. He was visiting Singapore to make progress on the Regional Comprehensive Economic Partnership (RCEP). This aims to create the world's largest free trade area covering the ten ASEAN countries plus China, Japan, South Korea, Australia, and New Zealand. Naturally there are sensitivities. India is concerned about increased Chinese imports if it significantly opens up its market to RCEP members. They are seeking to get agreement on the free movement of the country's skilled professionals and have offered duty free access on three quarters of goods from China, Australia and New Zealand and up to 86 per cent for other RCEP members, though more is being requested. If it comes to fruition RCEP will account for 30 per cent of global trade but recent progress has been slow.

It being the month that marked the centenary of the end of the Great War, there was much written in the *Hindustan Times* and *Times of India* amongst others on India's 'forgotten' heroes. These were the 1.4 million soldiers – including 11 Victoria Cross winners – who fought in the conflict, 74,000 losing their lives,

who, for the most part, had been "airbrushed out of the picture". The Armistice was hardly noted in the United Arab Emirates, my next destination. Not surprising, according to *Gulf News*, but ironic "because that war, which broke out in the heart of Europe, had a seismic effect on the geopolitical identity of the Arab world."



After a regional trade documentation workshop presided over by Dubai Chamber's Atiq Juma Nassib, the World Chambers Federation took centre stage and the Chamber's impressive secretary general Hammad Buamim was elected president to succeed Peter Mihok, a hugely successful Slovak businessman who has done so much to put chambers on the global map. In addition to his role as president and chief executive of Dubai Chamber, Buamim is a board member of UAE Central Bank, Dubai World and Dubai International Financial Centre as well as chairman of National General Insurance and the Institute of Corporate Governance. Phew!

Buamim was characteristically modest in accepting his appointment. "I look forward to working with my colleagues at the World



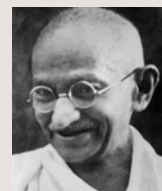
Chambers Federation and chamber leaders around the world to develop and adopt a future-ready framework that will facilitate global trade and move the chambers community forward. Through our combined efforts, I believe we can achieve common goals and pave the way for sustainable global growth."



On this trip to India and the UAE I flew through Abu Dhabi on the fabled Etihad airline, this year celebrating its 15th birthday – see article on page 17. As well as experiencing enviably high standards of customer service I caught some stunning views of Yas Island and the race circuit as well as the constantly-changing coastline as the emirate continues its process of development not least to make it an irresistible place to visit and linger.

Palace news

FICCI – the Federation of Indian Chambers of Commerce and Industry, founded in 1927 on the



advice of Mahatma Gandhi – hosted a programme in Jaipur which included the International Certificate of Origin Council, the World ATA Carnet Council and a workshop on doing business in India.

Masterminded by the ebullient and stylish Nirankar Saxena, FICCI's deputy secretary general, the charming Mrs Vijayalakshmi, and Carnet champion Alop Mittal the events took place in such Rajasthani gems as the Taj Jai Mahal Palace and Rambagh Palace (both converted to hotels) and Jaipur Hall.

FICCI is the national guaranteeing organisation for the ATA Carnet and is making great strides in matching its growing global economic power to trade facilitation prowess.

www.ficci.in





Etihad has plenty to celebrate

Was it only 15 years ago that Etihad Airways entered the world of aviation with a UK launch in London? That seems too short a time to have developed into one of the world's best airlines but that is exactly what they have done

Within two years of set up they were picking up the World Travel award for the world's leading new airline. Three years later – in 2008 – they placed the largest aircraft order in commercial aviation history at the Farnborough airshow. In 2014 the airline took delivery of its first A380 and cemented its status as global carrier – 119 aircraft carrying more than 15 million passengers serviced by over 20,000 employees organising over 1,000 flights per week to more than 120 destinations.

Etihad's impressive development has been in step with Abu Dhabi's vision to build a destination and increase tourism driven by a marketing plan that has featured as a case study in many a business studies



Yas Marina Circuit

photo by Rob Alter / Flickr/CC BY 2.0

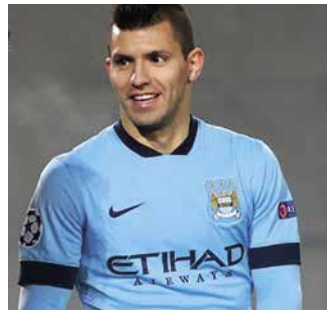


photo by Soccer.ru / Wikimedia/CC BY 2.0

syllabus. The emirate's end-of-season grand prix on Yas Island has for ten years been a highlight of the F1 season and racing fans again turned up their thousands to witness Lewis Hamilton's predictable win. The Louvre Abu Dhabi and Warner Brothers World are two of the latest attractions to draw the crowds as the emirate maintains its appeal to encompass art, culture and popular, family entertainment as well as sport and leisure.

Core values

Established by royal decree it is appropriate that Etihad is helping to mark another anniversary this year –

that of the centenary of the birth of Sheikh Zayed, the Founding Father of the United Arab Emirates. The airline's campaign to support the Year of Zayed is built on honouring his core values of respect, wisdom, sustainability, and human development.

Initiatives include complimentary cargo flights for UAE charities engaged in philanthropic missions around the world, a conservation project featuring ten tagged flamingos on their autumn, migratory journeys, and a young aviators' programme.

Both Abu Dhabi and Etihad have come a long way in a short time but there is no standing still. The airline has just launched a new route to Bar-

celona while the emirate is on a drive to accelerate its economic growth under the banner of Tomorrow 2021, an initiative which Sheikh Mohammed bin Zayed, Crown Prince of Abu Dhabi, launched this summer and includes 50 initiatives that reflect the priorities of citizens, residents and investors. The move is part of an action plan "to generate a vision of the future economy in a post-oil world that aims to stimulate investment, create jobs, spur innovation and improve the overall quality of life in the emirate."

Meanwhile the Etihad-sponsored Manchester City football team are unbeaten and lead the English premier league by two points. Who would bet against back-to-back titles achieved in their distinctive light blue livery?

www.etihad.com



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Business cultures around the world

From conducting business in a sauna to only accepting business cards with both hands, the world's most interesting and unusual work-based customs have been revealed

The workplace experts behind LondonOffices.com have researched business cultures across a variety of countries in order to reveal the remarkable customs business people tend to follow across the world.

Hot-bath negotiations are the norm in Finland, where an affinity for saunas is deeply rooted in the culture, and in South Korea, your business dinner may be followed by an evening of karaoke.

In Hong Kong, the most senior member of staff should be offered a seat at the head of the table during any meeting or business dinner, and because Japanese business people regard the business card very seriously, you must always accept a card with both hands and take time to study the information before putting it away.

A lot of European countries have a much more relaxed approach to business but even the Italians have two business cards – one for business and another for personal information and social gatherings.

Protocols

Chris Meredith, chief executive of LondonOffices.com commented: "We Brits are renowned for taking work very seriously – we have one of the longest working weeks and spend on average around 81,000 hours, or the equivalent of a full nine years of our lives at work.

"But this almost pales in comparison to some other countries, who have strict business protocols that should always be adhered to out of respect.

"We feel it's useful to draw attention to some of these customs, just in case British workers find themselves having to take business trips to these countries. You don't want to end up ruffling any feathers when trying to seal important deals and partnerships."

France



French workers pride themselves on maintaining a clear distinction between work life and personal life, which led to an initiative that was passed last year allowing em-



"Hot-bath negotiations are the norm in Finland, where an affinity for saunas is deeply rooted in the culture, and in South Korea, your business dinner may be followed by an evening of karaoke."

ployees the right to ignore work-related emails sent after working hours. The 'right to disconnect' applied to companies with more than 50 employees.

You should also be prepared for lengthy business meals in France, as lunch can last up to two hours.

Italy



Italian people often have two business cards – one for business and another for personal information and social gatherings.

Finland



Hot-bath negotiations are the norm in Finland, where an affinity for saunas is deeply rooted in the culture. These sweltering sessions are thought to enhance creativity and encourage more open dialogue. In fact, the practice is so widespread that many large companies have saunas in the office.

Germany



Germans often respect direct communication – the more straightforward, the better. So, it's wise to remain serious and devoid

of humour, as jokes may not be appreciated in a business context.

Hong Kong



It's rude to start eating before the host in Hong Kong, and seating placements are also tied to seniority; the most senior member of staff should be offered a seat at the head of the table during any meeting or business dinner.

South Korea



If you join Korean colleagues for dinner, you might find yourself at a karaoke establishment – and you will be expected to sing.

Japan



If you are offered a business card in Japan, you should take it with both hands and pause a moment to study the information before putting it away, as Japanese business people view the business card as a particular item of importance. In addition, the business card should never be written on or played with during a meeting, as both are signs of disrespect.

Napping in the office is also common in this country and is seen as a



sign of employee diligence. The word for the practice is 'inemuri' or 'sleeping on duty' and is most prevalent among senior employees.

China



In China, the customary tradition is that gifts are presented when you show up for a business meeting. However, gifts can be refused up to three times before being accepted, so it's important to continue offering your present until it is taken.

United Arab Emirates



Left-handers may have some trouble doing business in the United Arab Emirates, as in a lot of Middle Eastern countries, the left hand is considered unclean and used strictly for bodily hygiene. As a result, it's important to eat, shake hands and pass documents with the right hand only. Using the left hand is a serious insult.

Egypt



Business meetings are never scheduled for Fridays in Egypt, as it's considered a day of rest.

Argentina



Argentinian business lunches are few and far between – most business-related meals are arranged for dinner, which starts around 9pm.



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.



Ukraine

This company works actively with the largest Ukrainian supermarkets and e-commerce marketplaces and is looking for EU producers of food and fast-moving consumer goods that want to sell their products to the Ukrainian market. The company seeks business partners and offers itself as a distributor or agent. The company has long and varied experience in the distribution process and can offer co-operation at a high level.
Ref: BRUA20180929001



Finland

Specialist in the manufacture of sportswear made from merino wool is looking for commercial agents and distributors in France, Germany, Italy, Switzerland and the UK. The products are suitable for outdoor and sports activities.
Ref: BOFI20181003001



Spain

An award-winning company that designs, manufactures and builds modular aluminium houses offers solutions to economise resources for residential buildings. It is looking to develop a partnership under a manufacturing agreement with construction and architecture companies to build modular houses that are easy to set up. It offers two kits which are sent by container to be set up by a trained team.
Ref: BOES20180723001



Sweden

Producer of organic lemonade in three different flavours is looking for a manufacturer who can supply them with bag-in-box packaging. They are looking to enter into a manufacturing agreement and would like to build a long-term relationship.
Ref: BRSE20181010001



Italy

A small company in the furnishing and manufacturing industry has competence in the design and development of contemporary seating and furnishings is looking for a partner able to offer know-how/technology solutions for new plastic items. The company intends to expand its production by collaborating with an R&D centre or a manufacturer with expertise in developing innovative, eco-sustainable, versatile products in plastic. Partnerships sought include technical co-operation or manufacturing agreements.
Ref: TRIT20180920001



South Korea

A company which specialises in optimal Energy Storage System (ESS) system integration technology has been in the renewable energy integration business since 2012. The company is expanding its area to Smart City ESS and is searching for the design technology which can discover, compose and propose the entire project.
Ref: TRKR20181011001



Brazil

This company was founded in 2009 and is based in the state of Minas Gerais. The company manufactures bicycles for children, young people and adults, includes both utility and premium models. It offers an extensive variety of bikes, including bikes for children from 18 months old, bikes for cargo transportation and bikes for professional races. Models also come in a variety of colours. The company seeks European trade intermediaries.
Ref: BOBR20180522010



Germany

A start-up company which specialises in retailing and formulations elaboration for personal hygiene, body care and the cosmetics industry, are looking for suppliers of raw materials in Europe. Pigments, UV filters or commonly-used actives are sought. Long-term agreements with manufacturers are preferred to provide a service bridge to industrial end-user clients in the Middle or Near East. The company is looking for exclusive distribution services agreements or commercial agency agreements.
Ref: BRDE20180906001



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Ending free movement could send UK economy into shock

Ending the free movement of labour from Europe could create a major shortage of workers, especially in south east England, according to a new study on the impact of Brexit

Researchers also found existing employment rights are likely to remain “more or less intact” after Brexit, as many UK laws exceed the minimum standards required by EU employment directives, while leaving the EU is unlikely to have a large impact on UK employment policy or collective representation by trade unions.

“The south east of England would be hardest hit as 35 per cent of all migrants in the UK live in London, making up 38 per cent of the capital’s population.”

Both the Conservative government and Labour opposition have suggested that free movement for EU workers would end after Brexit.

However, Jimmy Donaghey, from Warwick Business School, and Paul Teague, from Queen’s University, Belfast, found the UK economy has continued to rely on migrants since the 2016 Referendum.

Net contribution

Migrants from the ten central and eastern European countries that joined the EU in 2004 and 2007 made a net contribution of almost £5 billion to the UK economy in a decade.

The end of free movement could therefore cause a “huge shock” to the UK economy by cutting off businesses from a seemingly limitless pool of relatively low paid labour.

The south east of England would be hardest hit as 35 per cent of all migrants in the UK live in London, making up 38 per cent of



Image: Alekx2/Wikipedia (CC BY-SA 3.0)



the capital’s population.

It would be difficult for unskilled and unemployed workers from other parts of the UK to move to London to plug the gap because of the high-cost of living in the south east.

Draconian

The government could have to abandon austerity and its cap on housing benefits to convince people to move from the north to the south of the UK or introduce

more draconian benefit sanctions to force workers to relocate, the authors claim.

Jimmy Donaghey, Professor of International Human Resource Management from Warwick Business School, said: “A radical scaling back of immigration would lead to severe labour shortages across a variety of business sectors, but particularly in retail, restaurants, and hotels.

“It has been argued that UK workers who are unskilled or un-employed could fill any shortages, but in practice this would be very hard to achieve.

Economically depressed

“Many of the vacancies that are likely to arise from a fall-off in immigration are likely to be in the south east of England, yet a disproportionate number of the available UK-born workers are in economically depressed parts of northern England, Northern Ireland, Scotland and Wales.

“There are huge barriers to these workers moving south, particularly the higher property and rental costs and the recent changes to housing benefits, which make it prohibitively expensive for unskilled workers, particularly if they have families.”

The researchers investigated how Brexit would impact on key employment issues in the UK. They found businesses would also be under pressure to spend heavily on education and training if freedom of movement ends to replace skilled workers who leave the UK.

Many companies and public sector employers, such as the NHS, currently under invest in training as it is cheaper to recruit the skills they need from overseas.

For a copy of the research paper *Brexit: EU social policy and the UK employment model*, published in the *Industrial Relations Journal*, email warren.manger@wbs.ac.uk or ashley.potter@wbs.ac.uk.



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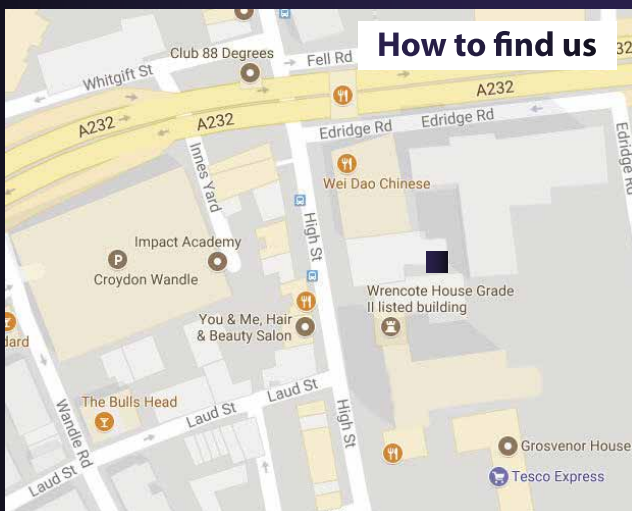
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Discounted rates are available for corporate groups and LLC members and in addition there may be government funding available to support an organisation to up-skill its workforce and prepare for the future.

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

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



December 2018

04/12/18 Time 18.00-20.00 ALL MEMBERS AND NON-MEMBERS

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

04/12/18 Time 09.30-11.00 LOCAL MEMBERS AND NON-MEMBERS

Maximise Your Membership**Venue:** Jurys Inn Croydon, Wellesley Road, Croydon CR0 9XY**Nearest Station:** East Croydon**Local Member and Non-Members:** Complimentary**Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

05/12/18 Time 12.30-14.30 ALL MEMBERS

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

January 2019

08/01/19 Time 08.15-09.30 ALL MEMBERS AND NON-MEMBERS

Capital 500 Quarterly Economic Survey Presentation - Quarter 4 2018**Venue:** JLT, The St Botolph Building, 138 Houndsditch, London EC3A 7AW**Nearest Station:** Aldgate**Patron Member, Premier Plus Member, Local Member and Non-Member:** Complimentary**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

10/01/19 Time 12.30-14.30 ALL MEMBERS

Time To Talk Business**Venue:** Canary Riverside Plaza Hotel, 46 Westferry Circus, London E14 8RS**Nearest Station:** Westferry**Patron Member, Premier Plus Member, Local Member, Member's Guest:** Complimentary**Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

14/01/19 Time 08.45-09.45 PATRON AND PREMIER PLUS MEMBERS

Policy Breakfast**Venue:** tbc**Patron Member and Premier Plus Member:** Complimentary**Contact:** Simon Dishman **Tel:** 020 7203 1911**Email:** sdishman@londonchamber.co.uk

15/01/19 Time 08.15-10.00 PATRON AND PREMIER PLUS MEMBERS

Property and Construction Breakfast Club with guest speaker Christopher Hayward, Chairman - Planning and Transportation Committee, City of London Corporation**Venue:** CBRE, Henrietta House, Henrietta Place, London W1G 0NB**Nearest station:** Bond Street**Sponsored by:** CBRE**Patron and Premier Plus Member:** £54.00**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

16/01/19 Time 07.45-09.15 PATRON AND PREMIER PLUS MEMBERS

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

16/01/19 Time 18.00-20.00 ALL MEMBERS

New Year Networking - Italian Wine Café, Veeno**Venue:** Veeno, 46 George Street, Croydon CR0 1PB**Nearest Station:** East Croydon**Patron Member, Premier Plus Member, Local Member and Member's Guest:** £17.00**Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

22/01/19 Time 09.00-11.30 ALL MEMBERS AND NON-MEMBERS

Interactive Workshop - Successful Sales Strategies**Venue:** Canary Riverside Plaza Hotel, 46 Westferry Circus, London E14 8RS**Nearest station:** Westferry**Patron Member, Premier Plus Member, Local Member and Non-member:** £10.00**Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

22/01/19 Time 09.00-16.30 ALL MEMBERS AND NON-MEMBERS

International Business Training: Export Documents**Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member:** £354.00**Local Member and Non-member:** £414.00**Contact:** Zuzana Brutenicova **Tel:** 020 7203 1823**Email:** zbrutenicova@londonchamber.co.uk

22/01/19 Time 18.30-20.30

LCCI PA CLUB (PAs & EAs ONLY)

LCCI PA Club New Year Party

Venue: Churchill War Rooms,
King Charles Street, Clive Steps,
London SW1A 2AQ

Nearest Station: Westminster

LCCI PA Club Member and Non-Member (PAs & EAs only):
Complimentary

Contact: LCCI PA Club Team **Tel:** 020 7203 1700

Email: lccipaclub@londonchamber.co.uk

LCCI PA CLUB

February 2019

05/02/19 Time 18.30-20.30

PATRON AND PREMIER PLUS MEMBERS

By Invitation Only

Venue: HMS Belfast, The Queen's Walk, London SE1 2JH

Nearest Station: London Bridge

Sponsored by: Middlesex University

Patron and Premier Plus Member (within
the 13+ employees subscription rate):
Complimentary

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

Email: events@londonchamber.co.uk



23/01/19 Time 18.00-20.00

ALL MEMBERS

Connect at Deliveroo Evening Networking*

Venue: Deliveroo, 1 Cousin Lane, London EC4R 3TE

Nearest stations: Cannon Street, Mansion House and Bank

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

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

Email: events@londonchamber.co.uk

*new name for Changing Places Evening Networking event series

29/01/19 Time 09.30-16.00*

ALL MEMBERS AND NON-MEMBERS

*pre-booked 30 minute individual appointments only

China: One-to-One Business Clinics

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

Nearest stations: Mansion House, Cannon Street and Bank

Patron Member and Premier Plus Member: £10.00

Local Member and Non-member: £15.00

Contact: Anthony Maffei **Tel:** 020 7203 1833

Email: ibintern@londonchamber.co.uk

31/01/19 Time 12.00-14.00

ALL MEMBERS

The Grapevine Network

Venue: Hampton By Hilton, 30 Dingwall road,
Croydon CR0 2NB

Nearest Station: East Croydon

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

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

Email: lsaran@londonchamber.co.uk



13/02/19 Time 10.00-12.00

ALL MEMBERS

One of a Kind Networking

Venue: Croydon Park Hotel, 7 Alytre Road,
Croydon CR9 5AA

Nearest Station: East Croydon

Patron Member, Premier Plus Member and Local
Member: £20.00

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

Email: lsaran@londonchamber.co.uk



31/01/19 Time 18.00-20.00

PATRON AND PREMIER PLUS MEMBERS

Compete & Connect

Venue: Mac & Wild Shooting Range and Bar, 9a Devonshire
Square, London EC2M 4YN

Nearest Station: Liverpool Street

Patron Member and Premier Plus Member: £60.00

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

Email: events@londonchamber.co.uk

27/02/19 Time 08.45-13.00

ALL MEMBERS AND NON-MEMBERS

CE Marking Training Course

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

Nearest stations: Mansion House, Cannon Street and Bank

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

Contact: Zuzana Brutenicova **Tel:** 020 7203 1823

Email: zbrutenicova@londonchamber.co.uk

Continued on page 24

How to book your place(s) at a London Chamber of Commerce event

Visit londonchamber.co.uk/events to book your place/s on any of the above events following the instructions below.

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

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

27/02/19 Time 18.00-20.00

LCCI PA CLUB (PAs & EAs ONLY)

LCCI PA Club Venue Visit**Venue:** Tom's Kitchen Canary Wharf, 11 Westferry Circus, London E14 4HD**Nearest Station:** Canary Wharf**LCCI PA Club Member and Non-Member (PAs & EAs only): Complimentary****Contact:** LCCI PA Club Team **Tel:** 020 7203 1700**Email:** lccipaclub@londonchamber.co.uk

LCCI PA CLUB

28/02/19 Time 12.00-14.00

ALL MEMBERS

The Grapevine Network**Venue:** De Vere Selsdon Park Hotel, 126 Addington Road, South Croydon CR2 8YA**Nearest Station:** Sanderstead**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

March 2019

07/03/19 Time 18.00-20.00

ALL MEMBERS

Connect at Sandals Evening Networking***Venue:** Sandals, 135 Fulham Road, Chelsea, London SW3 6RT**Nearest station:** South Kensington**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

*new name for Changing Places Evening Networking event series

13/03/19 Time 17.45-20.30

ALL MEMBERS

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

19/03/19 Time 09.00-16.30

ALL MEMBERS AND NON-MEMBERS

International Business Training: Letters of Credit**Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member: £354.00****Local Member and Non-member: £414.00****Contact:** Zuzana Brutenicova **Tel:** 020 7203 1823**Email:** zbrutenicova@londonchamber.co.uk

22/03/19 Time 11.30-17.45

ALL MEMBERS

LCCI Spring Raceday**Venue:** Lingfield Park Racecourse, Racecourse Road, Lingfield RH7 6PQ**Nearest Station:** Lingfield**Patron Member, Premier Plus Member, Local Member and Member's Guest: £72.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

28/03/2019 Time 18.30-20.30

ALL MEMBERS

London Tomorrow Debate on Brexit**Venue:** City Hall, The Queen's Walk, London SE1 2AA**Nearest Station:** London Bridge**Contact:** Joe Richardson **Tel:** 020 7203 1889**Email:** jrichardson@londonchamber.co.uk

April 2019

05/04/19 Time 08.30-10.30

ALL MEMBERS

Spring Prestige Breakfast**Venue:** Searcys The Gherkin, 30 St Mary Axe, London EC3A 8EP**Nearest stations:** Aldgate and Bank**Sponsored by: Middlesex University****Patron Member and Premier Plus Member: £66.00****Local Member: £90.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

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LCCI events highlights

■ Cereal Networking

This series of events is aimed at members from a variety of different business sectors and companies, ranging from SMEs to the big corporates. The next breakfast will take place on Wednesday 16 January from 7.45am - 9.30am at LCCI. This complimentary event is exclusively open to Patron and Premier Plus members.

■ Connect at Deliveroo Evening Networking Reception

Our bi-monthly flagship networking receptions are regularly attended by up to 100 members from a wide range of industry sectors. Our next event will be hosted by Deliveroo on Wednesday 23 January. This complimentary event is open to members only.

■ LCCI Spring Raceday

Join us at the LCCI Spring Raceday at Lingfield Park Racecourse on Friday 22 March.

This fun, informal day offers a cost-effective way to reward colleagues, entertain clients and increase your business network over lunch and during an afternoon of racing at Lingfield Park. Open to all members tickets are £72.00 inclusive of VAT per person.

■ Capital 500 Quarterly Economic Survey – Q4 of 2018 Launch

LCCI's Capital 500 Quarterly Economic Survey – in partnership with leading polling agency ComRes – is London's largest and most authoritative business survey, measuring business performance and confidence in the capital. Join us for a presentation of the findings from the final quarter of 2018 on



Tuesday 8 January at JLT which will include expert analysis on what the results mean for your company and London's economy, as well as opportunities to network over breakfast. This complimentary event is open to all members and non members

■ Property and Construction Breakfast Club

The first breakfast of 2019 will hear from Christopher Hayward, Chairman – Planning and Transportation Committee, City of London Corporation on Tuesday 15 January. Sponsored by CBRE the event is open to Patron and Premier Plus members only at £54.00 inclusive of VAT per person.

■ Compete & Connect

A visit to Mac & Wild's virtual shooting range and bar promises to create an incredible experience

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

■ Networking Training

This workshop is ideal if you are new to networking or have some networking experience but are not getting the results you need from the events you are attending. Taking place on Wednesday 13 March from 5.45pm – 8.30pm at etc.venues - Fenchurch Street; tickets start at £78.00 inclusive of VAT per person.





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London government – how it works and what it does



by Alexa Michael

Greater London is governed by an executive Mayor and 25 Assembly Members who are elected by Londoners every four years

The incumbent Mayor of London is Labour's Sadiq Khan. No political party has a majority in the London Assembly; the current political make-up is 12 Labour, eight Conservative, two Green, two UKIP and one Liberal Democrat. There are two types of Assembly Member: 14 who represent a geographic constituency based on two or more London boroughs and 11 London-wide members. The London Assembly is also known as the Greater London Authority (GLA).

Both the London Mayor and Assembly were created after a London-wide referendum in 1998 when a majority of Londoners voted in favour of a directly-elected Mayor and a London Assembly to scrutinise the work of the Mayor. The first London Mayoral and Assembly elections were held in 2000. The next set of London government elections is due in 2020.

The Mayor's role

The role of the Mayor is to provide leadership for the whole of Greater London. To do this, the Mayor must define a vision for London and then create the plans and policies to achieve it. In practical terms, this includes London-wide strategic transport plans, a housing strategy, support for London's businesses and care for the environment, among many others.

The Mayor has an annual budget of £17 billion to spend on public transport, fire services and policing. It is financed through a combination of central government grants, transport fares and other service charges, business rates and Council Tax. A proportion of this tax paid by Londoners is sent to the Mayor and is known as the 'precept'.

The policy areas covered by the Mayor are:

- Arts and culture
- Business and economy



- Environment
- Fire
- Health
- Housing and land
- Planning
- Policing and crime
- Regeneration
- Sport
- Transport
- Young people.

Skills

The Mayor's *Skills for Londoners Strategy* describes plans to create a technical and vocational education and skills system for people aged 16+ to meet the employment needs of individuals and businesses in London. It includes the setting up of a skills and employment knowledge hub, a website where individuals, colleges/training providers and businesses can find information on the skills that London's workforce needs and the training available to acquire them. *The Skills for Londoners Capital Fund* provides up to £82 million for investment in estate and equipment for London's skills providers over the next three years. Digital Talent is the Mayor's £7 million scheme to give young Londoners the digital skills they need to find employment.

Supporting businesses

The *London Business Growth Hub* is a one stop shop for business where entrepreneurs can find out about support available to London's businesses. It lists hundreds of programmes and initiatives, including

finance, premises and mentoring. The hub also includes a property advice service for London's SMEs.

Homes for Londoners

The Mayor obtained more than £4.8 billion from central government to help build 116,000 affordable homes by 2022, both for sale and rent. The Mayor will use this money to fund a range of affordable homes, including social rented housing run by Local Authorities or housing associations, *London Living Rent homes* (for Londoners on average incomes) and *London Shared Ownership* homes for people who cannot afford open market prices.

The London Plan

The Mayor is responsible for producing the *London Plan* which sets out the economic, environmental, transport and social framework for built development in the capital over the next 20 to 25 years. A new *Draft London Plan* was published for public consultation in December 2017 and is currently at Examination in Public (EIP) which is expected to last until March 2019 with

the final plan due to be published during winter 2019-20.

Transport

The Mayor's *Transport Strategy 2018* sets out the policies and proposals for transport provision in London over the next 20 years. This uses the *Healthy Streets* approach (ease of using the streets to travel) and promises more funding for underground trains to reduce overcrowding, among other pledges.

Environment

The Mayor's *London Environment Strategy* was published in May 2018 and its aims include London becoming a zero-waste city by 2026, with no biodegradable or recyclable waste being sent to landfill. There is a target for recycling 65 per cent of the capital's municipal waste by 2030. Other aims include making London a zero-carbon city by 2050 and for London to become the world's first *National Park City* where more than half of its area is green space.

The role of the London Assembly

The Assembly holds the Mayor – and Mayoral advisers – to account by examining policies and schemes. It does this through committee meetings, plenary sessions, site visits and investigations. The Mayor must respond to Assembly motions and formal recommendations. In addition, the Assembly questions the Mayor ten times a year at Mayor's Question Time. All meetings are open to the public.

The Mayor must consult the Assembly before producing statutory policy strategies and the £17 billion budget. The Assembly has the power to reject the Mayor's policy strategies and can also force reconsideration of the draft budget if two-thirds of Assembly members vote to do so.

Assembly members can investigate all kinds of issues that matter to London. These can range from environmental improvements for London's neighbourhoods to tackling substance misuse.

The Assembly carries out its investigations through cross-party committees which cover key policy areas such as transport, policing,

housing and planning, the economy, health and the environment.

Partnerships

The Mayor and Assembly work with a wide range of other bodies – the GLA ‘family’ – to deliver London’s government.

- Transport for London – runs London’s transport network
- Mayor’s Office for Policing and Crime – oversees the work of the Metropolitan Police
- The London Fire Commissioner – has responsibility for providing London’s fire and rescue service, the London Fire Brigade
- London Legacy Development Corporation – manages the Queen Elizabeth Olympic Park
- London & Partners – the Mayor’s official promotions agency for inward investment, tourism and overseas students
- Old Oak and Park Royal Development Corporation – supervises the development of the UK’s largest regeneration project.

In addition, the Mayor and Assembly also work with the 32 London Boroughs, the City of London Corporation, London Councils (a cross-party organisation that lobbies central government, the Mayor and others to get the best deal for London local government), businesses and community groups to run London.

Two external bodies who also participate in London’s government are:

London Enterprise Panel – this works with business on major regeneration projects, employment and skills. It is chaired by the Mayor.

London Resilience Partnership – provides a multi-agency approach in planning for, and responding to, major emergencies such as major transport accidents or terror attacks.

www.london.gov.uk/about-us/mayor-london

Alexa Michael is a business information executive at LCCI

SPONSORED COLUMN

THE B WORD. However it concludes it WILL affect your business. That’s a fact.

Victor Caddy, Partner, Wynne-Jones IP

Brexit presents a daunting range of challenges to businesses of all kinds. Increasingly important to the value of any business, Intellectual Property (IP) rights will be impacted in a variety of ways and no more so than for corporates with IP portfolios that require ongoing management. At Wynne-Jones IP we solved the Brexit issue long before we knew UK citizens would vote ‘leave’ and we certainly didn’t predict that even at this late stage post Brexit Britain would still be undefined.

means compartmentalising your cases and working through offices and firms that are best suited to serving local clients (which is, after all, why they were originally set up). The challenge is to retain links between IP owners and their law firm contacts in the UK, whom they already know and trust, while minimising complications from working with multiple European law firms, differences in local national laws, languages and cultures. Plus there’s the question of who charges the client for the work done, all of which are part of the UK’s exit from the EU. With AIPEX, we look after your whole portfolio.”

WE ESTABLISHED A PAN-EUROPEAN IP LAW FIRM THAT RUNS UNDER ITS OWN ENTITY CALLED AIPEX. IT CAN, AND ALREADY DOES, OFFER BUSINESSES A SECURE POST-BREXIT SOLUTION FOR BRAND PROTECTION.

AIPEX has offices in 16 of 27 EU states with a head office located in The Hague, Holland. As a Europe wide IP law firm, we offer a tailor-made solution to managing the IP portfolios of pan regional and international businesses. The team of 200 qualified attorneys, and support staff, work across a company’s entire IP portfolio, including patents, trade marks and design, as well as key areas such as infringement, prosecution, renewals and strategy. AIPEX is a law firm, not an alliance.

There are wide implications for owners of IP rights for businesses who operate globally and often work with multiple law firms in different markets to execute their portfolio requirements. Readers of Business Matters will need to re-work their trade marks and design strategies and we urge you to heed the word ‘strategy’ as management is key and far too frequently ignored. We’ve been recommending to all our clients to act now, not later.

Through AIPEX, Wynne-Jones represents its clients before the EUIPO. AIPEX is the address of service for all the Community designs and EU trade marks on the books of Wynne-Jones, so we retain complete control of all client affairs. Importantly for UK-based businesses, there’s no difference day to day and no double charging.

Victor Caddy, Leading Partner sums it up: “Anyone can file an EU trade mark application or a Community design application. The real question is what happens after Brexit, given that only a national of an EEA member state can represent you subsequently in processing your application and dealing with ongoing matters.

Sounds complicated – we hope not! But now you hopefully understand why there’s a reason to be Brexit ready. Get in touch with Victor for an initial free consulting meeting. It might be your most productive meeting that week!

“To overcome these difficulties UK IP firms may plan to divert their EUIPO work to branch offices they have in the EU or to independent attorneys in the 27 remaining EU states. But, this

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Showcasing on Instagram



The LCCI Instagram account showcases the people behind the chamber’s expanding business network. Rishi Patel’s (left) profile reveals what gets him motivated in the workplace:

“I started The Currency Account to help SMEs and charities save money on international transfers, including paying overseas suppliers and salaries, and

receiving payments. The Guardian recently recommended us as the best provider for large and mid-sized sums of euros, which we were very proud of, being an SME ourselves. Our customers use us as we offer a complete multi-currency banking solution and enable them to process payments to over 160 countries.

“I’ve always had a passion for simplifying financial products and services. Having previously worked in the front office of various proprietary trading institutions and investment banks, I wanted to help SMEs take advantage of technology and the fintech revolution ensuring they could process payments efficiently around the world. Now we are a trusted partner for a fast-growing portfolio of brands worldwide.

“LCCI is a good fit for us because most of their members are the types of customers we service i.e. any growing, internationally focused business looking to improve their bottom line and streamline their international payment requirements. We’ve sponsored various events at the LCCI, which was a great experience for us. We’re also really keen to support LCCI’s export documentation service, being the largest in the UK. ”

Connect with @london_chamber and chat to your account manager to find out how to feature



Two minute interview



May Khizam, chief strategist, The Grid Media



Who are you?

I am the founder of The Grid Media Ltd. We work with companies on ways they can share content to build loyalty with prospective clients and stay front of mind with their existing ones.

This is usually through producing digital content – blogs, podcasts, video – or live research-based thought leadership events such as workshops, roadshows and conferences, and marketing them to a relevant audience.

Before I started my business, I was the chief operating officer of a private investment firm for five years in Dubai where I had been transferred after a stint in Tokyo. I am originally from Australia though and it seems I have managed to keep my accent.

What is your connection with the London Chamber of Commerce?

I was invited to the chamber by a prospective client. I had been looking for an opportunity to connect to other businesses in the UK when I moved the business here. I looked into co-working spaces but the LCCI has a better representation of the kind of organisations that make up our clients e.g. law and advisory firms, and banks.

What was your first job in London?

This is my first job here though I have visited over the years especially when I was working for a US investment bank and reporting into the London office.

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

Making the move to the UK to expand the business to become one with a global footprint. We work across different industries with a focus on real estate, technology and investment. This year we have also worked in the defence space so I am proud of our research capabilities and ability to deliver irrespective of sector.

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

... trying to remember all my online passwords for the different platforms we use in the business from Skype, iTunes, Wordpress to bank account and social platforms. I know there's an app to manage passwords ... help!"

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

Whilst there are many famous and admirable entrepreneurs and business leaders, I recommend that you look closer to home, at friends and relatives around you who have built businesses (they were probably just called 'small business owners') and draw inspiration from their hard work, effort, resilience and grace.

Once you identify who they are, you will re-appreciate them and bond in a new way.

How is your business reacting to Brexit?

Being a global business, my guess is that British businesses will be looking at new markets e.g. Asia Pacific, the Gulf, Africa, and Australia. We are well-positioned to help organisations penetrate those markets so I feel positive now that it's a *fait accompli*.

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

More airflow would be appreciated when it's hot or humid. Otherwise I think it's pretty impressive and the staff are amazingly helpful.

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

I find that there is less red tape in the UK for businesses – that was one of the reasons for relocating our base. There is though a fair bit of bureaucracy around operating a business here as an Australian. However, I assume Australia is just as strict with British nationals and these things are reciprocal.

What is your favourite and least favourite thing about London?

I am impressed by the diversity and that people are considerate of others – although Londoners laugh when I say this! There is a mutual respect for people ... well, most of the time anyway.

I love the parks with Hyde and Regents being my favourites. People really use the parks here, more so than in Australia, so they have a great community feel with sunbathers, picnickers, dog walkers and joggers.

My least favourite thing is that peo-

ple tend to drop sticky drinks on the pavement and I have to sidestep a lot. Or is it just me?

Also, I have witnessed a fair bit of 'phone rage' in London with people yelling at someone very publicly on their mobiles. A bit more consideration would be nice.

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

Whilst I find the city to be reasonably safe, I think the Japanese 'koban' system of local police boxes (below) – usually a unit with two small rooms – outside main train stations and roads to be a good one. Some people may not welcome the idea of an increased police presence but I see it merely as a fixed place which the public know they can pop in to and ask for directions or report an incident. They are a seamless part of the community in Japan. I think it would work well here and contribute to an overall feeling of safety.

www.thegridmedia.co.uk



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SPONSORED COLUMN

UK's immigration landscape and what to expect in 2019

Mr Hans Sok Appadu, LLB. LLM
Immigration Solicitor



The year is coming to an end and the UK immigration landscape has faced challenges as well as welcomed news for many this year. This includes OTS Solicitors hitting the legal headlines for being ranked for Business Immigration for the first time in the latest Legal 500 directory, being described as "focussed immigration specialists".

Many legal changes were put into practice and more will follow in 2019:

New Start up business visa

Expected to open in Spring 2019 the new business visa will widen the pool of visa applicants to non-graduate entrepreneurs provided they have a university or approved business sponsor endorsement. The new visa is likely to replace the existing Tier 1 Graduate Entrepreneur category and it is promised to be a smoother and faster visa application process to encourage global talent to join entrepreneurs in the UK.

Tier 2 General visas

In June 2018 the Home Secretary, Sajid Javid, announced the cap for restricted certificates of sponsorship (RCOS) for Tier 2 (General) visas (which have to be obtained by employers hoping to recruit from outside the EEA) would no longer be applicable to doctors and nurses. The changes came into effect in July.

The figures from UK Visas and Immigration indicate that every applicant scoring at least 21 points (the minimum required under the Tier 2 system) was given restricted certificates of sponsorship in

July and August. Hospitals and medical recruitment agencies have welcomed the change in policy that has enabled more medical professionals to be recruited from outside the EEA to ease NHS staffing and recruitment pressures.

EU Settlement Scheme

The second phase of the EU Settlement scheme will run from the 1st November to the 21st December 2018 with it being anticipated that a new set of Immigration Rules will be announced in December 2018, the rules implemented in January 2019, with the Settlement scheme becoming fully operational in March 2019.

Under the second phase, EU Citizens will have to prove their identity when applying for pre-settled or settled status. Identity will be checked online as part of a new online application process. In addition, an Administrative Review will be given if the decision is made to refuse leave under the EU Settlement Scheme on eligibility grounds or to grant the applicant limited leave to remain in the UK rather than indefinite leave. In a change to previous policy, when determining the application for review new information and evidence (including documentation that was not available to the original decision maker) will be considered.

In summary, some welcome changes to immigration law and procedures over the last 6 months but with many more changes in immigration policy and rules expected prior to March 2019.

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Croydon regeneration

Heather Cheesbrough, director of planning and strategic transport at Croydon Council was the guest speaker at Croydon Chamber's executive club lunch in November, sponsored by Access Self Storage.



Seventy delegates attended the event to hear about the regeneration of Croydon's retail town centre. Croydon Partnership's (Westfield & Hammerson) £1.4 billion redevelopment of the Whitgift Centre will bring a major new retail, leisure and residential complex. Works are expected to start in 2019 and Croydon Council is implementing a range of measures to minimize the impact in the town centre and on local businesses.

www.croydonurbanedge.com/key-developments



Photo by Cathy Scott

Lights on in London

The annual installation of seasonal lights in Regent Street, the heart of the West End, has the aura of an ancient tradition about it writes Cathy Scott.

Surprising then that it is a mere 64 years old. *The Spirit of Christmas* lights were first turned on in 1954 and have become a central part of the festivities ever since, notwithstanding a short blip in the 1970s when economic pressures prevailed.

This year's switch flicker, Jodie Whittaker, the current Doctor Who, is the latest in a list which speaks of the time and includes Kylie Minogue, Take That, McFly and David Essex from the world of music, actors Joan Collins and Colin Firth, and a veritable palace of royal figures.

The *Spirit of Christmas* lights are installed by the Heart of London Business Alliance and The Crown Estate

Rewarding excellence in Croydon

Croydon's business community celebrated a year of success and growth at the 2018 Croydon Business Excellence Awards. And not even a World War Two bomb unearthed nearby could stop the party going off with a bang!

"Not even a World War Two bomb unearthed nearby could stop the party going off with a bang!"

After an understandable – but mercifully short – delay at the start, the festivities hosted by TV pre-



The 2018 Croydon Business Excellence Awards Winners

senter Michael Underwood got underway. Over 400 people attended the sparkling Gala Dinner Awards Ceremony and Charity Ball, at The Grand Sapphire Hotel Banquet-

ing Hall. There were inspirational speeches praising Croydon's ambitious and community-minded businesses from Mayor of Croydon Councillor Bernadette Khan,

Leader of the Council and Cabinet Member for budget and strategic policy, Councillor Tony Newman, and Clive Fuller, director of headline sponsor Willmott Dixon.

Amongst the winners of the 12 category awards there were two Croydon Chamber members: Caridon Property for commitment to the community; and Cleankill Pest Control for best employer. Other members recognized for their achievements across a range of categories were: Coversure Insurance Services Croydon, Croydon College, Croydon Commitment, Croydon Council, Frontier Support Services Ltd, and My Super Connector.

www.croydonawards.co.uk/2018-winners

How to divorce well



A leading family lawyer has set out his top ten tips for couples looking to divorce or separate well and his further top ten tips to stop children becoming casualties of divorce to mark November's Good Divorce Week, organised by Resolution, the family law organisation.

Peter Martin (above), a partner at Finchley-based OGR Stock Denton LLP who has more than 40 years' experience in family law, prepared the tips to help couples think about how to mitigate the effects of their separation. He said: "Having dealt with divorce cases for more than four decades, I have learnt that how one starts the process can dictate the whole tenor of the future of your divorce or separation.

"Certain characteristics repeatedly stand out as leading to what might be termed as 'constructive' divorces, which allow divorcees to begin the next chapters of their lives, and 'destructive' divorces, which lead only

to further pain and suffering. Too often, it is children who suffer most.

"My top ten tips are intended to help people achieve 'constructive' good divorces and to avoid the pain and suffering, particularly experienced by children, of a 'destructive' divorce. How one starts the process can dictate the whole tenor of the future of your divorce or separation. So here are my top ten tips for an amicable divorce and my tips for trying to protect the children.

1. Reactive decisions are usually bad ones. If you are feeling hurt or have just discovered your partner with someone else don't take any legal actions until the red mist has gone from your eyes.

2. Try to be rational and objective. Going through a separation is highly emotional, but try to put that emotion to one side and sit down around a table with a neutral party with the aim of making sensible decisions. Remember that you loved the other person once. There must have been a reason - focus on this not the hurt.

3. Decide on your priorities. More often than not one of the biggest priorities is to move on with your life with your dignity intact. The more amicable the divorce the quicker it will be over, leaving you to get on

"My top ten tips are intended to help people achieve 'constructive' good divorces and to avoid the pain and suffering."

with the next chapter of your life. It is also a lot cheaper.

4. Be nice for the sake of the kids. If you have children then it is only in the most exceptional circumstances that it is not in the children's interests for their parents to get on with each other and remain friendly, even if they are separated or divorced.

5. Go to a good family lawyer. Find a family specialist committed to working out solutions as amicably as possible and in a way that will preserve your relationship with your spouse. If you can, use mediation or collaborative family law.

6. Expect a big change in your lifestyle. Your life is going to change dramatically, it is the surprise of this that can often lead to resentment and breed conflict. Your partner's life will be changing too and they

will be having the same problems adjusting as you are. Yes really.

7. Don't do it the celebrity way. Every week there seems to be another celebrity couple fighting out a dirty divorce in the media. You don't have to fight dirty to get the best result – in fact, in reality, judges will frown upon it when making their settlement.

8. Don't listen to your friends. Turn to them for emotional support but remember that every marriage is different and every divorce is different. Just because friends think it is a good idea, doesn't mean it is.

9. Be the bigger person. Even if your nearly ex is trying to play dirty, don't rise to the bait. It is easier said than done, but I often hear from people who years later regret that they allowed themselves to get lowered to that level.

10. Think about divorce before you get married. Think about what your situation will be if things don't work out and how you think the other person is likely to behave in those circumstances as well. Consider a prenuptial agreement. Realism does not have to be anti-romantic.

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Potential impact: Loss of business data and/or interruption of business
Defence: Back-up data regularly via the Cloud, to a USB or other offline media, or a commercial data store service provider



Threat: Theft of your PC or Laptop
Potential impact: Loss of your identity, loss of sensitive personal data, and misuse of that data to commit other scams in your name
Defence: Secure the data on your hard drive with encryption software, using a strong password to protect the encryption software. Where possible set up 'kill package' to remotely disable the device in the event of its theft



Threat: Computer-enabled fraud or data theft
Potential impact: Loss of data and/or unauthorised financial transactions
Defence: Employ reputable Anti-Virus & Anti-Malware software, and set it to check all incoming traffic, including a daily computer wide check; regularly patch both operating systems and applications



Threat: Unauthorised access to your device
Potential impact: Your logon identity or your data can be stolen without your immediate knowledge, and emails sent in your name
Defence: Always use a strong password when logging on, and set it to automatically screen lock after a short time. Always log off when you leave the machine unattended. Do not use 'post-its' to record your passwords



Threat: Interception of your communication, particularly in public places
Potential impact: Theft of your identity, loss of sensitive personal data, and unobserved criminal use of your device
Defence: Invest in Virtual Private Network (encrypted) software, ensuring it is always used when you are in a public place



Threat: Spyware
Potential impact: You and your operations can be viewed remotely, your picture stolen & misused, or you become an easier target for scammers
Defence: Do not open untrusted email links, insert unknown USB devices into your PC/Laptop without first checking them for infection; disable your IP camera and microphone except when they are being used by you; at the very least use masking tape to block your Laptop's camera

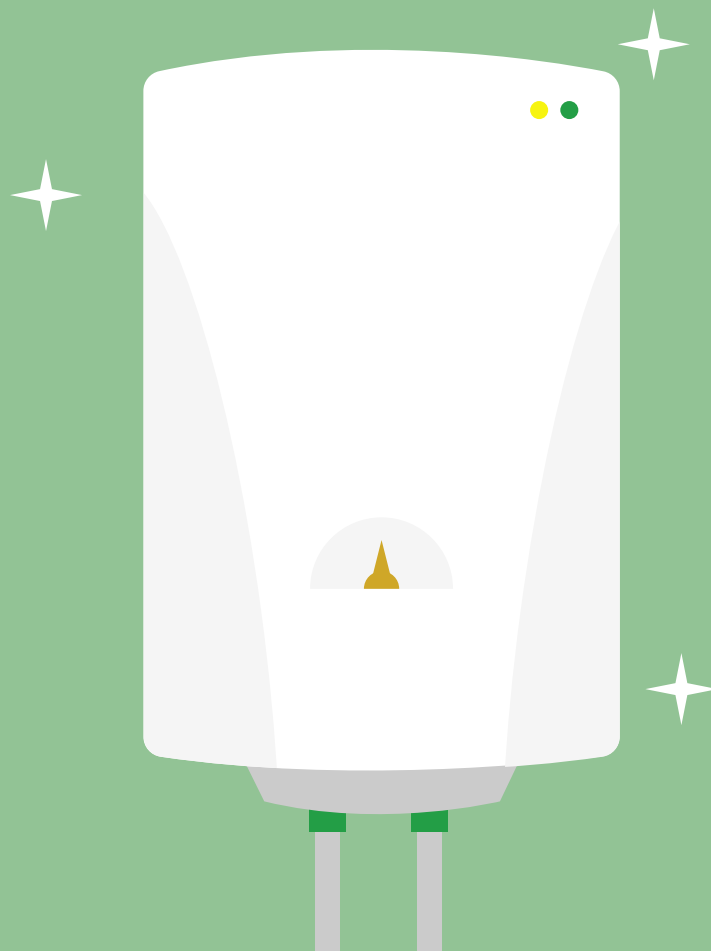
This graphic highlights some of the risks - but is not exhaustive. For latest guidance and expert advice visit the National Cyber Security Centre at nsc.gov.uk

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Connecting at the Bombay Brasserie

For the second year running the Bombay Brasserie was the venue for the LCCI's Asian Business Association's (ABA) Winter Reception.

Welcoming guests LCCI deputy chief executive Peter Bishop spoke of the strong connection between the iconic restaurant and the late and much-missed Lord Gulam Noon who was the founder of the ABA and the Chamber's first Asian president.

The ABA was set up by Lord Noon and Subhash Thakrar in 1995 in recognition of the huge contribution the Asian economy makes to London. Now under the chairmanship of Tony Matharu, hotelier, entrepreneur and philanthropist, its annual programme includes networking events including an annual dinner, international trade promotion,

and targeted campaigns. Seen here addressing the 120 guests, Matharu spoke of the challenging business climate and how engagement with the ABA and LCCI could help companies navigate choppy waters.

Entrepreneurs

The ABA works in close partnership with the London Mayor's office and has produced reports on the contribution of Asian businesses to London's economy. Its committee has led work on diversity in the work place, Asian business representation on FTSE boards, crime in the workplace, and a funding guide for entrepreneurs.

To find out more about the ABA contact Jay Abai at jabai@londonchamber.co.uk

Photos by Dan Corbett
www.ramshackle.london



Oh no. Not role play!



Have you ever attended a training course when, after all the pleasant introductions, coffee and pastries, the trainer mentions "role play"? Your heart starts beating nineteen-to-the-dozen and your stomach churns. It's not a nice feeling. Why is role play used and how can it be an effective way of learning for the participant and deliver the results the business is looking (and paying) for? **Andrew Norris explains**

I've been working as a learning and development consultant and business role-player for many years having originally trained as an actor. Time and time again I have seen and heard delegates feedback how role-play or experiential learning reaches places traditional training methodologies can't. Yes, it puts participants out of their comfort zone but that's where the real learning happens.

"Hang on a minute!" I hear you cry, "You would say that, it's your business! Where are the facts?" A good challenge and one which I intend to meet head on in this article by focusing on two case studies [references] where the impact of experiential learning was successfully measured using both quantitative and qualitative data.

A public sector organisation

The organisation wanted to em-



Photo by Alan Levine (flickr/CC BY 2.0)

bed a new, more consultative and effective appraisal process across all divisions. The training intervention consisted of a one-day, intensive course for all managers across the organisation. They worked with professional business role players and trainers to understand and practice the skills necessary to have truly engaging, effective and positive appraisal conversations with their direct reports. The participants took part in one-to-one role play sessions within their group both observing their colleagues and role-playing typical conversations they would have when embedding the new process with their teams.

The culture of the organisation was typically cynical in regard to the effectiveness and need for appraisals so the challenge for the role player was twofold; creating a safe environment for delegates to practice the skills necessary and to nurture a significant cultural shift within the organisation. The evaluation data collected before and after the event

showed conclusively that delegates felt they were 95.4 per cent skilled and 94 per cent confident in carrying out appraisals as a result of the learning intervention as opposed to 56.7 per cent and 48 per cent respectively before the event took place; an average increase in participants' skill set and confidence of just under 43 per cent.

A university

The university wanted to teach and support fourth year medical students in taking a full medical history from a patient. Historically, this was taught in a conventional way; teaching students the facts and information needed to successfully take a medical history but not addressing the interpersonal skills required in order to take a complete, successful history from a potentially challenging, 'real' patient. The students were split into a control and a sample group; the control group received the usual conventional training and the sample group received a

mix of both conventional and experiential training using role-players. The test students were both filmed and observed taking a medical history with a role-player. After this the role-player gave feedback about the impact of the student's behaviour on their character followed by more feedback from their supervisor and the rest of their peers. All students then took part in their usual, practical OSCE examinations which test their abilities in different subject areas including taking a medical history.

The study found that the use of role-play in the sample students' training increased their acquisition of skills and attitudes in taking a medical history by an average of 19.2 per cent in comparison to the control group in their final OSCE exams. An incidental finding from the study also recognised the cost effectiveness of using role players in terms of the educational benefit to the organisation and as a result they started using experiential learning in their core syllabus.

These studies show that if delivered well, experiential learning increases skill and confidence in participants, specifically around interpersonal communication. How would a 43 per cent increase in skills and confidence impact your organisation? Perhaps in time that little, internal voice inside us all will say "Oh yes, role play!" ... but then I would say that, it's my business!

Andrew Norris is a trainer in communication skills
www.andrewnorris-trainer.co.uk

Conversing with Coe

East London Chamber of Commerce recently partnered with Ballymore for their event *A conversation with Lord Sebastian Coe* at Royal Wharf Park. The audience of over 200 delegates were reminded that the Olympics 'turbo charged' development in East London and also that there is still more to be achieved; regeneration is a long-term project.

Legacy

Following a welcome by John Mulryan, managing director of Ballymore (UK), Gavin Esler, presenter

of BBC's *Newsnight* current affairs programme, led the debate on the continuing legacy of the London 2012 Olympics. The interview with Lord Coe was followed by a panel discussion with LCCI chief executive Colin Stanbridge, Deirdra Armsby, director of place shaping with the West End Partnership at the City of Westminster, Baroness Tanni Grey-Thompson, the legendary paralympian and director of the London Legacy Development Corporation, and Stewart Murray, strategic director of economic growth at the London Borough of Waltham Forest.





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

What is the problem?

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

What is the solution to narrowing the gap?

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

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

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

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

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

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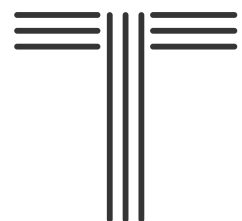
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You are never too small to use a travel management company

There are nearly six million SMEs in the UK, many of which spend between £100,000 and £2 million per year on travel – large amounts, most of which remains unmanaged

This is partly because cost-conscious SMEs will not use an external travel management company or travel agent. Many don't even have a dedicated in-house travel booker or manager. Instead, the responsibility for booking travel often ends up with the receptionist, office manager, managing director's PA or even the employees themselves.

False economy

At first sight this may look sensible but it is not the best strategy for encouraging compliance. Moreover it fails to put duty of care first, may leave organisations in breach of GDPR and can be a huge false economy. Why? Firstly because time is money. And while employees may think they know what they're doing because they book their own holidays, booking business travel is a very different beast. So the two hours it takes an executive to save you £20 on a flight will probably cost you upwards of £50 in wasted salary. Secondly, because giving the role of travel booking to anyone other than a professional travel manager means it will never be a priority. And while you may think your travel budget is huge, to the likes of BA and Marriott it's not which means – working solo – you'll never get the best deal.

Instead, you could partner with a travel management company (TMC), something you may have previously ruled out because of the transaction fees involved (between two and four per cent), however – according to the TMCs – you will make that money back – and more – through the savings they make for you.

Benefits

Other benefits of using a TMC include:

- Buying power – TMCs' buying power guarantees you get the best rate
- Technology – TMCs' online booking tools (OBT) are designed to be as intuitive as a leisure app letting you book travel even quicker and cheaper
- Centralised control – access and



book all of your organisation's travel and get full visibility of spend through one portal

- Policy management – TMCs will help you create a travel policy based around your budget, preferred suppliers and traveller needs, increasing compliance and helping you manage spend
- Management information – access traveller and spend data for future planning
- Duty of care – full visibility of your travellers means you (and your TMC) can track them and look after them should something go wrong

- GDPR compliance.

Specialist

The good news for SMEs is that several TMCs are now offering specialist services for smaller businesses with budgets as low as £50,000, including Corporate Traveller (the UK's largest SME TMC) and CTM – SMEs can access its Lightning OBT to book business travel quickly and cheaply, maximising resources and budget. Business Travel Direct counts 50 per cent of its clients as SMEs, and American Express Global Business Travel has launched Business

Travel Made Simple, Clarity Travel Management has Clarity Hub and Amber Road offers SMEs Business Travel in a Box.

You can meet these TMCs and many more suppliers offering specialist travel services for SMEs at Business Travel Show, the international event for business travel (20-21 February 2019, Olympia London), which attracts over 9,000 attendees and 260 suppliers.

SMEs can register to attend for free at businesstravelshow.com/register

New year, new you?

The prospect of becoming self-employed, changing careers or upskilling can be daunting especially against the uncertainty Brexit brings. The days of job security are long gone and with us living longer and retiring later, comes the probability that workers might have two, maybe more careers during their working lives. Whether we arrive there by choice or due to external forces, a career leap can be a rewarding and successful decision.

Undertaking such a big move isn't easy and it is often difficult to know where to start. Do you set up on your own doing what you know best? How do you decide which sector to go for? Where can you get advice? Will you need to retrain? How will you fund it? What if the gamble doesn't pay off? These are all standard worries to have when starting out. Whatever the circumstances that have driven you to reconsider your professional future, your decision ultimately needs to be made on what motivates you the most. Workers want to take more control of their working conditions and as a recent survey conducted by PeoplePerHour shows, they want to do something they feel passionate about while securing a better work/life balance.

This might go some way to explaining why executive coaching as a profession is experiencing a surge of interest. It offers career development opportunities for individuals and is increasingly being used by businesses too, as the 6th Ridler Report identified that "72% of organisations expect to increase their spending on coaching in the next two years, for both external and internal coaching."

Companies turn to coaching because they want change and executive coaching is seen as a strategic sat nav system for moving a business forward. Coaching does not tell business leaders what to do but is focused on motivating and helping workers overcome the challenges and dilemmas they face. Coaches are contracted to help managers maximise their potential, thereby transferring their learnings

into operational actions and increasing business results and performance.

The Academy of Executive Coaching (AoEC) says it sees a diverse mix of professionals coming to it who are actively looking at upskilling or becoming their own boss. Their contemplation of retraining to become an executive coach might be triggered by a career break, sabbatical, redundancy or because they are disillusioned with their current role, but their motivation is consistent. They choose this field because it allows them to do something that they perceive as being more meaningful.

A career as an executive coach can be all these things, but it is not without its challenges. The sage advice to those looking to make the switch is to do their research first and find a certified course to get them started. Accreditation is central to the sector and the number one concern expressed by coaching practitioners in ICF's recent Global Coaching Study, was 'untrained individuals who call themselves coaches'.

Gina Lodge, AoEC CEO commented: "It's not a concern,

but an expectation that coaches be certified by one of the industry's professional bodies. Anyone starting out needs to scrutinise the training providers out there. Are they validated by one or more coaching body (Association for Coaching, European Mentoring and Coaching Council or International Coaching Federation)? Do they offer end-to-end-learning? How are their training programmes delivered - do they use practice and theory? What career aftercare do they provide post-graduation? This is a growth market and clients rightly expect their professional suppliers to be certified. Those thinking about entering the profession must be prepared to invest in their development if they want to succeed."

Aspiring to be an executive coach is one thing but building a practice from the ground up takes time and dedication. Coaching is automatically a good fit for anyone who has had a background in HR, consultancy, training or who has led a team in a corporate environment, but a smattering of entrepreneurial savviness and good networking go a long way too.

Asked what advice she would

have given herself when starting her own journey, Ascentia MD and AoEC Alumni Sandra Henson said: "The first thing that springs to mind is to really work those contacts, I didn't pay enough attention to my existing network. It would have also helped to have more confidence - I'm not an unconfident person, so this reflects that stage of my development - but it would have been better to stand up and have my voice heard more, to share the thinking more. It's also important to follow your interests and use that to create something distinctive in your practice."

So, if 2019 is to be the year you reinvent yourself, find ways of testing out ideas that mean you don't need to leave your day job before you have figured out what you really want to do. Do your research, face your fears and embrace change. The stakes will be high but could be even higher if you don't do anything about it.

www.aoec.com

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European Union commits €300 million for clean oceans

The European Commission has announced €300 million of EU-funded initiatives including projects to tackle plastic pollution, make blue economy more sustainable and improve research and marine surveillance. This contribution comes on top of over €550 million committed by the EU when it hosted the *Our Ocean* conference in 2017 in Malta.

Vice-President Federica Mogherini said: "The state of our oceans calls for determined global action. With 23 new commitments, the EU stays engaged to ensure safe, secure, clean and sustainably managed oceans. No country can succeed alone

in this endeavour. It requires determination, consistency and partnerships, within and outside our European Union, and it is in this spirit that today we renew the commitment to protect our oceans."

Commissioner Karmenu Vella, responsible for environment, maritime affairs and fisheries said: "We need the oceans and the oceans need us. We have to urgently reduce marine litter and other sources of pollution, halt illegal fishing and support fragile marine ecosystems. We have to develop our blue economy - create sustainable jobs and growth - supported by cutting-edge research and new technologies. It is

for this reason that we are making these commitments."

Sustainable

During the *Our Ocean* conference in Bali this year, the EU made 23 new commitments for improving the condition of oceans and tapping their potential. These include €100 million for research and development projects to tackle plastic pollution and €82 million for marine and maritime research, such as ecosystem assessments, seafloor mapping and innovative aquaculture systems. The new EU action also includes a €18.4 million investment to make the European blue economy – the

economic sectors that rely on the ocean and its resources – more sustainable.

The EU's showpiece earth observation programme *Copernicus* features prominently in the list of new commitments. The programme's support will be enlarged with another €12.9 million for maritime security and for research dedicated to coastal environmental services, in addition to the €27 million Copernicus funds devoted at *Our Ocean* 2017 conference. With its maritime surveillance system Copernicus has underpinned the EU commitments to reinforce maritime security and law enforcement.

Boosting sustainable energy investments in Africa

Last month at the Africa Investment Forum in Johannesburg organised by the African Development Bank, the EU and the African Union launched the EU-Africa high-level platform on sustainable energy investments in Africa.

During his State of the Union speech President Juncker announced the *Africa – Europe Alliance for sustainable investment and jobs* to boost investment in Africa, strengthen trade, create jobs, and invest in education and skills. The high-level platform that was set in motion today represents a concrete action under this alliance to boost strategic investments and strengthen the role of the private sector.

Commissioner for the internal market, industry, entrepreneurship and SMEs, Elżbieta Bienkowska, said in

"It will help to make most of opportunities around sustainable energy investments in Africa, as well as to better address challenges and key barriers that currently hinder it."

Johannesburg: "If we are serious about sustainable energy investments in Africa, we need everybody on board, including the private sector. The high-level platform will pave the way for that: experts from the public, private, academic and financial sectors will jointly

discuss challenges and barriers to sustainable investment in this area and help to address them."

A concrete outcome of the high-level platform launch event was the announcement of three streams of work, 1) identify energy investments with high impact for growth and job creation, 2) analyse energy investment risks and propose policy guidelines for a sustainable investment and business environment and 3) boost exchanges between African and European private sector.

Partnership

By bringing energy actors from the private and public sectors together from both continents, the high-level platform will foster the partnership between European and African businesses and

support the 'Africa- EU Alliance for Sustainable Investment and Jobs'. It will help to make most of opportunities around sustainable energy investments in Africa, as well as to better address challenges and key barriers that currently hinder it.

Access to sustainable energy plays a fundamental role in development. The objective of the 2030 Agenda for Sustainable Development is to give universal access to affordable, reliable, modern energy services. The EU is determined to help partner countries to increase renewable energy generation and to diversify their energy sources ensuring the transition to a smart, secure, resilient and sustainable energy system for all. Mobilisation of the private sector is crucial for this endeavour.

New bio-economy strategy for a sustainable Europe

The new bio-economy strategy is part of the Commission's drive to boost jobs, growth and investment in the EU. It aims to improve and scale up the sustainable use of renewable resources to address global and local challenges such as climate change and sustainable development.

In a world of finite biological resources and ecosystems, an

innovation effort is needed to feed people, and provide them with clean water and energy. The bio-economy can turn algae into fuel, recycle plastic, convert waste into new furniture or clothing or transform industrial by-products into bio-based fertilisers. It has the potential to generate 1 million new green jobs by 2030.

Innovative

Vice-President for jobs, growth, investment and competitiveness Jyrki Katainen said: "It has become evident that we need to make a systemic change in the way we produce, consume and discard goods. By developing our bio-economy – the renewable segment of the circular economy – we can find new and innovative ways

of providing food, products and energy, without exhausting our planet's limited biological resources. Moreover, rethinking our economy and modernising our production models is not just about our environment and climate. There is also great potential here for new green jobs, particularly in rural and coastal areas."



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EVENTS



Location: Bradford, United Kingdom
Date: 7 February 2019 – 8 February 2019

This event offers participants a structured way of meeting other event delegates in order to explore potential collaborations. At the Yorkshire Games Festival aims to facilitate partnership, ideas, innovation and investment in animation, games, motion graphics, VFX, AR and VR.

The north of England has become a thriving technological hub, involved in almost every aspect of the modern digital world from online businesses to video games. The Leeds City Region has a history of innovation and developing new technology and this event will highlight its strengths in the creative sectors. Yorkshire and the Humber is a huge player in the global games industry with more than nine per cent of the UK games industry based in the region.



Location: Leipzig, Germany
Date: 6 February 2019

The brokerage event CONTACT takes place within an international subcontracting fair for parts, components, modules and within the international trade fair for machine tools, manufacturing and automation Intec. The trade fair combination takes place every two years and is an important industry get-together for manufacturing technology in the metal processing and supply industry in Europe.

Participants in the international B2B meetings will mainly be European producers, suppliers and subcontractors in the fields of manufacturing technology, tool and special-purpose machine construction, supply for the automotive and vehicle industry, machine construction, plant engineering and tool making as well as other growth industries.



Location: Brussels, Belgium
Date: 21 February 2019 – 22 February 2019

The event provides a forum for potential partners – both visitors and exhibitors – to pre-arrange meetings and capitalise on Belgian and international construction opportunities, materials, heating and energy, resilient architecture and home security

This event is an excellent opportunity for specifiers, suppliers, contractors to discover new and innovative products and services from the international marketplace and a chance for product manufacturers, service providers, sub-contractors to meet construction professionals including architects, contractors, distributors, agents, builders' merchants, research centres, and universities.



Location: Angers, France
Date: 9 January 2019

The event provides a forum for potential partners, both visitors and exhibitors, to pre-arrange meetings and capitalise on UK and international construction opportunities such as energy efficiency and recycling.

This is an opportunity for specifiers, suppliers, contractors and distributors to discover new and innovative products and services from the international marketplace and a chance for product manufacturers, service providers and sub-contractors to meet construction professionals including architects, contractors, distributors, agents, builders' merchants, research centres and universities.



Location: Hanover, Germany
Date: 1 April 2019 – 5 April 2019

The latest edition of the international brokerage event at HANNOVER MESSE – the world's leading industrial trade show – will take place 1-5 April 2019. Over 20,000 business meetings amongst 3,000 companies have been organised in the framework of this brokerage event since 2005.

HANNOVER MESSE covers a wide range of themes such as R&D, industrial automation and IT, industrial supply, production engineering and services, as well as energy and environmental technology. The opportunity to develop new sales leads in other sectors, unique access to new products and technologies and a huge international presence attract exhibitors and visitors from all over the world.



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

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It's not just staff who stand to gain from AAT courses at UKCBC; client confidence is closely linked with professional body recognition. AAT-qualified staff provide invaluable work for companies large and small in both public and private sectors across the world.

AAT Staff Training Can Support Your Business Goals

Looking to increase productivity and reduce overheads? UKCBC's AAT courses actively help you achieve your business goals by improving your already talented finance team. Empower your accounting staff with AAT training and watch them channel their new knowledge into their role through areas such as updated

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Contact UKCBC Today

Ensure your workplace standards remain high by investing in your staff with AAT qualifications at UKCBC. Our AAT courses have been scheduled for maximum flexibility, meaning your employees can fit the courses around their working hours. Contact the team today to find out more.

AAT at a Glance

- 30+ years of experience creating accounting qualifications
- Regularly updated courses based on employer needs
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UKCBC at a Glance

- AAT levels 2, 3 and 4 available
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To find out more information on courses or contact our team, call us on **020 8518 4994**, email enquiries@ukcbc.ac.uk, or visit our website at www.ukcbc.ac.uk



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BEYOND BREXIT: GERMAN RESIDENCE LAW EXPLAINED



Hamburg and the United Kingdom have been linked through friendship for many centuries.

Today, more than 4,000 British citizens have their permanent place of residence in Hamburg, and some 1,000 Hamburg-based companies are engaged in trade and business relations with the UK. These close ties extend to personal relationships, business and academia.

The UK's withdrawal from the European Union is a turning point for Europe. Brexit has raised numerous issues that are of direct relevance to many citizens of the UK. The Hamburg Senate wishes to continue its support of people and companies from the UK seeking to live, work, conduct research or pursue entrepreneurial activities in Hamburg. All of these professionals are very welcome in Hamburg – and this also applies to people and businesses from all over Europe, who, as a result of Brexit, are now considering a future outside the UK. German residence law provides various opportunities in this regard.

Dr Peter Tschentscher
First Mayor of the Free and Hanseatic City of Hamburg



A LONG TRADITION – GREAT BRITAIN'S GATEWAY TO THE EU

It is often said that Hamburg is the most Anglophile city in Germany, and business relations between Hamburg and the UK boast a particularly long tradition. As early as 1266, merchants of the Hanseatic League would meet at the Steelyard trading base to do business. By 1567, the "Right Worshipful Company of Merchant Adventurers of England" was trading cloth in Hamburg. In 1926, the "British American Tobacco Co" (BAT) set up a branch on the banks of the Elbe River. Today, about ten percent of Hamburg's exports go to Britain.

Hamburg greatly values its longstanding friendship with the United Kingdom and regrets the UK's decision to leave the European Union. In the

eyes of Hamburg, it is vital to ensure the UK's greatest possible integration into the European single market also in the future. In cases of limited options of integration, and for companies that may have to consider additional activities on the European continent, Hamburg can serve as a gateway to the EU. To all of these companies, Hamburg offers many advantages.

ENGLISH-SPEAKING CHAMBERS FOR CIVIL AND COMMERCIAL MATTERS

Since May 2018, the Hamburg Regional Court has been providing civil proceedings in English. This makes Hamburg more attractive as a place of jurisdiction for international legal



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▼ Business news from
the Hamburg Metropolitan Region:
www.hamburg-news.hamburg/en

disputes and commercial litigation involving parties from abroad. In such proceedings, parties have the opportunity to choose whether their case will be processed in an English-speaking chamber. These are staffed with judges with advanced language proficiency, enabling them to conduct such hearings in English.

DIVERSE OPPORTUNITIES

The current German residence law provides various opportunities for citizens from non-EU countries to live and work in Hamburg, which will also benefit companies from the United Kingdom that are already economically active in Hamburg or are planning additional activities here. Therefore, Hamburg Invest has published a brochure to provide information on the legal situation after Brexit.

HAMBURG INVEST: YOUR PARTNER IN BUSINESS MATTERS

Hamburg Invest is the one-stop agency for investments in Hamburg. We serve as the central point of contact for all enterprises seeking to invest, expand, restructure, locate or settle in the Hamburg economic region.



→ Further information:
www.en.hamburg-invest.com



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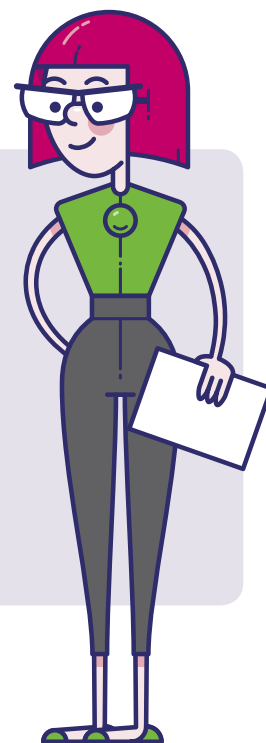
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- A revenue share for you in what we earn from recommendations that benefit your employees – for you to use/redistribute as you wish.



We'd love to hear from you to talk through our proposition in more detail. Contact us now, and we'll organise a meeting to do just that (and don't worry – we work alongside any existing advice firms you may already work with).

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Currency Risk Management for your Business

7 STEPS TO PROTECT YOUR BUSINESS

The Currency Account is a financial technology (FinTech) company specifically designed to empower businesses and organisations that want to transact business internationally. With the company's multi-currency banking service, businesses and corporates can stay in control of overseas currency cash flows, make and receive payments in foreign currencies and enjoy better exchange rates. Currency hedging and risk-management are available for those looking to reduce or eliminate risk. Payments can be sent to over 160 countries and the service is authorised by the Financial Conduct Authority (FCA). The Currency Account is a trusted partner for many brands worldwide.

Protect your cash flow

Work with our team of specialists to secure your cash flow against a rapidly moving market. We'll develop a precision risk management strategy, tailored to your business objectives and powered by our tools and analysis.

CONTACT US

7 STEPS TO PROTECT YOUR BUSINESS



1 Plan

First, review the foreign exchange requirements of your current business and how you expect them to change. Speak with a currency specialist and explore the strategy and solutions that work for your company. A foreign exchange specialist like The Currency Account can guide you through options such as hedging, forward contracts and market orders to help you mitigate the risk inherent in international transactions.



2 Resist Speculation

It is best practice to convert surplus currencies as and when received – only hold the currencies that you intend to pay away in the short term (and this in itself is actually a method of hedging). Hoarding currency in the hope that exchange rates will move in your favour is a gamble that could disrupt your cash flow.



3 Mitigate your risks by Hedging

Hedging can help you to mitigate the risk of international transactions. When paying for goods or services in foreign currency your costs will fluctuate with the exchange rate movements and margins become unpredictable, putting your cash flow at risk. Using currency hedging tools, you can lock in a rate, avoid unexpected downward movements and keep costs within budget. Market volatility exposes your cash flow to unexpected currency movements and puts your profit at risk. Hedging helps you reliably forecast your costs, stabilise cash flow and protect your profits.



4 Protect your profits with Forward Contracts

Forward contracts can help protect against adverse currency movements and can be used to lock into favourable exchange rates. This removes the risk of volatility that could otherwise wipe out your profit.



5 Lock in your exchange rates with Market Orders

Market orders allow you to automatically purchase or sell foreign currency when the market hits your target, favourable, exchange rate. This is a valuable tool for businesses; as market orders are active 24 hours a day, it means you can take advantage of currency fluctuation in your favour during overseas trading hours.



6 Check if Foreign Currency Accounts are beneficial for you

It may be useful for you to have foreign currency accounts for currencies that you trade in on a regular basis, this provides the flexibility to exchange funds at the optimal time. This means you are not restricted to dealing in spot markets or on your bank's terms - this can directly translate into profit in your pocket. Ask a currency specialist like The Currency Account to assist you with this.



7 Ensure your funds are Safe

The security of your foreign exchange transactions is crucial, but often overlooked. Ensure your currency specialist has taken the appropriate measures to keep your funds secure. Client funds should always be held in segregated client accounts, separate from the operating funds. It is also important to check that your provider is authorised by the FCA as is the case here at The Currency Account. Never hesitate to ask your currency specialist these questions and what measures they take to keep client funds secure.

CONTACT US

The world's best-selling underfloor heating brand

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

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

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

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

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



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

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

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

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

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

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

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

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

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

Warmup.co.uk or any one of our

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

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

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

This allows homeowners to feel

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

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

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

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

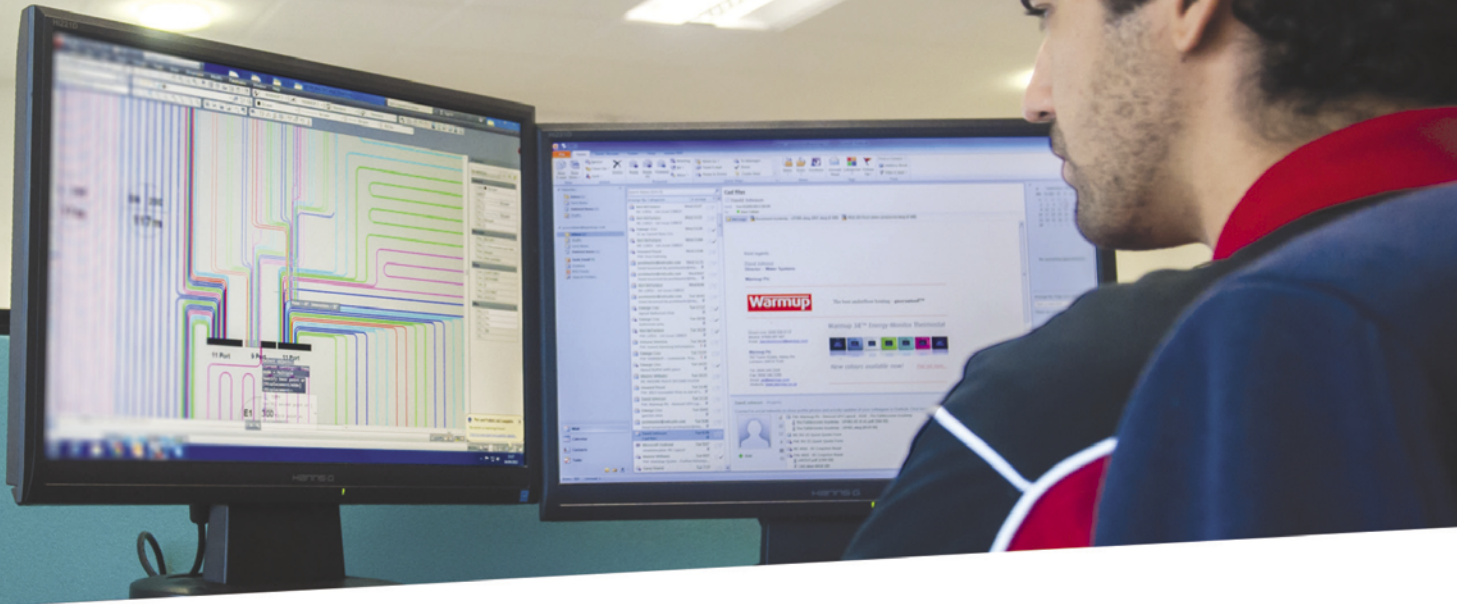
We have achieved this with the most sophisticated yet simple schedule management software, creating maximum energy saving efficiencies and a built in way of assisting home owners to find and switch to the best energy tariffs possible. Hence Warmup underfloor heating is the ultimate in energy efficient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

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

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

Warmup
The best underfloor heating - guaranteed™

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



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

Warmup[®]

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



Why Owadally and King? – It's because we strive to be different, so that you can succeed

O&K was founded in 1997 and with offices in Croydon and Central London, we provide the utmost in reliable, prompt and accessible taxation and accounting services. As the original partners handed the reins to the next generation in 1997, we shifted the firm's focus to serve more of the unmet taxation advice and financial services needs we saw in our clients.

We have entered into partnerships with highly regarded organisations to offer the kind of specialist services that our clients need. As an organisation, we can now provide financial and mortgage services, access to specialist international accounting experts, in-depth VAT expertise and counselling and mediation services of all kinds. We can also offer Research and Development Tax Credits expertise.

"We have also made a great effort to ensure that we are accessible to our clients beyond traditional 'office hours', because modern business takes place 24 hours a day."

O&K work very closely with Abbey Tax, who offer award winning independent specialist tax and funding services. They assist us with a wide range of specialist tax issues for our clients. As a result, in conjunction with our team, they will assist you through the R&D tax credit maze.



We have also made a great effort to ensure that we are accessible to our clients beyond traditional 'office hours', because modern business takes place 24 hours a day. Our accounting services have kept pace with changes times.

Our Client Managers give every client a great point of contact, and made sure that someone with an in-depth understanding of every client's situation is readily available. Within our team, we offer a range of languages including French, Turkish and Chinese.

How good are we? Don't take our word for it, here is a small selection of comments from happy clients:

"O&K have turned out to be a wise and important appointment for Kato Enterprises Ltd. O&K was first introduced to us over 10 years ago through a business associate and at the time we hesitated because we

had already an established relationship with a well-known accountancy firm for a few years. We know our finances are in good hands, this enables us to focus on the real business of the day and drive the growth we have been able to achieve to date. O&K are always open, frank, what's more they are always contactable when you need urgent advice. We wholly recommend O&K and are confident you won't regret it".
Kayode Toyinbo – Managing Director – Kato Enterprises Ltd

"O&K provide a range of services to Pancentric including management accounts, payroll, book-keeping and tax advice, at both a corporate and a personal level for the Directors. Their holistic approach to our tax affairs gives us complete confidence, and we are very happy with their service".
Martin Boswell – Director – Pancentric Digital

"O&K has provided a valuable service to my business over the

past few years not only through an effective accountancy and payroll service, but also providing very useful tax advice both on a personal and business level. I would highly recommend Owadally and King to anyone who is just starting a business or been in business for a while and would value a more proactive approach to their accounting needs".

Chris Benson – Director – The Landscape Design Studio Ltd

"Having been a client of Owadally and King for nearly 20 years, I can say without reservation that the service the Managing Partner Farook and his team provide has been excellent. They have provided a wide range of services so critical for running a business effectively."
Dr Glenn Wallis – The Leadership Coach

"O&K work very closely with Abbey Tax, who offer award winning independent specialist tax and funding services."

So if you would like assistance maximising your company's R&D tax relief, need to help with reviewing your tax and accounting requirements, or just want assistance in helping your business grow and prosper, then get in touch on **020 8686 7756** or on **info@oandk.co.uk** for your FREE 'no obligation' 90 minute consultation.

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Expect more.

Expect more from your tax partner.

R&D tax relief – the UK’s most generous corporation tax relief. A series of legislative updates and revisions since the relief was first introduced has transformed this area of taxation from a cumbersome and complicated process into one of the most enabling and generous tax reliefs operating in any OECD country.

Case study one

Company Intro: Integrated solutions for hotel and restaurants ensuring that all types of catering establishments operate at maximum efficiency.

Company turnover: £927,315 **Project:** Cloud Deployment

Technological advance: The development of moving to a cloud based environment, which would support multi devices, increase functionality, enhance security and open the Hotel Perfect platform to a larger market.

Technological uncertainties included: The deployment of the product to a cloud-based environment, which is fast paced, will result in additional risks both with functionality and security.

The existing solution developed was not compatible with the new-hosted environments, requiring redevelopment of the entire system. However this would not merely be a case of rewriting the existing solution, it would require re-development and re-engineering of the algorithmic architecture to ensure the software solution could be successfully deployed in a hosted environment.

Although the company commenced the re-development using Microsoft Windows Server 2008, this was soon upgraded to Windows Server 2012 which at the time of release was still very much in its infancy. This less established server resulted in unidentified additional technological challenges, requiring development of ‘patches’ to resolve these voids between the new and old servers.

Region: Cornwall **Value of the claim:** £162,743

Case study two

Company Intro: Suppliers of online hotel bookings and inbound travel services to the tourism sector.

Company turnover: £20,000,000 **Project:** Travel Platform

Technological advance: The development of a complex travel platform through the development and integration of many disparate programs.

Technological uncertainties included: The existing pricing module was slow and unwieldy and used outdated technology. The developers had to overcome technological uncertainties of how to redevelop and integrate the existing pricing model whilst maintaining compatibility with the existing system.

The introduction of the website required the development of a mechanism that would allow the company’s existing business to still be able to electronically communicate and distribute their inventories without changing their existing API.

The existing website would not support Chrome or Firefox, which in today’s technological arena is a major limitation.

Region: London **Value of the claim:** £52,377

A Rationale for Training



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

Growth seeking small firms quite often question the need for continued training. Why should they spend money on training, and anyway do they even have the time? Whilst it is true that training for its own sake is not something any business should be undertaking, professional or personal development that strengthens a firm's ability to successfully achieve its aims is to be recommended. Focusing on 'sharpening the saw' as laid out by Stephen Covey in his seminal book "The 7 Habits of Highly Effective People" is as important today as it was when he wrote the book in 1988. This is especially the case when the firm can identify skills areas that it has a gap in, either through a lack of prior experience or personal dislike of the subject. However, there may also be areas that the firm needs to refresh or build upon. Training that strengthens the firm's proficiency in coping with its external environment will eventually improve the bottom line. Such training can make the firm more effective and efficient and on a personal level, it can positively affect entrepreneurial capability.

Rapid growth can also outstrip the firm's capabilities and

expose training needs. This will quite often appear in areas such as finance, technology, marketing and sales where owner/managers may be specialists in their own field.

While a business is very small it can be acceptable to take a trial and error approach to filling in any knowledge or skills gaps, but as the business gets larger the risks involved also grow commensurately and therefore a more formal and directed approach is advisable. Even where it is possible to buy in the required capabilities, it is necessary for the firm to have an understanding at the highest level.

"Even where it is possible to buy in the required capabilities, it is necessary for the firm to have an understanding at the highest level."

The London Centre for Executive Excellence (LCEE) helps firms and entrepreneurial managers turn training into an investment decision, not purely a resource one. To meet the growing demand for international orientated business education we have developed high quality, flexible courses that leverage the knowledge and experience of our executive education and

entrepreneurship specialists. Our collaborative style of learning aims to get upwardly mobile managers and small firm owner managers where they want to

"Our collaborative style of learning aims to get upwardly mobile managers and small firm owner managers where they want to be on their learning journey."

be on their learning journey. We encourage the use of participants' own work context, coupled with the detailed information that they have about their own environment, to make it a personalised learning journey.

We believe that our approach more accurately meets the learning needs of small firm owner managers and capitalises on their willingness to become more effective and resilient learners in facilitating growth and development of their business. The use of our academically rigorous and practically relevant small firm development support as the foundation block for their management development provides partnership with personal guidance through the learning journey, with academic mentoring, practical coaching and business development consultancy.

We currently offer the following:

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

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

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





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- Nurturing the organisation in pursuit of innovation
- Developing intrapreneurs at all levels of the business

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

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Good Recruitment Campaign – top tips

The ability of London's businesses to attract and recruit employees with the right attitude and skills is becoming harder all the time. The backdrop to this problem is the success of the U.K. job's market. Employment is at its highest ever level and unemployment is at a 40-year low.

Employers therefore need help in acquiring the right talent. This is where our Good Recruitment Campaign comes into play and offers businesses five building blocks to help them stay ahead of competitors in the war for talent. The REC has developed the Good Recruitment Campaign as a way of spreading good recruitment practice to employers, providing them with tools and resources to effectively attract talent. We have over 380 businesses employing over 3.1 million workers in the UK signed up to the campaign. It is free to join and once you're on board you can partake in workshops, conferences and access research and resources all focused at making you better at recruiting. Companies joining the campaign would be working alongside businesses such as Arsenal Football club, Transport for London (TFL), Shazam, London Legacy Development Corporation, London City Airport, Heathrow, Debenhams and Clifford Chance who've all signed the good recruitment charter.

According to the REC's Report on Jobs, the availability of candidates has been deteriorating for over four and half years and so employers are having to pay a bit more and work harder to find the right person for the job. We currently have three distinct and very different shortages at play in London; firstly, we have labour shortages where employers find it difficult to hire people to do important but lower paid jobs. We then have skill shortages where there just aren't enough people with the right skills, experience or qualifications for the jobs available. This for many years was just focused on the technology, digital and engineering sectors, however it's now pervasive across over 70 skill areas such as logistics or social care where employers are finding it increasingly tough to recruit. Thirdly, we have employers saying that in addition to labour and skill



"There is always more that innovative employers can do to get the best out of their employees so it's best to not rest on your laurels too long. In essence, if you follow these five steps you won't go far wrong in recruiting and retaining the best talent needed to help your business flourish."

– Kevin Green, Chair, Good Recruitment Campaign

issues they can't find the talent they need to help their business grow, develop and succeed.

The bad news is that this situation looks to get worse over the next few years as demographic changes start to bite and there will be less people of working age to choose from. The shift to individuals wanting to work for themselves or freelance will continue to increase and again reduce the pool of people looking to work permanently for an employer. Research also shows that over 83% of 16 to 21 year olds want to be in control of their own lives and eventually run their own business. This means that the young people employers are taking on in increasing numbers will also seek to opt out at some point once they have mastered enough skill to become an entrepreneur. So what do employers need to think about when seeking talented employees? There are five building blocks which can deliver successful recruiting:

1. Think through what you really want this person to do and write this down in a job description. Then define the essential skills and experience the person must have to be able to do the job well. This is where you should challenge yourself. Determine what's essential and what can

be learnt on the job? Decide if you can offer flexible working, for example does it have to be a full time role? Only 11% of job adverts mention flexible working yet over 8 million people work part time. It's best not to exclude 25% of potential applicants before you start the recruitment process.

2. It's harder to attract the right candidates than it used to be but over 90% of all jobs are now applied for online which means your website must look good and you should paint a good (and authentic) picture of what it's like to work at your company. Using staff case studies and endorsements to make your case for you is powerful and credible. Making use of your own website to advertise your vacancies is savvy - your customers are a good source of potential candidates. You could use a specialist agency which takes all the hassle out of the process or you could advertise your role via a job board like 'Indeed' or a social media platform like LinkedIn. However, make it an easy process for potential candidates to apply and be sure to respond quickly, talent waits for no one!
3. Once you've got candidates we propose you don't rely on an interview with just one

person. It's been proven in various academic studies that an interview is a poor predictor of future job performance. We would suggest you involve a range of people from your organisation in meeting the candidates (especially the people they will work with if appointed). This helps avoid any unconscious bias. You will be surprised by how differently people see the same candidate. This will help you ensure you get a diverse workforce. Secondly rather than just do an interview get them to do some of the activities of the job so you see how they deal with real work issues. The introduction of these two selection techniques used in parallel will vastly improve your ability to pick the right person for the job.

4. Don't forget to design and implement a good induction programme to teach the person about the job and the organisation from day one. Making sure they know what's expected of them and giving them the time to learn properly helps get them up to speed and avoids the risk of mistakes or rework
5. Once the new hire has got to grips with the job engage them in developing ideas to improve how the job gets done. John Harvey Jones, the BBC troubleshooter once said "with every pair of hands employed comes a free brain and it's up to employers to fully utilise every ounce of ingenuity they have at their disposal." Always ask your people for their opinions and be sure to keep them in the loop. Communication is vital in making people feel valued and important. This may seem obvious, but once you've hired talent you want them to perform and you want to create the best conditions to retain them.

There is always more that innovative employers can do to get the best out of their employees so it's best to not rest on your laurels too long. In essence, if you follow these five steps you won't go far wrong in recruiting and retaining the best talent needed to help your business flourish.

Kevin Green
Chair Good Recruitment Campaign

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Is Your Firm Profitable?

The objective of running any business to make a profit is at the foundation of the market economy. What is at stake is the amount of that profit. There are many articles, publications and web sites, where various sages to the profession offer advice on improving this profit and this is another one.

If your firm is highly profitable then the following thoughts and challenges may not be of interest. If you feel there is room for improvement, then hopefully at least an item below will be of value.



CHANGE

The single biggest factor required in order to be more profitable is the ability to change. The question is then to change what? The answer is literally to change everything! Continuing to do what you have always done leads to more of the same.

Nothing should be spared from the regime of change. While this change can be as one huge change in only one area, it will be far easier to perform multiple changes in multiple areas and the combined result of these many small and medium changes adds up to huge change.

Whilst professionals are usually proponents of change in their speaking and marketing literature, it is often the case that this is just not so when applied to their own business. Most firms do not like their lives disrupted by change. "We have always done it this way" is the popular excuse to push-back on

suggested changes. "[Named] process will never work in our firm; [Partner] does not want to know".

Change is not a one-off occurrence, it has to be a continual way of working, where everything we do can be subject to review and improvement.

IMPROVE PROFITABILITY

There are only three way to improve profitability, and the third is a hybrid of the first two. Guessing what they are wins no prizes!

- Improve/increase revenue
- Reduce costs
- Do both

Far too many firms seem to concentrate on the cost cutting approach. This may be because it is easier. The costs are readily identifiable, and thus targets for reduction. In a professional firm, this typically falls on the staff as they make up the largest cost.

It is a simple mathematical truth that a 10% improvement in revenue has a bigger effect than a 10% reduction in costs.

The examples below - simple as they are - show this effect.

| | Current | Revenue Plus 10% | Costs Less 10% | Rev + 10 costs - 5% |
|---------|-----------|------------------|----------------|---------------------|
| Revenue | 1,000,000 | 1,100,000 | 1,000,000 | 1,100,000 |
| Costs | 700,000 | 700,000 | 630,000 | 665,000 |

The combined approach can be seen to work best. The key then is to identify how to raise the revenue by 10% and how and where to reduce the costs by 5%. Remember that that the combined effect increased profitability by 45%!

The naysayers will of course point out that the effort to reduce costs by 10% is far less than the effort to increase revenues by 10%. The following example will hopefully put this into perspective.

DOUBLE PRICES

A very simple thing to do will be to double your prices across the board, and at a stroke! The fear most professionals have is that you will lose customers. It would be a miracle if you did not lose customers, but it is likely the one's that you do lose are those who are price sensitive and value ignorant.

Let's look at a few examples below:

| | Current | Double price | Lose 40% of Client | Lower costs 5% |
|---------|-----------|--------------|--------------------|----------------|
| Revenue | 1,000,000 | 2,000,000 | 1,200,000 | 1,200,000 |
| Costs | 700,000 | 700,000 | 700,000 | 665,000 |
| Profit | 300,000 | 1,300,000 | 500,000 | 535,000 |

What has been achieved. A few things; the revenue has increased, with the same staff, you should now have a far better working life, and have the capacity to add more new customers, of the type that have stayed. The alternative is to cut back on staff to the level required; not a good choice. By adding a 30% increase in new clients at the new charges, who can easily be serviced by the current staff, will add £600,000 to the revenue line and turn the profitability to over £1M!

This can only be considered in a well-balanced firm, where your client base is varied, and not controlled by a few major clients or where there are a few dominant





(and domineering) clients. It is therefore imperative if you are looking to change profitability that your client financial statistics can be reviewed to show these results.

“THIS CONCEPT IS A KEY DRIVER IN PROFITABILITY. IT IS ALL ABOUT HAVING THE RIGHT PEOPLE ON THE BUS, AND SITTING IN THE RIGHT SEATS.”

PRICING

From the simple examples above it is quite obvious that the key to improved profitability is the pricing attitudes adopted by the firm. Much has been written and published on the subject of Value Pricing, and whilst not a ‘silver-bullet’, it is certainly a key way forward.

The profession is providing a value-added service to their clients but firms must be careful not to race towards giving the lowest price to win work at any cost. The price must be fair and good value to both the firm and the client.

With correct pricing in place it is then essential to have methods to track the status of the work being performed. All firms using this style of pricing must be

able to measure the return on a job by job basis. Not having robust control over the work performance is a sure contributor to additional costs and therefore lower profitability.

LEVERAGE

This concept is a key driver in profitability. It is all about having the right people on the bus, and sitting in the right seats. More formally it is the ratio of full time equivalents to each partner. The generalisation is that the higher this number, the better the profitability.

This can be easily seen in the annual published ‘Top 50 plus 50’ in the Accountancy Age. The big firms have a much higher (significantly so) revenue per partner than the rest of the profession. This is directly related to leverage.

In the big firms, it is quite common for a partner to have two managers reporting to him or her, and for each manager to be controlling a group of staff of various capabilities. The manager ensure that their teams are adequately allocated, and act as a conduit to the partners. They manage. Their partners are left to using their time more productively, and you move toward a virtuous circle.

In smaller firms, there is often the case that a manager reports to two or more partners, and essentially has a small number or a pool of staff to utilise.

This is typical of top heavy firms, who will have high numbers of partners, and relatively low numbers of staff.

CONCLUSION

Profitability begins with change. If this first requirement is not met, then forget about improving quality. There are many things firms can do to make themselves more profitable but it may require that you employ a change consultant to assist you. The benefit of a fresh pair of eyes could be profound.

Most importantly don’t forget that change is a never finished. It is a constant process and with the fast pace of technological change it looks set to continue for a long time to come.

PAUL CHIPPERFIELD ACA

Managing Director
The Practice Engine Group Ltd

LCCI members' noticeboard



ACE Travel Management Long Service Awards

ACE Travel is pleased to announce long service awards for employee's that have reached the milestones of 10 years and 20 years of completed service. Employees include Emily Henning – Operations Manager and Angela Murphy – Accounts Manager completing 10 years' service and Martine Holland-Robinson completing 20 years' service. ACE Travel is proud of their experienced team and are committed to training new employees within the business travel industry as evidenced by the recent appointment of Joe Hume as Business Travel Apprentice.

For further information concerning ACE Travel Management please contact:
Sarah Wilson C.E.O
Sarah.wilson@acetravel.co.uk
www.acetravel.co.uk



National rollout of Bridge into Construction programme

Collab Group held a national rollout event for its innovative Bridge into Construction programme at Birmingham Metropolitan College on 9 October 2018. Eleven colleges are involved in the rollout with 69 learners currently enrolled on to the programme. The ambition is for over 150 learners to complete the programme during the current academic year – and 1,000 learners to complete the programme over the next five years. The Bridge into Construction programme, designed in partnership with Build UK and endorsed by construction employers, allows learners to experience all phases of a construction project from tender stage through to post-construction.

For any queries contact
builduk@collabgroup.co.uk

travel counsellors



Travel Counsellors for Business

Travel Counsellors for Business has been named in the London Stock Exchange '1000 Companies to Inspire' which lists the fastest-growing and most dynamic businesses in the UK and Europe. This follows Travel Counsellors being named in The Sunday Times Top Track 250 league table for the fourth consecutive year in a row, receiving the BVCA Management Team of the Year for the second successive year, Best Customer Focus Award in the UK National Business Awards, being named in the Sunday Times HSBC International Track and being shortlisted for the Best Travel Management Company at the Business Travel Awards.

If you would like to see how we apply all this to your company's business travel, please contact
Leila Grochowski on 07595 316309 or at leila.grochowski@travelcounsellors.com



Groupe Bleeding Heart

"The Heart's still beating just as strongly after all these years," ...So said London's leading food critic Faye Maschler of the venerable Bleeding Heart Restaurant shortly before its recent 35th birthday celebrations. Tucked away in a historic (and haunted) cobblestoned courtyard, minutes from both Chancery Lane and Farringdon stations, Bleeding Heart is famed for its generous full-flavoured food, its encyclopaedic wine list, its cheerful but highly professional service and it's exceedingly user-friendly prices, whether you are dining in the Restaurant, The Bistro, The Tavern or the stunning 12th century Crypt next door.

For more information please visit
www.bleedingheart.co.uk or call 020 7242 8238 and the team would be able to assist with your query further.



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Eltham Palace

Eltham Palace – the sumptuous Art Deco masterpiece marrying modern influences with the Great Hall of Henry VIII's childhood residence – has been honoured with a special accolade recognising its standing as one of London's top wedding venues. The palace, cared for by charity English Heritage, has received the Bronze award in the Best Wedding Venue category at the London Venue Awards. The announcement was made during a ceremony on Friday, 5 October at The Hurlingham Club's Georgian clubhouse in Fulham.

To find out more, or to hold your own event at this historic location please visit
www.english-heritage.org.uk/elthampalaceweddings, email ElthamPalaceHospitality@english-heritage.org.uk, or call 0208 294 2577.



Safe Child Thailand

Christmas Carol Concert
Wed 5 December 2018 from 19:00 to 21:30
St James's Sussex Gardens, Sussex Gardens, London, W2 3UD
Safe Child Thailand's Christmas Carol Concert is taking place in one of London's most iconic churches; St James' Church in Paddington. This delightful celebration is sure to help you get into the festive spirit as we bring you an unforgettable night of music and cheer. Throughout the evening there will be classic Christmas carols, short readings and orchestral music from the wonderful I Dodi. Upon entry you will be treated to delicious mulled wine and mince pies. This a family friendly event for all ages with a promise from us that you will leave with a warm glow. Early bird tickets are £20 for adults and £10 for children.



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