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# London

Issue 143 | March 2018

## Business Matters

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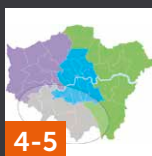
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Front cover: Celebrations for the Year of the Dog. Photograph by Cathy Scott

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# Canine commerce

Celebrations last month to mark Chinese New Year – heralding the Year of the Dog – packed out Chinatown to such an extent that concerns were raised about overcrowding writes *Cathy Scott*

The proceedings which I attended at the Banqueting Hall were more sedate but no less spectacular. Over 300 guests were in attendance at the Hong Kong Economic and Trade Office's annual event at the historic venue in Whitehall. After a musical introduction the traditional lion dance was performed, the good luck symbol being a hopeful portent for the year to come.

## Parade

London & Partners, the Mayor's official promotional agency, estimates that the Chinese New Year London events are the largest outside Asia and attract hundreds of thousands of people. Many of the celebrations are organised by the London Chinatown Chinese Association, and include the Chinese



New Year parade and one-day festival in Trafalgar Square.

This year flight bookings for China were double the usual level and West End stores reported high spending from Chinese tourists taking advantage of the weak pound and easier visa application arrangements.

## Boost

The New West End Company, which represents traders in and around Oxford Street, Regent Street and Bond Street, estimate that £32 million will be spent in the two

weeks surrounding the events, by Chinese tourists alone. It is reckoned that the total in central London this year will easily pass the £400 million high set in 2017.

The weak pound, easier visa application arrangements, and the publicity blitz surrounding Theresa May's visit to China earlier this month have given a huge boost to interest in visiting the UK, according to tourism chiefs.



Chinese visitors to the UK spend an average of £1,972, which is more than three times the average for foreign tourists.

[www.hketolondon.gov.hk](http://www.hketolondon.gov.hk)



Hong Kong musicians - Artemesia

## Mooting a move

One in five London businesses have moved or considered moving elsewhere in London or out of the capital over the past year owing to Brexit, rent rises or business rate rises.

A survey of more than 500 business by the London Chamber of Commerce and Industry found that some businesses were having to look at a move to a different part of London, others out of the capital and others out of the UK entirely.

Of those surveyed, 22 per cent were doing so because of the decision to leave the EU, 21 per cent because of rent rises and 19 per cent because of rising business rates.

When it came to making the move because of the decision for the UK to leave the EU, the survey, carried out by ComRes found 11 per cent of London businesses have considered leaving the UK, and an additional two per cent have already done so.

LCCI chief executive Colin Stanbridge said: "What we have is a still unfolding picture of how business are reacting to a number of cost pressures and uncertainties.



"While this survey found just two per cent of businesses had moved business activities out of the UK, perhaps the more worrying factor is that more than one in ten have considered it.

"Unless businesses see serious progress in trade talks, which have already been delayed, it is not unlikely that we could see this figure translate into even bigger losses for London and indeed the UK."

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# One size does not fit all



**Thomas Wagmaakers** takes a close look at London's sub-regions

Since 2000, London has had two tiers of local government: the Greater London Authority, and 33 local government administrations (32 borough councils and the City of London). Within this system, a new development can now be identified: the rise of sub-regional groupings of London's local authorities.

## Strategic partnerships

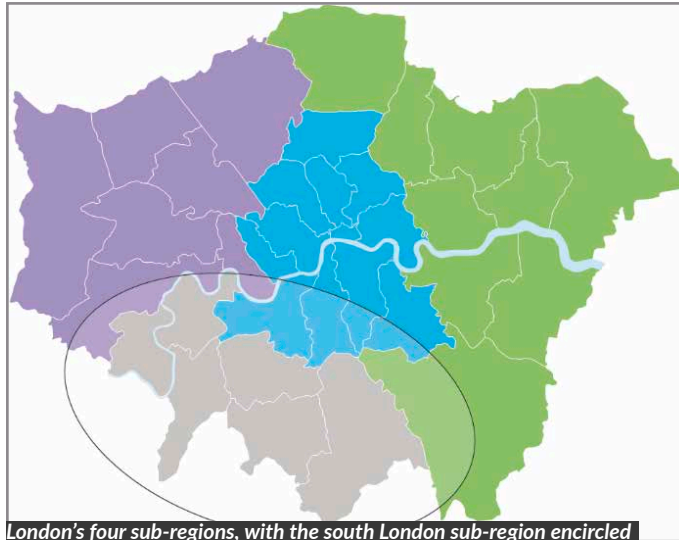
These strategic partnerships build on the distinct local insights, networks and capabilities of local administrations, but work together on issues where cooperation can add value to what individual boroughs can achieve on their own, for example in relation to generating efficiencies and growth.

Four of these partnerships have been formed throughout the capital:

- Central London Forward
- Local London (predominantly in the east; with Bromley included for employment devolution)
- The South London Partnership
- The West London Alliance.

A key area where the role of the sub-regional partnerships is now on the rise is in relation to London's skills system – in particular the devolution of the Adult Education Budget to the capital from 2019.

Specific devolved arrangements are still being considered but it is clear that the Mayor of London recognises that the sub-regional partnerships are in a strong position to understand the skills needs of their



London's four sub-regions, with the south London sub-region encircled

residents as well as the demand from their sub-regional economies, and need to play an important role.

## Understanding sub-regional needs

However, as skill strategies at the sub-regional level are developed, it will be important to know what the priorities are of businesses in the different areas, to ensure the system will be responsive to employment needs, and successful in equipping Londoners to get a job or increase their wages.

This is one of the reasons why LCCI, together with London Councils, decided to collect specific sub-regional data as part of London's new annual local business survey, the *London Business 1000*. This survey was released last July on what businesses' experiences are in a range of areas related to skills, including migration, apprenticeships, and the recruitment and retention of staff.

It found that the differences between businesses in London's sub-regions are significant – even when controlled for business size and broad industry sector. For example:

- use of private sector training companies to train existing and new staff is significantly higher in



east London than in west London

- half of south London businesses don't see any benefit in increasing the number of apprentices they employ, which is the case for just three out of ten east London businesses
- 23 per cent of east London businesses say increased financial support to pay apprentices' wages would make them more likely to hire more apprentices, compared to only 13 per cent in central London and 14 per cent in south London
- 25 per cent of west London businesses and 22 per cent of those in East London plan to use apprenticeship funding over the next 12 months, compared to just 14 per cent in the south London sub-region
- 33 per cent of east London businesses rank better government support to offer training and development programmes among the top two ways to improve staff retention, compared to 21 per cent in central London and 23 per cent in south London
- a quarter of central London businesses see fewer restrictions on immigration as the most important priority to ease recruitment, compared to 13 per cent in south London. This makes sense as 53 per cent of central London businesses employ foreign staff, compared to 39 per cent in the south London sub-region
- 33 per cent of central London businesses believe Brexit will have a negative impact on staff retention, compared to 17 per cent in south, 18 per cent in east, and 23 per cent in west London.

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These differences make it clear that different policies and approaches will be required in each sub-region to address the specific needs and opportunities of the business communities in the respective areas.

### Right approach

To discuss the importance of the unique sub-regional characteristics, and what they mean for policy development, LCCI and London Councils are bringing together businesses, local government representatives and strategic partnerships in the four sub-regions.

The first such meeting took place in the south London sub-region last month, and raised concerns about business costs, Brexit and the current skills system. Drawing on the low number of south London businesses planning to use apprenticeship funding in the next 12 months,



Cllr Peter John OBE addressing representatives from the south London boroughs

barriers to hiring apprentices in the area were discussed – making it clear that more needs to be done to make the funding arrangements fit for purpose.

In addition, with many business' concerns being sub-regional and even local in nature, it was clear that further devolution to London will be vital – to improve decision-making, enabling those who understand the capital best to implement policies that are right for it, including

around skills, housing and vital infrastructure projects.

### Cooperation

LCCI will continue to work with London Councils to make London an even better place to do business. Recognising that there are sub-regional differences within London across various policy requirements will be key to achieving that.

As new powers are getting devolved to the capital, we need to

recognise the importance of cooperation between the Greater London Authority, boroughs, and partnerships of boroughs. Ensuring there is a solid evidence base about business needs at different levels will help to enable this, and achieve the best possible outcomes.

Thomas Wagmaakers is policy research manager at LCCI

Polling for the London Business 1000 is conducted by ComRes, and all data is weighted to be representative of businesses in both London and in the sub-regions, by borough, company size and broad industry sector. Sole traders are excluded from the analysis. Year two of the survey is expected to be published in July of this year.

[www.comresglobal.com](http://www.comresglobal.com)

# Private jet activity grows in London

All of Europe's Top 20 airports saw more private jets flying in and out in 2017 than the year before, with particularly strong growth for London airports, according to a new league table from PrivateFly.

The private jet booking service analysed industry figures from intelligence provider WingX Advance to reveal that four of the UK capital's airports made Europe's Top 20, with a combined total of over 79,000 private aviation movements.

The city is also home to the airport with the most private jet growth in the table, Biggin Hill, which saw a 16 per cent rise in year-on-year activity.

PrivateFly's chief executive Adam Twidell commented: "2017 was a business aviation success story in Europe, with overall activity up four per cent and charter leading this



recovery. And several London airports saw particularly impressive gains in private jet activity.

### Competitive

"With extended hours and a £15 million investment plan putting it under the spotlight, Biggin Hill's team have done a great job in the past few years to change perceptions of being a poor relation to its glossier rivals. With an attractive and competitive pricing strategy, and helicopter transfers to cut down transfer times to London, more and more customers are choosing it.

"Luton remains the UK's busiest private jet airport and fourth in Europe, but its limited availability for private jets capped its growth at 2.1 per cent. It has become a victim of its own success: When airlines and private jets compete for space on the runway, private jets lose out. And in London, private jet customers and businesses can choose to go elsewhere.

"One to watch is London Southend. It's not yet in Europe's Top 20, but with its new Stobart Jet Centre opening last month, more and more customers may see it as a real alternative in 2018."

### Brexit uncertainty

Twidell continued: "Brexit may be creating continued uncertainty around the UK aviation sector, but London's importance as both a home and a destination for premium business and leisure travellers is unparalleled".

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# Skills – the inside story



Tom McLoughlin's visit to an East Anglian prison led him to

tackle the dual problems of re-offending rates and the skills gap. To achieve his vision that is a 'win-win' for all, he needs help from big companies

“I had no idea when entering HMP Highpoint in Suffolk that the Category C men's prison would end up supplying an answer to a vexing problem that is adversely impacting the UK construction industry.

Across the country, and most severely in London, there is an acute shortage of skilled labour – a problem set to worsen over the coming decade.

The UK construction industry has an ageing workforce. Thirty per cent are over 50 years of age and around 700,000 are set to retire over the next ten years. To maintain the current pace of building means that the industry must bring in an addi-



tional 36,000 workers every year.

We are not meeting the challenge, and failure means we won't main-

tain the pace of construction needed to supply the UK marketplace with much-needed new housing.

and the working possibilities the industry might offer to prisoners nearing their release date.

After my presentation I was invited to tour the prison and spoke with a number of prisoners.

I was struck by the number of inmates who wanted to improve their lives and become productive citizens, but were frustrated by their lack of job skills and suitable opportunities.

They wanted to work but many lacked qualifications. Consequently they were worried about re-offending.

My conversations with the inmates helped me realise that MACS had a chance to teach basic construction skills that could enable them to find work immediately upon release.

I mentioned this to Lisa, who suggested that the training might actually take place inside HMP, before prisoners' release dates. I thought through how it could be done while she went to the warden to secure permission.

## Brexit

There are other factors worsening the situation. The uncertainty over Brexit has only exacerbated the skills shortage as we rely heavily on European migrant workers to fill the gaps.

Brexit – and the fact that, as European economies improve, there are more employment opportunities for people who in recent years might have opted to work in the UK – has spurred us to look inwards to develop home-grown talent.

My own company MACS Plasterboard Systems has long been aware of this and has actively been working with colleges to develop new talent through apprenticeship programmes. Indeed MACS have produced two individuals who won Apprentice of the Year awards.

## Community

But I wasn't thinking about all that in 2015 when I was invited into HMP Highpoint by Lisa Haworth, the prison's business and community engagement manager, to attend a Breaking the Cycle event. This is an initiative created by the prison that helps prisoners find ways to avoid re-offending once released. Re-offending costs the UK taxpayer close to £15 billion each year.

I had been invited to address inmates and talk about construction

## Bespoke

Launched in 2016, MACS designed a bespoke training programme that enables prisoners to gain basic skills in dry lining and plastering and to experience work conditions which replicate those found on commercial sites.

Two-day training modules are taught by MACS Plasterboards instructors and conducted within the Highpoint prison walls. Up to ten inmates at a time are trained, with modules heavily over-subscribed and a long waiting list of prospective 'students'.

Feedback comments have included: "This is great, I wish more companies would do this"; "It means a lot that you've come into prison and looked us in the eye – you didn't pre-judge us"; and "I didn't think anybody cared about me or my problems."

Inmates are also given advice on how to find work. We streamline the process for them to apply for CSCS cards – required on UK building sites. This support from MACS means that immediately upon release from prison the former inmates are 'job-ready'.

MACS Plasterboards help prisoners find work (we start while they are still incarcerated and continue after they leave prison). We



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***“I was struck by the number of inmates who wanted to improve their lives and become productive citizens, but who were frustrated by their lack of job skills and suitable opportunities.”***

currently have four ex-offenders engaged on a number of projects.

**Rewarding**

Our involvement to date has been hugely rewarding and is recognised both within and outside the industry.

The prisoners think that they are the ones benefiting but I've gained much from working with them. It's made me realise that the prisoners are people too – people who've made mistakes and are trying to get back on the right side of society.

I'm pleased with what we have accomplished so far. I believe this project has the potential to be rolled out to all UK prisons. Once established country-wide, it could have a significant, positive impact not only on the prisoners but also on their families and the greater population.

**Funding**

The stumbling block is a lack of funding. MACS Plasterboard Systems is an SME and so far we've

managed to accomplish this without external funding. But building on this success without getting outside support is not feasible so I hope that bigger firms will take note and get involved.

Saint-Gobain, British Gypsum and Gibbs & Dandy have generously contributed tools and material and we rely on their continuing support.

My dream is to have similar programmes operating in prisons throughout the country. Many inmates just need encouragement and a chance to better themselves. We can give that help but we do need funding. If we can get to a point where all prisoners leave prison with skills and hope, then there is an excellent chance that they won't return. That would be a 'win-win' for us all. ))

Tom McLoughlin is chief executive of MACS Plasterboard Systems Limited. To get involved contact [tom@macsplasterboards.co.uk](mailto:tom@macsplasterboards.co.uk) [www.macsplasterboards.co.uk](http://www.macsplasterboards.co.uk)

**Pudding course**



Shadow Chancellor John McDonnell addressed LCCI members at a special event at the Goring Hotel last month.

Known to the Chamber since his days at the Greater London Council in the 1980s, the MP for Hayes and Harlington said there would be no surprises and that he would aim for a constructive relationship with business if Labour came to power.

LCCI chief executive Colin Stanbridge said McDonnell was a very persuasive speaker but that the proof of the pudding was in the eating. “When you're in opposition it is easy – and all oppositions do this – to speak in broad terms. What business people will want to know is the details of how Labour's policies would affect business in London and beyond.”

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**Five planning tips for Millennial Millionaires**

By Clare Munro, senior tax partner



Chancellor of the Exchequer, Philip Hammond has just asked the Office of Tax Simplification to upgrade inheritance tax. Although that might help the baby boomer generation to understand it, the inheritance tax problem is unlikely to disappear.

The 'millennial' next generation is set to inherit more wealth than any previous cohort, albeit not until, on average, the age of 61. Seemingly therefore, the millennials' plight creates an opportunity to manage a looming inheritance tax problem.

Much will depend on family resources but the following suggestions offer cross-generational planning for a range of wealth profiles.

**1. Lending funds for a flat deposit**

The millennial can access the housing ladder and benefits from the current first-time buyers' SDLT holiday; capital gains relief for their main residence covers gains on sale. However, he can't spend the funds and one can reclaim them on a divorce. Property value growth is for the next generation.

**2. Pay off student debt**

Student loans can be £50k or more and interest is running at up to 6.1%. Repayments are a drag on millennials' disposable earnings and on their ability to repay a mortgage or rent. A £50,000 gift reduces the parents' inheritance bill by £20,000, assuming survival for seven years afterwards.

**3. Fund a pension**

Millennials are likely to be long-lived but underestimate their life expectancy. Regular payments into a pension fund, out of 'surplus' income do not affect the donor's inheritance tax position. A £2,880 contribution is treated as net and the government adds £720 to make £3,600 gross. Income and growth accrue tax-free in the pension scheme; the parent reduces the inheritance tax liability.

**4. Establish a fund for grandchildren**

Income is treated as the child's so she benefits from personal and savings allowances. The gift is outside the donor's estate after seven years. It's also proof against the children's divorce.

**5. Family investment company**

Companies can work well as vehicles for intra-generational wealth. Income is taxed at corporate rates which are currently lower than personal ones. A company's dividend income is generally tax free. With care, shares can be passed to children and grandchildren. Family shareholders can extract dividend income, mitigating the tax liability with dividend allowances and lower rate bands.

Planning for the millennial generation should be part of a wealth planning strategy but, with thought, the tools are there to help millennials before they qualify for a Freedom pass.

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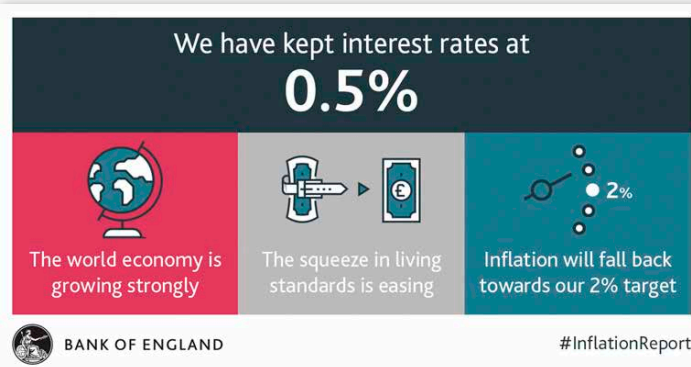
# Keeping the economy growing at its speed limit



by Lai Wah Co

The Bank of England has been providing significant monetary support to the UK economy for more than a decade.

But we've seen inflation rise above the Bank's two per cent target since the big fall in sterling following the Brexit vote, which pushed up both import costs and shop prices.



At the same time, the weaker pound has helped increase the competitiveness of some UK exports, when demand is being supported by strong growth in Europe, the United States and other countries.

This should encourage exporters to invest and recruit more staff.

**Over the past year, prices have been rising faster than wages, squeezing the spending power of households. The good news is that we think that squeeze is likely to start easing.**

## Uncertainty

We have seen some evidence of this happening, but the pick-up in investment has been weaker than otherwise based on past experience. Uncertainty surrounding Brexit has dampened investment plans for some companies.

Over the past year, prices have been rising faster than wages, squeezing the spending power of households. The good news is that we think that squeeze is likely to start easing.

The unemployment rate is now at its lowest level since 1975. And there are a lot of job vacancies. Our London business contacts tell us that it is difficult to recruit and retain workers, which is leading some to offer higher wages.

That can also lead to inflation, as businesses look to recoup their increased costs through higher prices.

## Support

Given these inflationary pressures, the Bank thinks carefully

about whether the level of support we're providing to the economy is appropriate.

If we set interest rates too low, the economy will grow too fast, keeping inflation above our two per cent target.

But if we set interest rates too high or raise them too rapidly then growth will be too slow, and inflation could fall below target.

Put another way, we try to keep the economy growing at its 'speed limit'.

We think the current annual growth speed limit of the UK economy is around 1.5 per cent but our latest forecast suggests we are on track to grow a bit faster than that.

So we think the economy needs a little less support from us.

Last November we raised the official interest rate, known as Bank Rate, from 0.25 per cent to 0.5 per cent.

## Overheating

Although the Bank's Monetary Policy Committee voted to keep rates at 0.5 per cent in February, they also indicated that, if the economy performs as expected, rate rises would be necessary to prevent the economy from overheating.

But they also stressed that any further rises are likely to be at a gradual pace and to a limited extent. So interest rates are likely to remain substantially lower than a decade ago.

This isn't a case of putting the brakes on; we're just easing the foot off the accelerator a little.

And we're doing that because, ten years on from the financial crisis, the economy is finally returning to normal. That's got to be welcome news for households and businesses.

Lai Wah Co is the Bank of England's deputy agent for Greater London.

[www.bankofengland.co.uk/inflation-report/2018/february-2018](http://www.bankofengland.co.uk/inflation-report/2018/february-2018)

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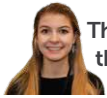
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# Caesar triumphant at London Bridge



The Bridge Theatre is the latest addition to London's cultural scene and opened last autumn with a well-received new comedy – *Young Marx*. Now the £12 million creation of Nicholas Hytner and Nick Starr is hosting Shakespeare's *Julius Caesar*. *Taylor Vraney went to see it*

“Shakespeare in a new, 900 seater theatre described as an immersive venue. What would that be like? Firstly I had to choose whether to sit around the stage and observe the play in a traditional style or become part of the action and join the crowd of hundreds to, for example, greet Caesar's triumphant return to Rome. I opted for the latter.

## Passion

Dressed in contemporary clothes, as designed by Christina Cunningham, the characters are modern in all but language. Ben Whishaw's Brutus, in a thick sweater, glasses perched on the lower slope of his nose, is soft and scholarly. Cassius, played by Michelle Fairley, is wintry and sharp, casting disapproving looks. David Morrissey as Mark Antony brings oratory to new heights. And David Calder convincingly demonstrates Caesar's passion and pride.

The actors travel on the intricately-designed set crafted by Bunny Christie. Throughout the two-hour play, the stage rises and falls,



David Calder as Caesar

Photo by Manuel Harlan



Ben Whishaw as Brutus

Photo by Manuel Harlan

much like the possession of power. ‘Bouncers’ brilliantly manoeuvre the mob as the stage transforms. The actors effortlessly weave in and out of the throng to hit their marks and deliver their lines. All in all, quite an experience.”

Julius Caesar runs at the Bridge until 15 April. It will be broadcast live across cinemas in the UK on 22 March.

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At time of going to press, Prime Minister Theresa May and four senior Cabinet colleagues are in the process of making a series of six speeches on Brexit. The Prime Minister is scheduled to speak twice with the others being the Foreign Secretary Boris Johnson, the Brexit Secretary David Davis, Liam Fox, the International Trade Secretary and David Lidington, the *de facto* Deputy Prime Minister.

## What is the purpose of the Brexit speeches?

It is reported that the 'Road to Brexit' speeches will set out how the government sees Britain's future post-Brexit and will answer questions about Brexit. It is hoped that the speeches will offer the clarity sought by the EU's negotiating team. The speeches follow hot on the heels of the leaked government impact assessment which showed that London's economy could shrink by eight per cent if no trade deal is reached and Britain using World Trade Organisation terms. It also showed the economy of the North East – where 58 per cent voted to leave the EU – could be 16 per cent smaller after Brexit if there is no trade deal and 11 per cent smaller even if a deal is agreed.

## Six speeches to set out Brexit vision

■ <http://on.ft.com/2G7EMKd>

## Theresa May and her ministers plan six speeches to answer questions about Brexit

■ <http://bit.ly/2F03wqE>

## Leaked Government analysis reveals post-Brexit impact on UK regions

■ <http://bit.ly/2GXvuBu>

## What did Boris Johnson set out in his speech?

Boris Johnson delivered the first Brexit speech in London on 14 February. He urged businesses to think "not of EU standards but of global ones" and urged Leavers and Remainers to unite and "get on and do it". He warned that reversing the result of the 2016 EU referendum would be a "disastrous mistake". The Foreign Secretary spoke of an outward-looking, liberal and global Britain post-Brexit. He argued for regulatory divergence from the EU in some areas but not others. For example, the same regulations might be sensible for manufactured goods

such as vacuum cleaners and hair dryers. <http://bit.ly/2o6sf21>.

## Boris Johnson Brexit speech - as it happened: Foreign Secretary seeks to woo Remainers but key address light on detail

■ <https://ind.pn/2GGzRjv>

## Boris Johnson's Valentine's Day Brexit speech: Think of global standards, not EU ones

■ <http://bit.ly/2sOhwz4>

## How was Johnson's speech received?

EU Commission President Jean-Claude Juncker said that Johnson was talking "nonsense" about the EU while others criticised his Valentine's Day offering as being uplifting and amusing but light on detail or even "insulting", especially by not mentioning Northern Ireland.

## Boris Johnson sets out areas of Brexit divergence

■ <http://on.ft.com/2EJNRwE>

## Boris Johnson condemned for 'insulting' speech on Brexit

■ <http://bit.ly/2EP337t>

## What did Theresa May say in her first Brexit address?

On 16 February, the Prime Minister flew to Berlin to speak to Chancellor Angela Merkel. There was no specific agenda for this meeting at which Merkel told the Prime Minister she still "hates" Brexit. Making her speech at the annual Munich security conference the next day, the Prime Minister vowed "There's no going back" on the June 2016 EU referendum decision and told the conference – and diehard Remainers at home – that there was "no question" of a second referendum. Like the Foreign Secretary, the

Prime Minister wants to ditch EU rules in some areas immediately, for example, in financial services and agriculture, but not in others.

The Prime Minister also called for a new security treaty with the EU after Brexit, warning against "deep-seated ideology" which could block it. The success of past security co-operation was central to the Prime Minister's speech in which she praised UK and EU agencies who have worked together to avert deadly terror attacks. "Europe's security is our security," she said. "And that is why I have said that the UK is unconditionally committed to maintaining it."

The post-Brexit security arrangements have yet to be negotiated but the Prime Minister said that new foreign and defence policy co-operation arrangements should be effective by 2019.

## Front Bench: Theresa May heads to Berlin to try and bypass Michel Barnier, but will it work?

■ <http://bit.ly/2ELpYV5>

## Theresa May's defiant Brexit pledge: 'There's no going back'

■ <http://bit.ly/2osjOhX>

## Brexit Bulletin: Theresa May's Vision Emerges

■ <https://bloom.bg/2oq6Xwo>

## What was the reaction to Theresa May's speech?

In her Munich speech, the Prime Minister accepted that "when participating in EU agencies, the UK will respect the remit of the European Court of Justice", a pledge that is said to enrage the pro-Brexit wing of the Conservative Party. Others felt the speech was for two distinct audiences; the world leaders gathered in the hall in Munich and the Conservative Party at Westminster. She was also accused of a 'dereliction of duty' on post-Brexit security.

## Theresa May in Munich: A speech for two audiences

■ <http://bit.ly/2Cgu7z1>

## Theresa May accused of 'dereliction of duty' on post-Brexit security

■ <http://bit.ly/2EM3xva>

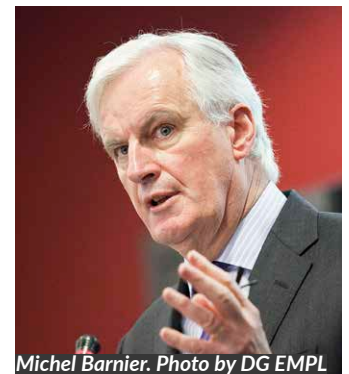
## What has been happening in Brussels?

David Davis slammed the EU as being "discourteous" for publishing plans that would allow it to sanction the UK during the Brexit transition period.

## David Davis Brands Brussels 'Discourteous' After Making Brexit 'Punishment' Threat

■ <http://bit.ly/2HFTV6M>

Meanwhile Brussels' chief Brexit negotiator Michel Barnier threatened to scupper an agreement to offer Britain a transition period to smooth its withdrawal from the European Union, saying it is "not a given".



Michel Barnier. Photo by DG EMPL

## Brussels threatens to pull the plug on Brexit transition period deal

■ <http://bit.ly/2sPqeNj>

Michel Barnier met two different groups of politicians on 19 February, both of whom sought to argue the case for strong trading links post-Brexit.

The Brexit Select Committee, chaired by Hilary Benn, returned for another private meeting with the EU's main representatives, including Guy Verhofstadt, the European Parliament Brexit representative, as well as Barnier. The group discussed the transition period and trade issues before next month's European Council summit, where it is hoped a transition agreement can be finalised.

Barnier also met the elected leaders of 10 of England's biggest cities outside of London. They are part of an umbrella organisation called Core Cities.

## Brexit latest: British politicians travel to Brussels for Michel Barnier meetings

■ <http://bit.ly/2ENJuMV>

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

# Transport matters

Making good on a commitment made in 2016, The Secretary of State for Transport, the Rt. Hon Chris Grayling MP, last month addressed more than one hundred LCCI members at an event chaired by Chamber chief executive, Colin Stanbridge at The Royal Institution of Great Britain.

In his introduction to the Secretary of State Chamber president and chairman of the

Berkeley Group Tony Pidgley highlighted LCCI's priorities for transport as London heads towards becoming a 'megacity' of ten million people.

The Transport Secretary briefed the audience on the progress of a number of critical infrastructure projects ranging from smart motorways and HS2 to Crossrail and airport expansion. He took questions on a wide

range of topics including congestion, transport funding and how we can maximise the skills legacy from major infrastructure projects.

The Transport Secretary was left in no doubt about the need for Crossrail 2 for the capital, responding that the project, whilst it has his support, must move forward in 'lock-step' with other transport projects, particularly in the north of the UK.



Sir Peter Hendy CBE, chair of Network Rail updated LCCI patron members last month at a lunch at Sexy Fish in Mayfair. Before he joined the rail group in 2015 Sir Peter was Commissioner of Transport for London.



Previously he served as TfL's managing director of surface transport and played a key role in preparing for the successful operation of London's transport for the 2012 Olympic and Paralympic Games.



# The Blue Pill

One of my clients started talking to me about the goals he had made when he started his business and how they compared to his goals today. He mentioned that although he was successful, time had taught him to compromise. He felt comfortable and chose to not pursue further growth.

Many of us reach a plateau in life and business where we convince ourselves that we have reached our potential. The passion, energy and drive that got us started and saw us claim success seems to be long forgotten.

What would happen if you rebuilt your business with the passion you first had, but you added the years of experience you have accumulated?

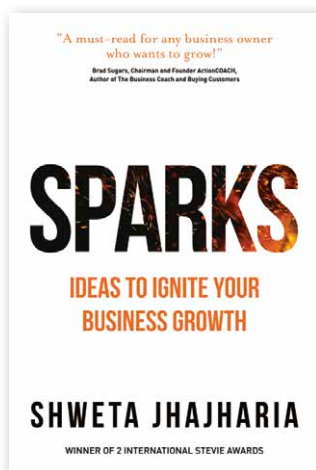
In *The Matrix*, the main character, Neo, is introduced to Morpheus. Morpheus talks about the Matrix – the simulated reality that has been Neo's entire world – and how Neo is just a small part of

it, one of its 'slaves'. Morpheus then offers Neo two pills – one blue and one red – and gives him a choice:

*"You take the blue pill – the story ends, you wake up in your bed and believe whatever you want to believe. You take the red pill – you stay in Wonderland, and I show you how deep the rabbit hole goes. Remember, all I'm offering is the truth – nothing more."*

The question for us as business owners is whether the truth is worth pursuing. The blue pill will leave us as we are. The red pill symbolises passion, drive and the risk of questioning the status quo. It forces us to ask 'What if?'. Are you willing to take the path of discovery and implement radical changes in your business to make it resilient and forward-looking? Do you want to explore the limits of what you can achieve?

Neo chose the red pill. Which one will you choose?



***"Are you willing to take the path of discovery and implement radical changes in your business to make it resilient and forward-looking?"***

*Excerpted from the Amazon bestseller 'Sparks: Ideas to Ignite your Business Growth' by Shweta Jhajharia, a leading global business coach. If you are ready to choose the red pill, get in touch at [www.londoncoachinggroup.com/businesscoachingsession](http://www.londoncoachinggroup.com/businesscoachingsession) and let's deep dive into your business together.*

# Mapping and data are solving real world problems



by Matt Hayes

Mapping of data has come a long way since 1854 when Dr John Snow plotted locations of cholera cases on a map during an outbreak of the disease in Soho. This comparatively simple act enabled Dr Snow to better understand his data and draw the correct conclusions, thus contributing to a new understanding of the transmission of diseases. At that time the 'miasma theory' was dominant and people believed that all disease travelled through the air. With his map, Dr Snow was able to demonstrate that the source of the disease was in fact a tainted water supply.



Mapping and data is now many worlds away from those origins. From big data to cloud computing, even in the last decade mapping and the use of data has been revolutionised. We can use powerful computers to load in hundreds of huge and complex data layers at one time. We can analyse massive data sets to extract relevant information and answer important questions.

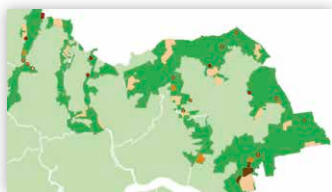
## Beneficial

The real world applications of this new number crunching and map-

ping power are beneficial for all, but are sometimes taken for granted. For something as simple as asking Google Maps how long it will take you to get to work, there are a number of data sets and a great deal of processing happening in the background to give the answer.

However, mapping is also often used to examine and solve real world problems, arguably more important than if we will make it home in time for dinner. FIND Mapping recently worked with the LCCI on the mapping of disused and poor quality 'brown space' in Greater London's Metropolitan Green Belt. FIND first interrogated multiple data sets to identify the most promising areas within the Green Belt, then moved to high-resolution, up-to-date aerial imagery to perform a visual assessment of highlighted locations.

Consequently it was established whether or not a site was derelict, vacant or a poor use of land – important when dealing with subjects such as the housing shortage. Without cutting edge mapping and data analysis techniques FIND would have been hard pressed to carry out such a study.



The vast majority of data can (and should) be mapped, such is the importance and relevance of location information. It has been estimated that 80 per cent of all the data on the planet has location information

***If "a picture is worth a thousand words", so, surely, are maps.***

attached to it ... and the 20 per cent that doesn't have a location probably should!

Mapping of data can also often create a useful visual representation of the data that would have otherwise been completely undiscoverable from simply viewing it in a table or graph. Mapping sets the data free, new patterns can emerge and previously unforeseen conclusions can be reached. There is huge value to be gained from wielding these powerful tools to massively improve knowledge and decision making. If "a picture is worth a thousand words", so, surely, are maps.

## Next dimension

What is the future of mapping and data? New companies such as

vu.city are taking mapping to the next dimension. Not content with creating incredibly detailed models of London and other major cities, they are adding layers of GIS – Geographic Information System – data to these models to make them even more meaningful. One of the biggest changes in the world of mapping over the next decade will be utilising the third dimension.

While 3D data is available now, the vast majority of mapping is still done in 2D so there is a whole new world about to open up. With other emerging technologies such as 'real-time GIS' and 'augmented reality', the future of mapping and data is looking extremely exciting.

Matt Hayes is GIS and data manager at FIND Mapping. For more information on the brown space mapping project visit [www.londonchamber.co.uk/BrownforBlue](http://www.londonchamber.co.uk/BrownforBlue). [www.findmaps.co.uk](http://www.findmaps.co.uk)

## On board

Julia Onslow-Cole, partner, legal markets leader and head of global immigration at PwC, has joined the LCCI board to work alongside business leaders from a cross section of firms from the capital.

Onslow-Cole is also a member of the board of the Council for Global Immigration in Washington as well as Sadiq Khan's Brexit advisory group and the Home Office EU immigration employers' group.

Welcoming her to the board, LCCI President Tony Pidgley CBE said: "This is a particularly interesting and indeed exciting time to be part of LCCI and to have an input on the influencing work that we do."

Onslow-Cole said that the LCCI's work to support a vibrant business network within and across London was vital. "I look forward to contributing to the debate and discussions on important business issues such as immigration and employment."





# One belt one road



**Taylor Vraney on China's ambition to re-create a trade route from China to Europe**

An economic initiative spearheaded by President Xi Jinping of the People's Republic of China surpasses in both magnitude and ambition that of the historic Silk Road.

Five years ago President Xi proposed a plan that would connect over 60 countries via land and sea – the economic belt and the 21st-century maritime route, together referred to as the One belt one road initiative, or OBOR. A key part of China's 13th five-year plan, which lays out the country's social and economic strategies from 2016-2020, it will open the Asian giant to the world.

**As the world's second largest economy, success in this project could cement China's position as a global leader and lead to an increase in its geopolitical influence in the west.**

### Boost

The new Silk Road will re-create shipping routes and allow for a redistribution in energy sources like oil. It will also enable countries

and regions to grow economically through a boost in trade and investments in projects along the routes.

Kevin Sneader, chairman of global consulting firm McKinsey & Company, says the proposed project could be the largest ever collaboration for the region, involving at least 65 per cent of the population and one third of the world's GDP.

As the world's second largest economy, success in this project could cement China's position as a global leader and lead to an increase in its geopolitical influence in the west. The cost and length of the OBOR initiative – completion is

anticipated by 2049 – surpasses the United States' post-World War II Marshall Plan which rebuilt Europe.

### Cooperation

President Xi says OBOR seeks both to develop poor economic regions and to provide better connectivity and economic benefits. It is being put forward as a solution for multiple problems for all the countries involved, and touted as an example of 'win-win' cooperation.

The China Development Bank, Asia Infrastructure Investment Bank and the Silk Fund, all China-based, have raised more than

\$900 billion for the project. This has been becoming evident in the construction of roads, pipelines, railways, and other infrastructural developments. Malaysia, Thailand, Laos and Indonesia are also making investments with the UK and France engaged in talks.

China is confident that they and other countries will eventually participate. While there is always a risk in investing in infrastructure, the payoffs from a commercial link with one of the world's key trade routes could be hugely valuable.

[eng.yidaiyilu.gov.cn](http://eng.yidaiyilu.gov.cn)

## Trade and culture

One belt one road's origins lie in the Silk Road, an historic trade route which connected China to the Roman Empire. From the second century BC until the end of the fourteenth century AD, the route became an important collaborative platform for trade and cultural exchanges. Silk and precious stones were key physical trades, but art and religious beliefs were also shared.

The fame of many cities along the route grew far and wide. Samarkand, in modern day Uzbekistan, became known for its craft production and markets. In northern Syria, Aleppo's famed bazaar traded in Indian spices as well as Chinese silks.

Travellers along the route included Venetian merchant and explorer Marco Polo, whose



Samarkand Photo by By Ekrem Canli



Aleppo Photo by Anjci/Flickr

documentation of his journeys developed the West's interest in and understanding of China.

Over time the road's usability deteriorated. Trade boycotts, the increasing dangers of bandits and sandstorms, and



Marco Polo

the development of navigational tools and sailing vessels which made maritime trading more practicable all played their part and in 1453 China officially closed the route.

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# Investment crucial for Nepal



by Taylor Vraney

Nepal's economic development progress can be traced back to the 1990s when trade liberalisation measures, legislative programmes, and comparative political stability combined to ease it into the global economy.

**In 2004, Nepal became the first less developed country to join the World Trade Organisation.**

In 2004, it became the first less developed country to join the World Trade Organisation. Economic integration was further promoted through membership of two regional blocs, the South Asian Association for Regional Cooperation and the Bay of Bengal Initiative for multi-sectoral technical and economic cooperation.

Foreign direct investment (FDI) was promoted through the Nepal Investment Board which focused on mobilizing and managing public-private partnerships as well as promoting and facilitating domestic and foreign investments.

## Setback

Then, in 2015, the country endured a calamitous setback as two earthquakes struck. The first hit Gorkha in central Nepal in April at a magnitude of 7.8 on the Richter scale. Less than a month later,



See next month's LBM for a feature on the Gurkha Welfare Trust

eastern Nepal suffered a slightly less powerful quake. Thousands of lives were lost and hundreds of thousands of buildings collapsed.

Consequently foreign investment commitments to Nepal dropped like a stone. The Nepal Pavilion Company reported that 38 industries pledged US\$6.7 million in FDI

commitments in 2014 decreased to 13 industries pledging US\$1.7 million between the quakes.

An immense repair and reconstruction project followed, estimated to be around US\$7 billion. Meanwhile priority was also given to a tightening of building and infrastructure standards.



## Critical

FDI is crucial for the country and the Nepal Pavilion Company, an advisory company based in Kathmandu, lists tourism, manufacturing and energy as the most attractive sectors for investors. Renowned heritage sites such as Durbar Square and national monuments, damaged by the quake, were prioritised for reconstruction while last September the Nepal-Tibet border officially reopened to tourists, a critical contributor to the country's earnings.

While tourism numbers are predicted to grow rapidly and give an incentive for investment, there are other pressing issues. Many Nepalese citizens still live in shelters as only a comparatively small percentage of the 400,000 homes marked for reconstruction, as outlined in the government's reconstruction programme, have been rebuilt. In addition, much foreign aid has not yet filtered through to where it is needed. Nevertheless, Nepal remains optimistic about available opportunities and investment from abroad remains vital for the country's future progress.

Taylor Vraney is a student of journalism at the University of Minnesota  
[www.investnepal.gov.np](http://www.investnepal.gov.np)

## Upcoming LCCI trade missions



Jakarta

### Indonesia: Jakarta

Sector: Healthcare

Date: 23 - 25 April 2018

Register your interest

Contact: Vanessa Vlotides

Tel: 0207 203 1838

Email: [vvlotides@londonchamber.co.uk](mailto:vvlotides@londonchamber.co.uk)



Lima

### Peru: Lima

Sector: Multi

Date: 13 - 17 May 2018

Register your interest

Contact: Vanessa Vlotides

Tel: 0207 203 1838

Email: [vvlotides@londonchamber.co.uk](mailto:vvlotides@londonchamber.co.uk)



Taipei

### Taiwan

Sector: ICT

Date: 4 - 8 June 2018

Register your interest

Contact: Elena Molinari

Tel: 0207 203 1929

Email: [emolinari@londonchamber.co.uk](mailto:emolinari@londonchamber.co.uk)



## Overseas business opportunities

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

### Russia



Specialist in the production of wool sheepskin mantles for car seats, saddles, art mats and other articles made from sheepskin seeks partners from the wholesale and retail trade in wool sheepskin products for a sales servicing agreement. The partner will purchase the company's products for further resale. REF: BORU20171206001

### France



Specialist in the design and sale of customisable shoes under a patented concept is looking for a European manufacturer of white sneakers/canvas sport shoes. The shoes must have a flexible rubber or synthetic sole. The type of collaboration envisaged is a sub-contracting agreement for repeated small orders. REF: BRFR20171118001

### Armenia



IT software solutions company has developed an augmented reality (AR) technology for the advertising and online shopping industries, as well as high-performance big data analysis algorithm for real time statistics and analysis. The company is looking for partners to work under a services agreement. REF: BOAM20171218001

### Netherlands



An award-winning designer and supplier of high-quality children's bedding and nursery textiles is looking for a manufacturing partner. This partner must be able to manufacture the stylishly designed and innovative bedding in accordance with an independent testing and certification system (OekoTex / Gots). The products are made

for children aged up to 11 years. The SME seeks a production partner that can produce their textile products under a manufacturing agreement. REF: BRNL20171124002

### China



Company offering fuel cells for electric vehicle tools is looking for partners who can offer fuel cell-related materials, components and testing equipment to expand their product catalogue to sell them in the Chinese market. Co-operation will be under a commercial agreement. REF: BRNC20171025001

### Spain



Building sector company has developed an innovative and sustainable system which allows construction companies to save up to 30 per cent on concrete in the lightened area and its proportional part of steel, together with associated costs related to logistics and energy. This sustainable system incorporates 'hollow bodies' that allow concrete slabs to be lightened providing advantages in all project processes. The company is seeking commercial agency agreements. REF: BOES20171123002

### Sweden



Company with 40 years' experience in providing the Nordic industrial market with sub-contracting manufacturing/toll blending of specialty chemicals and a full range of its own cleaners and degreasers seeks new products to distribute. The company would like to expand and sign a distribution service agreement to become a distributor for the following types of companies: chemical distributors; chemical agents; and companies looking for chemical management. REF: BRSE20170823001

### Greece



Biochemistry company, specialised in electrophoresis, is a very active researcher and manufacturer of innovative biological reagents for in vitro diagnostic use. The company provides a comprehensive package in terms of quality products, customer care and the level of after-sales support. The company seeks exclusive agents and distributors to expand its business overseas. It is also open to manufacturing original equipment through a manufacturing agreement. REF: BOGR20170711001



For further information contact Caroline Ackroyd at Crosby Associates Media Ltd  
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# Origin in trade – the realities of integration



by Andrew Willcocks

Earlier this year negotiations on the new mega-regional trade deal, now known as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), were concluded in Japan between Australia, Brunei, Canada, Chile, Japan, Malaysia, Mexico, New Zealand, Peru, Singapore and Vietnam.

The countries in the deal represent a sizeable 15 per cent of total global trade.

The CPTPP aims to optimise the flow of goods, services and investment in a free trade area operating across all its economies. Businesses trading under the deal will enjoy substantial reductions in tariffs on goods originating from within or across the trade area, with the overall goal to generate trade-led economic growth for all participants.

## Incisive

The timing of the announcement was incisive, coming a year to the day since President Trump withdrew the US from initial TPP negotiations, citing an 'America First' approach. The withdrawal means that US goods and services will remain outside the new CPTPP deal.

Meanwhile, the IMF lifted its global growth forecasts for both 2018 and 2019 to 3.9 per cent, but warned that risks to growth include ongoing uncertainty in US negotiations over the North American Free Trade Agreement (NAFTA) and ongoing UK negotiations relating to Brexit.

At the World Economic Forum in Davos in January, President Trump sought to publicly underscore US ties to the UK, highlighting his ongoing friendship with British Prime Minister Theresa May and declaring that the 'great relationship' between the leaders and their two countries remains firmly in place.

The IMF's decision to single out the US and UK negotiations as potential threats to global growth due to potentially 'inward-looking policies' highlights a deeper set of issues facing the two leaders.



Both are beset by challenges arising from election discourse that focused on the origin of money, goods and people as they move across national borders.

Voters expect positions on trade that were stated on the podium to now be converted into action in the legislature. This has caused a post-election tug-of-war at both national and regional levels over how regulation should seek to manage regional trade.

## Complex

On both sides of the Atlantic, the translation of election positions into complex regional trade negotiations is proving extremely delicate. Televised debates in the UK and the US have used politically expedient language to describe goods trade as either 'domestic' or 'foreign'. But the complex realities of modern trade across regions are no longer obedient to such binaries.

The growing complexity is not helped by the fact that decades-old national regulations designed to support progressive regional trade integration have been consistently supported by nearly all sides of politics. As a result, the trading communities in both the US and UK have experienced an increasing reliance on regional regulation, leading to the gradual emergence of composite regional supply chains and regional processing of goods.

The NAFTA trade treaty between Canada, Mexico and the US is an example of integration regulation that has been in use for a long time. By virtue of a series of rules of origin, the treaty allows goods to be manufactured, built and sold into the three economies, taking into account the unique resources and strengths of each.

The inner workings of the NAFTA trade treaty are complex. For example, its provisions contain a Regional Value Content (RVC) rule assigned to particular products by consent of

all parties, in order for those products to qualify for preferential tariffs when traded inside the bloc. In practice, the RVC rule effectively limits the amount of non-NAFTA components that can be used when creating a good under the deal.

## Beneficial

A significant issue facing NAFTA renegotiations is the US administration's reported desire to sharply elevate the RVC percentage for automobiles so that they continue to receive beneficial tariff rates under the agreement. This has clouded renegotiation talks, and may risk Canada and Mexico either walking away from the deal or seeking other non-US agreements to continue production elsewhere.

Unilateral forcefulness in regional trade negotiations risks a 'whack-a-mole' game, where the mole is the origin of the goods, the hammer is the regional regulation, and the bearer of the hammer is the national leadership. It is easy to see how unilaterally hammering one trade issue in a given regional trade treaty could cause a retaliatory concern to pop up elsewhere.

## Primacy

Such is the political challenge on regional trade shared between the UK and the US. If national origin of goods must now take primacy in trade as per electoral promises in both countries, then questions remain as to how the knots of pre-existing regional integration regulation are to be safely untangled without causing unintended domestic harm.

Debate continues on the wider question of whether seeking to undo trade integration regulation risks throwing the economic baby out with the bathwater. Ultimately, the first hurdle is the question of who should be the initial author of transnational trade regulation – it is nearly impossible to conceive of the UK as the sole author of Brexit and the US as the sole author of NAFTA.

From the regional perspective, other countries may see the fate of regional trade as fused inextricably with the current styles present in US and UK domestic politics. Grand

national statements on trade made from the election dais may seem out of place when neatly seated next to other countries at the regional negotiation table.

## Painstaking

Whatever the outcome of national efforts to devolve regional integration regulation, good or bad, the resulting tug-of-war could well unravel business certainty about the norms of transnational trade in both the UK and the US; certainty founded upon painstaking trade practice over a long period.

In the case of NAFTA, over 20 years of regional trade integration could be turned on its head should President Trump's approach complicate upcoming talks. Likewise, the UK has participated in gradual trade integration within the EU for over 40 years, and traders will need certainty surrounding Brexit arrangements with just a year to go before a new system must begin to be put in place.

Well-intentioned mottoes to place 'America First' or to 'Take Back Control' seem like solid national rhetoric in a healthy democracy, underscoring a national preference for all products that originate in the US or UK. But pitted against this is the persistent economic need to successfully navigate the delicate realities of integrated regional trade negotiations.

## Negotiation

The 11 economies in the CPTPP have with resounding clarity reaffirmed the status quo of the forward movement of global trade via regional negotiation. It is clear that modern trade will continue to pursue regional pathways and supply chains, and refuses to collapse into national discourse binaries of 'domestic' and 'foreign' trade.

The US and UK administrations will likely share this regional awareness more keenly given the CPTPP developments, as they move delicately forward on NAFTA and Brexit negotiations.

Andrew Willcocks is an Australian lawyer based in Paris, specialising in international law and trade policy





# The Indian Awards 2018 – celebrating a unique bond

Nominations are open for the second Indian Awards, a special initiative to recognise those who keep the UK-India special relationship alive and prosperous.

Organised by the India Business Group, a leading business advisory consultancy working in the UK-India corridor, the invitation-only awards ceremony and gala dinner will take place on 17 May 2018 at the Houses of Parliament. The function will feature a who's who of FTSE business leaders, senior officials, finance chiefs and prominent members of the Indian community.

## Historic

International Trade Secretary, Dr Liam Fox has been supportive of the awards: "India is the world's seventh-largest economy and the fourth largest investor into the UK,



**India is the world's seventh-largest economy and the fourth largest investor into the UK.**

while UK investment in India grew by 8.8 per cent in the year to 2016. As an international economic department, the Department for International Trade continues to work closely with our Indian colleagues to maximise trade between our nations and I welcome this fantastic initiative, celebrating the historic trading

ties between the UK and India."

As Brexit becomes a reality, the bond between Britain and India – the world's fastest growing major economy – has never looked more important. Nominations are invited by members of the public and the winners announced at the gala dinner.

## Commercial

The awards are open to UK-based individuals, organisations and businesses who continue to nurture and advance the commercial and cultural bonds between the two nations. There are six award categories, including big business, entrepreneurs, SMEs, arts and culture. Nominations can be made online via the designated awards website.

[www.theindianawards.com](http://www.theindianawards.com)

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# Londonderry – a UK side door to the EU?



by Colm Cavanagh

**B**rexit discussions grind slowly forward, with no clear end in sight. Will we stay in the Customs Union? In the Single Market? For almost 50 years London businesses have not had to think about customs barriers within the EU. So what lies in store for London businesses?

It may be useful to look at the daily experience of some UK businesses which have faced these issues in the past, and, like London, are wondering what the future may bring. I am talking about companies and people from Londonderry, Northern Ireland. This 120,000-population city has been linked to London for 400 years. If you stand on Derry's historic city walls – built and still owned by the City of London Corporation – the EU, and the eurozone, frontier is only a five-mile 'seamless' drive away. And Downing Street and Brussels have so far agreed that this border will continue to be 'seamless' after 29 March 2019.

## Fact of life

Thousands of people drive across that frontier every day into and from the Republic of Ireland (RoI), to work, study, shop, or simply to go home. Life on the UK-Irish frontier has been a local fact of life here for a century. Thousands of Derry residents were crossing that UK-RoI border every day long before the Brexit referendum. And those hundreds of UK residents who are employed across the border in County Donegal simply follow the usual UK-Ireland double-taxation system. Indeed, Republic of Ireland agencies have been heard complaining about the number of UK-registered cars in the employees' car park of a large Donegal factory!

It's nothing new for local businesses. Their staff can live in Londonderry – in the UK – and freely drive 15 minutes every morning to work in their County Donegal office – in the EU. They remain within the UK tax, schooling and NHS systems but they go to work in the EU. Un-



Photo by Mark McLaughlin



Photo by Pastor Sam

derstandably a significant number of Northern Ireland businesses have opened bases in the Republic of Ireland since the Brexit referendum.

## Connections

Derry's Brexit advantage is that it is located right beside this UK-Ireland frontier. It is a university and cathedral city with a local airport connecting to London Stansted, Liverpool and Glasgow. It has a 450-bed regional hospital; train/bus/road connections to Belfast and Dublin; theatres, cinemas and restaurants; and it lies in a catchment area of 350,000 people. Moreover, it has that 400-year link with the City of London – London coun-

cillors visit County Londonderry every year. Indeed the founding president of London Chamber of Commerce and Industry, Lord Mayor Sir William McArthur MP, was a Derry businessman.

Last November, Derry City Council published its 'Strategic Growth Plan 2017-2032', which now forms the basis for its application for a 'City Deal' giving specific powers to help support economic growth and job creation. In January, Derry political, commercial, and education representatives went to London to meet Sajid Javid MP, Secretary of State for Communities and Local Government to progress the application.

**Thousands of people drive across [the UK-RoI border] every day into and from the Republic of Ireland, to work, study, shop, or simply to go home.**

So closely do the Derry (UK) and Donegal (Ireland) local councils work together nowadays that they jointly commissioned a report on the impact of Brexit on this present seamless UK-Ireland Border. That report suggested a 20-mile long free trade zone straddling the border. Such a zone may not be necessary if UK-EU regulatory alignment retains the present seamless frontier. And the centuries-old UK-Ireland Common Travel Area will certainly remain untouched.

An interesting time for businesses in London and in Londonderry.

Colm Cavanagh is chair of London-Derry Connections which later this year will publish *London's Irish Guildhall* which highlights the link between The City of London Corporation, the Livery Companies and County Londonderry.

# Intellectual property strategies in South East Asia

The principle issues surrounding Intellectual Property Rights (IPR) development, protection and enforcement are essential to all aspects of business. A strong IPR strategy and proactive preparation not only helps to prevent IPR-related issues, but may also result in increased revenue as well as more effective and quick enforcement in the case of an infringement.

What is IPR? Intellectual Property Rights are legally enforceable rights over the use of inventions or other creative works. They confer a right to exclude others from their use. Securing your IPR will help to prevent and enforce against infringers profiting from your innovation or brand by passing it off as their own. IP falls into the categories of registrable and non-registrable IP rights.

Registrable IP rights are territorial, which means they have to be claimed and asserted in each country individually. Registered IP in another country is not automatically recognised across the ten countries of the ASEAN region (Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam). It is strongly recommended therefore; that you register your IP assets in the country you wish to operate in before entering the market.

The best way to prevent IPR-related issues is to use a layered, holistic IPR protection strategy, which includes protection both by registration of your registrable rights and other methods such as contractual protection (confidentiality agreements, IP protection clauses in employee agreements) and internal security measures.

## Main types of IP rights

**1. Copyrights:** Copyright protection is generally provided for written, oral, musical, dramatic, choreographic, artistic, architectural, photographic, cinematographic, audio-visual, graphic works and computer software. While you do not need to register your copyright for protection, you may voluntarily register to prove ownership in some South East Asian nations such as Indonesia, Malaysia, Thailand and Vietnam.



**2. Trademarks:** A trade mark is a sign or name that serves the specific and primary purpose of identifying the goods or services of a producer, thus allowing the consumers to distinguish goods or services of one producer from those of another. You can register either by filing an application directly at the national administrative offices of respective South East Asian countries, or by filing an application at the World Intellectual Property Organisation (international application). If you are making an international application, your trade mark may have to be registered in your home country before requesting the extension of the trade mark to an ASEAN country.

**3. Patents:** A patent is a set of exclusive rights granted to the inventor of a technical solution of a product for a limited amount of time. There are varying patent systems across the ASEAN region; most countries cater for the equivalent of invention patents, which are granted for innovations in the field of technology that are new and inventive over other existing products on the market. Many of the South East Asian countries such as Vietnam, provide for utility model patents which are generally granted more quickly and require a lesser degree of inventiveness. The original shape, pattern, colour, or a combination of these in an object, can also be protected by design patents some in ASEAN countries.

**4. Trade secrets:** Nearly all businesses in all industries and sectors possess trade secrets – a non-registrable form of intellectual property that can ensure your business advantage over competitors. Precisely because a business does not wish to publicly disclose their trade secrets by registering them as copyright, trademarks or patents, means a sound internal

strategy to prevent them from being accidentally leaked or stolen is essential. If publically divulged, trade secrets enjoy no legal protection, but providing this does not happen they can in theory remain secret (and hence, protected) for an infinite term. The recipe for Coca-Cola is perhaps the classic example of a well-kept

trade secret; had the company patented the formula, it would have become public knowledge as soon as the patent had expired. Trade secrets are not currently recognised by all IPR systems in the ASEAN region, but there are practical steps your business can take to keep your crucial information secret.

This article was supplied by the South East Asia IPR SME Helpdesk project which is co-funded by the European Commission's Directorate-General for Enterprise and Industry under the Competitiveness and Innovation Framework Programme (CIP). The Helpdesk provides support for European Small and Medium sized Enterprises (SMEs) to both protect and enforce their IPR in or relating to South-East Asia.

[www.southeastasia-iprhelpdesk.eu/en/frontpage](http://www.southeastasia-iprhelpdesk.eu/en/frontpage)

Enterprise Europe Network together with the South East Asia IPR SME Helpdesk project will run a workshop in London on Tuesday 10 April 2018, 9.00am - 12.00 noon on how to protect your IPR in Malaysia and Singapore

[www.londonchamber.co.uk/LCCI/media/media/events%20listing%20links/ibt-malaysia-event.pdf](http://www.londonchamber.co.uk/LCCI/media/media/events%20listing%20links/ibt-malaysia-event.pdf)



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# Closing London's skills gap



by Ian Pretty

London is a city of immense talent, skill and ambition, attracting and retaining great minds from around the world. It currently contributes around £34 billion in revenues to the exchequer each year. But its output is at serious risk.

The UK's national productivity is stagnating and London's key industries are facing huge skills gaps. There are more than 28,000 employers in London who report that not all their employees have the right skills for the job they've been employed to do. More than two in five firms aren't confident they'll be able to recruit people with the high level of skills they need over the next five years. Almost a quarter of all vacancies in London are due to a lack of applicants with the required skills and the number of vacancies across the capital has more than doubled since 2011.

The world of work is evolving at an unprecedented rate, and it's becoming increasingly difficult to predict what jobs and skills will be in demand in the coming decades. We're facing rapid technological change and increasing automation, generational shifts in attitudes to how work is carried out, and the many potential implications of Brexit, including a subsequent drop in EU migration across most of the capital's key sectors.

## Cross-London partnership

This has inevitably created a level of uncertainty among businesses, who are unable to predict which technical skills they'll be looking for in years to come. If businesses don't know what technical skills they are looking for, the need for candidates to possess a solid foundation of employability skills becomes even greater.

Further education is uniquely placed to work with industry to em-



**The ultimate aim is to develop 'work-ready' individuals, with skills that will not only boost their job-prospects, but also enable them to become valued and respected contributors to society.**

bed employability skills into training provision. The Collab Group's new London partnership brings together chief executives and principles from further education (FE) colleges spanning 22 of the London's 32 boroughs.

The aim is to mobilise the training, expertise and insights of the city's largest college groups and provide a coherent, business-facing proposition to address the skills and training challenges facing employers.

## Respected contributors

This new partnership seeks to generate new ways of working to close London's skills gap, by working across industry, FE education providers and government, to establish a shared framework of core employability skills. The ultimate aim is to develop 'work-ready' individuals with skills that will not only boost their job-prospects, but also enable them to become valued and respected contributors to society.

stagnating growth, particularly in the rapidly expanding construction, healthcare and digital industries.

It isn't just businesses and FE institutions that recognise the need for change. The government's wider skills reform agenda has led to a devolution of the adult education budget, with the aim of improving flexibility for colleges to meet business needs and the introduction of the apprentice levy. But there are concerns that the levy will focus on narrow occupational roles, which may soon be obsolete. Employers say the 'apprenticeship' label is counterproductive to upskilling the workforce and, at Collab Group, we argue that the levy should be a broader training levy that encompasses traineeships and internships too.

## Working with industry

Business, government and FE colleges have a shared agenda. Only through meaningful collaboration, without unnecessary bureaucracy hindering progress, can this be realised and put into practice. FE colleges need to work with industry to help them plan for their long-term needs, and collaborate with all components of the skills system. This needs to be in the form of a partnership across London, cutting across the boundaries often created by college silos, and using a shared language.

The Collab Group London partnership will focus on embedding core employability skills and advocating for improvements to the skills system. Collaborating on shared goals and interests through a joined-up skills system is the best way to help London overcome current, and future, challenges. Only by matching skills and qualifications with the real world can we secure London's future as one of the world's most productive and innovative cities.

Ian Pretty is chief executive of Collab Group  
[www.collabgroup.co.uk/london](http://www.collabgroup.co.uk/london)



**COLLABGROUP**  
 London Capital Colleges

## Improving skills

Improving skills provision is critical to boosting employment rates and productivity across the capital, and central to the city's future global standing. It is vital that we avoid



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March 2018

07/03/18 Time 07.45-09.15 PATRON AND PREMIER PLUS MEMBERS

**Cereal Networking**

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: Complimentary**

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

**Email:** events@londonchamber.co.uk

07/03/18 Time 12.30-14.30 ALL MEMBERS

**Time To Talk Business**



**Venue:** Crowne Plaza London Docklands, Royal Victoria Dock, Western Gateway, London E16 1AL

**Nearest station:** Royal Victoria

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

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

**Email:** ifatuzzo@londonchamber.co.uk

07/03/18 Time 17.45-20.30 ALL MEMBERS AND NON-MEMBERS

**Networking Training: How To Work A Room**

**Venue:** etc.venues Fenchurch Street, Fenchurch Place, London EC3M 4PB

**Nearest station:** Fenchurch Street

**Patron Member and Premier Plus Member: £72.00**

**Local Member: £108.00**

**Non-member: £156.00**

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

**Email:** events@londonchamber.co.uk

14/03/18 Time 11.00-11.45 LOCAL MEMBERS AND NON-MEMBERS

**Maximise Your Membership**

**Venue:** DoubleTree by Hilton Hotel London - Ealing, 2-8 Hanger Lane, London W5 3HN

**Nearest station:** Ealing Common

**Local Member, Member's Guest and Non-member: Complimentary**

**Contact:** Donna Subero **Tel:** 020 7556 2394

**Email:** dsubero@londonchamber.co.uk



14/03/18 Time 12.00-14.00 ALL MEMBERS

**Connect 4 Lunch**

**Venue:** DoubleTree by Hilton Hotel London - Ealing, 2-8 Hanger Lane, London W5 3HN

**Nearest station:** Ealing Common

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

**Contact:** Donna Subero **Tel:** 020 7556 2394

**Email:** dsubero@londonchamber.co.uk



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

16/03/18 Time 08.30-10.30 ALL MEMBERS AND NON-MEMBERS

**Spring Prestige Breakfast**

**Venue:** Searcys The Gherkin, 30 St Mary Axe, London EC3A 8EP

**Nearest station:** Aldgate

Sponsored by: **Middlesex University**

**Patron Member and Premier Plus Member: £60.00**

**Local Member: £84.00**

**Non-member: £108.00**

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

**Email:** events@londonchamber.co.uk



16/03/18 Time 09.00-11.30 ALL MEMBERS AND NON-MEMBERS

**Unlocking your Export Potential**

**Venue:** EY, 1 More London Place, London SE1 2AF

**Nearest station:** London Bridge

In partnership with: **EY**

**All Members and Non-members: Complimentary**

**Contact:** Marta Zanfrini **Tel:** 020 7203 1822

**Email:** mzanfrini@londonchamber.co.uk



21/03/2018 Time 08.00-10.00 ALL MEMBERS AND NON-MEMBERS

**Breaking Conventions, Making Connections - networking in a complex diverse world**



**Guest Speakers:** Julia Hobsbawm OBE, Consultant, Editorial Intelligence - Ben Carter, UK Marketing Director, Just Eat - Kay Scolah, Founder, Have More Fun - Philip Osei-Hwere, Co-Founder and MD, EMH Global

**Venue:** Theatre Royal, Gerry Raffles Square, Stratford, London E15 1BN

**Nearest station:** Stratford

**Patron Member, Premier Plus Member, Local Member and Non-member: £10.00**

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

**Email:** ifatuzzo@londonchamber.co.uk

22/03/18 Time 10.00-12.00 ALL MEMBERS

**One of a Kind Networking**

**Venue:** Hallmark Hotel, 680 Purley Way, Croydon CR9 4LT

**Nearest station:** Waddon

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

\* Only one representative from any given industry sector will be present

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

**Email:** lsaran@londonchamber.co.uk



22/03/18 Time 18.15- 21.00 ALL MEMBERS AND NON MEMBERS

**Business Networking Reception with Belgian Delegation**

**Venue:** Residence of the Belgian Ambassador in London, 36 Belgrave Square, London SW1X 8QB

**Nearest station:** Hyde Park Corner

**Patron Member, Premier Plus Member, Local Member and Non Member: Complimentary**

**Contact:** Vanessa Vlotides **Tel:** 020 7203 1838

**Email:** vvlotides@londonchamber.co.uk

23/03/18 Time 11.30 onwards

ALL MEMBERS

**LCCI Spring Raceday****Venue:** Lingfield Park Racecourse, Racecourse Road, Lingfield, Surrey RH7 6PU**Nearest station:** Lingfield**Patron Member, Premier Plus Member and Local Member: £58.80****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

28/03/18 Time 18.00-20.00

ALL MEMBERS

**Changing Places Evening Networking****Venue:** Bunga Bunga - Covent Garden, 167 Drury Lane, London WC2B 5PG**Nearest station:** Covent Garden**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

29/03/18 Time 12.00-14.00

ALL MEMBERS

**The Grapevine Network****Venue:** Hallmark Hotel, 680 Purley Way, Croydon CR9 4LT**Nearest station:** Waddon**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

## April 2018

04/04/18 Time 12.30-14.30

ALL MEMBERS

**Time To Talk Business****Venue:** University of East London, Docklands Campus, University Way, London E16 2RD**Nearest station:** Cyprus DLR Station**Patron Member, Premier Plus Member, Local Member, Member's Guest: Complimentary****Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

10/04/18 Time 9.00-12.00noon

ALL MEMBERS AND NON MEMBERS

**Protect Your IPR in Malaysia and Singapore****Venue:** London Chamber of Commerce and Industry (LCCI), 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Bank and Cannon Street**Patron Member, Premier Plus Member, Local Member and Non Member: Complimentary****Contact:** Marta Zanfrini **Tel:** 020 7203 1822**Email:** mzanfrini@londonchamber.co.uk

10/04/18 Time 08.15-09.30

ALL MEMBERS AND NON MEMBERS

**Capital 500 Quarterly Economic Survey Presentation – Quarter 1 2018****Venue:** GVA, 65 Gresham Street, London EC2V 7NQ**Nearest stations:** Bank and St Paul's**Patron Member, Premier Plus Member, Local Member and Non Member: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

11/04/18 Time 07.45-09.15

PATRON AND PREMIER PLUS MEMBERS

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

12/04/17 Time 09.30-11.00

LOCAL MEMBERS AND NON-MEMBERS

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

17/04/18 Time 12.00-14.00

PATRON AND PREMIER PLUS MEMBERS

**Changing Places Lunchtime Networking****Venue:** Browns Old Jewry, 8-10 Old Jewry, London EC2R 8DN**Nearest station:** Bank**Patron Member, Premier Plus Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

18/04/18 Time 09.30-12.00

ALL MEMBERS AND NON-MEMBERS

**Workshop: The Power of Intuitive Decisions****Venue:** AMP House, Dingwall Road, Croydon, CRO 2LX**Nearest station:** East Croydon**Patron Member, Premier Plus Member, Local Member and Member's Guest: £15.00****Non-members: £36.00****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

18/04/18 Time 11.00- 11.45

LOCAL MEMBERS

**Maximise Your Membership****Venue:** Fulham Football Club Ltd, Craven Cottage, Stevenage Road, London SW6 6HH**Nearest station:** Putney Bridge**Local Member, Member's Guest and Non-member: Complimentary****Contact:** Donna Subero **Tel:** 020 7556 2394**Email:** dsubero@londonchamber.co.uk

18/04/18 Time 12.00- 14.00

ALL MEMBERS

**Connect 4 Lunch****Venue:** Fulham Football Club Ltd, Craven Cottage, Stevenage Road, London SW6 6HH**Nearest station:** Putney Bridge**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Donna Subero **Tel:** 020 7556 2394**Email:** dsubero@londonchamber.co.uk

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

24/04/18 Time 09.30-11.00 LOCAL MEMBERS AND NON-MEMBERS

**Maximise Your Membership**

**Venue:** Crowne Plaza London Docklands, Royal Victoria Dock, Western Gateway, London E16 1AL

**Nearest station:** Royal Victoria

**Local Member, Member's Guest and Non-member: Complimentary**

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

**Email:** ifatuzzo@londonchamber.co.uk



25/04/18 Time 17.00-20.00 LCCI PA CLUB MEMBERS, PAs & EAs ONLY

**LCCI PA Club Showcase Evening**

**Venue:** Crowne Plaza London Docklands, Royal Victoria Dock, Western Gateway, London E16 1AL

**Nearest station:** Royal Victoria

**LCCI PA Club Members and PAs or EAs only: Complimentary**

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

**Email:** lccipaclub@londonchamber.co.uk

26/04/18 Time 12.00- 14.00 ALL MEMBERS

**The Grapevine Network**

**Venue:** Newton Honda, 409 Brighton Rd, South Croydon CR2 6ES

**Nearest station:** Purley Oaks

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

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

**Email:** lsaran@londonchamber.co.uk



May 2018

01/05/18 Time 18.00-20.00 ALL MEMBERS

**Changing Places Evening Networking**

**Venue:** Metro Bank, 120 Cheapside, London EC2V 7JB

**Nearest station:** St Paul's

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

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

**Email:** events@londonchamber.co.uk

09/05/18 Time 07.45-09.15 PATRON AND PREMIER PLUS MEMBERS

**Cereal Networking**

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

**Nearest stations:** Mansion House, Cannon Street and Bank

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

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

**Email:** events@londonchamber.co.uk

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

15/05/18 Time 18.30-23.30 ALL MEMBERS AND NON-MEMBERS

**Asian Business Association's Global Dinner with guest speaker Rt Hon Sir Vince Cable MP, Leader of the Liberal Democrats**

**Venue:** The Savoy, Strand, London WC2R 0EZ

**Nearest station:** Embankment

**Early Bird Rate**

**INDIVIDUAL PLACES**

**Patron Member, Premier Plus Member and Local Member: £204.00**

**Non-member: £264.00**

**TABLE OF 10:**

**Patron Member, Premier Plus Member and Local Member: £2040.00**

**Non-member: £2640.00**

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

**Email:** events@londonchamber.co.uk

16/05/18 Time 12.00-14.00 ALL MEMBERS

**Connect 4 Lunch**

**Venue:** Trailfinders Sports Club, Vallis Way, London W13 0DD

**Nearest station:** Ealing Broadway

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

**Contact:** Donna Subero **Tel:** 020 7556 2394

**Email:** dsubero@londonchamber.co.uk



18/05/18 Time 10.30-19.00 ALL MEMBERS

**LCCI Spring Cricket Day at The Kia Oval – Royal London One Day Cup - Surrey vs Somerset**

**Venue:** The Kia Oval, Surrey Cricket Ground, Kennington, London SE11 5SS

**Nearest station:** Oval

**Patron Member, Premier Plus Member and Local Member: £45.00**

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

**Email:** events@londonchamber.co.uk

24/05/18 Time 08.15-10.00 PATRON AND PREMIER PLUS MEMBERS

**Property and Construction Breakfast Club with guest speaker Hugh Seaborn, Chief Executive, Cadogan Estates**

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

**Nearest station:** Bond Street

**Sponsored by:** Bond Bryan Architects and CBRE

**Patron Member and Premier Plus Member: £48.00**

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

**Email:** events@londonchamber.co.uk



24/05/18 Time 12.00-14.30 ALL MEMBERS AND NON-MEMBERS

**The Future of Work - Executive Club Lunch with guest speaker Matthew Taylor, Author of Taylor Review on Modern Working Practices, Chief Executive, RSA**

**Venue:** Hilton London Croydon, 101 Waddon Way, Purley Way, Croydon CR9 4HH

**Nearest station:** East Croydon

**Sponsored by:** The HR Dept

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

**Non-members: £75.00**

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

**Email:** lsaran@londonchamber.co.uk



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





# LCCI events highlights

■ **Asian Business Association (ABA) Global Business Dinner**  
**Rt Hon Sir Vince Cable MP, Leader of the Liberal Democrats** will be our guest speaker at the ABA Dinner on **Tuesday 15 May** at **The Savoy**. Key figures from business, central and local government, high commissioners, life peers and Asian entrepreneurs will be in attendance at this black tie event. Early bird tickets start at £170.00 exclusive of VAT per person.



■ **Summer Party**  
**Westminster Abbey Gardens** will provide the perfect setting for this year's Summer Party taking

place on **Thursday 5 July** from 6.30pm-8.30pm. Guests will enjoy a decadent evening of pimm's, canapés and networking in this stunning venue boasting views of Westminster Abbey and the Houses of Parliament. Tickets start at £99.00 exclusive of VAT for Patron and Premier Plus members.

■ **LCCI Spring Raceday**  
 Join us at the LCCI Spring Raceday at **Lingfield Park Racecourse** on **Friday 23 March** from **11.30am onwards**. 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 £49.00 exclusive of VAT per person.

■ **Property and Construction Breakfast Club**  
 The next breakfast of the year will hear from **Hugh Seaborn, CE, Cadogan Estates** on **Thursday 24 May**. Sponsored by **Bond Bryan Architects** and **CBRE** the event is

open to Patron and Premier Plus members only at £48.00 inclusive of VAT per person.

■ **Spring Cricket Day**  
 Join the LCCI team and watch **Surrey vs Somerset** in the **Royal London One Day Cup** on **Friday 18 May** at **The Kia Oval**. Guests will receive three drinks per person and a light snack at this fun and informal day. Open to Patron and Premier Plus and their guests at £45.00 inclusive of VAT per person.

■ **Spring Prestige Breakfast**  
 Embrace morning networking in style at **Searcys The Gherkin, 30 St Mary Axe** on **Friday 16 March** from **8.30am - 10.30am**. Sponsored by **Middlesex University - London's premier University for skills and workplace learning** this event will provide high-level networking opportunities over a glass of fizz and breakfast whilst enjoying panoramic views of the City. Open to all members and non members prices start at £60.00 inclusive of VAT per person.

■ **Changing Places Evening Networking**  
 Our bi-monthly flagship networking receptions are regularly attended by up to 100 members from a wide range of industry sectors. Our next event will be hosted by **Bunga Bunga - Covent Garden** on **Wednesday 28 March**. This complimentary event is open to members only.

■ **Capital 500 Quarterly Economic Survey - Q1 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 first quarter on **Tuesday 10 April** at **GVA** which will include expert analysis on what the results mean for your company and London's economy. This complimentary event is open to all members and non members

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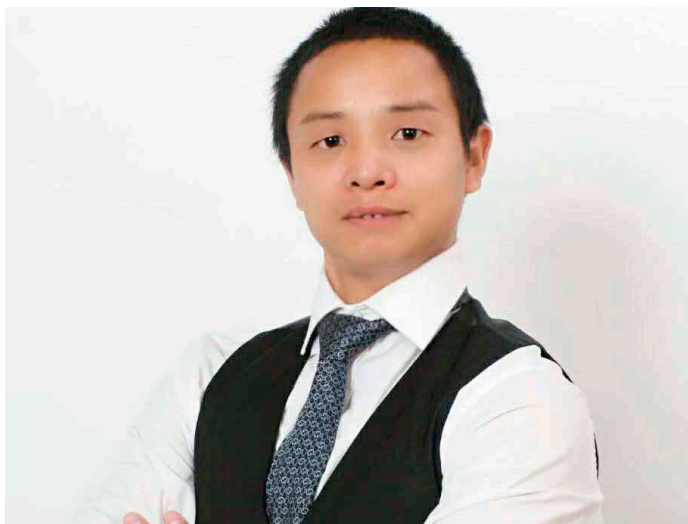


[www.hunteradams.co.uk](http://www.hunteradams.co.uk)



## Yintong talks with...

Lin Cunguo, chairman of the Sino-UK Kungfu Research Agency



Lin Cunguo's agency includes an academy, fitness centre and film production company. What makes them different from others is that the core of all his businesses is wushu/kung fu, a martial arts whose origins lie in the Shaolin Monastery.

Born in a kung fu village – Liangshan – in China, Lin was accepted by the specialist combat regiment at Shaolin Monastery as a child disciple. When the movie Shaolin Temple was released in 1982, it caused a sensation not just among Buddhists and kung fu enthusiasts but in China and the wider world.

The monastery was inundated with demands for teaching, performances, and films. Lin's hard training regime began to pay off. Being one of the best kung fu practitioners, as well as an excellent communicator with an appetite for learning, he became the first choice to represent the monastery. Frequently appearing on TV and film screens he rapidly developed his acting skills.

### Celebrities

It was an exciting time, Lin told me when we met in London, giving an example of when he and his colleagues performed at the opening of the National Basketball Association tournament in Toronto "We were treated like celebrities, we were stopped everywhere and were asked for autographs."

These activities made him very proud to represent China and his monastery and he started to realise the positive impact that kung fu had on people and the world. To make

the martial art really connect, he needed to engage with people in the West. He saw the UK as the financial centre of the world, with a long history and a cosmopolitan culture bringing together all races and nationalities of people, but with limited kung fu awareness. This made it a perfect base to promote kung fu to the world.

He set himself up with a laptop to communicate globally with new friends via email and to study English, continuing his education more formally. Shaolin is not a university though many of its residents are professors and highly-educated individuals from whom he absorbed knowledge and wisdom.

### Skills

Armed with new skills, Lin was ready to bring kung fu to the UK. He was first invited to work with the YMCA to help inspire young people to learn a new skill and promote good health. He then went on to start his own training course at a sports centre, growing it to 40 students within just six months. In 2006, at the annual Martial Arts Expo, his delegation won the championship, which caught the attention of one of the judges from China – Master Wu Bin, renowned teacher of movie star Li Lianjie. Impressed by Lin's teaching methods Wu supported him in setting up his own academy. Lin pulled out all the stops and launched within a week at an event attended by hundreds and attracting media attention from the likes of the BBC.

Developing his theme, in 2008 Lin opened a fitness centre with a fusion concept. The centre looks like an ordinary fitness outlet, with standard equipment, but an holistic approach has been adopted, integrating Zen philosophy, kung fu and Chinese medicine into the fitness and training. This has been a great success, notching up 1,600 members within two years of opening.

### Relentless

Lin's efforts in promoting kung fu and bringing Chinese martial

arts into the mainstream has been relentless. He is currently establishing an entertainment company to meet the changing needs of the film and television industry, launching the inaugural Chinese Wushu Festival in Europe, and leading a petition to get martial arts into the Olympics.

He is now in a good position to achieve his dream of "making Britain a healthy nation and promoting world peace through kung fu." Many visitors to China note the mass participation morning exercises in the parks and that is what Lin plans for London. Kung fu has many forms such as tai chi and qi-gong and there is something suitable for everybody.

### Positive

Lin believes that this initiative would improve the nation's health and contribute to easing pressure on the NHS. Moreover, he says, "Kung fu and the Zen philosophy attached to it promotes truthfulness, positive energy and harmony, through practice and exercise in the mind and body, the world will become a safer and more peaceful place."

Yintong Betser is the author of a series of books on doing business in China and the UK and managing director of ACTIVE Anglo Chinese Communications.

[www.activeukchina.com](http://www.activeukchina.com)



# Smart city London needs smart standards



by John Kraus

**D**isruption has become a cliché. But we should not underestimate the scale and speed of change that London must face. Consider this: 52 per cent of Fortune 500 companies active in 2000 had been either liquidated or acquired by competitors by 2014.

As entire industries are reshaped in the fourth industrial age, successful cities must adapt. For the last two centuries, proximity to natural resources and availability of mass labour were the primary ingredients for success. Today's business use decentralised production and service delivery models. Their needs are more likely to centre on buzzwords such as 'on-demand', 'peer-to-peer', 'shared' and 'circular' economic models.

## Unexpected

As a result, significant new competition can emerge from unexpected quarters. Take Chattanooga: best known for stream trains, it has re-invented itself as Gig City, with internet speeds 50 times faster than the US average. Not only does this mean a 25-minute HD film download has been reduced to 30 seconds, it has led to the rapid growth of high-tech start-ups.

If London succeeds in becoming 'smart' and 'open-source', businesses will benefit from the opportunities for new collaboration and real-time insight into customer needs. Citizens will also gain through greater participation in shaping their urban environment and new ways to access public services.

On the down-side, greater connectivity also brings systemic cyber vulnerabilities, and the risk of social



divide between the digital haves and have-nots.

## Protection

Political risk is ever-present. The government's own analysis suggests that UK's regional economies are at greatest risk from the potential negative impacts of Brexit. London's size and sheer economic weight offer the capital some protection. This suggests a question: how can major cities act – alone or collectively – to hedge against the risks of central government policies that are driven by wider considerations than one city's best interests?

If national governments choose to turn their backs on international co-operation in order to 'regain sovereignty', shouldn't cities 'take back control' from central government? This approach would enable London to decide its own best interests not merely within the UK, but on a global stage. In the absence of trade agreements between the UK and third countries, London could help retain its attractiveness to foreign investors through the adoption of international standards for the built environment. These standards encompass valuation, ethical business practice, project cost management and property measurement. They increase business transparency and reduce investment risk. And they are created by industry for indus-

try, meaning they can be adopted and implemented without national legislation or international treaties.

Moreover, such standards are designed to be applied by accredited professionals, and independently enforced at no cost to the tax-payer.

## Competitiveness

So, when Sadiq Khan talks of London as the world's leading smart city he should think beyond technology and look too at the smart standards that aid competitiveness. This is why RICS is leading the global conversation on future cities, new technology and smart standards. First stop is the London Summit of the World Built Environment Forum in April.

John Kraus is director external affairs at RICS

The World Built Environment Forum takes place 23-24 April at the Intercontinental London – The O2. Speakers included JB Straubel, co-founder of Tesla. Register at [www.rics.org/wbef](http://www.rics.org/wbef)

## Celebrating success



The inaugural 21st Century Icon Awards took place at the InterContinental Hotel in London's Park Lane last November and celebrated the success of the 'Next Generation'.

Set up by Tarun Ghulati and Preeti Rana of Squared Watermelon, the event featured 47 nominees from 14 countries. Award categories were wide-ranging and covered media, sport, fashion, retail, the arts, philanthropy, hospitality, travel and technology.

Ghulati and Rana are now launching a Global Forum for the Next Generation which will have overseas chapters.

[www.21stcenturyiconawards.com](http://www.21stcenturyiconawards.com)  
[www.squaredwatermelon.com](http://www.squaredwatermelon.com)

# Two minute interview



**Robin Meltzer, director of fundraising, Brain Tumour Research**



## Who are you?

I am the director of fundraising for Brain Tumour Research, a national charity which supports the UK's largest dedicated group of laboratory-based scientists, progressing world class research into brain tumours.

## What is your connection with the London Chamber of Commerce?

The charity is a member of the Chamber.

***"I worked in the Millennium Dome before it opened, on a game show for the general public."***

## What was your first job in London?

Rather randomly, I worked in the Millennium Dome before it opened, on a game show for the general public.

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

Bringing patients and families together to hold the government to account on the underfunding of research into brain tumours, culminating in a packed Parliamentary debate, was a definite highlight of 2016. It proved that, together, people can make a difference.

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

... I genuinely love every day at the charity. It's heart-breaking every time I meet a bereaved family, but that's also what motivates us all to keep pushing for change."

## How is your business reacting to Brexit?

All charities are anxious about the potential economic impacts of Brexit. If the country becomes poorer, then charitable giving may suffer. At this point, our policy is to watch and wait as events unfold.

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

At Brain Tumour Research we don't



Photo by diamond seazer/Flickr

engage in aggressive fundraising practices, so much of the new third sector regulation doesn't affect our strategy. The uncertainty about the prospective Data Protection Act 2018 is probably our greatest concern, as no one really knows yet what it will mean.

## What is your favourite and least favourite thing about London?

I really enjoy walking around London and discovering new neighbourhoods; it's fantastic to be able to follow the canals, for example, dipping in and out of completely different areas.

But we do seem to pay more for everything from coffee to homes, compared with many other international cities.

***"it's fantastic to be able to follow the canals ... dipping in and out of completely different areas."***

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

The laws around air pollution due to cars should be toughened up to tackle some preventable diseases.



## What, for you, makes London special?

I believe that part of what makes London really special is the strength of our independent shops and businesses. They are up against so many pressures, so it's an incredible achievement to offer up such diversity and personality.



# Getting ready for GDPR



by Floyd Graham

The clock is undoubtedly ticking for employers as we edge ever closer to 25 May 2018 when the General Data Protection Regulation (GDPR) becomes law. Naturally there will be those organisations that fail to comply with their obligations and make headlines if only through fines or strengthening a disgruntled employee's ability to bring successful claims. But enough scaremongering!

## Key steps

The question on most employer's lips is, what do we need to do to get ready? In broad summary there are five key steps:

- Data mapping
- A review of the key employment documents that touch and concern data protection
- Training staff on policies and what to do if there is a breach
- Dealing with Data Subject Access requests
- Appointing a responsible person with overall knowledge and gate-keeping responsibility.

The starting point for employers is what is now referred to as Data Mapping which put simply is to look at what data is held and processed, where it comes from and for what purpose it is processed. This will enable employers to identify their legal justification for processing it.

## Consent

Historically a significant proportion of employers have not really given much thought to the justification for holding the employee data that is held in their organisation preferring to rely on a clause in their standard employment contract requiring employees to give their consent to the employer using their data in whatever way



***“Employers are well advised to get the ball rolling, there is very little time left to define and implement an effective GDPR compliant infrastructure even if the process has already started.”***

they needed to. Once the GDPR is in force placing reliance on employee consent may not only prove ineffective it may also result in an onerous administrative burden for employers.

Data mapping is a worthwhile exercise for employers of any size and will lead to those employers identifying and adopting the most appropriate GDPR compliant reasons for justifying data processing within their own organisations.

## Compliant

The next step for employers is to review existing documents, contracts of employment, policies and procedures in the staff handbook and staff privacy notice in particular. This is to ensure that they

are all GDPR compliant. It is also important to ensure that any contracts in place with third party service providers for example payroll services providers are also GDPR compliant.

Employers need to ensure that their employees receive training in relation to what their obligations are such as record keeping, retention of data and reporting obligations in relation to breach of the GDPR.

The right of employees to make data subject access requests is nothing new but it is likely under the new regime that employers will see an increase in such requests. The GDPR has removed the right for employers to charge a fee except in exceptional circumstances and has also shortened the time limit within

which an employer must respond to such requests from forty days currently to, except save in exceptional circumstances, one month.

## Responsible

Finally in this summary, the responsible person or Data Protection Officer – DPO. Not all employers are required to have one but the process of deciding whether to put one in place is an important exercise for all employers to go through. If an employer chooses to have a DPO, time spent in selecting the right individual will be time well spent.

Employers are well advised to get the ball rolling, there is very little time left to define and implement an effective GDPR compliant infrastructure even if the process has already started.

Floyd Graham is one of the team at FG Solicitors who provide tailored best practice HR and legal audit solutions, beginning with evaluating current data protection framework to establish a GDPR compliance roadmap.  
[www.fgsolicitors.co.uk](http://www.fgsolicitors.co.uk)

# Blockchain – complex, revolutionary and disruptive



by **Donovan Whyte**

Can any article relating to blockchain technology and two words – revolution and disruption – will invariably occur. If you have just half an ear you'll have heard that the technology that is able to facilitate the cryptocurrency – bitcoin – is set to change things in the same way as the internet did.

## Revolution

South Korea's finance minister recently said: "Blockchain technology has the potential to become one of the core infrastructures of the fourth industrial revolution. The development of blockchain technology can really change the world."

Pull up recent news search results for blockchain and you'll see headlines like:

*Fed-Ex turns to blockchain to transform the airline industry*

*WWF uses a blockchain to eradicate illegal fishing and slavery in the tuna industry*

*Russia's largest bank has launched a blockchain laboratory*

*Japan's biggest energy giant invests in blockchain start-up*

As an article in *Forbes* magazine article stated: "Now is the time for every business to consider the implications of blockchain technology."

So, what exactly is blockchain?

## Resistant

Drawing on Wikipedia, I can report that blockchain technology is a continuously growing list of records, called blocks, which are linked and secured using cryptography. Each block typically contains a cryptographic hash of the previous block, a timestamp and transaction data. By design, a blockchain is inherently resistant to modification of the data. It is an open, distributed ledger that can record transactions between two and thousands efficiently in a verifiable and permanent way. A blockchain is typically managed by a peer-to-peer network. Once recorded, the data in any given block cannot be altered retroactively without the alteration of all subsequent blocks, which requires collusion of the network majority.



**The technology that is able to facilitate the cryptocurrency – bitcoin – is set to change things in the same way as the internet did.**

Got that? It is complicated. But remember that it's also revolutionary and disruptive. The key here is that blockchain is decentralized – no central power has the authority to tamper with data, and inherently secure. To further understand some of the most common features and terminologies check out Blockchain A to Z 2018 at [www.mad4digital.com/blockchain](http://www.mad4digital.com/blockchain)

## Significant

How will blockchain revolutionise and disrupt industries in the manufacturing industry, beyond finance? The wheels are already in motion as big players such as Microsoft, Kodak and IBM jump on board. The benefit to manufacturers could be huge. Significant cost reduction at almost every point of the supply chain, fraud prevention and increased security, improved customer experience and improved traceability make switching to blockchain a no-brainer for agile businesses. Here are three examples.

### • Cost reduction in the supply chain

The largest container ship and supply vessel operator in the world since



1996, Maersk, in partnership with IBM have showed that a blockchain can be used to track containers during the shipping process. This has reduced the effort and paperwork required for every shipment – each participant along the supply chain accesses the information relevant for them and acts on it. This use of blockchain tech decreases transit time at every stage and prevents shipping fraud – and reduces costs. Rolling this out to include freight forwarders and ports and customs authorities reduces overall cost even further.

### • Traceability

Traceability is a key benefit in industries where standards and checks are necessarily high and stringent and as a result processes are bogged down by bureaucracy. An aviation example (from SAE International's website) makes the point: "One of the potential applications ... relates to the registration of components in a blockchain after they are manufactured together with all relevant data such as serial codes. If a component is installed in an airplane, this information can be saved again in another blockchain and if the part then malfunctions, maintenance technicians can use the information

stored to review the exact number of flight hours and to decide whether to replace or repair the part. If it is repaired, this information can then be saved in a separate blockchain for the component in question."

### • Loss reduction – counterfeit goods

The ability to trace each product and all its constituent parts on the blockchain is great news for industries where counterfeiting poses a major threat to profits. In the EU the clothing, footwear and accessories industry loses around €26 billion in revenue from counterfeit goods annually. Using blockchain technology means that every product has a verifiable 'digital passport' accessible to all. China, a country with counterfeit problems, already using blockchain tech to verify products using QR codes.

## Evidence

Customer peace of mind ties in with the increased traceability that blockchain tech allows – every single ingredient or element in a product exists in the ledger with a 'digital passport' – a unique stamp with details of time, location, size and even an image that can be tracked from start to finish through the blockchain. Blind faith in a product's provenance can be replaced by actual evidence. Genuine Gucci, fairtrade banana, truly recyclable packaging? Blockchain can provide the answers.

## Scalability

Blockchain does have its detractors who focus on scalability which forms a large part of a call for toning down the hype around the technology. There is also the irony of decentralized, peer-to-peer blockchain being run by big industry. However this technology is in its infancy with several advanced versions on the way which will be faster, safer and provide scale. Whatever the bumps along the way it's impossible to ignore the most revolutionary and disruptive thing to happen since the birth of the world wide web.

Donovan Whyte is the commercial director at Mad4Digital Ltd, a tech marketing company  
[www.mad4digital.com](http://www.mad4digital.com)



# Networking in style

The private room upstairs at the Ivy was the venue for last month's *By Invitation Only* networking event sponsored by Middlesex University London.

David Williams, the university's director for corporate engagement welcomed 100 guests against the background of the restaurant's signature stained glass windows while

enjoying canapes which featured the equally signature shepherd's pie (mini version).

[www.mdx.ac.uk/business-and-partnerships](http://www.mdx.ac.uk/business-and-partnerships)



# REGIONAL review



[www.nfbregionalreview.co.uk](http://www.nfbregionalreview.co.uk)

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- Chambers of Commerce
- Leading construction professionals in the region



For more information, contact Nick Ackroyd tel 0161 274 9330

email [nick.ackroyd@crosbyassociates.co.uk](mailto:nick.ackroyd@crosbyassociates.co.uk) visit [www.crosbyassociates.co.uk](http://www.crosbyassociates.co.uk)

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# Learning from the millennials



**Maia Rushby and Rowena Wild explore how leaders build a culture where everyone willingly goes the extra mile**

**M**illennials have a buzzword – FOMO – fear of missing out. While this can cause unnecessary stress and worry, the concept, if not overplayed, is a good one. The younger generations are aware of the impact of missing out on crucial opportunities.

We can learn from millennials. Leaders too should ensure they don't miss out on opportunities. In an environment that changes constantly, leaders across all areas of business need to be *agile, flexible and creative* to ensure that their leadership remains relevant and has maximum positive impact.

## Discretionary effort

To succeed in today's marketplace, technical advantage alone is not enough. Leaders should encourage a culture where going the extra

mile – *discretionary effort* – is recognised and not taken for granted. If everyone understands what going the extra mile as a work ethic means i.e. what represents excellence in their actions, behaviours and outcomes, they're more likely to deliver the performance necessary to succeed in a competitive and demanding marketplace.

## Creating an environment for discretionary effort to flourish

Leaders have a responsibility to support an environment where individuals can perform to the best of their ability. Discretionary effort

thrives in a culture where:

- Leaders communicate their expectations clearly and recognise and reward performance and success
- Teams have mutual respect, open communication channels and collaborate effectively towards the common objective
- Individuals understand their purpose and contribution within the business and are accountable for outcomes they deliver.

## Six-point plan to inspire teams to go the extra mile (below)

This plan enables leaders to

strengthen their business effectiveness by tapping into the discretionary effort of their teams.

A business where individuals and teams are aligned in their understanding and actions will demonstrate a strong culture and a natural tendency to deliver above and beyond – *people will thrive and the business will outperform competitors.*

Maia Rushby and Rowena Wild are partners at the Business Values Partnership  
[www.businessvaluespartnership.co.uk](http://www.businessvaluespartnership.co.uk)

Leadership responsibility	Ask yourself
1. Articulate and communicate the organisational vision simply and clearly to everyone.	What is the market need for what we are doing today?
2. Ensure that all team members have a strong sense of individual purpose within the vision.	How does my decision today impact on the bigger picture?
3. Define organisational values and behaviours to create the frame of reference for discussion and decision making.	What behaviours am I displaying? How does this impact on my effectiveness?
4. Build a culture of engagement – an environment of learning with open communication.	How am I going to work with my colleagues to achieve our objectives?
5. Clearly define individual and team performance measures and hold people accountable.	What will I do if I do not meet my goal today? How will this impact others and the business?
6. Ensure that success stories become a part of the business conversation.	What have I learnt and how can I share successes to motivate others?

# Protecting your business



by Simon Golding

**Ransomware: malicious software designed to block access to a computer system until a sum of money is paid**

**R**ansomware has become one of the most widespread and damaging threats facing internet users. According to the BBC there are now 124 separate families of ransomware and a 3,500 per cent increase in attacks.

**“Ransomware typically propagates as a Trojan.”**

Ransomware typically propagates as a Trojan, entering a system through, for example, a downloaded file or a vulnerability in a network service. When the file is opened, the system is restricted or locked. A message then appears on the user's desktop explaining how a ransom can be paid within a set timeframe. When payment is made, a decryption key is provided. The ransomware will then delete itself leaving just the encrypted files and ransom notes behind.

## Solution

The likelihood is that you already know this because you've heard it happen to companies like your own and you've seen it in your favourite television programmes. And you

have also learnt that backups are part of the solution.

But hackers have started adapting ransomware to look for and infect backups. So how do you prevent ransomware attacks on your backups? If you do get hit, you need a safe, secure, ransomware-free backup to install.

- **Secure your backups.** Make sure they aren't connected to networks they are backing up. You should have a minimum of three different copies – one of which is offline and another offsite.
- **Use different media types in your backups.** Backup as a Service and Disaster Recovery as a Service provide a simple, cost-effective way to maintain multiple backups on different media in separate locations.
- **Use different login and passwords for all backups.** Don't use Admin or Administrator – ever!
- **Take storage snapshots** on backup storage. A storage snapshot

acts like a detailed table of contents, providing accessible copies of data that can be rolled back to.

- **Use a service** that provides alerts and issues a warning when possible ransomware activity is detected.
- **Test your backup** recovery process regularly.

## Infected

In a recent report that studied over 175 companies in the UK, United States, France, Germany, Australia and Singapore, nearly three in five organisations were infected with ransomware during June 2017.

Deploying backup and disaster recovery solutions will reduce your risk, assist with compliance and ensure your business is fully protected.

Simon Golding is director of Trilog Technology  
[www.trilogystechnologies.com](http://www.trilogystechnologies.com)



# Presenteeism: the implications and costs



With new research showing that over a quarter of UK employees are ignoring medical advice and going to work despite being ill, Stuart Haydock highlights why we need to discourage presenteeism in the workplace

The UK is experiencing the lowest level of sickness absence since records began, almost a quarter of a century ago. You would assume this was good news for British businesses – but is it? On the face of it, lower sickness rates looks like a positive step forward, but in reality this is often a result of increased presenteeism: employees going into work while they are unwell.

Research reveals that millions of employees are going into work despite being unwell, with two-thirds having done so in the last twelve months. More than one in four employees have even ignored their doctor's orders to stay at home.

The study found that a third of employees would go to work when suffering from back pain or issues related to their joints and nearly the same number would go into work when suffering from mental health problems such as depression. When



it comes to long-term absence from work, these are two of the most common causes. So there is a risk here that these employees could be worsening their health, which also increases the likelihood that they'll need more time off work further down the line.

## Productivity

With UK productivity lagging behind its G7 peers, improving it is a strategic goal for most business leaders this year. Addressing presenteeism could be part of the solution, as it is intrinsically linked to both a loss of productivity and reduced performance.

Businesses are now recognising that a healthy workforce is more productive. UK business leaders have worked hard over the last few years to create a culture where employees feel comfortable discussing their health in the workplace. Despite this, it's clear that an element of the stiff upper lip mentality still persists and that more needs to be done to encourage employees to protect their health and wellbeing. Specifically, deadlines and work pressure can still take priority over health.

## Pressure

Workload pressure is one of the main reasons employees are going to work when they're not in good health. Many say they feel their 'to do' list is too long for them to be able to take time off. A quarter said they head into work when they are seriously ill because they worry that their absence will be a burden on their team.

**Research reveals that millions of employees are going into work despite being unwell.**

With most conditions, including back pain and mental health conditions, early diagnosis and treatment improves the chance of a faster recovery. Bupa's self-referral service – Direct Access – makes it quicker and easier for employees to seek medical advice for symptoms related to physical conditions such as cancer and mental health concerns.

Bupa works with many businesses that signpost their people to tools and support that can help them to address any potential health concerns. By providing employees with a convenient way to seek medical help, businesses can help ensure that their people receive treatment before their symptoms develop into something serious.

Stuart Haydock is resilience lead at Bupa Health Services  
[www.bupa.co.uk](http://www.bupa.co.uk)

## Your business

# Business and refugee support in London

Groundwork London is the lead partner on a refugee support programme, Elevate, as part of the *Building Better Opportunities* programmes funded by the Big Lottery and European Social Fund for projects across England that are tackling poverty and promoting social inclusion.

Elevate provides an outreach service to refugee groups across Central London in partnership with Refugee Action who help redress status issues as well as individual challenges. Working alongside the Centre of Innovation and Partnerships, the programme provides assessments of spoken and written English standards, initial support

**“Groundwork London is an environmental regeneration charity, working in the most deprived areas of the capital to improve people's quality of life”**

and signposting to higher level classes.

Once participants have been prepared and screened, Groundwork London teams help them find suitable employment. They also have a resource to support travel and childcare and funding to authenticate and transfer overseas qualifications to UK equivalents. They are able to support businesses with provision of work trials and tailored

support. Via diligent screening processes, qualification transfer, and business advice, they provide support to identify the correct legal status and eligibility to work, coupled with legal evidence requirements.

## Quality

Groundwork London is an environmental regeneration charity, working in the most deprived areas of the capital to improve peo-

ple's quality of life. It has a core purpose: to build sustainable communities in areas of need through joint environmental action. Groundwork creates and delivers programmes and projects to: improve people's prospects; promote greener living and working through environmental services; and create better places.

Groundwork operates extensive employment and skills provision across London, including employability support, wage subsidies, bespoke training, business support and job brokerage services.

[www.groundwork.org.uk](http://www.groundwork.org.uk)



# The new rules of meeting room etiquette

Meeting and conference rooms are an essential part of the fabric of most modern office spaces. With many businesses choosing to go open plan, they provide professional spaces for meeting with clients, collaboration hubs for co-workers and private work spaces when confidentiality is required.

As with any shared space, rules need to be applied, but while much common sense meeting room etiquette remains relevant, new technology is set to see some of the old rubrics thrown out.

The first rule today should be for managers to really understand what their people need, says workspace flexibility specialist Abintra. That is something that can now be assessed with precision thanks to advances in office space monitoring technology.

"Workspace consultants can monitor how their clients' meetings rooms are being used, and use the data to improve flexibility," says Abintra director Tony Booty. "For example, we might discover that instead of using space for rigid meeting rooms, we can introduce new kinds of collaborative space and breakout areas."

So in a world where the nature of work and meetings is changing, what are the new rules of meeting room etiquette?

## Be spontaneous

The old rules would have said think carefully about whether you should have a meeting at all and then to make sure you book well in advance.

Ducking into a vacant room for an impromptu catch-up with colleagues would be a big no-no.

But there's a reason we've all been guilty of doing this. It's because we like working this way. It makes sense to get together to discuss a pressing issue when it is, indeed pressing. Or to take the opportunity of everyone being in the office at the same time to catch up on a project.

Instead of rigid and bureaucratic systems, modern offices should support the way employees need to work. Flexibility and collaboration can be promoted by creating plenty of bookable and casual meeting spaces whose availability can be monitored by colleagues in real time via screens and Apps.

## Don't waste time managing complex booking systems

How many times have you been

in trouble for not booking a meeting room properly; or irritated colleagues for not cancelling it on the system when you no longer need it? Or trawled through days of bookings to find a clear spot only to find the room sits empty because others haven't cancelled their bookings?

New sensor based technologies does away with the need for complex booking systems that require lots of proactive intervention from employees by auto detecting when meetings start and finish and releasing space if it is not being used.

If you need a room and one is free, you can just take it. The aim should be to allow people work how they want rather than imposing rules that impede productivity and, frankly, cause high levels of frustration.

## Some old rules still apply ...

### • Stick to a schedule

Make sure you allow enough time for your meeting, including setting up and clearing away, and make sure it doesn't overrun. Even if you don't cover everything on your agenda, vacate the room as soon as your time slot comes to an end. Your colleagues won't appreciate having to wait to start their meeting, especially if it's with important clients.

### • Don't hover at the door

If you're early to your meeting, avoid hovering at the door. It will put unfair pressure on your colleagues to finish up before time and you should also be mindful that the meeting could be confidential. If the meeting is running late, be careful to bring this to your colleagues' attention whilst remaining professional and courteous.

### • Tidy up

'Leave it as you would wish to find it'. Clear away coffee cups, water glasses and food, put away any equipment you have used and be sure to wipe clean whiteboards or clear flipcharts of your notes, plans or doodles!

### • Don't use a meeting room as your own private office

If you work in an open plan environment, booking a meeting room can be a great way to get some quiet space to make a phone call, write a confidential report or focus on getting a piece of work completed. But blocking out rooms for days on end and turning the room into your own personal office is a no-no as it removes an important resource for your colleagues.

If you need an office, speak to your boss about getting the right space to meet your needs.

[www.abintra-consulting.com](http://www.abintra-consulting.com)

# Private investigators – their use in a complex, modern world

by Terry O'Connell

To some there is a mystical air about the working life of a private investigator, fuelled largely by portrayals in film, television and novels. Events involving bravado and adventure do happen, but in the real world they are by no means a daily occurrence. What areas, therefore, are investigators asked to look into and what value can a competent investigator add to a business?

## Varied

The role of investigation and intelligence gathering in the context of a modern business is varied and wide reaching. The purpose can be to mitigate risk before an event, in proactive due diligence, employee and investor vetting or reputation management. Alternatively, an investigator may be instructed to aid the recovery of a situation after the event, whether that be to locate a debtor or errant director, trace the ill-gotten

gains of a fraud or locate and collate evidence against a wrongdoer.

More recently, sophisticated investigators have become involved in more specialist areas of risk management and analysis, which may include computer forensics, legal e-disclosure, cyber protection and penetration testing.

In the main, investigators are instructed by lawyers and accountants whose work requires reliable information and intelligence which can be produced in evidence during a legal process. However, high net worth individuals, corporates and other professionals in journalism, public relations, security and risk management often employ the services of an investigator to shed light on a particular issue.

## Strategic

Through effective intelligence gathering and straight-forward reporting an investigator arms clients with the information they need to

make more effective strategic decisions, either to avoid or mitigate risk, reputational damage and costly legal issues or to maximise financial recovery in the event of a dispute or fraud.

It has always been prudent to conduct research to consolidate a position prior to taking legal or civil action but with the expansion of the internet it has become essential. The ever-increasing amount of data voluntarily placed on the internet combined with the modern requirement for transparency around how authorities, companies and individuals store and disclose personal data has fundamentally changed the working practices of the private investigator. Before even considering a deployment in the field a professional investigator will exhaust all avenues of 'desk-top' research, including statutory, subscription and open data sources.

## Versatile

The extent and variety of information, intelligence and occasionally

evidence available from statutory and commercial sources is often surprising and includes genealogy, residency, property ownership, corporate filings, regulatory information and credit data. This is complemented by the wide variety of open-source intelligence available from visible and hidden areas of the internet, the most versatile and wide-reaching dataset available to the industry.

The term 'Big Data' has been coined to reflect the challenge of understanding, accessing and indexing the content of the internet which is ever increasing in terms of size, complexity, format and function. Using specialist tools, investigators can render large chunks of hidden online data accessible and searchable, often providing critical, real-time intelligence surrounding the activities, reputation and lifestyle of individuals and the businesses they work within.

Social media inevitably has a sig-

# Making the most of the levy



Jean Duprez argues that apprenticeship reforms are good for business

Apprenticeships and the levy have been the subjects of many articles and workshops in recent times. Despite this, a host of businesses that are subject to the charge are still unsure what it means for them and how to maximise on their investment. The tendency is to see the reforms as a threat, not an opportunity. Even more confused in this market are the non-levy payers, small and medium-sized (SMEs).

Most of the available information is being provided by colleges and training providers who have positioned themselves in the market as having the solutions to business needs. From their perspective it makes perfect sense, companies now have the funding pot that they previously received direct from government.

## Skills

However, businesses should remember that these apprentices – either new entrants or current staff – are ‘employees’ that will help future-proof the business, improve its

nificant part in the ‘Big Data’ ecosystem. Although many users are becoming more discerning, the willingness for individuals to publish information about themselves and their nearest and dearest confounds those of a more cautious nature. A significant number of conscientious ‘targets’ who believe they are immune from these platforms have been undone by the carefree partner, offspring or friend providing precious nuggets of intelligence on social media.

## Disparate

A difficulty for any investigator is that they are often instructed to find

skills base, add diverse talent, deliver improved productivity, and bring new ideas and ways of working into the workplace. With new starters it is a chance to home grow talent who will embed brand and company values.

Ask the question: “Where is the growth coming from in order to support this investment?” I have seen many companies racing to recoup the levy pot monies without any real thought of their strategic business needs. It is this behavior that will further devalue the apprenticeship brand, with the apprentices themselves continuing to be seen as a burden rather than a benefit.



This is why, from a successful employer’s perspective, I am highlighting what a good apprenticeship programme should consist of. In basic terms, companies need to focus on workplace ‘need’ and work with training providers that support this.

## New standards

The new apprenticeship standards, created by employers for employers, now offer more role- and sector-relevant training than their framework counterparts.

It’s not enough that apprentices have the capability and knowledge to perform their role, they need to live and breathe their business, and understand commerciality while training. That way, their ac-

indeterminate information about a subject based on a vague briefing e.g. “the subject is believed to hold property assets through an offshore holding company” – an “unknown unknown” – and this is where the investigator’s specialism lays. Specialist data mining tools can make connections between disparate morsels of information but it is the experience and intuition of the researcher that is the difference between making the connections and producing the goods or not.

It is only when all statutory and subscription database material has been obtained, when all open-

source surface and deep-web data has been harnessed and when all electronic geo-locating, IT infrastructure mapping and social media has been reviewed and analysed, should ‘on the ground’ enquiries be considered, which requires a separate raft of specialist skills.

## Skills

The talents required for effective surveillance, undercover work or more simple local enquiries include accomplished personal skills, quickness of mind and considerable confidence. These qualities are essential to the operative working in and man-

aging real time situations to enable successful resolution in a professional, ethical and effective way.

## Incentives

Non-levied employers – and large employers, where levy funds have been spent – will be asked to make a contribution to the cost of an apprenticeship at ten per cent of the price negotiated with their training provider, as long as the funding band maximum is not exceeded. The government will co-invest 90 per cent of this negotiated price.

To support the future uptake of apprenticeships, a number of incentives have been put in place to support the transition to standards and to achieve employer buy-in. These include:

- An annual £15,000 allowance to offset the levy fee
- Ten per cent monthly top-up to levy funds
- £1,000 per 16 to 18-year-old apprentice (and 19-24 year olds with a Local Authority education, health and care plan).
- Employers of less than 50 people will not pay a contribution for apprentices aged 16-18 or those 19-24 who meet the special requirements. One hundred per cent of the cost will be supported by the government.

In addition, business no longer need to pay National Insurance contributions for apprentices under the age of 25.

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[www.clsassociatesuk.com](http://www.clsassociatesuk.com)

# Understanding the energy market



by Kieron Blundell

From the moment you wake up when you unplug your freshly charged phone to check your social media updates, when you turn up the heating in the office to make a winter morning bearable, as you try to get on top of your emails before finally settling down to have a good shout at the TV while watching The Apprentice you will be interacting with the energy market in a constant and yet, for most people, largely unconscious way.

## Generation, transportation and supply

The energy market is roughly divided into three areas: generation, transportation and supply. These provide the basis for your monthly energy bill.

Generation of energy has changed drastically over the last 20 years. Traditionally, generating electricity has either meant going nuclear or burning fossil fuels but as the wholesale value of coal and gas has risen there has been a surge in renewable power generation. This is supported by the growing environmental consciousness of recent times.

The transportation of energy is an enormous endeavour with over 818,000 km of cables supplying power to every office, house and street lamp in the UK, a distance equivalent to going to the moon and back. With power currently flowing to almost 30 million customers in the UK and an estimated 100,000 new consumers connecting to the network every year, maintaining a smooth flow of power is a complicated affair. Around a quarter of your bill goes towards investment in and the maintenance of this network.

Finally, there is the 'face' of the industry – the suppliers. Since the energy market was deregulated in the 1990s, the number of suppliers in the market has grown from the 'Big Six' (British Gas, SSE, Npower, EDF, E.ON, Scottish Power) to over 60. Suppliers bulk purchase energy wholesale and sell it on to consumers through supply contracts. They also pass the transportation and government levies on to the end user. Suppliers are the most direct path for businesses and individuals to engage with the energy industry.

## Engage with the market

Despite businesses and individuals being involved within the energy market, consumer engagement

with the market has always been low. Even though there have been attempts by the regulator body – Ofgem – and suppliers to increase the levels of competition and innovation in the industry, customers tend to stay with suppliers with whom they are familiar.

According to Ofgem studies, only one in four businesses have changed suppliers in recent years despite savings being available both in time and money. Of those who did switch, 85 per cent were offered a cheaper deal from their new supplier.

One of the biggest perceived barriers to changing suppliers is the apparent complexity of the industry and fear of locking into an uncompetitive rate. But with the right approach – and the following tips – you can get more out of the market.

### • Do some research

Some energy suppliers are better than others. Don't allow yourself to be led by an attractive rate without doing a quick Google to ensure the company doesn't have a reputation for misselling or misleading its clients.

### • Consider a new supplier, even if they are not a household name

There are numerous smaller niche suppliers entering the market, many of which have great reputations for

customer service and billing practices. When you are looking to change supplier, consider moving outside of the 'Big Six.'

### • Consider your energy efficiency

The rise of green energy is largely due to the greater financial viability of renewable solutions. Sometimes the best way to save money on your energy bills is to simply reduce your consumption rather than reduce the rate you're paying. Ask your supplier or consultant about an energy efficiency review.

### • Consider working with a consultant

Energy consultants are experts in the field of utilities and the best ones will work to save you money while also handling day-to-day bill validation and queries, saving your team's time too. Any decent consultant will offer free, impartial advice.

With a renewables revolution on the horizon and the industry more competitive than ever, now is a great time to change your approach and get involved.

Kieron Blundell is a key account manager at MAXIMeyes (UK) Ltd [www.maximeyes.me](http://www.maximeyes.me)

# London company wins Asian Games contract

London SME ES Global has beaten international competition to win a contract working on the Jakarta Velodrome for the Asian Games 2018 with financial backing from UK Export Finance

ES Global is a London-based project management company that specialises in the delivery of high-profile sports and entertainment events around the world. International contracts have been integral to the company's success and today, around 80 per cent of its business is with overseas clients.

With previous successful projects including the Rio Olympic Games and Sochi Winter Olympics, ES Global has found success in markets not usually targeted by UK companies.

## Delivery

ES Global was invited to bid on another high-profile contract, this



time in Indonesia, where there was an opportunity to work on the Jakarta Velodrome for the 2018 Asian Games. The contract itself would be subject to a tight delivery schedule, but ES Global won the contract against international competition, thanks to its impressive track record working on similar prestigious sporting events.

Another factor was ES Global's ability to offer attractive payment terms to the buyer, making its bid more competitive. To do this, ES Global takes out export insurance, which can protect companies

against the uncertainties of selling overseas, in turn allowing them to offer their buyers flexible credit terms rather than requiring payment upfront.

## Insurance

The US\$19 million Indonesian contract – representing half of ES Global's total contract working on the Asian Games – was a huge opportunity for ES Global to boost its revenue and establish itself in a new, fast-growing market. But the company struggled to secure an export insurance policy to cover

the deal from the private market.

UK Export Finance (UKEF) provided the solution by offering an export insurance policy for the Jakarta International Velodrome contract, as well as a guarantee on a bank loan to secure the cash the company needed to fulfil the contract under UKEF's Export Working Capital Scheme.

This meant that the company had both the confidence and capital it needed to offer its buyer the competitive terms required to secure the multi-million dollar project. ES Global director Olly Watts said: "This is the third project UKEF has helped us on and without them, I'm not sure we could've taken on those contracts. UKEF makes the risks of exporting much more manageable and I can't recommend their products enough."

[www.gov.uk/government/organisations/uk-export-finance](http://www.gov.uk/government/organisations/uk-export-finance)



# Members' noticeboard

## OMYAGUE



### ■ The OMYAGUE Luxury B2B Gifting Fair on 21 & 22 March at the Pullman St Pancras

The B2B representatives of 24 iconic British, French and international brands will showcase their corporate and bespoke gifting collections to help visitors plan their incentive programmes and find gift ideas at prices they would not be able to secure elsewhere.

To make an impact with your clients, your colleagues and humanise commercial relationships, we welcome you to register for the OMYAGUE Fair on [www.weezevent.com/omyague-london](http://www.weezevent.com/omyague-london)

### ■ BMIM

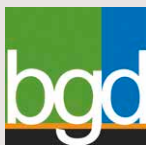
BMIM has just launched its new cashflow guide for CEOs of growing businesses. The ebook includes 50 pages of practical finance strategies and tactics for doubling your cashflow. You will never be short of cash again! You can download your FREE copy here: [bminterimmanagement.wixsite.com/ebook-cashflow](http://bminterimmanagement.wixsite.com/ebook-cashflow)



### ■ Bennington Green Decipher (BGD)

**GROWTH IS NEVER BY MERE CHANCE; IT IS THE RESULT OF FORCES WORKING TOGETHER” – James Cash Penney**

Bennington Green and Decipher Consulting are pleased to announce their new innovative joint venture offering high quality commercial services to the construction and property market in and around London. **Bennington Green Decipher (BGD)** was formed in 2017 following the joining of forces



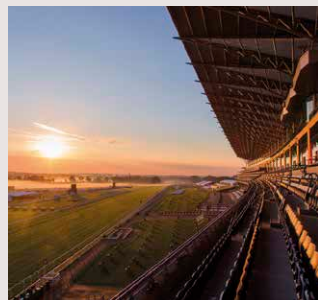
between the successful multi-disciplinary practices of Bennington Green from the South Coast and Decipher Consulting from North West England. BGD has been created to deliver Commercial Management, Building Surveying, Quantity Surveying and Programming services to the construction and property industries. We have established a business that draws on the knowledge and experience of two long-standing successful construction consultancies to deliver a broad-based professional service to our clients. [www.bgdconsult.com](http://www.bgdconsult.com)

### ■ Basque Trading



One of the biggest Machine Tools Exhibition (BIEMH) of the year taking place in Bilbao, Spain from the 28<sup>th</sup> – 1<sup>st</sup> June 2018. A fair that will be looking at smart production, integrated systems and industry 4.0. An opportunity to take advantage of leading companies in the fields of machinery, process automation, tools and components. The show attracts over 600 exhibitors, more than 2000 products and 40,000 visitors. For this event companies that full within our criteria will have flights, hotels and tickets for the show completely subsidised from the 30<sup>th</sup> May – 1<sup>st</sup> June 2018. For invitations, please contact us at [chris@btiuk.com](mailto:chris@btiuk.com) or 0207 796 8704

### ■ Ascot Racecourse



Ascot Networking Series Property & Construction - Wednesday 2nd May Get Ascot's flat racing season off to a flyer with our newly

launched raceday networking series, focusing on the Property & Construction Industry Your day will include:

- King Edward VII Enclosure Ticket
- Welcome drink and canapes
- Ascot Afternoon Tea
- Two drinks vouchers per person
- Racing tipster
- Racing Post and racecards
- Private networking facility
- Great industry networking opportunities
- Betting facilities
- Industry insight talks

Book your place today for just £60 per person + vat by contacting [sam.baring@ascot.co.uk](mailto:sam.baring@ascot.co.uk)

### ■ Intercontinental London – The O2



We are incredibly excited to have launched VSI of InterContinental London – The O2. Uniquely positioned on London's vibrant Greenwich Peninsula, surrounded by historic maritime landmarks, step into the world of luxury to explore true essence and distinctiveness of an InterContinental journey, location and connectivity. The hotel offers unparalleled opportunities to experience opulent interiors and 20 meetings and events rooms, set against a magnificent backdrop of the River Thames and City's skyline, showcasing London through a fresh perspective. Discover more: [bit.ly/ICO2VSI](http://bit.ly/ICO2VSI) Visit [www.iclondon-theo2.com](http://www.iclondon-theo2.com)

### ■ Collab



The London skills system is undergoing a period of profound change: from the impacts of Brexit to the disruption posed by automation, uncertainties about the shape of the future workforce are evident. To respond flexibly to these changes, it is vital that industry has access to a wide talent pool to help

grow and support the London economy. Collab Group: London Capital Colleges and CIPD have therefore produced a “Point of View” setting out how employers, government and further education colleges in London can work together to provide a joined-up skills and employment system that serves the needs of all Londoners. To read more, please visit: [www.collabgroup.co.uk/system/resources/download\\_files/000/000/022/original/CollabBrochure\\_EmployabilityinLondon\\_New.pdf?1518001639](http://www.collabgroup.co.uk/system/resources/download_files/000/000/022/original/CollabBrochure_EmployabilityinLondon_New.pdf?1518001639)

### ■ Aspire Book now for the Aspire Sports Quiz Dinner!



Don't miss Aspire's legendary Sports Quiz Dinner, hosted by BBC presenter John Inverdale. Now in its 18<sup>th</sup> year, the event will be held at Lord's Cricket Ground on Thursday 26<sup>th</sup> April. Test your sporting knowledge with over 500 sporting enthusiasts, and enjoy a drinks reception, 3 course dinner and auction, whilst supporting people affected by Spinal Cord Injury. Book your table at: [www.aspire.org.uk/sports-quiz-dinner-london-2018](http://www.aspire.org.uk/sports-quiz-dinner-london-2018) or contact Sinead Grimes: [sinead.grimes@aspire.org.uk](mailto:sinead.grimes@aspire.org.uk) / 020 8420 6705 or Claire Kremer: [claire.kremer@aspire.org.uk](mailto:claire.kremer@aspire.org.uk) / 07946 042078

# Anti-dumping duties on Chinese corrosion resistant steel

**Last month the European Commission imposed anti-dumping duties on corrosion resistant steel from China.**

The investigation confirmed that Chinese producers were dumping the product on the EU market, a finding that has already led to imposition of provisional duties in August 2017. The duties that will be in place for the next five years range from 17.2 per cent to 27.9 per cent. Corrosion resistant steel is mainly used in

the construction industry, for mechanical engineering, in the production of welded pipes and tubes and in the manufacturing of domestic appliances.

The value of the EU market for corrosion resistant steel is estimated at €4.6 billion, 20 per cent of which has been supplied by Chinese producers. The measures will counter the downward pressure on sales prices that has been causing financial problems for EU producers,

based mostly in Belgium, France, Poland and the Netherlands.

The steel sector is a vital industry for the European Union's economy and occupies a central position in global value chains, providing jobs for hundreds of thousands of European citizens. The global surplus in steelmaking capacity has driven down steel prices to unsustainable levels in recent years and has had a damaging impact on the steel sector, as well

as related industries and jobs.

The EU is therefore using its trade defence toolbox to ensure a level-playing-field for its producers and their ability to maintain jobs in the sector. Fifty three measures are now in place on steel and iron products, including 27 on products coming from China. In March 2016 the Commission issued a Communication presenting a series of measures to support the competitiveness of the EU steel industry.

## Commission presents ideas for a more efficient European Union

The European Commission presented last month a number of practical steps that could make the EU's work more efficient and improve the connection between the leaders of the EU institutions

and European citizens. The contributions from the Commission set out different institutional options for improving the organisation of European elections – from lead candidates, to transnational lists.

Other options include the size of the College of Commissioners as well as the concept of a double-hatted President for the European Commission and European Council.

The proposed ideas and

options are a follow-up to the European Commission's report on the 2014 European Parliament elections which identified ways of further enhancing the democratic legitimacy of the EU decision-making process.

## European Defence Fund delivers new pan-European research projects

**The European Defence Fund has produced another set of EU-funded defence research projects. The fund, launched by President Juncker in June 2017, is a catalyst for the creation of a strong EU defence industry. It boosts defence capabilities and builds new partnerships across borders.**

Elżbieta Bieńkowska, Commissioner for Internal Market, Industry,

Entrepreneurship and SMEs said: "The European Defence Fund is essential to bring more cooperation between defence companies and the military in the European Union and to ensure Europe's strategic autonomy. The pan-European collaborative defence research projects supported by the fund are designed to ensure Europe's technological leadership, lay the foundations for future defence

capabilities and support a more innovative and competitive European defence industry."

The Ocean2020 project supports maritime surveillance and interdiction missions at sea and to that end will integrate drones and unmanned submarines into fleet operations. The information acquired will be combined with conventional systems to build up a comprehensive picture of

developing situations for military commanders.

The project will be run by a consortium led by Leonardo S.p.A, bringing together 42 partners from 15 EU countries. It will receive a grant of around €35 million. In 2019, the project will stage two real-life demonstrations – one in the Baltics led by the Swedish navy and one in the Mediterranean led by the Italian navy.

## EUR 30 million extra for micro-enterprises in Ireland

**European Investment Fund (EIF) is providing a guarantee to support Microfinance Ireland lend a further €30 million over the next five years.**

EIF has signed a second agreement with Microfinance Ireland (MFI) to support 2,100

micro-entrepreneurs under the European Commission's EU Programme for Employment and Social Innovation (EaSI) after the first one was signed in 2015.

European Commissioner for Employment, Social Affairs, Skills and Labour Mobility,

Marianne Thyssen, said: "Thanks to this new financial boost of EUR 30 million from the EU, more than 2000 micro-entrepreneurs will get financial support to start up or develop their business. Considering that Microfinance Ireland already

created 4000 jobs through loans to small businesses, we can safely say that these loans are an excellent means to boost jobs and growth, whereby the most vulnerable people in the labour market are not left behind."

## ecobuild

### A chance to meet potential business partners in one day.

Enterprise Europe is organising a B2B matchmaking during Ecobuild, one of the biggest event in the world for sustainable construction.

This free matchmaking event takes place on 7 March 2018 and provides the opportunity to meet potential business and technology partners during pre-arranged 20 minute meetings and create real opportunities between companies, active in the construction sector and energy efficiency.

**Location:** London, UK

**Registration deadline:** Monday 5 March 2018



Enterprise Europe Network in Toruń, Poland is organising the 2nd edition of the Brokerage Event on the occasion of International Cooperative Trade Fair of Tools and Processing Industry "INNOFORM 2018", held on 25th April 2018 at the Bydgoszcz Trade Fair and Exhibition Centre.

The Fair as well as the Brokerage Event theme includes the key issues in the field of special tools, tools for metal processing, plastics processing, plastics processing, reductive machining, joining and coating of metals and materials.

**Location:** Toruń, Poland

**Registration Deadline:** Sunday 15 April 2018



Registrations for all events are now open. For further information please contact the Enterprise Europe Network London office at E: [enterprise.europe@londonchamber.co.uk](mailto:enterprise.europe@londonchamber.co.uk)



**FOWT 2018** is the world's largest event dedicated to floating offshore wind. The objective of FOWT is to further the advancement of floating wind and to accelerate its implementation into the global renewable energy mix. This event is geared to promoting constructive discussions between all actors and stakeholders of this emerging industry. Companies taking part in the brokerage event will have the possibility to meet with companies from the wind energy, turbines, and alternative energy sectors.

**Location:** Marseille, France

**Registration Deadline:** Friday 20 April 2018



**ICT Spring Europe** is one of Europe's largest and most international information-communication-technology conferences hosting an array of international participants. The event is dedicated to exhibiting & demonstrating the latest relevant trends & innovations and discuss their impact on society and the working world. The matchmaking event will offer companies to have two days of business meetings and an opportunity to build strong relationships and partnerships in the ICT sector.

**Location:** Luxembourg

**Registration Deadline:** Friday 14 May 2018

# Employees – the loyalty factor

Keeping employees for longer than a few years can be a challenge for all businesses, no matter the sector, but new research has revealed what employees perceive to be the top reasons as to why they will stay loyal to a job. Furthermore, it was found that 37 per cent of Britons have had a job that lasted less than three months.

The team at Equipsme conducted the research in a bid to further understand what is important to employees in the UK. A total of 2,980 adults from the UK were quizzed as part of the study. All respondents revealed that they had a full-time job and each was asked to state which sector they worked within prior to the study.

All participants were initially asked: what is the shortest amount of time that you've ever worked for an employer? to which more than a third revealed that they had previously had jobs that lasted less than three months.

To find out more about this, relevant respondents were asked why it

was they had left this job (giving more than one answer if needed), with the following five answers emerging as the most common reasons:

- Hostile work environment – 28 per cent
- No employee benefits – 21 per cent
- Bad salary – 17 per cent
- It wasn't the job I thought it'd be – 15 per cent
- I was made redundant/fired/didn't pass probation – 11 per cent.

All respondents were then asked: how long have you been at your current job? to which a third stated that they had been at their job '1-5 years', 24 per cent answered 'less than a year', 23 per cent said it was between '6 - 10 years' and the remaining 20 per cent revealed that they had been at their current company for longer than 10 years.

### Loyal

Respondents who had been at their company for more than six

years were asked what had encouraged them to stay so loyal to their job/employer. Participants were able to provide as many answers as were accurate to them, with the following five reasons emerging as the most common responses:

- My salary is good – 89 per cent
- Good employee benefits – 76 per cent
- The workplace atmosphere is great – 73 per cent
- I enjoy what I do – 67 per cent
- There is room for growth – 56 per cent.

Anyone who selected 'good employee benefits' was asked which benefits in particular they most favoured at their workplace, to which 'healthcare policy/plan' was the main answer, followed by 'discount/cashback schemes' and 'generous pension scheme'.

Finally, researchers used previous responses and the sectors given prior to starting the study to reveal which industries has the most loyal staff. 'Construction' workers were

the most loyal, with 32 per cent of these respondents having worked at their current company for more than 10 years, followed by 'healthcare' (17 per cent) and 'hair & beauty' (15 per cent).

Matthew Reed, managing director of Equipsme, commented on the results of the study: "Many employers underestimate how much recruiting new people can cost a business. It makes better financial sense to try and keep the employees you have currently, so it's important that businesses take salary, healthcare and even the workplace environment into account when they want to reduce employee turnover. Employee benefits are clearly a top draw for loyal staff members and healthcare provision is a favourite, which is exactly why we want to help SMEs provide affordable and accessible healthcare plans for their staff... to keep them longer!"

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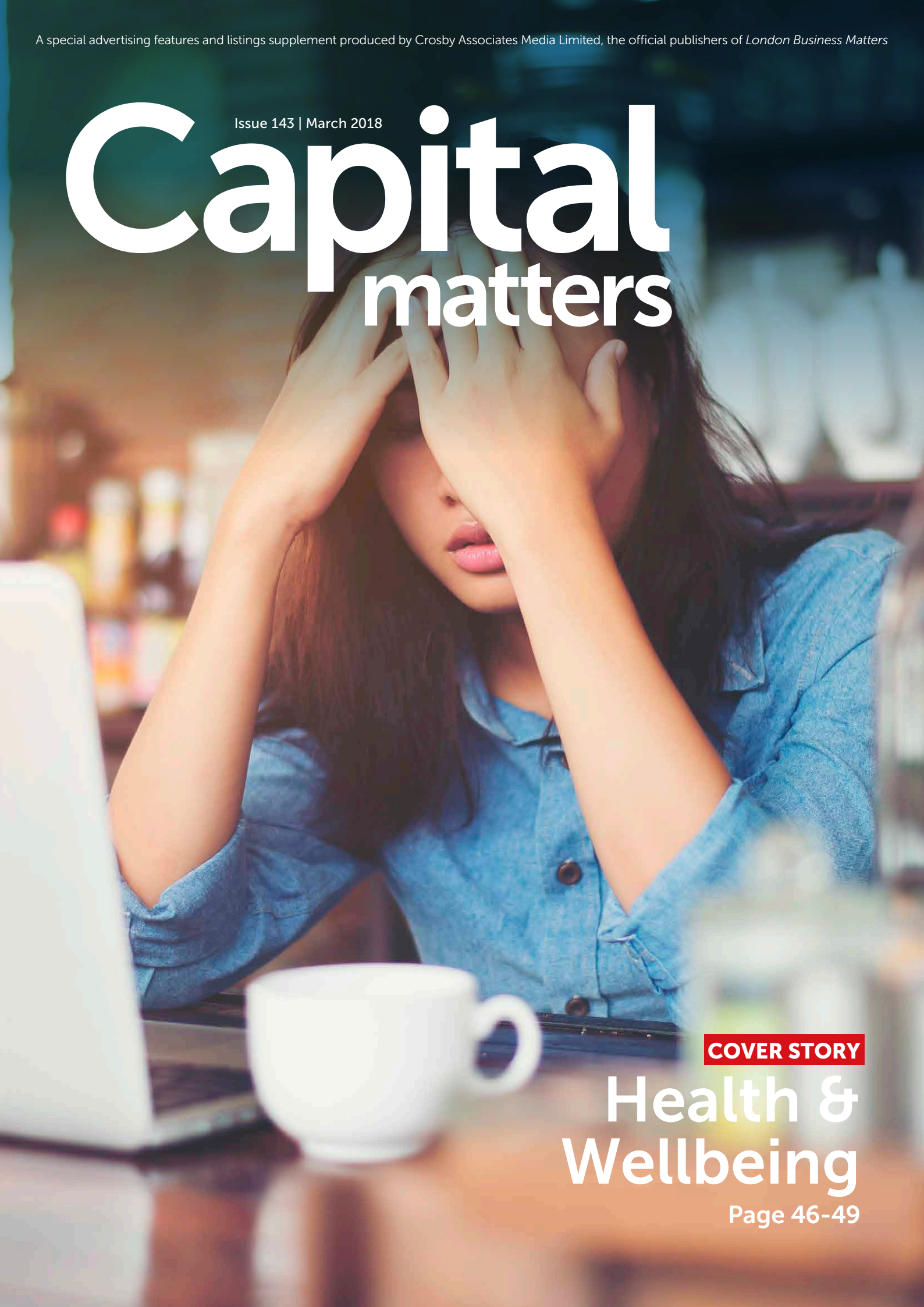
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# Capital matters



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# Cobalt air to launch London Heathrow link



**C**yprus' largest airline becomes only carrier offering flights to London's three main airports: Heathrow, Gatwick and Stansted

Larnaca, Cyprus, 23rd January 2018 – Cobalt Air, Cyprus's largest airline is proud to announce a new daily service beginning 27th March 2018, linking London Heathrow directly with Larnaca, Cyprus. Cobalt Air is the only carrier offering connections to Cyprus from London's three main airports: Heathrow, Gatwick and Stansted.

Andrew Madar, CEO, Cobalt Air commented:

"We are delighted to add London Heathrow to our UK network which is a key market

for Cyprus tourism and business. Cobalt Air is the only carrier flying from the main three London airports to Cyprus. Cobalt Air has quickly become the preferred airline of the Cypriot people; and we can't wait to show you our great welcome and on-board service as you start your holiday or business trip from London to Cyprus."

The Heathrow route will feature Cobalt Air's new business class product, featuring large bespoke business seats in a two-by-two configuration with a 40" pitch. This will bring a new level of business comfort to the route.

The schedule is timed to appeal to both business and leisure passengers.

Flights will depart London Heathrow T3 at 5.20pm and



arrive into Larnaca at 11.50pm. On the way home, flights leave Larnaca at lunchtime, 12.45pm and arrive back in London Heathrow T3 at 3.45pm. All timings are local. Cobalt Air will use an A320 aircraft with

12 seats in business class and 144 seats in economy class to operate the new route.

Return fares in March start from less than £65 one way. See [www.cobalt.aero](http://www.cobalt.aero) for more details.

# Capital matters

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

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## The road to GDPR: Three questions for medium and small sized businesses

**RingCentral is a leading provider of global enterprise cloud communications and collaboration solutions. More flexible and cost-effective than legacy on-premises systems, RingCentral empowers today's mobile and distributed workforce to communicate, collaborate, and connect from anywhere, on any device.**

General Data Protection Regulation (GDPR) lands on the 25th May and is set to shake things up and though organisations large and small who will be facing the same kinds of questions there is one crucial difference.

One has the deep pockets to outsource their compliance conundrums to consultants. For the rest, it's essential to work with suppliers like RingCentral that understand and are committed to GDPR compliance.

Here are three crucial questions they're going to want to ask themselves in the run up to May 25th.

### Where is all your personal data?

One of the biggest problems for a company of any size is actually finding all their personal data.

RingCentral products like Office can work with CRM systems to index call logs and recordings alongside customer records, leaving all that data easily retrievable, as the GDPR states, "without undue delay."

The GDPR's "Right to be Forgotten" through which customers can inquire after, transfer and delete any and all data you may be holding on them. RingCentral leaves organisations data close at hand for account admins, allowing access across the data should a customer want their details deleted.

### Who is your Data Protection Officer (DPO)?

This new independent role will oversee compliance and report at the highest levels. Still, a new hire can be a big expense for an SME. Thankfully, a DPO could be a pre-existing member of your organisation, provided

that the duties they currently have match up with the DPO's. This role can also be outsourced and plenty of security companies are gearing up to fill that position.

### Redesign for data protection?

Your security policy may need a rethink as "Data protection by Design" is now one of GDPR's main points. Avoidable breaches will not be taken lightly anymore. You won't have to be bulletproof, but customers should have a reasonable expectation that their data is safe.

If you are hit, you may need to tell both customers and the regulator within a short window. If your security is slack, you'll need to tighten up and create infrastructure for speedy reporting.

As a vendor that is committed to GDPR, RingCentral is helping smaller organisations meet their compliance needs.

**Contact us on 0800 098 8340 to see how we can help you on the road to May 25th.**

**RingCentral**



# JAL doubles daily flights amid soaring demand for Japan travel

**In response to the ever increasing demand for travel to Japan from the UK and Europe, Japan Airlines has now increased the number of non-stop flights operating between London and Tokyo to two daily.**

The new flight from London Heathrow (JL042) departs at 09:30 and arrives into Haneda Airport at 06:25 the next day. Meanwhile the return flight (JL041) from Tokyo Haneda departs at 02:45, arriving into London Heathrow at 06:25 on the same day (winter schedule until 24 March 2018). With the addition of these flights JAL is now offering a total of four non-stop flights between London and Tokyo, in partnership with British Airways.

With the introduction of these new flights, JAL can now provide both greater seat capacity and more travel options for customers travelling between Europe and Japan. The early arrival times into both Haneda and Heathrow mean that travellers have the whole day, either for work or sightseeing, or to connect to onward flights. Customers travelling to Japan can easily connect to JAL's extensive domestic network, offering access to 36 cities across Japan. Meanwhile those travelling to Europe from Japan have easy access to onward flights within the UK or to European destinations, thanks to Japan Airlines' partnership with British Airways.

Boeing 787-8 Dreamliners are



©Akira Okada@JNTO



used for the new flights, divided into three cabins: Business Class, Premium Economy and Economy Class. Each is fitted with Japan Airlines' award-winning seats; fully flat with 23 inch touchscreen TV and guaranteed aisle access in Business Class, shell seats with the most generous leg room in their class in Premium Economy and the Skytrax 2017 award winner in Economy Class.

Exclusively for the JL041 late night departure from Haneda airport, all customers have access to the JAL Sakura Lounge in Haneda airport after 23:30 on the evening of departure. Economy Class customers have access to their own area on the 5th floor of the lounge where complimentary hot and cold food, beer, wine and soft drinks are available. Business and Premium Economy Class

customers have access to both the 4th and 5th floors as usual, including shower and massage chair facilities.

Also, until 24 March 2018 all JL041 customers can enjoy complimentary access to the natural hot spring spa facilities at Hot Spring Heiwajima, located approximately 20 minutes from Haneda airport by bus. Customers can make their own way to the hot spring where they can soak away the fatigue of a long day in Tokyo in true Japanese fashion. A free shuttle bus then takes passengers to the airport, refreshed and relaxed ahead of the flight.

Japan Airlines is offering return flights to Japan from £709 indirect and £831 direct in Economy Class, £1,295 indirect and £1,674 direct in Premium Economy Class, and £2,642 indirect and £3,611 direct in Business Class.

**To reserve flights and for full details about JAL's services and fare terms and conditions please visit JAL's UK home page [www.uk.jal.co.jp](http://www.uk.jal.co.jp)**



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# Health and wellbeing: boost your staff, boost your business

**Workplace health and wellbeing is just as important to the employer as it is to the employee. We know that an estimated 31.2 million working days are lost due to work-related illness and that long-term sickness is also a huge cost to taxpayers, with £14.5 billion paid out as Employment and Support Allowance last year.**

The Mayor wants London to be the best place in the world to work and live. He wants to improve workplace conditions across employers of all sizes and sectors.

There is good evidence that workplace wellbeing programmes improve employee productivity, reduce absenteeism rates and are cost effective - a healthy and engaged workforce is typically 10 – 15 per cent more productive.

A review of employer wellbeing programmes in the UK found that lower sickness absence was evident in 82 per cent of cases and lower staff turnover was

reported in a third of all cases. Furthermore, in a large UK survey, 66 per cent of employees said they were more likely to choose an employer who took health and wellbeing seriously, and 43 per cent felt they would have a duty to work harder as a result.

We've known for a long time that good work promotes good health, which is why we developed the London Healthy Workplace Charter – to help more people enjoy the benefits of good work.

The charter is a voluntary accreditation process which rewards employers who invest in workplace health and wellbeing. Organisations receive free consultancy support from City Hall and borough partners.

In a recent study by the London Assembly, nearly 70 per cent of employees working in an organisation with the Workplace Charter think they have sufficient health support at work, compared to just 31 per cent of employees in jobs without the Charter.



*Dr Tom Coffey, Mayoral Health Advisor at City Hall*

The Mayor has also proposed a new compact with employers, called the Good Work Standard. It will support employers to adopt best practice and achieve high standards in areas such as fair pay, workplace diversity, flexible working, health and wellbeing, skills development, and employee voice. The Charter will also form a key part of this.

A wide range of organisations have been awarded Charter

accreditation from the smallest to the largest businesses in public, voluntary and private sectors. It shows the potential of organisations of any size, in any sector, to recognise the importance of health.

To register for this free programme and bolster your organisations' health and wellbeing offer, please visit: <http://www.london.gov.uk/healthyworkplace>

## Healthy Workplace Charter

The London Healthy Workplace Charter, backed by the Mayor of London, provides clear and easy steps for employers to make their workplaces healthier and happier.

198 organisations have been accredited with nearly 300,000 employees benefitting.

Whether you're a small business, large corporation or public sector organisation the Charter can help you:

- address crucial issues like: recruitment and staff retention, sickness absence and employee productivity

- get buy-in from senior management to improve health and wellbeing
- make positive changes in workplace environments and attitudes
- gain a reputation as a leading London employer, devoted to their staff

Register your interest at [www.london.gov.uk/healthy-workplace-charter](http://www.london.gov.uk/healthy-workplace-charter)



# Untangling employee performance issues – behaviour vs health

by *Andrea Martin, Health in Action*

**Managing people is very often the most challenging part of a Managers' role, as individuals are just that, unique people with a colourful array of personality types, preferences, cultures, experiences and ways of responding.**

This can make identifying when a team member's performance issues are purely behavioural or whether they may be being triggered by personal circumstances, stress or other health issues very difficult. The issue is very often compounded for the Manager because the individual has no insight into their own health or situation.

**Here are some strategies to help Managers identify potential health issues:**

### Physical appearance

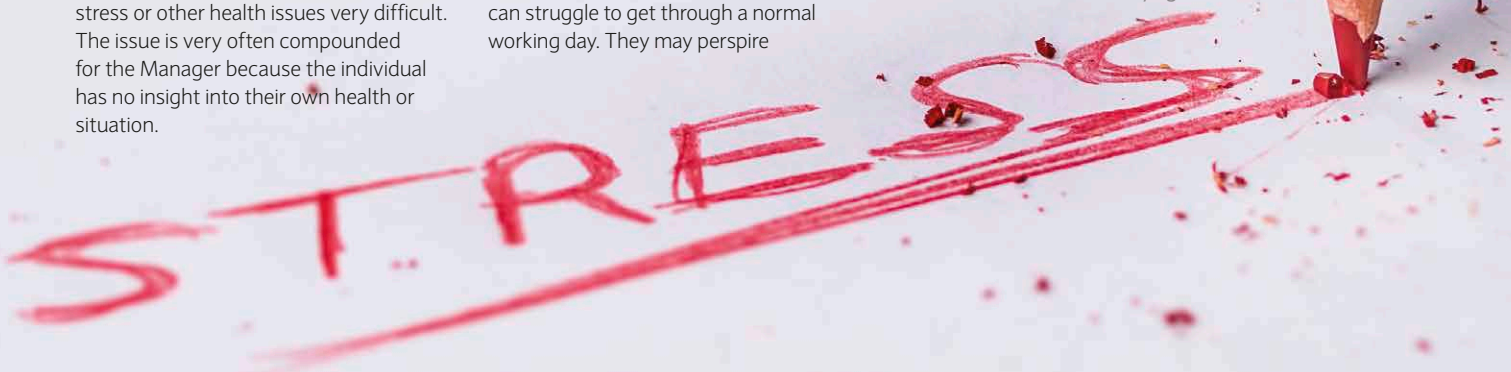
In most cases there is an observable change in the person's appearance when they are experiencing significant mental or physical health issues. The person will often look pale and tired and especially when experiencing mental health issues, and may have difficulty maintaining normal eye contact. They will often lack their normal energy and vigour and can struggle to get through a normal working day. They may perspire

significantly more than usual. If they have a physical issue this may affect the way they walk or carry themselves which may change as they seek to protect an affected area.

### Concentration

A reduction in a person's normal levels of concentration is often an early indicator that they are either choosing to or is actually not able to, prioritise work tasks over other personal or health related issues.

*Continued on page 48*



**T: 0203 90 77 740**

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***"It takes time for an acorn to turn into an oak, but the oak is already implied in the acorn" – Alan Watts***

Focus Wellbeing is a cutting edge employer-wellbeing consultancy specialising in resilience training, talking therapies, coaching and corporate events, based in London's Square Mile. Focus Wellbeing has several unique selling points, and this allows it to stand out in what is rapidly becoming a crowded market.

The trainers at Focus Wellbeing are all qualified psychotherapists and counsellors, affiliated to British accrediting bodies such as the British Association for Counselling and Psychotherapy (BACP). Moreover, Focus Wellbeing has recently joined the Continuing Professional Development (CPD) Certification Service, thereby adding value to their products.

Recent evidence indicates the importance of wellbeing at work.



The Mental Health at Work Report (2017), published by Business in the Community last October, reveals that three out of every five employees (60 per cent) have experienced mental-health issues in the past year.

Dr Guy Barbato, the founder of

Focus Wellbeing, is himself a practising psychotherapist and academic. He notes that: "There is a greater understanding of mental-health issues than ever before, and this needs to be reflected in the workplace. Individuals who are positive and feel good about themselves are more productive

and have better relationships with colleagues. Evidence shows that organisations that embrace this attitude have an improved bottom line. While wellbeing aims at strategies that achieve a positive mindset, resilience seeks to provide a skillset that enables the individual to cope with life's challenges, thereby assisting them to maintain wellbeing in adverse circumstances."

Focus Wellbeing offers several packages that range from one-off workshops and seminars to packages that include access to counselling/psychotherapy, corporate events and coaching. Distance is not an issue as Focus Wellbeing's trainers travel around the United Kingdom. However workshops can be offered in the form of webinars to suit individual needs.



A sudden lack of attention to detail, uncharacteristically making mistakes, reduced quality of work or missing deadlines can be easy to spot and these issues in conjunction with other factors provide good evidence of potential rising health issues.

### Join the dots

Ask yourself, when did you or their colleagues first notice changes in the person's performance, attitudes, or appearance? Have they been mentioning in conversation any personal issues they are having? Even if employees are not directly open about their health or personal lives they will often drop into social conversations snippets of what is happening for them. Joining up the dots can be

difficult but in many complex cases the signs were there it is just that they were not identified and/or joined up.

### Lack of self awareness or denial

In some cases, to their manager and colleagues it will be abundantly clear that the individual is struggling, but the person themselves does not identify or do not wish to identify that they are having difficulties. Physical symptoms are much easier to identify than psychological ones and therefore an employee may vigorously deny any issues even when confronted with the evidence.

A complicating factor is that there are so many responses to

ill health, some people seem to positively revel in the fact they have symptoms and illness whilst others feel that they are a failure or weak if they admit to any sort of illness or struggle. There may also be behaviours which the person does not wish to disclose e.g. usage of illegal substances, abuse of prescription medication or alcohol and therefore their answers will be vague as they attempt to cover up these issues.

### Challenges & change

An individual may be able to manage their symptoms when they have their standard and well organised workload but when this increases, or they have several workplace challenges or changes to negotiate, then the cracks start to appear.

This could be issues around training or personal capacity, but it could be an indication of a health related problem which should be explored. Occupational Health is well placed to help organisations and managers understand this, as teasing out what are health, capacity and behavioural issues is often a very complex issue.

Our advice is to have your eyes and ears open in the workplace as often the most telling indicators that a team member is struggling are identified outside of formal meetings. Observe changes in the person's appearance and interactions in the workplace and don't be afraid to say, "You don't seem yourself today/ this week/ this month, is everything okay?"

## Anti Wolf of Wall Street: The Modern Financial Practice.

Philip Jones, Co-Founder of Wellness London

Wellness London have been servicing a number of London's most innovative and established private finance firms for over three years. With Wellness becoming a must-have benefit, many still wonder what it actually looks like in the workplace.

For this article, we wanted to use a client as an example; Numis Securities Ltd.

When we first start working with any new client, we err on the side of caution, initially suggesting relatively low volumes of services, looking to build as demand grows.

What rapid growth we've seen at Numis!

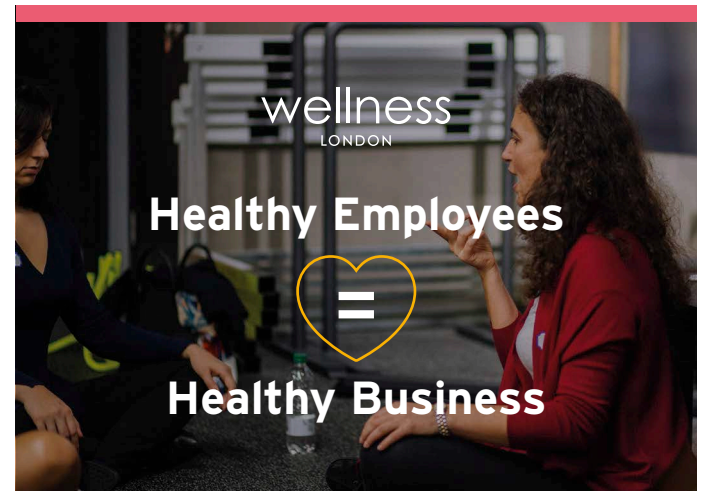
We now run a weekly wellness clinic, 48 weeks per year. We cover all elements of wellness from osteopathy to nutrition, even reflexology. Alongside clinics, Numis recognised and the importance of raising awareness and focusing on mental health.

In line with this focus, we've offered weekly counselling clinics. Counselling is a talking therapy that provides a safe and confidential space for employees to discuss any issue, or challenge they may be facing.

Numis have recognised that focusing on personal resilience in a high-performance workplace is vital. They understand how they as employers can actively assist with this by providing the tools by which employees can best manage their own resilience.

Inevitably we'll work with Numis to make sure a maintenance programme is in-situ. Perhaps we'll add regular Mindfulness clinics, maybe something entirely different: wellness is a constant evolution and Numis take feedback from their employees. A nimble wellness programme for a nimble firm!

Do you have a Wellness Programme? We can help bring you up to date!



### DO YOU HAVE AN EMPLOYEE WELLNESS PROGRAMME?

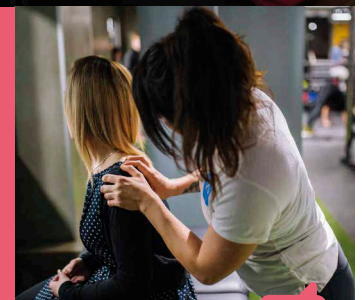


"Our partnership with Wellness London has been a game changer for us here at Numis!"

Gemma Cook, HR Director, Numis Securities Ltd.

Our 1:1 in-office clinics include Osteopathy, Nutrition, Physiotherapy, Mindfulness, Sleep Education & much more.

Our Group Workshops & Wellness Events give a taste of wellness to a larger number of employees.



Contact us today,  
hello@wellness-london.com  
wellness-london.com

Quote 'WELL-LM' when contacting us.



Pick up on changes and/or issues in a timely manner, as issues only increase over time which leads to both organisation and individual with large, difficult issues to manage rather than small, more manageable ones. We advise that managers and HR seek early advice and assessment with regards to potential health in the workplace issues.

Line managers are expected to be experts in their field and display common sense and sensitivity when it comes to the impact of health issues in the workplace. Providing training to help them identify both physical and mental health issues in the workplace and then what to do when they encounter these is extremely beneficial for all levels of an organisation and will lead to increased productivity, morale and a decrease in the time and cost of dealing with larger issues which could have been avoided.

[www.healthinaction.eu](http://www.healthinaction.eu)

### Case study

One of our customers' managers was asked to conduct an investigation, as a staff member "John" had raised a grievance against his line and senior managers. John was being managed under a performance improvement plan which he felt was unjustified and he felt victimised.

John had been employed as a team manager for 4-5 years with no previous performance issues and his performance and workplace behaviours had been deteriorating over several months. John was being late regularly for work, not able to manage the expected workload, making poor decisions, having unexplained absences and not managing his team effectively.

When John was contacted by phone to arrange the appointment, alarm bells started ringing immediately, he

was whispering and difficult to comprehend. He was very concerned that someone would overhear their conversation and became very agitated.

#### The investigating manager noticed at her meeting:

- John was pale and nervous (even with the support of his union representative) and sat at the edge of his chair gripping the arms tightly.
- His voice was querulous when responding to questions, not the usual clear and assertive tones of a person in control disputing their case.
- When asking about his personal life it was clear that John had been under considerable stress for many months in his home life. John admitted moving house twice in a year due to anxiety that his neighbours were monitoring all of his conversations.
- John's account of his workplace

issues was chaotic, jumping from one incident to another and at times confused, contradicting himself on other occasions. His memory of the events did not match any of the accounts that others had given and he had taken the behaviour and actions of his managers very personally, even though they had simply followed protocol.

#### What the investigating manager identified was:

- That whilst John's managers had fairly addressed his workplace issues with him, they had not recognised the signs of stress.
- A serious concern regarding his mental health and ability to perform his job role.
- That John's managers had failed to identify that a health issue could be impacting his performance and had not sought advice from HR or OH in a timely manner.

# HiMOTIV

Employers want happy, healthy, engaged employees

### The benefits

- ♥ Boost employee productivity, and performance
- ♥ Raise staff engagement through fun workplace wellbeing challenges
- ♥ Better team building, employee morale, and retention
- ♥ Increase energy levels, improve sleep, and reduce stress
- ♥ Reduce absenteeism and presenteeism



*"I never did any exercise prior to this. Being part of a team really encouraged me to do my best for everyone else. As someone not interested in exercise I have really enjoyed doing more for my team"*

### Contact info:

Tel: +44 (0)20 8133 8213 Email: [info@himotiv.com](mailto:info@himotiv.com) Web: [www.himotiv.com](http://www.himotiv.com)  
HiMOTIV Ltd, 4-5 Bonhill Street, London EC2A 4BX, UK

# World leaders look to Queensland

*On the eve of the Gold Coast 2018 Commonwealth Games, Queensland is preparing to welcome leaders from across the globe to share in one of the world's largest multi-sport events, alongside an intensive trade and investment program, Trade 2018.*

IT will be yet another opportunity to highlight investment opportunities across the region, with a particular focus on the Gold Coast as it uses the once-in-a-generation opportunity to accelerate development and diversify its economic sectors.

The AU\$1.5 billion event has seen strategic investment in new world-class sporting venues and has also spawned major investment in new and improved public spaces and amenities, public transportation networks, a new cultural heart and a research-intensive health and knowledge precinct. And while GC2018 is the catalyst for much of the investment, it has been planned and delivered in such a way that it will leave a legacy for years to come.

## **Asia-Pacific's Emerging Health and Innovation Hub**

The Gold Coast Health and Knowledge Precinct (GCHKP) is undeniably the most significant project underway across the region. It is the location of the Commonwealth Games Athletes Village that, post-event, will become a mixed-use, master planned community. Also located within the Precinct are Griffith University, Gold Coast University Hospital and Private Hospital, with the next stages of the Precinct's growth to include nine-hectares of development including health and knowledge related commercial space.

## **Australia's newest sporting city**

Sport infrastructure has received a huge boost with more than AU\$200 million invested in new or upgraded facilities, building on the city's existing venues. This investment will enable Queensland and the Gold Coast to host bigger national and international events, attract international



*Gold Coast Health and Knowledge Precinct*

teams to establish their global headquarters and provide some of the best facilities in Australia for professional athletes, including the groups of athletes that use the city each year for training camps.

## **Research-intensive international education sector**

Education continues to play a crucial role in the future of Queensland. For more than a decade Queensland has invested heavily in science infrastructure, research and its commercialisation to build research expertise in medicine, agriculture, food security, energy and environment. The State boasts nine research-intensive universities and some of the world's top talent, including Professor Mark von Itzstein, director and principal research leader at the Institute for Glycomics (located within the GCHKP), a multimillion-dollar lab finding new ways to fight infections and diseases claiming millions of lives around the world.

## **World-renowned food and agriculture sector**

Queensland's food and agribusinesses are world-renowned for producing high-quality, safe, clean and sustainable products. At almost 144 million hectares, Queensland's



*Professor Mark von Itzstein, director and principal research leader at the Institute for Glycomics*

thriving food and agribusiness industry grows on average one-third of Australia's primary produce. The industry is proficient in export with produce that is readily exported includes beef, grains, fruit and vegetables, seafood, and processed food products.

**These factors, when combined with existing economic strengths, position Queensland and the Gold Coast to attract more high value investment and bolster the already impressive trade relations.**

Find out more about Trade 2018 and investment opportunities across Queensland and the Gold Coast at [trade2018.com](http://trade2018.com) or by calling Trade and Investment Queensland's London office on 020 7420 8761.

**W** [tiq.qld.gov.au](http://tiq.qld.gov.au)  
**P** 020 7420 8761 (London)  
**E** [tiq.info@tiq.qld.gov.au](mailto:tiq.info@tiq.qld.gov.au)

**TIO** Trade & Investment Queensland AUSTRALIA



# GOLD COAST QUEENSLAND

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## GOLD COAST, QUEENSLAND IS SET TO HOST THE XXI COMMONWEALTH GAMES

While the world's eyes look towards the sporting arena, leaders from across the globe will embark on a massive two-week business program, Trade 2018.

Trade 2018 is gearing up to be one of the largest gatherings of leaders from across the Commonwealth, all with the shared focus of generating new trade and investment opportunities.

*Take advantage of investment opportunities off the back of Trade 2018.*  
[trade2018.com](http://trade2018.com)

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AUSTRALIA'S  
**GOLDCOAST.**

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**Trade and Investment Queensland**

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**E** [TIQ.info@tiq.qld.gov.au](mailto:TIQ.info@tiq.qld.gov.au)

**A** Australia Centre

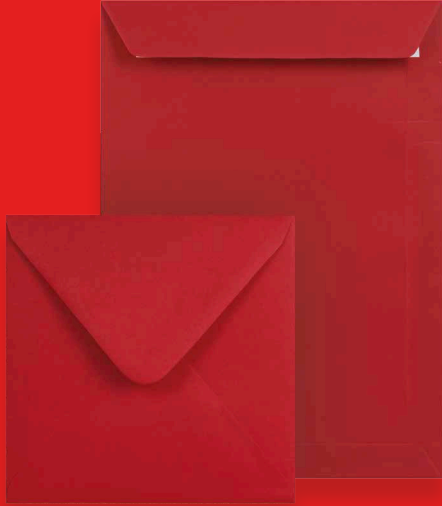
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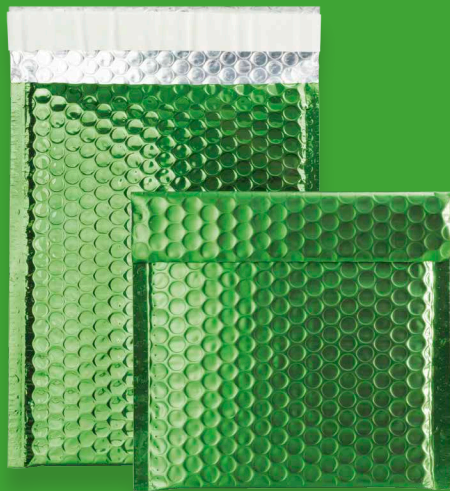
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# Envelopes Ltd – market leaders in postal packaging and print

**S**et up 20 years ago, we have grown from a small envelope overprinter based at home to the industry's leading stockist of postal packaging products with the biggest stock range in the world.

We now have 2 large sites in Loudwater, Bucks and Newark, Nottinghamshire from where we Manufacture, Overprint and Distribute to a worldwide customer base.

Starting as Madison Commercial we grew over the years and on our journey acquired Board Envelopes in Newark to satisfy the markets craving for heavy duty postal packaging, combining formally in May 2013 to become ENVELOPES LTD.

Only 10 years ago we were a UK Trade only B2B supplier with no websites. We now have 23 websites in different languages operating via e-commerce all over the world with multi lingual sales staff who constantly exceed customers' expectations.

With the exponential growth of the internet, there has been a massive increase in demand for quality and innovative postal packaging, point of sale gift packaging, and stationery. We have expanded our business successfully as a consequence. Stationery Supplies, through powerful branding, has once again become a fashion and indeed style statement both in and out of the office.

Certain stationery and envelopes, postal packaging now say what kind of person you are! Why send items out in a flimsy

lightweight mail piece, when a high visibility, luxury item of postal packaging is available, simply raising the bar in style and appearance.

With the largest stock range of postal packaging in the world we have an enormously varied portfolio of products. Items such as Board Backs is a range that we have the major UK market share.

We have Bubble Bags of all colours, materials and finishes. Coloured envelopes, and String and Washer envelopes enhance the choices available in any quantity you require. This incredible portfolio of products combined with very keen pricing and no minimum order for most Stocked items (our USP is we sell in single units) offers Customers unrivalled choice. It is now noticeable that a demand for coloured and greeting envelopes and coloured postal packaging is very much on the increase, with the Royal Mail seeing a 50% increase in parcel traffic.

There are so many reasons our company stands out; client customer service, largest stock range in the world, no minimum order for stocked items, in house print and bespoke facility as well as multi language speaking sales staff in-house.

A culture that encourages ideas from customer feedback as well internal feedback, this gives our service reputation a second to none image!



Our bespoke service is indeed varied, we have on site in house litho overprint facilities from 1 to 4 colour process jobs with UV drying facilities, printing on commercial envelopes, and heavy-duty products such as board backs, all board and gusset capacity envelopes, as well as converting equipment, for special size jobs.

We are excited to announce we have recently increased our printing capabilities and are able to offer in house digital printing. This enables us to offer printing onto a wider range of envelopes and packing materials to include bubble (padded) bags, box mailers, book wraps, pillow boxes, string and washer envelopes to name but a few.

New products, New vibrant management team to enable us to face the up and coming challenges in 2018 and beyond.

We exhibit at The Spring Fair/NEC and The Stationery Show in London.



The World of Envelopes & Postal packaging

# Employee engagement



**EMPLOYEE** engagement is no longer a nice to have within an organisation, but a need to ensure business success. There are new expectations within employee experience. Long gone are the trailblazing days of confectionery giant Cadburys offering sick pay and pensions for women along with living quarters, education and medical facilities to staff. The modern workplace has changed, employees now expect more from employers.

So, what is employee engagement? Engagement can be distilled down to any employee who has their heart and mind in the job. It's energy, optimism and performance. If people truly believe in what they are doing, they're

going to be energised, inspired and loyal to the business.

The benefits of employee engagement are far and wide; however, these can be categorised into six crucial areas;

## 1. Productivity

Teams with high employee engagement rates are 22% more productive (Gallup). Productivity is defined, according to Bain & Company's Michael Mankins, as "doing more with the same". Employers want to get more from their workforce without making cutbacks on overheads, wages, employee numbers and man hours. Productivity can have on higher output, with no additional cost of new staff.



## 2. Employee Retention

With the average cost of £30,000 to replace a single member of staff in an organisation, according to Oxford Economics, taking an average of 28 weeks to complete, there is a high price to pay for staff churn. Decreasing this churn just makes good business sense.

## 3. Attendance

Absenteeism is seen to double in organisations with disengaged staff compared with highly engaged staff, as reported by Aon Hewitt. Companies with an engaged workforce also see less staff with stress-related illness and workplace injuries. Taking an active approach to employee wellness and motivation decreases absenteeism and means low attendance scenarios are

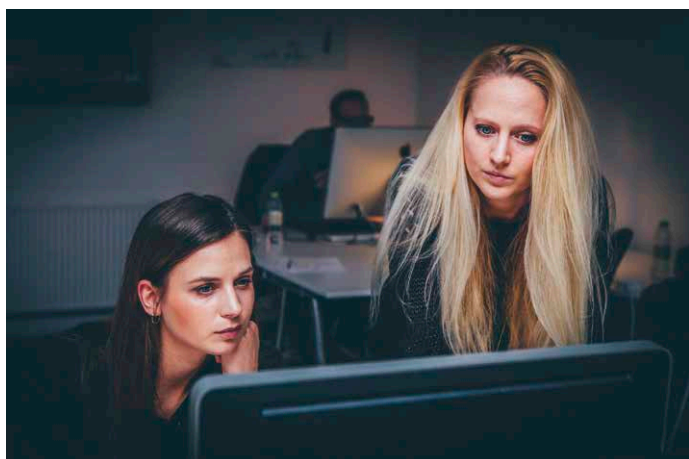
potentially avoidable.

## 4. Innovation

For SME's and startups, innovation has become a necessity in order to survive and thrive. A disengaged workforce is a less creative one - engaged employees are more open to sharing their ideas. Whether you have 5 people or 500 people the innovative thinking that drives business strategy and change starts at grassroots level.

## 5. Reputation and Recruitment

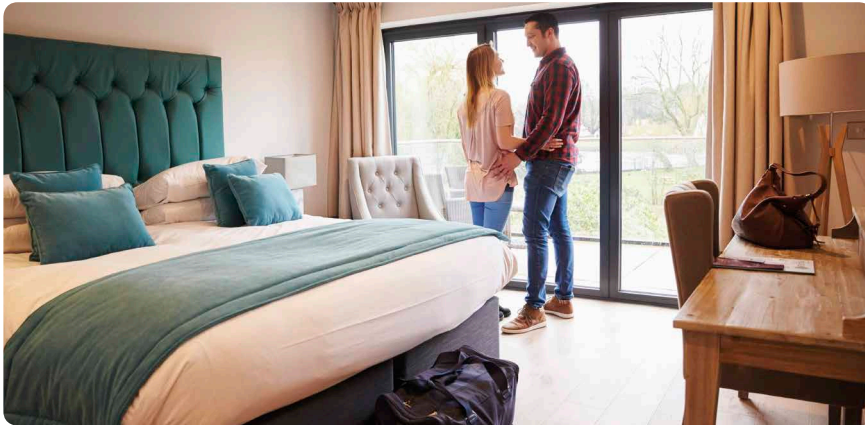
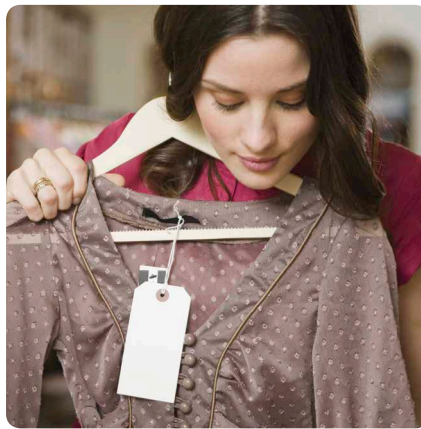
Your employees are your strongest marketing asset and reputation builder with word of mouth being their make or break tool. When employees are engaged they become advocates for your organisation, with engaged



# lifestyle

The Reward of Choice

From the daily cappuccino to short breaks or something for the weekend, Lifestyle Vouchers let your employees choose their own reward.



Lifestyle Vouchers by Red Letter Days Motivates have more reward choices than ever before. Show employees and customers your appreciation, with over 120 top retailers and thousands of restaurants and pubs for them to enjoy.



“A disengaged workforce is a less creative one – engaged employees are more open to sharing their ideas.”

employees being five times more likely to recommend that friend or relative to apply for a job at their company than their less engaged counterparts

#### 6. Customer Retention

Engaged employees are passionate about their organisation and have a greater understanding of

the audience the business is trying to reach. Inspiring engagement, and educating people to help them work smarter will boost both the employee and customer experience. It humanises the process and makes good business sense.

Engaged employees are more likely to be loyal advocates,



motivate their peers and have overall better degrees of wellness, but how is employee engagement achieved?

Employee engagement isn't a hard, fast, immediate fix. It's not a target that can be handed out today and achieved tomorrow. It comes from the beating heart of the organisation. It's about the day to day stuff and humans behind the business. The way you motivate them to want to achieve more. It's the reason people get out of bed on the morning with their head in the game.

“Inspiring engagement, and educating people to help them work smarter will boost both the employee and customer experience.”



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# Anyone for half a million mugs of tea?

Launched in 2017, the Newton Membrane Recycling Service is the first recycling scheme of its kind in the UK waterproofing industry. Now, with the release of Newton Waterproofing Systems' first annual recycling report it is also possible to get an insight into quite how much HDPE plastic was sent for recycling in 2017 instead of landfill, and how Newton saved enough energy to make 519,690 mugs of tea...

THIS AVOIDED THE PRODUCTION OF  
**3.74**  
TONNES OF CARBON DIOXIDE<sup>1</sup>

asset when undergoing sustainability assessments.

Finally, the importance of the environment in construction will only increase – as Stuart Foster, CEO of not-for-profit recycling charity RECOUP states, "Environmental issues are increasingly in the spotlight. The plastic and construction industries are under more pressure than ever before to do the right thing in terms of the environment."

#### How does it work?

Available through Newton's nationwide network of Specialist Contractors (NSBCs), the service collects the waste membrane on delivery backloads from across Great Britain and Ireland, and processes it at Newton's Kent headquarters. Returning it in this way also ensures that no extra emissions are released in the process of collecting the membrane. From Newton, it is recycled by a third-party and manufactured into new construction products, therefore achieving a fully 'closed-loop' recycling process.

Most important however, is that the entire Newton Membrane Recycling Service is transparent and traceable. It is therefore possible to track where all waste material is generated and produce reports for participating companies, from contractors to specifiers, on

how much they are recycling and how much energy they are saving.

#### What have been the results?

As a result of Newton's significant efforts to improve their environmental impact and ensure the sustainability of their operations, in 2017 a total of 3,255 tonnes of membrane was collected for recycling.

EQUIVALENT TO OVER  
**14,616**  
KILOWATT HOURS OF ENERGY

Whilst 3,255 tonnes sounds like a lot, what does it actually mean? To help translate this rather obscure amount into real terms, it is possible to convert 3,255 tonnes of HDPE into several more quantifiable measurements:

- By recycling this quantity of HDPE plastic, Newton have avoided the release of 3.74 tonnes of Carbon Dioxide equivalent (CO<sub>2</sub>e) into the atmosphere, which would have been created in the manufacturing of new, virgin HDPE
- To create the same quantity of emissions by burning fuel would require 1,702 litres (1.24 metric tonnes) of petrol
- Both of these quantities can be equated to the generation of 14,616 Kilowatt Hours (kWh) of energy
- Finally, at an average of 0.028

kWh per cup, this amount of energy would therefore be enough to make 519,690 cups of tea!

Finally, and perhaps more importantly than the above figures, it is also hoped that innovative new schemes such as these will act as motivation for other construction industry suppliers to start considering their own processes and the ways in which they too can improve their environmental credentials.

#### Get involved

To get a list of NSBCs who can provide the recycling service on your project, contact Newton directly for a list of companies in the area.

WHICH WOULD BE ENOUGH ENERGY TO MAKE  
**519,690**  
MUGS OF TEA

"When we're looking to deliver a building we're trying to make it as sustainable and energy efficient as we possibly can. If you've got two products that are comparable and if one of them has got a recycling scheme like the Newton scheme, then obviously it's a bit of a no-brainer."  
– Matthew Edwards, Associate Director, HGP Architects.

#### Contact us

info@newtonwaterproofing.co.uk  
Telephone: 01732 806 877  
www.newtonwaterproofing.co.uk

IN 2017 WE RECYCLED  
**3.255**  
TONNES OF MEMBRANE

#### Why recycle waterproofing membrane?

One of the primary forms of below-ground structural waterproofing, cavity drainage membranes are manufactured from High Density Polyethylene (HDPE) and are designed to last for the lifetime of the building in which they are installed.

However each year the UK waterproofing industry sends hundreds of tonnes of membrane off-cuts to landfill, as there was previously no service available for collecting and recycling the material.

With the environmental credentials of many new projects coming under increased scrutiny by assessments such as BREEAM, the ability for any company to utilise a recycling service that allows them to trace their waste is a valuable



■ In the heart of Royal Greenwich, InterContinental® London – The O2 is a luxury riverside hotel and a purpose built conference centre, featuring one of Europe's largest pillar-free ballrooms, accommodating up to 3,000 guests. With impressive 19 additional event suites, the hotel delivers the optimum meeting and event environment with state of the art facilities and unrivalled views of City of London. Guests can benefit from in-house AV support and access to The O2 arena via a walkway.

#### Offer to members

We're presenting members with our Early Bird Christmas 2018 offerings: Christmas Reception: £89 per person | Christmas Dinner: £99 per person  
For bookings of 500+, enjoy a complimentary VIP table\* or receive 4 bottles of Vintage Champagne for bookings between 100 and 499\*  
Terms apply. Subject to availability. Offer valid until 31.05.18

#### Contact

Enquiries and bookings:  
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■ Established over two decades, Euro Presentations is an Audio Visual Organisation spanning Europe specialising in the support of:

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We support venues with onsite teams. Providing bespoke solutions to clients looking to realise their vision.

#### Offer to members

LCCI Members who require our specialist support services for upcoming events can now rest assured you will receive up to 10% off our existing competitive rates.

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■ Ascot is an unrivalled conference and events venue having over 300 meeting rooms and 4000sqm of exhibition space. Set in 179 acres of stunning parkland, Ascot is only 30mins from Heathrow and under an hour from central London. Offering integrated and flexible space, the racecourse provides a unique and inspiring backdrop for executive meetings for 10 as well as exclusive events for 3000 and regularly combines indoor facilities and outdoor space for bespoke events such as corporate away days, product launches, cycle races, even the circus!

#### Offer to members

Ascot has numerous hospitality boxes of varying sizes overlooking the track and Crown Estate. Simply confirm any board or executive meeting in a hospitality box during March or April 2018, and get 75% OFF\* room hire.

\*This offer only applies when food and beverages are purchased on site (minimum of lunch required). Not to be used in conjunction with any other offer. Subject to availability.

#### Contact

Call 0344 346 3611 or email  
conferenceandevents@ascot.co.uk  
www.ascot.co.uk/conference-and-events#node-10368

■ We're Social Communications, a lean and nimble team of ex-journalists and people from government comms. We do some excellent media, PR and public affairs work in infrastructure and regeneration (spanning across transport, housing, placemaking, planning and construction). [www.social-communications.co.uk](http://www.social-communications.co.uk). We've grown to 4 offices across the country - Manchester, Leeds, Bristol and London. Ray Sadri heads up our London team - he brings over 11 years of central government press office and broadcast journalism experience. He used to be Chief Press Officer at the Department for Transport where he ran the aviation, roads and technology press desks.

#### Offer to members

If you're looking to build your profile with important stakeholders, journalists and the public, get in touch for a complimentary 1-1 press and social media advice session. Sessions last about 45 minutes and are held in London.

#### Contact

Contact Ray on [rays@social-communications.co.uk](mailto:rays@social-communications.co.uk) or 07850 349 671

If you are a member of LCCI with an offer for other members, contact Rachael Bourke at [membersoffers@londonchamber.co.uk](mailto:membersoffers@londonchamber.co.uk)



#### ■ Looking for a boardroom or event space?

One Alfred Place is a members business club in the heart of Fitzrovia. Situated on a leafy street just off the bustling Tottenham Court Road it is a perfect location for your meetings and events. Our spacious and bright meeting areas, private board rooms, event space, bar and restaurant allow us to offer you a multipurpose event space.

Our team can cater for small meetings through to full scale events.

#### Offer to members

We are offering a 10% discount on room hire using the code PA18

#### Contact

We would love to show you our space and discuss your event requirements.  
For further details, please contact The One Alfred Place Team:  
02070001999  
[ashley.nixon@onealfredplace.com](mailto:ashley.nixon@onealfredplace.com)



■ Shiperd is an easy-to-use shipping management software that saves importers and exporters time and money while giving them full visibility over their shipments. From online quoting to real-time tracking and documentation management, Shiperd simplifies their daily workflow and makes it more efficient.

Advancing to Shiperd is worry-free: No need to change current workflow, switch freight forwarders, or call the IT team. Shiperd is cloud based, meaning that with only a web browser, a username and a password - you're in!

#### Offer to members

Exclusive offer for LCCI members: Simplify your shipping with Shiperd - get it free for the first 3 months, cancel at anytime policy. After 3 months you pay only £20 per month - no long-term contract!

#### Contact

Please contact Shahar Vigder at [shahar@shiperd.com](mailto:shahar@shiperd.com)

#### ■ Free Slide Makeover from Presented, the PowerPoint design experts

Presented help companies to improve their presentations. We apply great design and slick animation (think animated movies rather than bulleted lists) and we pay attention to your content to help you get your message across.

To see the benefits of using a specialist company, without any risk, take advantage of our special offer. We're a small and friendly team, and you'll find us flexible and easy to work with.

#### Offer to members

During the month of March we're offering a free slide makeover for members. Simply send a typical slide and following a quick chat about purpose and branding, we'll transform it!

#### Contact

Simply email a slide to [team@presented.co.uk](mailto:team@presented.co.uk) mentioning 'LCCI Free Slide Makeover'  
020 8807 0870  
[www.presented.co.uk](http://www.presented.co.uk)



'Accountants with a difference'

■ At Owadally and King we always look for ways to help clients improve their businesses, that's why we created ELEVATE. ELEVATE is a combination of 24/7 cloud accounting, easy to access real-time information and business coaching, supported by 26 years' of accounting expertise. This powerful combination will take your business to the next level. Modern accounting isn't just about crunching numbers, but also about offering ongoing support to ELEVATE your business.

#### Offer to members

£300 worth of Cloud Accounting and Business Coaching for FREE We would like to offer LCCI members £300 of Cloud Accounting and Business Advice for FREE when they sign up to a one year Elevate Gold Package. More information is on the our Elevate website

#### Contact

Please visit [www.elevate-accounting.co.uk](http://www.elevate-accounting.co.uk) or call 020 3096 0306 or e-mail us at [info@elevate-accounting.co.uk](mailto:info@elevate-accounting.co.uk)

# We Fix Your Website You Do The Math!



## 90% of consumers use different devices when accomplishing a task

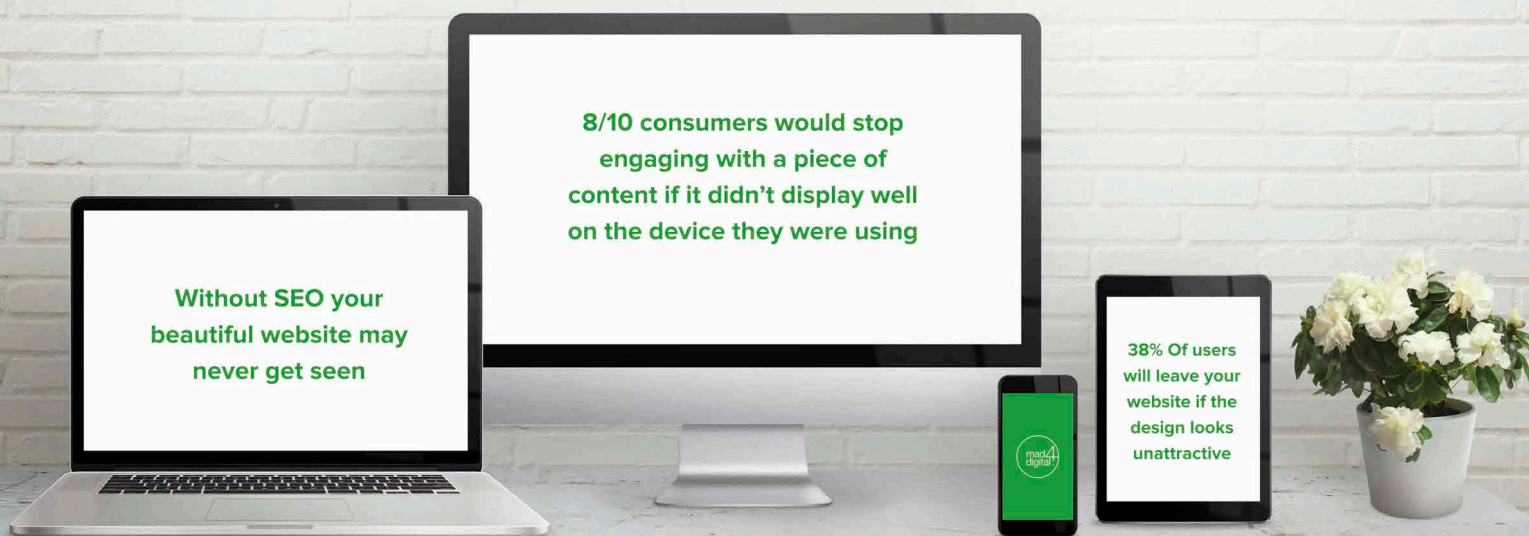
An ever-increasing number of consumers are using mobile phones and other devices for browsing online. Not having a responsive website is now a huge disadvantage.

## 90% of the information that is transmitted to the brain is visual

It's easy to set up a website – everyone's doing it. But creating a website that's appealing to users is tricky and requires real skill. In order to get seen and stay relevant it's very important that your website is user-friendly, relevant *and* looks good.

## 93% of online experiences begin with a search engine

SEO is not a cost, it's an investment. Good SEO will turn the spotlight on your website. Taking SEO into consideration when building your website is vital if you want to get discovered online.



Now you've seen the numbers, you'll want to leap into action and we're ready for you. Get started with a site content review today!

E: [enquiries@mad4digital.com](mailto:enquiries@mad4digital.com)

W: [mad4digital.com](http://mad4digital.com)

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