

London

Business Matters

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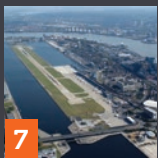
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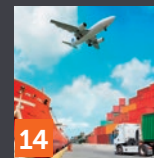
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Wider benefits for London



Graeme Craig, director of commercial development at TfL, on transport's inextricable links with business and the community

At 8.6 million, London is now more populous than it has been in its long history. This places significant additional demand on the capital's infrastructure, including transport. The number of customers transported during the 2012 Olympics is now routine every day. In three years London will become the only major European city to operate its transport system without public subsidy, and thus be entirely dependent on fares and commercial revenues.

Alongside taking further action to make TfL more efficient, we must therefore deliver substantial commercial revenues. We need to generate £3.4 billion over a ten-year period, all of which will be used to improve the transport network. The question is not whether we deliver this income, but how do we do so in a way that provides the greatest wider benefit for London.

Housing is generally recognised as the biggest challenge that London faces. Last year, we announced that we will be developing 75 sites over

the next ten years. This will see us develop 300 acres to provide 10,000 much needed new homes. More recently, we appointed 13 leading property development companies to our Property Partnerships framework. We will be working with these developers in a series of joint ventures that we expect to generate a third of our revenue target.

Beyond the first 75, we are now looking to identify additional sites across London. We'll also be seeking to identify potential sites that we could develop in conjunction

with small and medium size enterprises, Community Land Trusts and others beyond the traditional large developers.

TfL is well placed to help businesses. As another example, we can offer start-ups the chance to launch cheaply at one of our 38 street vending pitches and then migrate to a pop-up retail unit in one of our stations. Over time, we expect to see our 1,000 retail units increasingly populated by businesses that have launched on our estate, building on the success of

Old Street station where we have seen over 200 pop-up businesses in the past two years.

The end result is a TfL that utilises its unique asset base to meet London needs, unlocking housing and jobs across the capital. All of this will generate substantial revenues to reinvest in the transport network. This action sits right alongside our transport services in supporting London's growth and its place as the engine room of the UK economy.

www.tfl.gov.uk

Going underground

LCCI members and staff took part in a Crossrail site visit to Bond Street last month and saw at first hand the huge engineering feat that constitutes Europe's largest railway and infrastructure construction project.

Due to open in 2018, when it will officially become the Elizabeth line, Crossrail 1 is a 73 mile railway connection between Reading in the west and Shenfield in the east with a critical path through central

London designed to ease pressure on London's transport system and service the capital's growing population.

www.crossrail.co.uk



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London needs to get back to business



by Rob Griggs

BM readers have me at a disadvantage: by the time this edition goes to print, you will know which of Labour's Sadiq Khan or the Conservative Zac Goldsmith is the new Mayor of London. Polling by YouGov for the Evening Standard on the eve of the election put Khan as much as 16 points ahead of Goldsmith, which would take some overhauling. If last year's general election taught us anything,

however, it is that it's all to play for until the big day.

Credit

LCCI can take credit for kicking off the mayoral race proper this year, when in January we hosted our *London Tomorrow* debate at the London School of Economics and Political Science. This was the first opportunity for many Londoners to hear each of the main five candidates – Zac Goldsmith, Sadiq Khan, Liberal Democrat Caroline Pidgeon, Sian Berry of the Green Party and UKIP's Peter Whittle – debate each other on how they would use the Mayor's office to tackle the big challenges facing the capital.

Unsurprisingly, fixing London's chronic housing shortage has been the top issue throughout the campaign. Whether the

details of the various pledges and promises to build more homes has cut through to voters, is another matter. It was great to see LCCI's



London Tomorrow debate at LSE

How the next Mayor can help London



by Colin Stanbridge

Housing, skills, and digital connections should all be high on the new mayor's agenda to ensure London remains a great place for businesses

In the recent London mayoral hustings, aspiring candidates have been at pains to persuade us that they will make sure the capital remains a great place in which to live and work. But for that to happen, London has to be a good place to run business and to succeed. Once the winner is declared on 6th May, focus will immediately turn to how the new mayor can turn their rhetoric into reality and deliver for Londoners – whether employees or employers.

The new Mayor takes office as the number of people living in the capital reaches its highest level since 1939. London is forecast to reach a population of nine million by 2020, and to achieve 'megacity' status by 2030 with over ten million citizens. Whoever becomes the next mayor will therefore have to take many important decisions to prepare for the London population of 2020 and beyond. That's why London Chamber of Commerce and Industry has been passionate in promoting Towards a Greater London – a twenty-step agenda the new mayor can pursue to ensure our capital is an even better place for business.

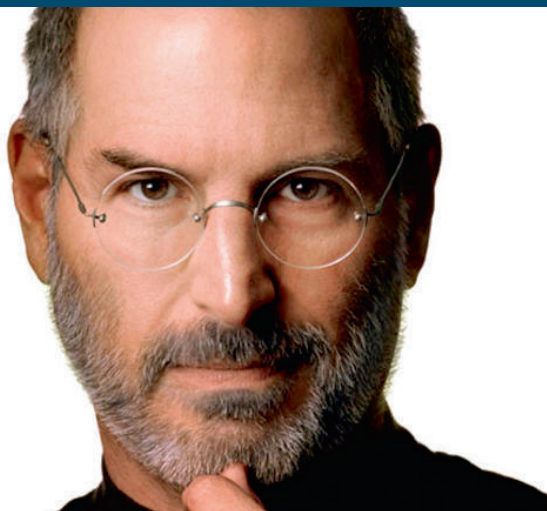
builders need to be empowered to address this issue. With demand for homes to buy and rent dramatically increasing, it makes sense to review the status of poor quality land within the green belt, which could help identify many small plots that smaller developers could build on. City Hall could also establish a Small Developers Panel to make a contribution towards the 50,000 new homes that London will need every year ahead.

Skills

Building homes requires more builders, and that's why the new Mayor must move to close the skills gap. We have previously documented the construction skills gap, but more broadly all London businesses need access to a diverse, skilled workforce. Improved training and enabling more businesses to recruit overseas will help. Every schoolchild should be provided with quality careers advice from year seven and City Hall should secure primary control over the Skills Funding Agency budget to enable demand-led training.

While improving the domestic skills base is highly desirable, results may come on a longer-term basis. But the skills gap needs attention now, and, while it may be difficult for a politician to advocate more immigration, it would be prudent to promote a 'London Visa' – third party

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Housing

First on that list is taking action to fix a housing crisis in which chronic undersupply impacts on both employees and employers. More land is required and

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idea for the creation of a small developers' panel, designed to help smaller builders enter the market by linking them to smaller sites and cutting red tape, get backing from candidates.

Similarly, we welcomed support for our call for the next mayor to seek government approval for a third party sponsorship route (the so-called London Visa) to allow established sector specific organisations to help SMEs navigate the byzantine visa system. LCCI will be working hard to ensure momentum is carried through on these ideas in the critical first 100 days of the new mayoralty.

Commitment

One of the big debates to emerge during the race has been over the future of Transport for London

(TfL) funding. Sadiq Khan pledged to freeze TfL fares to four years, a commitment criticised by his Conservative opponent as likely to derail essential network upgrades but which, Khan argues, is fully costed. LCCI believes that further moves towards fiscal devolution to London must play an essential part in ensuring the capital can fund the transport infrastructure it needs, and it was good to hear support expressed for further devolution to London during the various hustings and debates. LCCI will be pushing for much more flesh on these promising bones.

In the feature below, LCCI chief executive Colin Stanbridge has reiterated LCCI's agenda for the next Mayor, contained in our publication *Towards a Greater London*. As the campaign reached its end, LCCI



The five main Mayoral candidates

spoke out about the need for the big two candidates to move away from personality politics and attacks and get back to talking about the big issues that matter to Londoners and London's businesses.

With a number of our priorities echoed by candidates during the

campaign, LCCI will be working hard from 6th May with the new Mayor and London Assembly to ensure that the capital in 2020 is an even greater London than it is today.

Rob Griggs is head of the public affairs team at LCCI

businesses to thrive

sponsorship facilitated by well-established organisations – to underpin non-European Economic Area worker cover for certain smaller business with specific, recognised skills shortages.

Digital

Much business and commerce is now online, yet we have found that many of London's smaller firms face challenges in developing and sustaining an online presence.

The next Mayor must lead efforts to boost digital capability. Treating digital infrastructure as a key utility will provide greater connectivity. With almost a quarter of London firms having no active online presence, City Hall could set-up a business panel focused on raising awareness of the benefits of having a web profile. At the same time, encouraging developers and landlords to fit high-speed connections in building plans would be also help.

Transport

London's ageing transport infrastructure often faces overcrowding and congestion but the new Mayor will be expected to keep transport moving. Targeted investment is essential to service a rapidly expanding population. The capital is awash with international investors and pension schemes looking for secure investments, and the new Mayor must work to

persuade suitable investors of the benefits of appropriate support for future London strategic infrastructure projects – whether in rail, road or air.

Devolution

It will be a challenge to deliver on all these issues, but part of that challenge comes from the limitations on the Office of Mayor of London. Greater powers will be needed to accommodate London's future population and so the next Mayor must strive to secure more power to grow. Retaining more London-generated taxes and acquiring new competencies will be key, and City Hall should consider an update of the London Finance Commission report on the potential for greater financial devolution. We have to look at how London's Mayor retains seven per cent of London taxes compared to the New York Mayor's 50 per cent. As the devolution revolution spreads across England, London cannot not be exempt and so the new Mayor should engage with the London boroughs to explore how clusters of combined authorities could drive greater economic cooperation in many of the localities across our capital.

Of course, London is a global city and our next Mayor will have to be an active ambassador ready to champion London businesses on the international stage. London Chamber organises several

overseas trade missions a year and we will invite the new incumbent at City Hall to join us in Asia, Africa and the Americas in seeking to progress new trade and export opportunities for capital businesses.

Colin Stanbridge is chief executive of the London Chamber of Commerce and Industry. This article first appeared in the current *Centre for Cities* 'London blog' series. www.centreforcities.org

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London's businesses support stronger councils within the capital



by Sean McKee

The government's 'devolution revolution' across England is welcome, if a tad late. Giving more powers to local decision makers in various city regions will unlock potential for future prosperity.

However Whitehall has largely left London out of the process, perhaps because our city has a mayor and assembly but that would ignore that London's devolutionary settlement, enacted in 2000, is unfinished business.

Charisma aside, our two mayors have been relatively weak in terms of powers, compared to the

mayoralities of New York or Tokyo. This matters a lot and not only because of international prestige.

Megacity

London is on course towards 'megacity' status. By 2020, nine million people will be living and working in the capital; 10 million by 2030. This is a sign of success but it will put pressure on the capital's transport and housing. Our polling surveys reveal that London businesses are already enduring the impacts. Staff recruitment and retention, punctuality and productivity are all affected by increasing numbers of workers having to live in outer London areas or beyond due to limited housing, facing lengthy commutes.

London's mayor has to face these



challenges within a legislative framework formulated 16 years ago. In many instances the mayor had to go to Whitehall to make the case to be permitted to do this or that. No other global city has to endure that. This month, London will elect a new mayor. This is an opportunity to renew

London's devolutionary settlement.

Retaining more London-generated taxes and securing new competencies will be key; London retains seven per cent of London taxes compared to New York's 50 per cent. The new mayor could begin the process of persuading Whitehall of the potential for fiscal devolution by commissioning an update of the London Finance Commission report.

The new mayor will want to harness London boroughs' creativity and energy to engage Whitehall on future needs. Regular reviews by central government of borrowing limits for the Greater London Authority and councils may be a point to explore.

Cooperation

As devolution spreads across England, there is merit in exploring how clusters of combined authorities could drive greater economic cooperation across London. The 2009 act creating combined authorities does not apply to London but, where appropriate, an initial voluntary pooling of ideas and resources may feed into any review of future London governance.

Some believe that more powers for London could mean less money flowing to the rest of the UK but it would be of significant benefit to the wider UK. A stronger London economy would enhance various London-linked procurement and supply chains throughout UK cities and regions and boost employment. Giving London the powers to grow means creating opportunity across the whole country.

Sean McKee is LCCI director of policy and public affairs

Shifting sands

Sarah Sands, editor of the *London Evening Standard* was guest speaker at last month's Patron Member lunch at The Baglioni Hotel in Hyde Park Gate.

Sands has had a stellar career in the newspaper industry and held key positions at the *Standard* and the *Daily Telegraph* before, in 2005, being appointed the first female editor of the *Sunday Telegraph*. She subsequently worked as consultant editor on the *Daily Mail* and in 2008, she became editor-in-chief of the UK edition of *Reader's Digest*. Sarah Sands was appointed deputy editor of the *London Evening Standard* in 2009 and became its editor in 2012.



Sarah Sands with LCCI chief executive Colin Stanbridge

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Making the most of London City Airport will boost trade



by Patrick Burrows

London City Airport fully supports LCCI priorities for keeping transport moving. Indicators show that UK airports had their busiest ever year in 2015 – London City certainly did, welcoming 4.3 million passengers in the year, an 18 per cent increase from 2014. Growth continues apace and yet a decision on any new runway has still not been made. The Airports Commission recommended that the UK should make best use of existing capacity in the short term. It is crucial that London City Airport is allowed to deliver on this recommendation, to boost connectivity and support London's businesses trading overseas.

A recent ComRes survey of 1,000 business decision makers in Central London, commissioned by London City Airport, found three quarters agreeing that aviation capacity in the South East is necessary for business growth in London, and more than half say more capacity will be needed before 2029. Unlocking aviation capacity in the short-term is therefore crucial and requires immediate action.

Capacity

With permission to expand, London City Airport can develop its infrastructure to reach an already permitted number of flights, delivering 32,000 extra flights per year to the London system by 2025, with the first phase operational in 2018. That's at least a decade sooner than any new runway can be delivered in the South East, unlocking



much-needed capacity that can help free up slots at Heathrow for long-haul by moving selected short-haul services to London City.

Expansion will enable the airport to serve new destinations such as the Middle East, Eastern Europe and the east coast of the US, from London's Zone 3, just 15 minutes from Canary Wharf and 22 minutes from Bank. It will enable the airport to welcome 6.5 million passengers per year by 2025, and it will create more than 2,000 jobs in East London (1,600 airport jobs and 500 during construction).

Boost

London City Airport does not need a new runway, or an extension to the existing one, it simply needs to be allowed to make the most of what it already has. As the UK airport with by far the highest proportion of business travellers (52 per cent), a capacity boost at London City means a boost for London's businesses.

In fact, London City already provides significant support for London's businesses. A report by Oxford Economics has found that the airport can be associated with



approximately £11 billion of UK trade exports to 10 key European markets – accounting for five per cent of all the UK's exports to these countries, which totalled £218 billion in 2014.

A public planning inquiry into the proposed expansion of London City Airport closed in April. This followed the Mayor of London's direction to refuse London City Airport planning permission in

Positive

March 2015, despite approval for the plans by Newham Council and clear support for expansion from his own advisors. The proposals would see the construction of seven new aircraft stands, a parallel taxiway and terminal extensions to the west and to the east. A positive decision can unlock capacity for London within two years.

Airports generate income, create jobs, enable trade and nurture tourism, and yet future growth is being stifled. Let's stop wasting time and get on with doing what's best for London.

Patrick Burrows is chief financial officer and deputy chief executive of London City Airport
www.londoncityairport.com

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Modern Slavery and the SME

UK SMEs are 'shockingly unaware of the potential impact on them of the Modern Slavery act 2015 (the Act) and are unprepared to deal with forced and slave labour issues', the Chartered Institute of Procurement and Supply (CIPS) has found.

The Act was introduced in October 2015 to address the crimes of holding another person in slavery, servitude, forced or compulsory labour or trafficking a person.

Part 6 of the Act imposes an obligation on commercial organisations with a global turnover of over £36m to provide a 'slavery and human trafficking statement' (the Statement) each year to meet transparency in supply chains. The Statement must outline the steps taken by the business to ensure that slavery and human trafficking are not present in their supply chains or in their own business, including but not limited to due diligence.

With most SME's having a turnover of less than £36m, they may be under the illusion that they are absolved from any duty to comply with the Act. This could be a costly mistake.

SME's should know that where they supply an organisation that meets the turnover criterion, there is a cascading effect of the Act; they can expect to have to satisfy their customers with details of due diligence taken in their own operation and supply chains to tackle modern slavery.

A lack of proper measures, may risk the customer's own compliance with it's' duties under the Act potentially jeopardising the business relationship. Customers may also require the SME to agree certain anti-slavery clauses in their supply contracts and a failure to do so may put the SME at a competitive disadvantage.

SME's are advised that ignorance over prudence could result not only in a loss of business but also a loss of integrity. Proactive measures should be considered and may include: mapping supply chains and identifying high risk areas and exposure of modern slavery; having written policies and providing training to staff and local suppliers in identifying risks and ensuring compliance and reviewing their own supplier contracts to include obligations to comply with the Modern Slavery Act.

If you would like to discuss your legal issues, Hoddors Law are your one stop for all your legal needs. Contact Hoddors on 08442 640 290

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Gamechanger



Howard Kerr, chief executive, BSI

by Tony Maguire

Raising the standard to a new level

As a keen swimmer it is unsurprising that Howard Kerr, Chief Executive of BSI, the business standards company, is looking forward to this year's Rio Olympics. His interest though is as much professional as it is personal. "Rio is a great example of how Britain continues to lead globally. Prior to the London Olympics, we shaped the expertise to create a framework for London to deliver the most sustainable games in 2012: Games as a business best practice: ISO 20121. Just as London had learned lessons from the preceding Sydney Games, this will now provide a model for Rio in 2016."

It was in the pursuit of such collaboration and sharing of best practice that the British Standards Institution was originally conceived in 1901. As the world's first national standards body, it forged the trusted knowledge sharing which was one of the characteristics of Britain's growth. This continues, evolving through product standards to process standards and finally management standards. Today, reflecting Britain's modern priorities it extends out to the service industry and management best practice, as well as cutting edge science such as robotics and graphene.

Over the past decade, on Kerr's watch, BSI has become an integrated global enterprise able to serve more than 80,000 clients across 182 countries from a network of 30 UK and international offices. Established as a Royal Charter company, the business runs on a commercial basis, reinvesting the profits in driving industry best practice both at home and worldwide. Kerr's success in steering the firm has seen it maintain a consecutive 16-year track record of underlying increases in revenue.

"Over the past few years BSI has developed into a truly integrated global enterprise, able to serve our clients across the world, while broadening our service into



different business streams and sectors. Combining our expertise in knowledge sharing, assurance and compliance we're able to work with clients globally to ensure their businesses improve and stand the test of time," Kerr explained.

This push to unite best practice in product standards, with management culture and ways of working has culminated with BSI's Organizational Resilience approach. This is something Kerr describes as a natural consequence of more than a century pushing for continual improvement through the embedding of habits of best practice across all aspects of business.

"Shifting market demands, global competition, technological innovation, and political and economic change, are challenging businesses both large and small. Leaders need to have confidence in the ability of their team to remain agile and adaptive, while maintaining robust processes in the face of uncertainty. Ultimately today's challenging conditions offer an opportunity to forge stronger team dynamics and delivery."

Describe the euphoria moment when you knew you could do what you really wanted to do.

I was in my office and Scott, our director of standards, popped his head round the door. He suggested I

really ought to look at a piece of work from his team on organizational resilience. When I read the guidance document, I immediately recognized that there was a bigger opportunity on the table. And, crucially, it was an authentic agenda that was being driven by business leaders keen to simplify and grow in an ever more complex world.

And the 'dark before dawn' moment when you never thought it could get any worse?

We're a pretty collegiate place, so despair is not a common emotion. However, after 2008 when the answer to everything seemed to be regulation and red-tape, I did worry that our hard work in driving voluntary business-led standards was in danger of being undone. Since then I've thankfully been proven wrong, although we still have a way to go in certain sectors such as the financial services arena.

What makes a difference in what you do?

So often the businesses we're dealing with have become so risk averse that they're not only missing out on opportunities, but potentially undermining the long-term resilience of their organizations. We're keen to help CEOs understand that you still need the traditional view of resilience, but that they should

"BSI has become an integrated global enterprise able to serve more than 80,000 clients across 182 countries from a network of 30 UK and international offices"

see challenge from a Darwin's perspective. Selective pressures drive adaptation. The relief I hear from them when they recognize that there is a trusted body of knowledge on which they can rely and build a strong future for their business is especially rewarding.

Inspiration - mentor

Piet Klaver, then Chairman of SHV - who was an inspiration to me in my early career at SHV and gave me my first taste of running a business.

The place? Off the grid hideaway?

Anywhere there is no mobile signal - top of a mountain, under the ocean or swimming across a lake.

The piece? Of art/literature?

I have read *To Kill a Mocking Bird* by Harper Lee more than ten times - I still get angry at the injustice but the fundamental good in human nature still comes through.

The single characteristic that sets apart game changers is?

Well I'd have to say organizational resilience, the ability when the going gets tough to look beyond the threat for the opportunity.

Tony Maguire runs BOXKIK Gamechangers in communication
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LCCI in the news



by Katharine McGee



With the Mayoral race reaching its climax, growing uncertainty over the EU referendum and the results of the latest ComRes poll last month, it has been a busy time in the media for LCCI.

April began with the ComRes poll which gained widespread coverage and was well ahead of the game in its results, showing that businesses felt a sense of uncertainty despite

economic growth, a good two weeks before other surveys began to mirror these results.

On the morning of the launch, the burgeoning *Share Radio*, the UK's first national radio station dedicated to business, finance and money, broadcast an eight minute interview with LCCI chief executive Colin Stanbridge who told listeners that the uncertainty could be attributed to the EU referendum as well as the mayoral race.

City AM editor Christian May was a guest speaker at the launch, and the paper covered the report with the opinion that the government needed to do more to boost confidence in the City.

Meanwhile trade magazine *HR Director* picked up on another angle of the survey saying that it was shocking that 58 per cent of businesses currently looking to recruit sufficiently skilled candidates have encountered difficulties.

“LCCI’s Mayoral manifesto – *Towards a Greater London*, launched at the beginning of the year – has not only caught the interest of the press, but the candidates themselves.”

Manifesto

LCCI’s Mayoral manifesto – *Towards a Greater London*, launched at the beginning of the year – has not only caught the interest of the press, but the candidates themselves.

Zac Goldsmith directly mentioned the LCCI in his housing manifesto, vowing to create a small developers panel, while Caroline Pidgeon picked up on the idea of introducing a London Visa for established sector-specific organisations

The Chamber also continued to receive coverage from its March mayoral hustings held jointly with the CBI, Institute of Directors, Federation of Small Businesses and London First. The event was covered widely in the press and Colin Stanbridge was interviewed on BBC London taking about two key agenda areas – transport and devolution.

He said: “I think both the Mayor and TfL will have to show great innovation when it comes to trying to raise the money.

“I think that we all accept now that going to government and saying we need billions and billions over and over again is not going to work. What the government needs to do is to give the Mayor the freedoms and the power to be able to raise that money.

The television interview followed the comments of LCCI policy director Sean McKee who was quoted in the *Financial Times* on the same subject. He said: “We’re not concerned about TfL’s future. We’d expect TfL to emerge from this as an

even better organisation, one that’s leaner and quicker.”

“There’s more ways of getting funding for projects than just going to the government to ask for money. This is London, this place is awash with long-term investors [and] pension schemes... that are looking to invest in transport infrastructure.”

Focus

LCCI hit the news again with Colin Stanbridge calling on candidates to focus on the issues that really matter rather than peripheral ones.

Well-respected blog Mayor Watch picked up on the rallying call with candidates quick to retweet the story and share the message on social media.

Trade magazines also honed in on the message, focusing on their own areas of expertise including housing, transport and skills, while the *Local Government Chronicle* ran an opinion piece by Stanbridge on a call for greater and more immediate devolution.

And local newspapers within London were keen to study how the mayoral candidates’ manifestos would impact on their priorities and what LCCI’s position was on some of these.

This included *The Wharf* newspaper picking up on Zac Goldsmith’s commitment to an east London crossing at Silvertown – a view that was endorsed by the Chamber.

Katharine McGee is press and media relations manager at LCCI

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London businesses wary despite strong performance

London businesses need a confidence boost after a new survey found low expectations despite some signs of growth. Results from London's largest regular business survey – the LCCI Capital 500 – indicate strong business performance in London, buoyed by growing domestic demand for goods and services.

However, perceived economic uncertainty means that the government should act now to bolster business confidence, the Chamber said as it published the first Quarterly Economic Survey report for 2016.

The survey of over 500 London business leaders, conducted by ComRes for LCCI in February, shows the overall balance figure for domestic sales is up two points to 11 per cent. The results show the highest recorded Capital 500 employment balance figures, a record number of companies investing in training and looking to recruit, as

well as cashflow positions continuing on an upward trajectory.

However, business performance expectations for the next 12 months are in marked decline and an even more significant decline can be seen in London businesses' economic growth expectations.

LCCI chief executive Colin Stanbridge said: "While London businesses' UK economic growth expectations have been in decline for the last three quarters, the first three months of 2016 saw the balance drop to its lowest recorded level and perilously close to a negative. The state of the global economy and uncertainty about the London Mayoral elections, as well as the forthcoming EU referendum, are among the factors contributing to overall uncertainty.

"Government can act to minimise uncertainty and boost opportunity. Investment in the suburban transport network would boost the Outer London area, while micro businesses would benefit from practical support

to increase their online presence and recruit employees from outside the EEA to fill urgent skills gaps."

LCCI makes four key recommendations following the latest survey to help build London business confidence:

- The new Mayor should establish a business panel focused on raising awareness of the benefits of developing an online presence among offline sole traders and small businesses, and encourage engagement with the London Digital Security Centre to ensure businesses are safe online.
- The government should establish a third party sponsorship route (London Visa) for established sector-specific organisations to support non-EEA worker visas on behalf of recognised small businesses.
- The new Mayor should ensure that the transfer of responsibility for the management of London-bound rail services to TfL is



Pic: Hammersfan

rolled out as soon as possible and delivers real improvements in frequency and reliability.

- At the Referendum, LCCI will not be campaigning either to Remain or to Leave. It will urge both the Remain and Leave campaigns to present clear information and facts about each of their desired outcomes to assist London businesses to make an informed choice on 23 June.



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Airlines compete on the football pitch



Now that London's top clubs are out of the UEFA Champions League, England's last chance is Manchester City. Vanessa Vlotides, head of the international business team at the LCCI, accompanied the team for the first leg of their quarter final match against Paris Saint-Germain as a guest of Etihad Airways, a supporter of LCCI's international business programme.



On arrival at Manchester airport I had my camera ready to capture the image of the Paris-bound Etihad Airways A330-200 plane emblazoned with the club's light blue livery only to discover that it was otherwise occupied in full time service on routes around the world. Never mind, the chartered Airbus A340-500 did just as well and boasted some eye-catching Man City branded antimacassars – see picture below. As explained by the Man City mission managers, regular flights just won't work as games in cup competitions have a limited lead time and booking the entire business section for the players can't be guaranteed.



I boarded the plane with our main Etihad Airways contact, Louise Perrin – corporate sales manager UK. Guests and sponsors included LG Electronics, Techdata, Hays, Wix, Nike, HRG Consulting and the Commonwealth Bank. With a few members of the players' families we easily outnumbered the squad, which bought home the fact that I was part of so much more than a mere sporting event and confirmed my view that business and sport have never been more interconnected.

Football though was clearly the focus and I was reminded that my interest in the game probably peaked in 2004 when my home country of Greece, amazingly to many, won the UEFA European Championship – the only time in their his-



tory and unlikely, I'm afraid, to happen again any time soon. This gloomy thought was supported when I scanned the team lists for Greek players but it seems that none had made the grade for these top English and French teams.



On the drive from Charles de Gaulle Airport, I noticed that Paris appeared to be over the tragic events of last November although you could feel the huge security presence. Recent reports had emphasised the low tourism levels but our hotel, Sofitel Arc de Triomphe (just round the corner from the Paris Chamber of Commerce), was busy enough.

After being greeted by delicious macaroons in our spotless rooms (and trust me I am not an easily satisfied customer, I think I must have been a hotel inspector in a previous life) we joined the rest of the Man City guests at a cocktail reception in the foyer. Talking to other companies and guests I was surprised that Brexit didn't come up, though if it had my lips would have been sealed! Conversation was flowing and dinner was in danger of going by the wayside until someone organised a visit to a charming restaurant in walking distance. Yes, in Paris you can still book a table for 12 people at 9.30pm to dine between 10pm and 1am!



Next morning we took a brief stroll up and down the Champs Elysees taking advantage of the beautiful spring weather before we were treated to lunch at Le Grand Café Capucines which served delicious traditional French food. The main discussion was the evening's game and the general opinion was that the French

champions would win through. Ah well, I would still do my best to enjoy the spectacle.

At 6pm we met our mission managers and were given tickets, VIP passes and combined Man City and Paris Saint-Germain scarfs, especially made for the game. It was a strange feeling being a mission delegate as opposed to a mission manager. Out of habit, I stood waiting for everyone to board the bus before me and had to stop myself counting them on.



At the Parc des Princes stadium we joined other guests at the VIP area and were given on a briefing on the likely tactics, an 'over my head moment' if ever there was one. Moving into our seats I noticed two things: firstly we were in the middle of a sea of red flags, far from the Man City sky blue; and that PSG were sponsored by Emirates, this was not only a contest between Manchester and Paris but Abu Dhabi and Dubai!



It did not take me long to get absorbed in the game which was fast-paced, action-packed and close – it ended in a 2-2 draw. This was a good result for Man City and had their delighted fans singing Blue Moon, the team's anthem, I was told, and rather a classy one. No wonder spirits were high on the plane home the next day and more good news was to come the following week when the Sky Blues chalked up a 1-0 win at their home stadium and so reached the semi-finals of the cup for the first time in their history. They are playing Real Madrid and I am looking forward to my invite!

Seriously though, as a result of this trip, other than becoming a Man City fan and not missing any of their games since Paris, I found that bringing together professionals from across business during sporting events and networking in a more relaxed environment with a common interest can lead to gaining valuable business contacts. Many thanks to Etihad for their hospitality and to the club for organizing this trip. Man City for the cup!



SPONSORED ARTICLE

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Arch of Triumph

FOR three days last month Trafalgar Square hosted a replica of the Palmyra Arch of Triumph, a Syrian monument that was destroyed by the Islamic State, which has been cut from Egyptian marble and reconstructed using digital scanning techniques.

Unveiled by Mayor of London Boris Johnson the arch is 20 feet tall, two-thirds the size of the original, and is part of a project led by the Oxford Institute for Digital Technology.

The replica, the construction of which is based on photographs of the original 2000 year-old arch, has now travelled on to be displayed in Dubai and New York. Next year it is planned to be taken to Palmyra where it will be sited near the original arch.



Achieving remarkable growth in sales is within easy reach.

MOST of the current sales improvements are huge undertakings that work on increasing sales hit rates through efficiency. These rely on a) skilling up using sales training, and b) improvements and digitisation in the sales operations. Something that we too have helped banks carry out. However, during the course of our work we uncovered a far more effective mechanism to achieve startling growth in sales. As we honed our findings, we developed mechanisms to uncover subtle customer insights not available to the untrained eye, and which ethnographic experts develop. These include revealing the hidden values and limiting beliefs people hold. It crystallised the true scale of unmet needs, that businesses search in vain using customer experience, analytics and emotional journeys. Our work revealed something unlike the old school approaches. Sales growth, by crafting engaging offerings that deliver the unfulfilled needs of the client's customers, delivers unprecedented value. In other

words at much lesser levels of invested finances and time, and with higher income. That means that banks or telecoms companies can achieve growth and returns at yet another level.

Our clients also find this kind of proposition very compelling, as they exhaust the cost reduction and efficiency routes. It becomes apparent that generating more revenues profitably is a far more resilient approach to business. It is easier to realise something as key as capturing greater market share profitably.

The designed offerings, also fits with the extraordinary future of the client business as they envisage it. It enhances their brand, creates differentiation and a unique direction of travel.

i Sikander is a partner in Value Dynamics LLP, a leading UK based innovation services firm that helps its clients grow profits from products and services design, and solve limiting problems. Contact sikander@valuedynamics.uk.com



Leveraging the Commonwealth effect for greater trade gains



by Mohammad Razaque

Almost a third of the world's population live in the Commonwealth. The association, made up of 53 countries, counts the most populous, the fastest growing economies and the smallest island nations in its membership. Its strength as a global force for positive change and cooperation derives from enduring ties between its members. And what is often described as the 'Commonwealth effect', brought about by a shared history, familiar legal and administrative systems and a common language, is certainly good for trade.

Performance

Findings we published in our flagship trade review last year, *The Commonwealth in the Unfolding Global Trade Landscape*, show that even without being a formal trading bloc the Commonwealth boosts trade performance of its members. Intra-Commonwealth trade is on the rise from around US\$200 billion in 2000 to US\$592 billion in 2013, and is expected to surpass US\$1 trillion by 2020. Intra-Commonwealth investments have also increased over the past decade from US\$10 billion to about US\$80 billion, with a larger stock of foreign direct investment (FDI) held in the UK by other Commonwealth countries than the UK's outward investment.

Commonwealth countries trade on average 20 per cent more between them (compared with other country pairs) and generate 10 per cent more FDI flows. Quantitative evidence suggests that bilateral trade costs between Commonwealth members are 19 per cent lower compared to those between other country partners.

Our report also reveals hundreds of billions of dollars of untapped trade potential between members; at the current level, it is estimated to be US\$165 billion while under a business-as-usual scenario intra-Commonwealth trade could reach US\$2.75



trillion by 2030. One particular route to exploit this trade potential is through improved trade facilitation mechanisms between members.

Growth

Global trade patterns are changing rapidly. The fall-out from the 2008 financial crisis has had a dampening effect on the trade-growth nexus compared to the previous decade. We have seen a dramatic rise of developing countries with their share in global merchandise exports increasing from 30 per cent to 50 per cent over the past two decades; they contributed to 70 per cent of global economic growth in 2015.

The world economy has also witnessed increased fragmentation of production processes in which parts and components of individual industries – from aeroplanes to mobile phones – are manufactured in several countries before being assembled as final products. We have also seen a proliferation of trading blocs and regional trade agreements, partly brought about by stalled negotiations to conclude the WTO Doha Round. The Commonwealth, with its diverse membership, is well placed to adapt and take advantage of this unfolding landscape.

Member countries are active members in various regional trading arrangements and they remain open to trading opportunities with non-Commonwealth countries. For example, since 2000 Commonwealth exports to China increased more than 14-fold to US\$268 billion and imports

rose almost eight-fold to US\$359 billion. This shows members can expand their trade with others while benefitting from the 'Commonwealth effect'.

Challenges

Of course, many Commonwealth members face severe challenges in expanding their trade capacity and diversifying exports. Thirty-one out of 53 Commonwealth members are classified as small states. These countries are confronted with certain inherent structural characteristics, including small domestic markets and unfavourable geographical locations, which result in high trade costs. For capacity-constrained member countries, the Commonwealth is a unique source of support by providing specialised and high-quality technical assistance, cutting-edge policy advice and global advocacy.

Responding to the challenges faced by its members, the Commonwealth has established itself as a prominent global body, offering in-depth analysis and cost-effective solutions. For example, the Trade Financing Facility, a voluntary guarantee fund launched at the leaders' summit in Malta last year, aims to help small states access short-term trade finance. And the globally recognised best-practice trade support mechanism, the Hub and Spokes Programme, a joint initiative led by the Commonwealth Secretariat, the European Union and others, provides trade capacity-building assistance to African, Caribbean and Pacific countries.

Footprint

This month, the Commonwealth Enterprise and Investment Council in partnership with consulting and technology firm AMPP Group will launch the Commonwealth Trade Initiative – a new platform designed to support companies looking to expand their trade footprint within the Commonwealth by providing networking opportunities and data-driven market intelligence. Additionally, the Commonwealth Business Women's network helps businesswomen connect with other entrepreneurs across the Commonwealth.

Throughout its history the association has championed an inclusive and equitable, rules-based multilateral trading system that offers benefit to all regardless of geographic size and economic stature. And over the years, its initiatives have created advantage beyond its membership. Work undertaken in various thematic areas for the least developed countries, small states, and Sub-Saharan African countries not only benefit Commonwealth members but the overall world economy. As such, the Commonwealth is hugely respected as credible and impartial force for global good in international trade and development.

Unique

The Commonwealth is a unique association. Its members are open to trading opportunities with global economies while exploiting Commonwealth advantages in promoting trade between themselves. Commonwealth trade is rising rapidly and 'the Commonwealth effect' should be leveraged further for greater gain.

Mohammad Razaque is head of international trade policy at the Commonwealth Secretariat
www.thecommonwealth.org



The Commonwealth



Social media needs to get professional



by Des O'Connor

The social media industry is growing up. What once was a brand-new industry is now starting to mature; for example, Twitter recently celebrated its tenth anniversary and Facebook now has one billion daily users. These social media platforms that once were mysterious to brands are now becoming more entrenched in the mainstream media landscape.

However, even as the social media marketing industry is making great progress and becoming a more widely accepted and useful part of companies' overall marketing strategy, big challenges remain. For example, there is currently no single regulatory framework or system of accreditation to help identify truly qualified social media consultants. Even though the major social media platforms have been around for a decade, it is still early days in accrediting, organising and regulating the profession of social media marketers that ply their trade by showing brands how to utilise social media for marketing purposes. As it stands now, anyone with a smartphone and a Twitter account can simply go online and proclaim themselves to be a social media 'expert' – but what does this title mean? How can business owners and corporate leaders know that they're

getting good advice about their social media marketing? And how can we change this situation for the better?

There is a growing need for social media experts and marketing consultants to regulate themselves and agree upon a set of higher standards for professional development and accreditation. Not only is this the right thing to do, not only is it better for business for these consultants, but it also makes a difference for business owners and corporate leaders in all industries.

Here are a few ideas for how the social media world can get more professional – and why it matters for LCCI members and other companies and public sector organisations.

Clear standards

Social media consultants often combine the skills, expertise and tactics of other professional disciplines, like PR, marketing and eCommerce – but there is no consistent process in place for social media experts to get professional credentials as 'social media consultants.' My organisation, the Association for Social Media Managers (ASMM), is working to correct this gap in the market. We believe that it is possible to create a globally recognised standard of professional credentials for social media marketers and managers, which employers can use to hire consultants or full-time employees. With better credentials, we can ensure that the social media profession truly begins to mature further as an industry.

Professional development

Every other industry and profession – such as the legal profession, the medical profession, and others – has a comprehensive system of continuing education and professional development which people can utilise to advance in their fields even after finishing their degrees. The social media profession needs to do the same. With well-executed professional development courses and continuing education training, social media experts should have additional opportunities – in a formal setting – to stay on top of the latest trends in their field, learn new techniques and systems, and otherwise develop their expertise.

Trust

One of the biggest challenges for many companies and organisations is deciding whom to trust with their social media marketing budgets. There are many self-proclaimed social media experts who offer various marketing services who are not reliable or effective, and there is no consistent way for employers to find good social media help. One of the goals for the ASMM is to create a central repository of approved, accredited, elite talent in social media marketing which makes it easier for employers to hire the best social media managers and consultants.

Many businesses are still figuring out how to market themselves via social media. But if social media consultants are going to serve as helpful guides to navigate the new world of social media, then companies deserve to have some assurances that the social media experts really are professionals. With accreditation, continuing education, and centralised resources for sourcing and hiring talent, the social media industry can truly professionalise itself and be ready to lead the next 10 years of the social media era.

Des O'Connor is founder of the Association for Social Media Managers

www.associationforsocialmediamanagers.com



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Auto-enrolment – are you ready?

There is still a lot of confusion about auto-enrolment particularly for SMEs, about how and when this happens. Depending on the size of the company there are different deadline dates set for when staff need to be enrolled on to a pension scheme, but what does that mean for you? All companies, will need to provide a pension scheme for their employees who fulfil the following criteria:

- are aged between 22 and State Pension age
 - earn at least £10,000 a year
 - work in the UK
- We've put together some useful information for you to follow:

1. Staging date

This is when an employer is required to enrol some or all workers into a qualifying pension scheme. You must set up your workplace pension before the staging date. Check your staging date here with your PAYE reference: <http://www.thepensionsregulator.gov.uk/employers/staging-date.aspx>

If you have a pension scheme in place already, check if it can be used for auto-enrolment.

2. Criteria

Once your scheme is set up, the following criteria must be met:

- Agree a date with your provider to pay in pension contributions taken from your employees
- The date must be no later than the 22nd day (19th if you pay by cheque) of the following month
- Every three years your employees will be automatically re-enrolled into your employee pension scheme

3. Criteria for employee re-enrolment

- They have opted out of your auto-enrolment pension scheme
- They ceased active membership of the pension scheme after the end of the opt out period
- They remained in the pension scheme but have chosen to reduce the level of pension contributions to below minimum level and who meet the age and earnings criteria

If you need advice about auto-enrolment, please contact us on 020 7977 9200.

Caroline Griffiths MSc BA Chartered FCIPD is Managing Director of Bradfield Group, an HR Consultancy and a CIPD training provider.

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Rwandan relations



International law firm Fieldfisher hosted a dinner last month for HE Yamina Karitanyi, Rwandan High Commissioner following LCCI's trade mission to Kigali earlier this year. The High Commissioner is pictured on the firm's terrace

with (left to right) Manoj Parekh, managing director of Sagewood Limited, Matthew Lohn, senior partner at Fieldfisher, and Subhash Thakrar, LCCI deputy president.

www.fieldfisher.com

The UK construction war for talent



by John Roberts
and Pauline Goreham

After years of a recent recession and an overall economic slump in the UK, things finally seem to be looking up. In 2014, the construction industry's output was £103 billion, 6.5 per cent of the total economy. The industry's output rose in 2014 by 9.5 per cent in real terms, the biggest increase since at least 1990.¹

And while this is definitely cause for celebration, the good news may be slightly tempered by the fact that an industry-wide shortage of skills, combined with a fierce war for talent means that many companies in the construction industry may have difficulties effectively seizing the opportunity that is finally presented to them. In fact, in August this year, the UK industry output fell by 4.3 per cent when it was expected to rise one per cent.² Many analysts are looking to the shortage of skills as a possible explanation.

The war for talent is not exclusive to the construction industry. Overall, the UK's workforce will have a 3.1

million person shortfall by 2050 if the skills shortages are not addressed.³

However, this issue is particularly acute for the UK construction industry and data suggests that while teachers will be in shortest supply, this is closely followed by construction workers and nurses.

Complicating factors

So why is the talent situation in the UK so much more severe within construction? There are several realities specific to the industry that may be making a bad issue even worse.

The UK construction market is not the only market that is growing. There is significant opportunity abroad, particularly in emerging markets. World construction markets are already at a tipping point with 52 per cent of all construction activity taking place in emerging markets today. This is expected to increase to 63 per cent by 2025.⁴

In these new and emerging markets there is often a limited pool of qualified engineers who have the

“World construction markets are already at a tipping point with 52 per cent of all construction activity taking place in emerging markets today...”

knowledge and CV to meet project requirements, in particular civil engineers. To remedy this, many European contractors have been using expat talent to deal with a shortage of skilled workers. The rotation of a specific worker between countries is larger than ever before. While this may allow contractors to take advantage of opportunities in new markets, it takes critical talent outside UK borders, leading to resource shortages. In addition to this, the increasing globalisation



of contractors' operations means that they need to scale their pay and benefits strategy and insurance to match their operations. As overseas operations become more permanent, and grow in both revenue and headcount, the possibility of creating expatriate benefits programmes for group risk (death in service, long term disability and accidental death and dismemberment) becomes ever more important. When expatriate workforces then merge with local operations (through M&A activity for instance) economies of scale can be explored, such as the feasibility of multinational pooling, which can provide more consistency across countries and reduce operating expenses and ultimately cost to employ, which is a key consideration in the construction sector.

Falling salaries

Another reason why attracting and retaining talent is proving difficult in the construction industry is compensation, specifically falling salaries. The UK Fortune 50, which account for the £27.8 billion of

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turnover, have experienced a substantial increase in profitability, with operating profit up by more than 40 per cent to £770 million. Yet despite this, the average increase was a little over 3 per cent.⁵

Furthermore, staff levels at the top 100 contractors grew by 6 per cent, but the wage bill only went up by 4 per cent, suggesting a drop in average salaries across the top 100 firms as a whole.⁶

New skill set

Not only is the construction industry having trouble finding talent to fill critical existing positions and skills, but the emerging technologies that are rapidly shaping the industry will require new and different skill sets and thus pool of talent. The advent of digital working, including BIM, with an accompanying increase in automation and offsite construction, will herald a wider shift in skill sets, argues Martin Perks, divisional director at Mott MacDonald: "Stakeholders are likely to become more numerous and more sophisticated and the commercial complexities more subtle, given the collaborative working involved in digital delivery. End-user expectations will continue to rise, with more voices becoming prominent in the process."⁷

Additionally, this new skill set will be required sooner rather than later. The Construction Industry Council has been at the forefront of developing and leading the UK government's strategy for BIM and is very much behind the mandate that centrally procured public sector



construction projects will be delivered using BIM by next year.

Considering the issues raised above, it is clear that the industry needs to be able to tap into all the available sources of talent. However, it appears that the industry in the UK may not be doing enough to create and foster that pool of talent.

The lack of focus on education and training around the built environment has contributed significantly to the current skills gap. Construction margins are infamously tight and often contractors cannot find the funds or the time for proper training. Given that the construction industry contributes more than 7 per cent to the National GDP, it has recognised the need for more training and Nick Boles, Skills Minister, has unveiled plans to create three million apprenticeships by 2020.⁸

While initiatives like these will undoubtedly help, the issue of education starts long before the job site. Alison Watson, managing director

of Class of Your Own, a social enterprise for education in the built environment, explains: "when STEM – science, technology, engineering and mathematics – subjects are at the top of the education agenda, there is little focus on introducing young people to the built and natural environment."⁹

Winning the talent war

The UK recognises that it needs to harness talent on a massive scale and the recently published joint government and industry strategy document entitled 'Construction: 2025' highlighted the need for fundamental change in how the industry is perceived by the general public and called for greater engagement of young people and society at large to help address this war for talent and related skills shortages in the construction industry. There are many ways this is being addressed in the public sector, from improving the

current position of construction in the UK educational curriculum and introducing young people to the built and natural environment earlier as well as more aggressively, to government backed training programmes like the one described above.

However, these are all long term initiatives driven primarily by the public sector. Contractors and other firms in the construction industry are fighting the war for talent right now and need to improve their position if they want to be profitable and take advantage of the improving market conditions. And in this new and evolving market, a higher salary will not be enough to attract the best industry talent and fill the ever broadening skills gap.

One critical piece to attracting talent is the comprehensive benefits offering. While each firm will most likely need a tailored solution to protect their people assets, the strategy behind this offering is critical. Employers in the construction industry need to consider a whole host of factors including wellbeing, litigation, safety and workplace injuries, absence, engagement, and presenteeism. Furthermore there needs to be a clear understanding of how these are supported by traditional lines of insurance and where one coverage starts and the other stops. And while a comprehensive benefits strategy may not win the war for talent alone, it is certain that no talent war will be won without it.

John Roberts and Pauline Goreham are from the UK construction practice of Willis Towers Watson

www.willistowerswatson.com

Building up

LCCI is very active in the construction sector and has a thriving property and construction group which has recently returned from MIPIM -- the world's largest property conference and exhibition that takes place annually in Cannes.

In the run up to this month's Mayoral election the Chamber's business manifesto Towards a Greater London includes a recommendation that a small developers' panel is established to support smaller builders and help ensure that London's housing needs are met by highlighting the

need for sufficient numbers of affordable homes to rent within new developments.

The LCCI property and construction group has an annual events programme for networking and industry awareness. The next event, exclusively for Chamber members, is a breakfast club on Tuesday 24 May with guest speaker Sherin Aminossehe, chief operating officer and head of the Government Property Unit. She will give an update on the unit, which has central oversight over all government land and



property, and discuss its strategy for 2016 and beyond.

To be part of the property and construction group and attend



future events contact Dean Wade, the LCCI's sector specialist and membership executive, at dwade@londonchamber.co.uk; tel: 020 7203 1944

The play's the thing: the contribution of theatre to London's economy



by Alexa Michael

To many, London is the theatre capital of the world, boasting a total of 241 professional theatres with more than 110,000 seats. These offer a myriad of drama, musicals and comedy, sometimes for years on end. Agatha Christie's murder mystery 'The Mousetrap' has been playing at St Martin's Theatre since 1952. According to a 2014 National Theatre report, almost twice as many people visit the theatre every year in London as watch Premier League football.

Concentrated

The majority of London's 40 West End theatres are concentrated around Shaftesbury Avenue, the Strand and nearby streets. They are receiving houses (they do not produce their own repertoire but receive touring theatre companies) and often show transfers of major productions from the Royal National Theatre and Royal Shakespeare Company. Many important London theatres are located outside the West End's 'theatre land'. They include the Royal National Theatre on the South Bank, the Old Vic and Globe Theatres, Sadler's Wells in Rosebery Avenue and Barbican Arts Centre to the east, and the Royal Court Theatre in Chelsea. Suburban theatres, such as Bromley's Churchill Theatre, often show performances that then move on to the West End.

London theatres throughout the capital also benefit enormously from Ambassador Theatre Group (ATG), considered to be the world's biggest live theatre company of its kind. Headed by its founder, co-owner and joint chief executive Rosemary Squire OBE, ATG is currently in-



Rosemary Squire OBE



involved with 46 London theatres, 12 of which are in the West End. An LCCI member, ATG's business model combines theatre ownership and management, theatre production, and marketing and ticketing operations.

The Society of London Theatre's (SOLT) 2015 Box Office figures showed 2015 to be the best year ever for London theatre. Collectively, London's theatres yielded a gross revenue of £633 million in 2015, up 1.6 per cent compared with 2014. Ticket sales generated over £105 million in VAT receipts for the Treasury. Overall theatre attendance in 2015 was 14,742,588, with an average weekly attendance of 283,511 (278,205 in 2014).

Musicals saw the highest number of attendances in 2015 – over eight million – worth more than £385 million in revenue. London's dramas attracted over four million attendances, bringing in £141 million to the theatres' coffers. Opera, dance, performance and general entertainment had well over two million attendances, which contributed £107 million in income. Perhaps unsurprisingly, the highest weekly attendance was reached in week 52, between 28 December 2015 and 3 January 2016, when the pantomime season was in full swing.

Demand

In terms of both ticket sales and attendances, 2014 was the previous best year. 2015 saw a very slight increase of 1.66 per cent in average ticket price paid to £42.99 (up from £42.29 on the previous year). Advance sales were up by 14 per cent on average during 2015, peaking at £107 million in December. This suggested continuing demand and a reduction in discounting, as evi-

dence of the increasing popularity of London theatre.

Caro Newling, SOLT President, said: "Audiences have yet again demonstrated an ever-increasing appetite for theatre on a scale that plants London theatre front and centre of cultural life. The range of productions on offer, coupled with initiatives to encourage new generations to enjoy live performance, has clearly hit the mark. The value of the investment is measured in pounds but the enrichment derived goes far beyond the numbers of seats sold."

Theatre-goers won't just attend their performance and go home. They will also probably have pre- or post-theatre dinner and drinks in a restaurant (plus the inevitable ice cream or drinks at the theatre during the interval). Unless they live very close to the venue, theatre-goers will also have to pay to park their cars, or use public transport or taxis to reach their destination. An Arts Council England report found that each West End theatre audience member spends an average of £53.77 per visit on travel, food and drink (and possibly childcare). Such sums will contribute substantially to London's hospitality and other sectors, as well as the theatre itself.

Support

Do London's leaders support its theatres? Outgoing Mayor of London, Boris Johnson, gave £1 million worth of public funding towards the redevelopment of the Lyric Hammersmith in 2013, one of the most significant cultural developments in West London for decades. The money helped to transform the Lyric Hammersmith into a state-of-the-art cultural and educational centre that serves the community as well as

theatre-goers, for example, by supporting and training young people.

The Mayor has also backed new initiatives to bring live theatre to more Londoners, including 'Circulate', a three-year programme of outdoor performance where British and international artists toured Outer London boroughs. 'Circulate' received £498,000 from Arts Council England and built on the London 2012 cultural festival. It brought together The Albany, Watermans, Harrow Arts Centre, TARA Arts, Millfield Arts Centre, artsdepot and Emergency Exit Arts as well as the Greater London Authority and Audience Agency.

World-beating

Mayor Johnson said: "The success of London theatres is down to the fantastically rich variety of programming and exciting innovations, from live screenings of productions at cinemas to performances staged outdoors or in unusual locations. At a critical time for funding, London's theatres are showing real imagination in the way they attract audiences and funding. I will do all I can to support this world-beating – and vital – component of our cultural landscape. From the bright lights of the West End, to our thriving fringe, to the rise of immersive theatre in the unlikelyst of places, the quality, variety and breadth on offer here is unrivalled."

London's theatres employ thousands of people and bring in two thirds of a billion pounds annually, so they are clearly very important to the capital's economy. Nor is this trade confined to the playhouses alone – bars, restaurants and London cabbies all benefit from theatre-goers' custom. Survey show that four out of five tourists say culture is one of the main reasons for coming to London. Finally, it must also be noted that the output of London's theatres also has a global impact. In the words of Mayor Johnson: "We can be immensely proud that this important sector produces writing, production and acting talent, as well as packing houses out here and overseas, stands tall internationally in film and television."

Alexa Michael is business information executive at LCCI

www.solt.co.uk www.atg.co.uk

Protection for the Lifetime of a Structure

The construction industry's drive towards considering lifetime structural performance, rather than just the lifetime of the construction project itself, is having a noticeable impact on attitudes towards product selection and implementation processes. Toby Champion, Commercial Director at Newton Waterproofing Systems, considers the motivations behind this, and the part that waterproofing solutions have to play.

WHILST the consideration of a structure's lifetime performance has arguably always been an essential factor for any structure, it is only in recent years that it has developed into a critical focus. The benefits of modern software and technology has resulted in industry-wide campaigns to implement new processes, such as BIM, with the end goal of unlocking "more efficient methods of designing, creating and maintaining"¹ structures.

The campaign has significant support, both from inside the industry as institutions observe the benefits of "significant efficiencies and improved asset value"², and outside the industry, in cases such as the Government's new drive to define "cross-Government principles for setting functional requirements based on whole life value for money and centred on performance"³, rather than simply the initial cost.

These relatively straightforward benefits – improved efficiency, sustainability, cost and performance – reinforce the focus on the lifetime of a structure, and new technologies such as BIM are



In a significant refurbishment and below ground expansion of Christian Dior's flagship store on New Bond Street, Newton products achieving both Type A and Type C waterproofing protection were integrated into the design at an early stage.



Newton products were used to repair the failed deck waterproofing in the main square of Gunwharf Quays, Portsmouth. Existing paving, grass areas and staircases all had to be removed and reinstated either side of the repair work.

inexplicably linked to the process of achieving them.

Simply by the process of its implementation, BIM creates a culture that was previously non-existent, and within which it is possible to ascertain "the consequences of design-stage decisions over life cycle performance"², and, as a result, overcome the "risk that the quest for lowest initial capital cost will take precedence."³ The overall benefit, and main consequence, of this therefore becomes the creation of a new "platform for more efficient

and sustainable solutions... offering unparalleled benefits to clients and end-users over the lifetime of buildings and infrastructure."¹

How does this relate to waterproofing?

Frequently, either too little thought is given at too late a stage to the waterproofing requirements of a structure, or it is not credited with providing any tangible value to the end-user, being neither visible nor useable. The usual consequence of both scenarios is that waterproofing is either completely excluded, or inappropriate solutions are implemented by inexperienced installers in a last-ditch attempt to achieve a watertight structure, and generally on an unrealistic budget.

However, this blasé approach can have dire ramifications, and in worst-case scenarios, significant water ingress will occur and cause irreparable damage to internal environments.

In these situations, even basic remedial work can incur significant costs, and when considering the potential damage in a fitted out area, consequential losses can be astronomical. In most cases, in order to affect a repair it will be necessary to:

- De-cant the occupiers;
- Strip out damaged fixtures and fittings;
- Successfully perform the repair; and,
- Remediate against potential future problems

All before completely replacing and reinstating the internal environment.

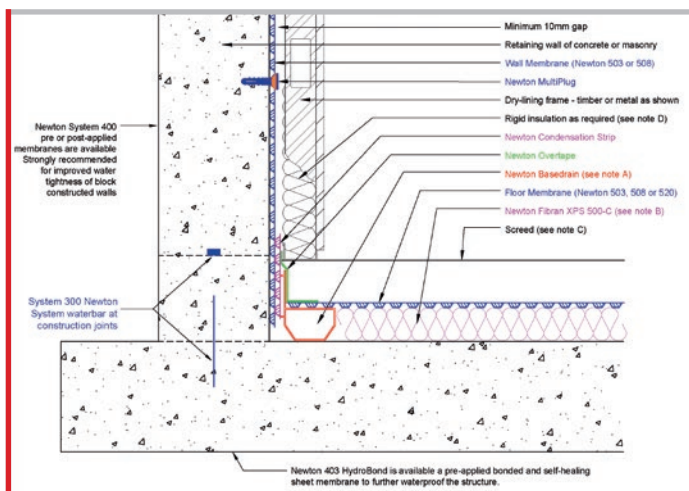
Frequently, remediation costs will run to many thousands of pounds, and, depending on the type and size of the structure, will sometimes go into the millions.

CLICK FOR MORE INFO

When considering these costs in light of BIM's aim to "enable intelligent decisions... on the whole life performance of facilities"³, the recommendation of the BS 8102:2009

waterproofing code of practice, that "A waterproofing specialist should be included as part of the design team so that an integrated waterproofing solution is created"⁴, becomes incredibly pertinent.

Whilst the consideration and installation of a thorough waterproofing solution at the construction stage will usually add to the overall cost of basic construction, in our opinion it is far better to install such robust and comprehensive protection as part of a BIM-enabled, integrated and collaborative construction process, with one eye on the lifetime performance of the structure, than it is to try and do so when the damage is already done.



This section details the three 'Types' of waterproofing, as defined by BS 8102:2009, to achieve a total waterproofing solution - Type A barrier protection (external membranes), Type B structurally integral protection (waterbars), and Type C drained protection (cavity drain system).

REFERENCES:

- ¹ HM Government, 'Building Information Modelling – Industrial strategy: government and industry in partnership'
- ² Joint ICE – ICES – IAM Position Paper, 'Leveraging the Relationship Between BIM and Asset Management'
- ³ Cabinet Office, May 2011, 'Government Construction Strategy.'
- ⁴ British Standards Institution, 2009, 'Code of practice for protection of below ground structures against water from the ground.'



Why London businesses should get secure online



by Ed Vaizey

Ed Vaizey MP, Minister for Digital Economy, wants security to be an enabler, and one which can bring competitive advantage.

The UK has wholeheartedly embraced Internet technology. We're world leaders in e-commerce: we spend a staggering £557 billion every year and four in five people bought something online over the past year. We have some of the best online services in the world, and this digital revolution is creating huge opportunities for businesses and citizens.

Nowhere is this more evident than in London. We have brilliant companies, old and new, who are able to innovate because we have skilled people and great access to technology. Small businesses can make a big impact due to the ability to reach new customers quickly and efficiently online. Availability of big data means firms can design the services people want better, quicker and cheaper than ever before. On a practical level, I love the fact we can navigate the way around our great capital city using services which connect us to people, culture, retail, transport, events and more.

Vulnerable

The extent to which the online world is part of our everyday lives means we're also uniquely vulnera-

ble. All areas of our lives and work are moving online, and crime has moved online too. Last year's crime survey for England and Wales looked at cyber crime for the first time, and highlighted the scale of the issue – there were an estimated 2.5 million cyber crime offences and 5.1 million online fraud cases.

Businesses bear the brunt of this because they are very active online and are exploiting the benefits of having their money, data and systems connected to the Internet. Our research found that around two out

of five small businesses had been accessed by an unauthorised outsider in the past year.

That means that as world leaders in the use of the online technologies, we also need to be world leaders in online security.

Many of the capital's small businesses are unprepared and unconcerned about cyber threats. Only a third feel completely prepared for a cyber security issue. Most worryingly, 13 per cent of London's small businesses admit that they haven't taken any steps at all to protect their

data. And although the vast majority of London businesses have at least one digital security measure in place, just half surveyed use security software, and fewer still regularly update their software or have a strong password policy.

This is why protecting businesses is a key priority in the Government's cyber security strategy. Some businesses are doing some of the right things, but we need to make sure as many as possible have good, basic protections in place. Knowing your risks, managing them properly and engaging your

Cyber safety



by Mike Britnell

Ed Vaizey, Minister for the Digital Economy, explains above that whilst Britain are world leaders in e-commerce, reliance on innovative digital platforms inevitable leaves many companies open to exploitation by cyber criminals. Indeed, we are told that some 60 per cent of SMEs don't understand how such threats can impact the sensitive data at the heart of their businesses, or how that data can be protected, whether in a raw paper-based form,

stored on a computer system or transmitted to and from customers, suppliers, and other supporting e-service providers.

The Minister goes further, explaining that research carried out by his people has revealed that 40 per cent of small businesses have recently been accessed by an unauthorised outsider. Many of us in this business know that given the significant lack of preparation often evident in smaller companies, this ratio is only likely to increase, unless the need for cyber security preparation moves higher up the priority list.

In recognition of this concern, the LCCI has recently launched a cyber security working group, whose primary objective is to

support London SMEs, such that London becomes the safest place in the world to run a business that relies upon the management of sensitive information and electronic platforms.

The working group is keen to hear from businesses concerned about the security of their data, and so get in touch at policy@londonchamber.co.uk

Note also, in line with Ed Vaizey's top tips, that there are specialist companies who help SMEs manage their cyber security concerns.

Mike Britnell is chair of the LCCI cyber security working group and director of BronzeEye/BeCyberSure
www.becybersure.com

“Partnership is at the heart of the government’s cyber security strategy because working closely with industry partners is the best way to raise awareness and encourage action.”

staff in the process is a great start. It doesn’t have to be complicated or expensive: there’s already a wide range of free help available at www.gov.uk

Guidance

In recent years we’ve worked hard with our partners in GCHQ and across government to get the best advice and support to people and businesses. We’re investing £1.9 billion over the next five years to continue this mission, and in October 2016 a new National Cyber Security Centre will open in London to make sure industry can get the guidance and help needed to be secure and flourish online.

I think there’s a misconception that good security can slow you

down or stop you being innovative. Obviously it’s something businesses need to address, just like any other business risk, but I’d like to see security as an enabler and one which can bring competitive advantage.

Recent research we did with KPMG revealed an overwhelming 94 per cent of procurement managers said cyber security standards were important when awarding a project to an SME supplier – and customers are increasingly demanding good security too. They want to be assured companies are looking after their data. The public reaction to recent high-profile attacks demonstrates this.

This is one of the reasons we worked with industry to develop the *Cyber Essentials* scheme. Most cyber attacks exploit basic vulnerabilities, so the scheme shows businesses how to address those basics. Adopting the scheme means your business can display the *Cyber Essentials* badge which says to customers, “look, we take this issue seriously and we can prove it – you can be confident in doing business with us”.

I’m encouraging all businesses operating online to adopt *Cyber Essentials* because I think it’s the minimum we should expect in a modern, interconnected world.



I was really pleased when I heard the LCCI is undertaking a cyber security awareness campaign with its members. Partnership is at the heart of the government’s cyber security strategy because working closely with industry partners is the best way to raise awareness and encourage

action. I’d encourage you to engage with the campaign and take the simple steps to protect your companies.

London firms are in a great position to take the lead and show that good security is not an optional extra, but an integral part of modern, successful businesses.

ED VAIZEY’S TOP THREE TIPS FOR LONDON BUSINESS

1. Know your risks: consider what data or online services are most important to your business and protect them appropriately
2. Train your staff: give your staff 60 minutes to do our free online training and get clued-up
3. Get *Cyber Essentials*: the scheme will protect your business against common Internet threats.



We make it our business to understand yours
Clear, straightforward advice for all your intellectual property issues

Q...

I filed a UK trade mark application, and have now received a letter from a company that I have never heard of, saying that they are going to oppose my application. What should I do?

A...

Don’t panic! It may well be possible to reach an amicable settlement with the potential opponent, or to win if the opposition is filed. However, as it is going to be real advantage to have full knowledge of the relevant law in order to achieve that, it would be best if you sought professional advice. A Trade Mark Attorney can advise you as to whether the opposition is likely to succeed, and whether it would be wise if you took any specific action now to avoid the opposition being filed. It may be that amending your application by reducing its scope will remove the conflict with the potential opponent’s earlier rights.

Don’t be alarmed if they file opposition even if you are in negotiations. There is a statutory deadline for filing opposition, of two months from publication, extendable to three months by the filing of a “notice of threatened opposition”, so they will do that to keep their options open while negotiations continue.

You should be aware that, in some circumstances, if you do not take action in response to a “notice of threatened opposition”, and if you defend an opposition, and are unsuccessful, you will have to contribute towards the opponent’s costs, so it is important to act promptly.

These comments provide general guidance, but not legal advice, which you should always seek, as appropriate.



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Munich: +49 (0) 89 2441 299 0

CLICK FOR MORE INFO

May 2016

04/05/16 Time 16.00-18.00 ALL MEMBERS AND NON-MEMBERS

Iran, Is Your Business Ready?

Venue: Clyde and Co, St Botolph Building,
138 Houndsditch, London, EC3A 7AR

Nearest stations: Liverpool Street and Aldgate

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

Contact: Marta Zanfrini Tel 0207 203 1822

Email: mzanfrini@londonchamber.co.uk



04/05/16 Time 12.30-14.30 ALL MEMBERS

Time To Talk Business

Venue: Coventry University
London Campus, University House,
109-117 Middlesex Street, London E1 7JF

Nearest station: Liverpool Street

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

Contact: Annabel Fogden Tel: 020 7556 2389

Email: afogden@londonchamber.co.uk



11/05/16 Time 07.45-09.00 PATRON AND PREMIER PLUS MEMBERS

Cereal Networking

Venue: Pitcher & Piano, 21 Cornhill, London EC3V 3ND

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

11/05/16 Time 12.00-14.00 ALL MEMBERS

Connect 4 Lunch

Venue: Karen Hardy Dance Studios,
Imperial Wharf, 10-12 The Blvd, London SW6 2UB

Nearest station: Fulham 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



12/05/16 Time 12.00-14.30 ALL MEMBERS AND NON-MEMBERS

Executive Club Lunch: A Futuristic Development Plan for Croydon with guest speaker David Hudson, Principal, Guildhouse Rosepride LLP

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

Nearest station: Waddon

Patron Member, Premier Plus Member and Local Member: £44.00

Non-member: £68.00

Contact: Linda Saran Tel: 020 7556 2393

Email: lsaran.croydon@londonchamber.co.uk



12/05/2016 Time 18.00-19.45

ALL MEMBERS

LCCI EU REFERENDUM DEBATE

Venue: IET London: Savoy Place, 2 Savoy Place,
London WC2R 0BL

Nearest Station: Embankment

Patron Member, Premier Plus Member and Local Member: Complimentary

RESTRICTED TO ONE ATTENDEE PER COMPANY

Contact: Events Team T: 020 7203 1700

Email: events@londonchamber.co.uk

18/05/16 Time 12.00-14.00 ALL MEMBERS AND NON-MEMBERS

Lunch with the New Mayor of Ealing

Venue: Monty's, 1 The Mall, Ealing Broadway,
London W5 2PJ

Nearest station: Ealing Broadway

Patron Member, Premier Plus Member, Local Member and Member's Guest: £22.00 Non-member £46.00

Contact: Donna Subero Tel: 020 7556 2394

Email: dsubero@londonchamber.co.uk



18/05/16 Time 18.00-20.00 ALL MEMBERS

Tonic Tasting, Gin Evening

Venue: The G&Tea Lounge,
London Marriott West India Quay
Hotel & Executive Apartments,
22 Hertsmere Road, London E14 4ED

Nearest stations: Canary Wharf and West India Quay DLR

Patron Member, Premier Plus Member, Local Member and Member's Guest: £17.00

Contact: Annabel Fogden Tel: 020 7556 2389

Email: afogden@londonchamber.co.uk



24/05/16 Time 08.15-10.00 PATRON AND PREMIER PLUS MEMBERS

FULLY BOOKED

Property and Construction Breakfast Club with guest speaker Sherin Aminossehe FRICS RIBA, Chief Operating Officer and Head of Government Property Profession, Government Property Unit

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

Nearest station: Bond Street

Sponsored by Bond Bryan Architects, CBRE, Middlesex University and Willis Towers Watson

Patron and Premier Plus Member: £45.00

Contact: Events Team Tel: 020 7203 1700

Email: events@londonchamber.co.uk



Bond Bryan
Architects

CBRE



Willis
Towers
Watson

24/05/16 Time 09.00-16.30 ALL MEMBERS AND NON MEMBERS

International Business Training Course: Export Documents

Venue: ETC Venues, Garfield House,
86 Edgware Road, London W2 2EA

Nearest station: Marble Arch

Patron and Premier Plus Member £354.00

Local Member and Non-member £414.00

Contact: Marta Zanfrini Tel: 020 7203 1822

Email: mzanfrini@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.

How to book your place(s) at a London Chamber of Commerce event
Visit Londonchamber.co.uk/events to book your place/s on any of the above events following the instructions below.

- For ticket fee events use our online booking facility or download and complete a booking form and fax or post it 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

26/05/16 Time 12.00-14.00

ALL MEMBERS

The Grapevine Network**Venue:** AMP House, Dingwall Road, Croydon CR0 2LX**Nearest station:** East Croydon**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Linda Saran Tel: 020 7556 2393**Email:** lsaran.croydon@londonchamber.co.uk

07/06/16 Time 14.00-17.30

ALL MEMBERS AND NON MEMBERS

Democratic Republic of Congo - Trade and Investment Opportunities in One of Africa's Fastest Growing Economies**Venue:** The London Capital Club, 15 Abchurch Lane, London EC4N 7BW**Nearest stations:** Bank, Cannon Street and Mansion House**Patron Member, Premier Plus Member, Local Member and Non-member: Complimentary****Contact:** Ruma Deb Tel: 020 203 1949**Email:** rdeb@londonchamber.co.uk

26/05/16 Time 18.00-20.00

ALL MEMBERS

FULLY BOOKED**Changing Places Evening Networking****Venue:** Metro Bank, 234 Kings Road, London SW3 5UA**Nearest stations:** South Kensington and Sloane Square**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Events Team Tel: 020 7203 1700**Email:** events@londonchamber.co.uk

01/06/16 Time 12.00-14.00 PATRON AND PREMIER PLUS MEMBERS

June 2016

Changing Places Lunchtime Networking**Venue:** Hippodrome Casino, Cranbourn Street, Leicester Square, London WC2H 7JH**Nearest station:** Leicester Square**Patron Member, Premier Plus Member and Member's Guest: Complimentary****Contact:** Events Team Tel: 020 7203 1700**Email:** events@londonchamber.co.uk

01/06/16 Time 12.30-14.30

ALL MEMBERS

Time To Talk Business**Venue:** Majestic Wine Docklands, The Old Pump House, Prestons Road, London E14 9RL**Nearest station:** Blackwall DLR**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Annabel Fogden Tel: 020 7556 2389**Email:** afogden@londonchamber.co.uk

16/06/16 Time 10.00-12.30

ALL MEMBERS

One of a Kind Networking**Venue:** Hallmark Hotel Croydon Aerodrome, 680 Purley Way, Croydon CR9 4LT**Nearest station:** Waddon**Patron Member, Premier Plus Member and Local Member: £20.00****Contact:** Linda Saran Tel: 020 7556 2393**Email:** lsaran.croydon@londonchamber.co.uk

07/06/16 Time 09.30-11.00 LOCAL MEMBERS AND NON-MEMBERS

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

21/06/16 Time 09.30-17.00

ALL MEMBERS AND NON MEMBERS

Doing Business in Japan: Understanding opportunities and culture to succeed in the land of the rising sun**Venue:** The Hilton Waldorf Hotel, Aldwych, London WC2B 4DD**Nearest station:** Covent Garden**Patron Member, Premier Plus Member, Local member and Non-member: Complimentary****Contact:** Elena Molinari Tel: 020 203 1929**Email:** emolinari@londonchamber.co.uk

23/06/16 Time 10.00-17.00

ALL MEMBERS AND NON MEMBERS

Myanmar Business Clinics**Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Bank and Cannon Street**Patron Member and Premier Plus Member: Complimentary Local Member and Non-member: £15.00****Contact:** Marta Zanfrini Tel: 020 203 1822**Email:** mzanfrini@londonchamber.co.uk**How to book your place(s) at a London Chamber of Commerce event**Visit Londonchamber.co.uk/events to book your place/s on any of the above events following the instructions below.

- For ticket fee events use our online booking facility or download and complete a booking form and fax or post it 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

LCCI events highlights



■ LCCI EU Referendum Debate

In the lead-up to EU Referendum Day LCCI will not be campaigning either 'To Remain' or 'To Leave'. As part of our commitment to seek clear information and facts from both the Remain and Leave campaigns to assist our members to make an informed choice on **Thursday 23 June**, we are hosting an EU debate on **Thursday 12 May** that will feature representatives of the Leave and Remain campaigns along with businesses who plan to vote to remain and to leave. In addition Vicky Pryce, Chief Economic Adviser, Centre for Economics and Business Research (CEBR), will be there as a non-aligned Economist. Each panellist will be invited to give a short presentation before taking part in an audience Q&A, chaired by Colin Stanbridge, Chief Executive, LCCI. Open to all members, places for what will undoubtedly be a fascinating evening will be reserved on a first come, first served basis.

■ Cereal Networking

Aimed at members from a variety of different business sectors and companies, ranging from SMEs to the big corporates. The next breakfast networking event will take place on **Wednesday 11 May from 7.45am - 9.00am** at **Pitcher & Piano, Cornhill**. This complimentary event is exclusively open to Patron and Premier Plus members only.

■ Property and Construction Summer Reception

Join up to 100 guests at the annual reception on **Thursday 2 June** taking place at **No 4 Hamilton Place**. Sponsored by **Bond Bryan Architects, CBRE, Middlesex University - BIM Management and Willis Towers Watson**, the reception sells out every year so early bookings are recommended. For further information on how to secure a place email events@londonchamber.co.uk

■ Changing Places Lunchtime Networking

This flagship networking reception is a fantastic opportunity to make and reinforce business connections with up to 100 members from across all sectors. June's event will take place at **The Hippodrome Casino** on **Wednesday 1 June** from **12.00pm - 2.00pm** this complimentary event is open to Patron and Premier Plus members.

■ Annual Golf Day

Book now for the LCCI golf day on **Friday 1 July** at **Royal Blackheath Golf Club**. Guests will enjoy a day of high-level networking and 18 holes at the oldest golf course in the world. Breakfast, refreshments and post-round meal will be provided. The day is open to all members with prices starting at £139.20 inclusive of VAT per person.

DATES FOR THE DIARY

- LCCI Prestige Summer Breakfast on **Wednesday 17 August** at the **Sky Bar, Grange St Pauls Hotel**
- Networking Training on **Wednesday 12 October** at **Etc Venues - Fenchurch Street**
- Annual Winter Reception on **Thursday 1 December** at **Fortnum and Mason**



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 europe@londonchamber.co.uk or 020 7248 1992.

Romania

Situated in the southern part of Transylvania, a small Romanian company specialises in the cultivation and sale of fruit trees, fruit shrubs, roses and grapevines and is looking for foreign partners interested in becoming distributors of fruit trees and shrubs. REF: BORO20151111001



Lithuania

Manufacturer of high-fashion womenswear, children wear and home textiles is looking for companies who are searching for the highest quality, CMT (cut-make-trim) and full product services. The company is also offering its sub-contracting activities for other manufacturers and designers. REF: BOLT20160321001



Slovenia

Specialist in intellectual property is offering its services to private companies in Europe.



It is also looking for partners specialised in intellectual property for co-operation on the basis of a service agreement. REF: BOSI20160304001

Russia

An innovative innovative company from Tomsk region which develops and produces bioactive implants with modified antimicrobial coatings to enhance tissue regeneration is looking for foreign trade partners to conclude distribution services agreements. REF: BORU20160131001



Netherlands

Biochemical company, specialist in the production of environmentally-friendly cleaning and care products for humans and animals, has developed a safe, chemical-free cleaning product for farm animals and pets (including horses) and their environment. The company is offering a distribution services agreement to experienced partners with an existent client base that supply cleaning and care products to veterinarians, pet shops and pig and poultry farmers. REF: BONL20160216002



Hungary

Distributor of medical equipment and therapeutic appliances is looking for producers of recreational equipment that can be used after any injury.



It is also looking for medical treatments used post-operatively. The company would like to widen its product range on the basis of exclusive distribution agreements. REF: BRHU20160324001

Turkey

Software developer based in the region of Kayseri, a specialist in online ticket automation systems for intercity bus companies, is looking for partners in Europe under a services agreement. REF: BOTR20151202004



Resilient business

See page 8 for feature on Howard Kerr, BSI's chief executive

The public consultation process for the international standard ISO 22316 Guidelines for Organisational Resilience is now open with UK comments requested by 13th June 2016. BSI, the UK's National Standards Body, is leading the consultation process in the UK and interested parties can register their comments online at: <https://drafts.bsigroup.com/Home/Details/56251>

ISO 22316 is based upon BS 65000 Guidance for Organisational Resilience which provides an overview of resilience, describing the foundations required and explaining how to build resilience. It deals with an organisation's capacity to anticipate, respond and adapt – which could be crucial to its survival.

The benefits of resilience are clear and enable organisations to:

- Adapt/improvise successfully to unforeseen and disruptive changing environments
- Gain a competitive edge by identifying gaps and taking advantage of opportunities

- Be more agile and innovative by learning from trends
- Reduce costs and increase efficiency by avoiding potential pitfalls
- Obtain a better understanding of risks and opportunities
- Preserve and improve their reputation by being seen as vigilant and robust
- Engender trust amongst external clients and internally amongst staff
- Cultivate a culture of shared purpose and values.

The aim of the consultation process for ISO 22316 is to develop an international best practice standard for organisational resilience and establish clear guidance for anyone wishing to take a proactive approach to help ensure that their organisation passes the test of time. ISO 22316 can help:

- Clarify the nature and scope of resilience
- Identify the key components of resilience to enable an organisation to review its resilience
- Implement and measure improvements

- Identify and recommend good practice already defined in existing standards and disciplines.

Scott Steedman, director of standards at BSI, said: "Organisations that are resilient understand their behaviour can create long term success. They take a proactive ap-

proach to governing themselves and have noted the importance of being prepared.

This strategy applies across a wide range of disciplines such as asset management, business continuity, cyber security, environmental management and facilities management".

www.bsigroup.com

GETTING THE EDGE

In last month's issue of *London Business Matters* we ran an arresting feature by Lisa Whitehead on how happiness led to success and how that played out in business. Unfortunately we gave an incorrect website address for Lisa's company which should be:

www.gettheedgeuk.co.uk



ADVERTORIAL

Havering centre driving innovation



Companies residing in the CEME Innovation Centre, which specialises in supporting early stage technology based companies in the London Borough of Havering are being invited to "change their mindset" as part of a new drive to encourage innovation.

Part of the Centre for Engineering and Manufacturing Excellence (CEME) campus, the Innovation Centre is designed for ambitious, forward thinking companies requiring offices, workshops or studios for one to 20 people.

A pilot project, being launched by the in-house business coaching team, is taking place at CEME Innovation Centre to help spark a selection of businesses based there to find new ways of developing their business models so as to compete better in their chosen markets.

The pioneering programme of business support is being run by Marc Dowd, an innovation and technology specialist with an extensive track record of supporting large corporates in using technology to disrupt markets: nevertheless, it is widely believed that the future

breakthroughs in innovation and game-changing business models will come from SMEs.

Matthew McLarty, Innovation Director at CEME said: "The CEME Innovation Centre is a hotbed of high-growth businesses brimming with expertise and vision; and what we are looking to do now is further help nurture that talent.

"We are already working with a selection of the Centre residents to get them to innovate in a bid to create a niche, become more competitive and ultimately more profitable.

"The work will involve getting them to start changing their mindsets and begin to defy convention in the design of their business model."

CEME is a catalyst at the heart of the technology revolution in the Thames Gateway area delivering the skills and facilities required to stimulate growth in sustainable technologies, advanced manufacturing and knowledge led business sectors.

The Innovation Centre located at the heart of the campus, is

a perfect base for ambitious companies looking for the space, facilities and business support to accelerate their growth.

The purpose built building provides a selection of office, workshop and studio space, serviced by a professional management and reception team. Currently, there are 45 businesses based at the Centre with a further 15 start-ups using it as a 'virtual' base.

Being part of the wider campus, it also has access to a Conference Centre with state-of-the-art meeting facilities for up to 120 people, a café, free parking and a whole range of expertise and equipment essential for light innovative manufacturing and engineering businesses.

I For more information about the CEME Innovation Centre, visit www.ceme-ic.co.uk or call 020 8596 5422.



CLICK FOR MORE INFO

Why investors should look to London's commuter belt

London may well be swamped with property investors digging for new potential amongst an already crowded market, but what if sights were set elsewhere?

There are commuter belt towns and cities outside London that are home to growing populations where housing options are limited, yet these people are on the verge of employment absorption. Leading commercial property expert CBRE have identified "twenty towns and cities outside of London with a high share of rented households". They found that these areas were mostly university towns and cities, as well as showing evidence of an employment connection to London.

Analysis shows that areas like Milton Keynes, Leeds and Reading are outperforming the rest, "driven by strong growth in working age population, employment in financial and business services, household disposable income and GDP".

Crossrail potential

With the development of Crossrail, Europe's largest infrastructure project, London will benefit significantly from the reduced travel times and increased capacity to accommodate commuters.

According to CBRE, the impact of Crossrail will not only improve connectivity for new districts, attracting increased commercial and residential opportunities, but it will also increase investment and development within the surrounding areas of the designated stations.

According to eMoov Research: "Houses in the same postcode as Crossrail stops in Burnham, Maidenhead, Taplow, Langley and Slough will jump 60 per cent in value, with prices expected to increase by up to £160,000 in the next four years".

Specialist property investment company One Investment has a luxury development in Slough which has shown evidence of this. Sapphire court, which recently sold out, sits within an ideal location for London's commuters. By 2018, Crossrail



will connect Slough directly to London. By 2020, the Western Rail Access to Heathrow will connect the airport to Slough within six minutes.

"Possibly the best property investment opportunity in the world right now lay within key commuter towns along London's commuter belt. With Londoner's priced out of the capitals market they are being pushed towards prime commuter belt towns within a reasonable commute to London where they can still find significant value for their hard-earned pounds" comments Zeeshaan Shah, chief executive of One Investment.

Property development within commuter belt territory offers an alternative yet ideal solution for the growing population. Opportunities continue to present themselves, providing room to instil widespread solutions for society as a whole.

www.oneinvestments.co.uk



Zeeshan Shah

ADVERTORIAL

Essential benefits for London Chamber Member organisations



Think you know about health insurance? Well, you may have to think again. HSF health plan, a London based health cash plan, provides a range of essential benefits especially for London Chamber Member organisations.

HSF health cash plan is not private medical insurance. It is designed to help employees cover the cost of their everyday healthcare needs such as dental, optical and physiotherapy.

It provides your employees with a staff benefit that gives cash back for everyday healthcare costs, as well as an employee assistance program.

Preferential rates for LCCI member organisations start from £1 per week and can be provided on a purely voluntary basis with no cost to your company. Family members can be added too – at no additional cost!

HSF health plan is the trading company of the charity The Hospital Saturday Fund. The

charity provides grants to medical charities, hospices and hospitals, as well as to individuals where ill health or disability has caused financial difficulties. By joining HSF health plan, employees not only get a great benefit which will save them money, they help the important work of the charity – not something which usually happens when an insurance policy is taken out!

For more information contact HSF health plan on 0800 917 2208

Chamber Business Awards 2016 open for entry

Britain's businesses are the driving force of the UK economy, helping Britain to maintain its reputation internationally. It is important therefore to recognise and celebrate the contribution they make to both their local community and the wider economy and is the reason for the British Chamber of Commerce presenting annual business awards.

The Chamber Business Awards is one of the UK's most contested and prestigious business award programmes with organisations of all sizes and from all sectors competing for coveted titles and the national recognition they bring.

Export business of the year is one of seven categories with companies judged on:

- the level of exports compared to the size and sector of the organisation
- barriers that have been overcome e.g. languages

- the degree to which products/services are new and markets non-traditional
- innovative approaches to establishing and entering new markets.

The other categories are:

- small business of the year
- high growth business of the year
- commitment to people development
- best use of technology
- education and business partnership
- excellence in customer service

The Chamber Business Awards are open for entry until midnight on Friday 24th June. Regional winners will be announced on Monday 19th September and national winners will be announced at the Gala Awards Dinner on Thursday 24th November at the Brewery, London EC1.

Entry is free for members of the London Chamber of Commerce and Industry. <http://chamberbusinessawards.co.uk>

LCCI trade missions

Indonesia: Jakarta, Bandung and Surabaya

Sectors: agri-tech; infrastructure including smart cities; financial technology; renewable energy, manufacturing; and supply chain
Led by: Rt Hon Kenneth Clarke MP
Monday 27 June – Friday 1 July 2016
 Register your interest with Ruma Deb
 Tel: 020 7203 1949
 Email: rdeb@londonchamber.co.uk



Jakarta

United Arab Emirates Multisector, priority given to Women in Business

Saturday 3 September – Thursday 8 September 2016
 Register your interest with Vanessa Vlotides
 Tel: 020 7203 1838
 Email: vvlotides@londonchamber.co.uk



Image credit: DMCC/JLT

Dubai

United Nations, Geneva

Monday 3 – Thursday 6 October 2016
 Register your interest with Marta Zanfrini
 Tel: 0207 203 1822
 Email: mzanfrini@londonchamber.co.uk



UN, Geneva



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www.aoec.com | 0207 127 5125 | info@aoec.com

CLICK FOR MORE INFO

Two minute interview



Justin Hall, managing director, Protocol



Who are you?

Hi - I'm Justin Hall, managing director of Protocol. I head up strategic consulting and coaching for our clients as well as leading many of our workshops, writing content

What is your connection with the London Chamber of Commerce?

We are a new member, a start-up marketing consultancy in Covent Garden, recommended by other members.

What was your first job in London?

I was a Lloyds of London insurance broker at the age of 18 and I was terrible at it! Thank goodness I switched careers to marketing. I never had a clue what I was doing and was responsible for millions of pounds. I worked in Aldgate during the time of the bombings and had my office destroyed a couple of times (thankfully without me in it).



"I was a Lloyds of London insurance broker at the age of 18 and I was terrible at it!"

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

We launched our new business with zero loans or VC, itself a big achievement and became profitable in just four months! We managed to leverage our great reputation and bagged three or four key clients early including Xerox and Google.



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

... being an MD and doing important MD-type things when I'd rather be rolling my sleeves up consulting with a client."

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

Nobody well-known or famous. I'd draw inspiration from small businesses up and down your street - they're regular everyday people so if they can do it, you can do it!

What did the 2012 Olympics mean to you and your business?

I was living in the USA at the time so looked at it from a distance, it made me want to HQ my business in London.

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

I think it's good as it is, compared to other cities it is awesome



Picture: Nick J Webb

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

HMRC probably. It does often feel that the odds are stacked against small businesses in the UK - every time you pull ahead there are more hoops to jump through. It's much easier to run a business and make money in the USA than in the UK.

What is your favourite and least favourite thing about London?

My favourite things are the museums, galleries and fab architecture - something I sorely

missed when I lived abroad. Least favourite thing? Probably the cost of living which affects us all and eats into company profits and salaries.

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

I would look at small business incentives - there are lots in Scotland and up North but there isn't any help or tax breaks for small businesses in London or the south-east that I can see.

www.protocol.global



Picture: Diliff

The average salary in the City of London is £52,000 per annum.

Recruiting entry level sales talent in 2016

Lee McQueen, Apprentice winner and Raw Talent founder, shares insights from his company's latest research and his experience as a specialist sales recruiter

The continuing economic recovery and record levels of employment in the UK are leaving organisations with a different type of headache, namely hiring and retaining talent. The past five years of economic change has seen a dramatic shift in the labour market – candidates are now in control and able to pick where they want to work from multiple offers. The number of unfilled vacancies, not only at the entry-level but across all levels, is continuing to grow.

So the question is, how can your organisation stand out and attract the best talent?

Competition

Organisations are going head-to-head to catch candidates' attention through, for example, financial rewards, incentives or benefits. The competition is fierce. Companies are also increasingly being influenced by the trend set by heavy weights like Google and Facebook and by the quirky approaches of Innocent Drinks.

In a typical week I'll walk into at least ten different offices and be greeted more and more by pool tables, free breakfasts, PlayStations, chill out zones, astroturf and graffiti on the walls. Once just designed to be cost efficient and practical, office design has become one of the key ways to demonstrate how an or-

ganisation is different. Raw Talent will be redecorating our office in the coming months and we want to make it special – with plenty of input from staff of course – and I can't wait to see our reopening.

While at Raw Talent we specialise in entry level sales positions we believe our research will be of interest to any organisation looking to hire in 2016 for any position, especially millennials (candidates born from 1980 onwards).

Candidate motivators

In the survey we asked candidates to pick their top career motivator. Instead of ranking in order of importance the survey just asked them to select the top one as we wanted to make them choose. 'Progression and career development' was selected by 67 per cent. Not a hugely surprising result but it's good to see so many putting development ahead of cold hard cash.

What was more surprising was that just 2 per cent selected 'employer reputation'. This was lower than even 'incentives' with 4.5 per cent and 'training' with 3.5 per cent. The remaining 23 per cent ranked salary as their top motivator. As organisations and leaders we often talk about having a great brand and reputation and I'm a firm believer in that... but it's maybe not as important as we think.



Lee McQueen, founder Raw Talent

Some may argue the above stats aren't anything new but what they do is reinforce the fact your organisation needs to communicate the progression and career development on offer loud and clear! Bringing us nicely on to...

Social media

Having a presence on social media stopped being an option and became a necessity a long time ago. Our research revealed 77 per cent of candidates had already or would consider 'using social media to apply for a job'. What does your social media presence look like? Does it show how good the progression and career opportunities are? Does it make it easy to apply or find available positions?

If you are now worrying about your social media look away now! Ninety six per cent of respondents would use social media to research a potential job opportunity. If candidates want to know what it is like working for your organisation, it's pretty likely they will find out via social media.

"In a typical week I'll walk into at least ten different offices and be greeted more and more by pool tables, free breakfasts, PlayStations, chill out zones, astroturf and graffiti on the walls..."

Other research has revealed that millennials prefer to be contacted by text or social media instead of calls or emails, how is your internal recruitment team interacting with your candidates? Are you providing the tools including smartphones with WhatsApp to allow your team to connect with candidates?

Last year 25 per cent of smartphone users in the UK didn't make a traditional call in the past seven days. Millennials also spent over four hours a day on the internet on their smartphone, this is where you need to capture their attention.

In 2015 Raw Talent placed over 250 candidates in entry level sales and recruitment positions across the UK. Our experience has taught us that one of the most valuable things you can do as a business is speak to your employees and candidates. They will provide honest views, innovative ideas and reveal what tools and platforms candidates are using.

www.rawtalentacademy.com

MAKING MEETINGS COUNT

With over 600 exhibitors from over 55 international destinations The Meetings Show gives event organisers and PAs the UK's widest variety of meeting focused suppliers together with a multitude of networking opportunities and over 80 education sessions across eight streams covering topics including healthcare, association, technology and best practise.

Taking place on 14-16 June,

2016 at Olympia, London, the show includes many new exhibitors for 2016 such as Hyatt Hotels, hotel republic, Millennium & Copthorne Hotels, Sheffield Convention Bureau, Greater Miami Convention and Visitors Bureau, Dubrovnik Tourist Board, Eventbrite and Searcys, alongside returning organisations such as London & Partners, VisitScotland, Tourism Ireland, Macdonald Hotels & Resorts and Dubai Business Events.

Whilst meeting new suppliers remains a key focus for visitors, the event is more than just a market place - visitors will benefit from a multitude of education and networking opportunities. Running alongside the exhibition is the show's specifically designed education programme. Over 80 sessions will run over the three days and include sessions targeted at both agency and corporate meeting

organisers covering topics including healthcare, association, technology and best practise.

The show offers also exclusive networking events across London's latest and most exciting venues. For those looking to see more after the show has closed there will also be post event trips visiting key regional destinations around the UK.

www.themeetingsshow.com

Bringing missing people and their families back together



“All that is needed is for the public to register to receive the free alerts via email or text message. It’s a moment’s micro-volunteering that could save a child’s life.”

If your child went missing, wouldn’t you want the whole world to stop and look? The charity Missing People is the only charity in the UK which is dedicated to bringing missing children and adults back together with their families. Some missing people you will have heard of, but many more you won’t. For their families, life without them can be a desperate and unbearable struggle.

Forward thinking businesses recognise the value that volunteering and social investment brings to their workforce, to their public profile and to the communities in which they operate. Charities offer businesses dozens of ways to get involved and support them, offering opportunities for employees to use their time and expertise to give something back, in addition to the more traditional employee fundraising activities. This can range from a whole day out of the office to work on a project or service, to engagement in micro-volunteering and micro activism – opportunities to do some good for those short on time.

In 2014, Missing People launched Child Rescue Alert, a national system run in partnership with the National Crime Agency and technology company Groupcall. You may have seen the recent campaign to publicise Child Rescue Alert, featuring the charity’s patron Stephen Fry as a superhero. The system has the



potential to save a child’s life in the event that a child is missing and believed to be at imminent risk of serious harm or death. It is inspired by the Amber Alert system in the USA which can be credited with being directly responsible for rescuing 800 missing children. Child Rescue Alert relies on mass public participation to disseminate urgent appeals for high risk missing children to those in a defined geographic area. All that is needed is for the public to register to receive the free alerts via email or text message. It’s a moment’s micro-volunteering that could save a child’s life.

Dedication

“We’ve been really blown away by the creativity and dedication demonstrated by businesses of all sizes who have helped bolster the number of people signed up to Child Rescue Alert” says Joss Mooney, corporate partnerships manager at Missing People. “Our most successful partnerships are

with companies who have looked at their existing infrastructure, networks and activity and thought about simple ways to engage stakeholders across the business. Invariably they find that staff, clients, suppliers and customers are keen to register to receive free alerts – it’s a quick and easy way for any company to demonstrate their commitment to the community they operate in.

“We’ve had conversations with companies with thousands of field technicians, huge internal communications systems and significant customer footfall. Sometimes it’s just about sending an email from a leader in the business and saying to your workforce, ‘look, why not spend a minute and do this one thing if it means you might safely reunite a missing child with their loved ones.’”

Royal Mail is one of many companies that has transformed the reach of Child Rescue Alert by recognising that their postmen and



women represent eyes and ears on the ground in every town across the UK. More than 100,000 of the handheld devices used by their postmen and women are registered to receive alerts when they are issued, increasing the reach of the system considerably and inspiring other businesses to think about how they could get involved. Royal Mail was one of the first companies to support Child Rescue Alert on a major scale and is now funding the project for 2016.

For more information on how your company can support the Child Rescue Alert system or participate through skills sharing, employee volunteering, fundraising and pro bono support visit www.missingpeople.org.uk

On May 25, you can join the charity on International Missing Children’s Day for their annual tweetathon, The Big Tweet for Missing Children.

Good days at the office



With visitor registration now open, office* – the award-winning business event for executive office support professionals, taking place at the new venue of ExCeL London on 11-12 May, has announced Libby Moore, former EA/chief of staff to Oprah Winfrey, as its first Keynote speaker for 2016.

Renowned for attracting a host of ‘inspirational’ big names from around the world, past headline keynote speakers have included Dame Karren Brady, Deborah Meaden, Zelda La Grange, former PA to Nelson Mandela, Judith Croasdell, former PA to Professor Stephen Hawking, Freda Kelly, former secretary to The Beatles’ manager Brian Epstein, Margaret Mountford, Michelle Mone and Jacqueline Gold.

Inspirational

This year, it’s Ms. Moore’s turn to draw in the crowds. An executive coach, inspirational speaker, and self-confessed ‘adventurer’, Ms. Moore will share her personal and professional journey – which includes 11 years working with Oprah Winfrey – to illustrate how ‘letting go, and getting into the flow’ has led her to extraordinary life experiences.

From starting out in New York City as a personal assistant to US talk show host Maury Povich, trying her hand at sketch comedy, working as an executive assistant to Jann Wenner (founder and publisher of Rolling Stone magazine), to today, a certified life and career coach – her fascinating career has all the ingredients for a motivating must-see experience.

“I am so excited to be sharing my story at office* this year. I believe that EAs/PAs are the new rock stars of the corporate world, and when there is a terrific match with their Executive, what can be achieved is



Libby Moore,
keynote speaker office* 2016

limitless!” says Libby Moore.

The show, which annually attracts over 4,000 attendees, will also feature eight free office management and virtual assistant specific training sessions, eight free hot topic group discussions, 36 CPD accredited seminars, and 150 sector leading exhibitors.

Rosemary Parr – chief executive of Global PA Association & Training Academy; EA trainer Adam Fidler; Lindsay Taylor, director of Your Excellency; Microsoft certified trainer Shelley Fishel, founder of The IT Training Surgery; motivational trainer Sue France; Heather Baker, founder of Baker Thompson Associates; and Paul Pennant, managing director and lead trainer of Today’s PA, are just a few of the returning seminar speakers already confirmed. Whilst David Cotton (Wize-Up), Nevil Tynemouth (New Results Training) and Hayley Watts (Productivity Ninja – Think Productive) are among the new trainers preparing to make their office* debut.

Opportunity

“If you’ve never been to office* then you’re missing out. It’s the perfect opportunity to network and



meet likeminded EAs and PAs. The seminars are inspirational and motivational – I leave feeling empowered! It’s definitely worth the visit,” says Sarah Pratt, PA to chief executive at Lexia Solutions Group.

“office* is the ‘go to’ place for all PA, EA or administrators’ needs. Visitors have the opportunity to engage in CPD sessions, hear from the main ‘movers and shakers’ in the business and learn from their experiences. Their keynote speeches, lectures and presentations are informative, often amusing, and very thought provoking. Every aspect of our role is covered from IT, email manage-

ment, where-to-source, but also how to improve ourselves, learn soft-skills, develop our confidence, and become more pro-active, super-efficient selves, helping to grow your career,” says Teely Webb, EA to Professor Judith Petts, pro vice-chancellor (R&E) at University of Southampton.

The next edition of office* will take place at ExCeL London, on 11-12 May 2016. For further information, and to register for free visitor entry and attendance at the show’s seminars visit www.officeshow.co.uk and quote priority code DVIS14

BLOOMSBURY SET

Last month The Bloomsbury London (part of the renowned Doyle Collection) hosted the LCCI Showcase – now in its fifth year – to bring together LCCI member companies from the travel, hospitality and corporate retail industries to give opportunities to meet, engage and network with LCCI PA Club members.

Prizes on offer during the day included free flights, hotel stays, teas and dinners at fantastic venues, and trips to Chessington World of Adventures and Royal Windsor racecourse – and all attendees picked up a goody bag.

The next showcase will be in October. Watch this space for venue and date. www.londonchamber.co.uk

Invest in India

Asian Business Association (ABA) chairman Vijay Goel has been appointed to represent the Indian State of Andhra Pradesh for the purposes of promoting investments in the state.

He is pictured here with Sri Chandrababu Naidu, Honourable Chief Minister of the state, following a recent visit.

www.ap.gov.in



New head at ABA

Sabina Baluch has joined the LCCI as the new Asian Business Association manager and comes with wide knowledge and experience especially in the aviation and publishing sectors.

She is passionate about London and all the opportunities it has to offer, and was drawn back after five years of living and working in The Netherlands.

“I am looking forward to working with Vijay Goel and the ABA committee members in raising the profile of Anglo-Asian businesses at an important time for London and the UK as a whole.”

Who's who on the Asian Business Association Committee – Govind Shahi

With over 20 years of media experience Govind Shahi is an established media professional, heading Europe and the Americas for IndiaCast.

Under his leadership, he has brought the company to the leading position in respect of viewership and revenues in the south-Asian free-to-air market. Throughout his career he has been

credited with numerous launches, unique marketing concepts and path-breaking decisions which have influenced the industry as a whole.

www.indiacast.com



Asian Business Association factfile



The Asian Business Association (ABA) is a special interest group within the London Chamber of Commerce and Industry which was created in 1995 by Lord Noon in recognition of the huge contribution Asian businesses make to London's economy. It has since developed to become the premier voice and forum for Asian businesses in London. The ABA specialises in the needs of Asian businesses and helps create the best economic conditions in which businesses can flourish, locally, nationally and globally.

Objectives

- provide a voice for the London Asian business community and represent their views to the media, local and central government
- provide business networking events that enable companies to make new business connections and to enhance their business skills and competitiveness
- facilitate international trade and investment
- attract Asian businesses to London Chamber of Commerce and Industry membership.

ABA services

The ABA's activities include business networking events including dinners, meetings and receptions with inspirational and high-profile speakers. Past guests include James Caan, David Cameron, Gucharan Das, Shekhar Kapur, Nick Clegg, Boris Johnson, Sir Mervyn King, Atul Kochar, Anwar Pervez, Trevor Phillips, Alec Stewart, Lord Sugar, Sir Mark Tully and Danny Alexander. ABA events attract audiences from Asian and non-Asian businesses.

The ABA also provides practical advice and help for Asian businesses through information

and targeted campaigns. It works in close partnership with the Mayor of London's office and has produced reports on the contribution of Asian businesses to London's economy.

As the ABA membership is a part of the London Chamber of Commerce and Industry membership, ABA members get access to all the benefits of the Chamber membership.

For further information contact Sabina Baluch at baluch@londonchamber.co.uk

Follow ABA on Twitter @LCCI_ABA

Who is leading Europe's digital transformation?

As the world changes at full speed, the EU is tackling the challenge of making the fourth industrial revolution a reality. As experts point out the revolution is already here although Europe is lagging behind in progressing towards 'Industry 4.0'. More than money, what Europe needs in order to complete this transition, is to make its entrepreneurial culture less sluggish.

According to the latest EC report, the digital transformation is driven by the Nordic countries, which are leading the rest of Europe in encouraging digital startups and supporting companies to go digital. The Commission has listed five dimensions in the European Innovation Scoreboards 2015 which rank the level of digital entrepreneurship acquired by each member state and include the competitiveness in making ICT related



products, infrastructure's digitalization, access the finance for companies, employees' digital skills as well as the chance of previously acquiring them through education, and the overall entrepreneurial mindset of the member states. According to the Scoreboards, Sweden is the top performer, followed by Denmark, Finland, and Germany, in innovation and digital entrepreneurship. Stockholm in fact is becoming one of the biggest players on

the global tech market, being the birthplace of ventures such as Spotify, Candy Crush and Minecraft following the Silicon Valley in presence of tech companies.

In 2011 the Swedish government set the goal of becoming the best in exploiting digitalisation and spreading digital skills since primary school as means of learning and communicating.

In May the European Commission will publish a New Skills Agenda for Europe on the track of the Scoreboard results, as well as proposals for a new European framework for ICT professionalism in 2017, in order to support member states' efforts to raise the level of digital and technology in business.



EU trade mark reform

A trade mark can be one of the most important assets a company owns. They can help businesses develop their brands, products and services and make them stronger. They also can make companies able to run long term marketing strategies and influence consumers' every day purchase decisions. Strong trade marks can create identity and trust and help a company distinguish from its competitors. A European Community trade mark has been existing for more than 15 years, and there have not been any major modifies since then

until recently a new reform of the EU trade mark system has finally been approved and come into effect. The new rules aim not only at improving conditions for companies to innovate and to benefit from more significant protection against trade mark counterfeits, but also at making trade mark registration systems throughout the EU more convergent and efficient for companies in terms of lower costs and less complexity, faster speed, increased predictability and legal certainty through simple procedures, lower expenses and more



legal protection. A cheaper and quicker trade mark registration will now be possible thanks to a greater cooperation between the EU and the national registry offices, which from now on will follow harmonised procedures across the member states.

EVENTS



1-2 June 2016
Inward Trade Mission in the Agrofood Sector to La Rioja (Spain)

The fourth Inward Trade Mission in the Agrofood Sector to La Rioja will join Spanish enterprises in the Wine and Food sector from La Rioja and importers and distributors from USA, Japan, Norway and EU (United Kingdom, Germany, Italy, Czech Republic, Denmark, Austria, Holland and Sweden). The event consists of bilateral business meetings previously established in individual agendas, between companies and importers (based proprietary on the selection of importers) and visits to Rioja companies' premises also previously established in individual agendas (according to the selection made by each importer)

Location: Logroño, Spain



21 June 2016, 9.30am - 17.00
Doing business in Japan

Understanding opportunities and culture to succeed in the land of the rising sun. Learn about Japanese culture, the decision-making process of Japanese companies, Japanese customer service and how to deal with complaints. Find out about initial contact with Japanese business partners and the exchange of information with Japanese companies. At last access to a network with like-minded companies and develop future contacts

Location: The Hilton Waldorf Hotel, Aldwych, London WC2B 4DD



28 October-4 November 2016.
The 11th EU-China Business and Technology Cooperation Fair China Tour 2016

Create new business partnership with Chinese companies through the EU-China Business and Technology Cooperation Fair. Become an exhibitor in the European Pavilion to enhance the brand and company image recognition in West China during Western China International Fair which in 2014 had over 600,000 visitors.

Sectors: Technology, trade and investment.
Location: Chengdu



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



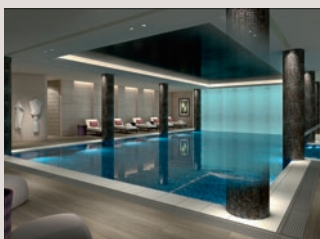
Members' noticeboard



■ Brightsun Travel

Brightsun Travel has been identified for the second year running as one of London Stock Exchange's 1000 Companies to Inspire Britain. The report is a celebration of the UK's fastest-growing and most dynamic small and medium sized businesses. The company are also celebrating their 30 year anniversary in the industry this year.

Premier is the business travel arm of the business providing a 24/7 concierge travel service. To get in touch call 0208 8199852.



■ London Marriott Hotel Park Lane

The Club at Park Lane is the new jewel of rejuvenation in the heart of Mayfair.

The Club provides 24 hour gym facilities, complete with industry renowned personal trainers, steam room, and a 12.5 metre heated pool. The Club is also introducing a selection of bespoke massages in the new Treatment Room.

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webvid is a creative agency specialising in video production and animation, we work with brands, PR agencies, events, multinational companies and individuals to create fantastic video for broadcast, websites, social campaigns and YouTube channels. This past month we've been working closely with American Express to produce an impactful video opener for their latest Global Business Travel conference in Chicago. The project needed to be dynamic, deliver key messages, be on budget and delivered on time. American Express were "really happy with the outcome" of the project.



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The Market Advantage LLP partners are pleased to be working with the Commonwealth

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ADVERTORIAL

New Luxury Hotel, **Gran Meliá Palacio De Los Duques**, will open in June in the historical heart of Madrid

Meliá Hotels International is set to launch its new luxury hotel in the historical heart of Madrid in June this year. Gran Meliá Palacio de los Duques will become one of the city's leading five star hotels and is already member of the exclusive "Leading Hotels of the World" club.

Located in the centre of Madrid de los Austrias, Gran Meliá Palacio de los Duques is minutes from the Teatro Royal (Royal Theatre), Puerta del Sol, Almudena Cathedral and the Royal Palace. The property was previously a palace and home to the Dukes of Granada de Ega and Villahermosa, art collectors, as well as members of the Madrid intelligentsia in the mid-nineteenth century.

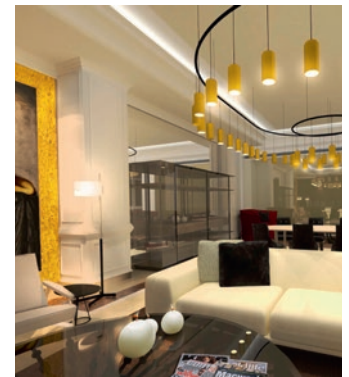
With original features, such as the spectacular central staircase

and a small private lounge, Gran Meliá Palacio de los Duques will offer 180 rooms and suites. The hotel has 9 meeting rooms with natural light for events, measuring more than 800 m2 and with space for up to 705 people. Guests can enjoy the exclusive RedLevel Service, offered by Gran Meliá Hotels & Resorts, designed to provide a boutique experience within the hotel. Neutral and relaxing colours have been used throughout the hotel including oak floors, Italian furniture designed by Molteni creating luxurious and functional spaces. The design scheme complements the history and architectural splendour of the building whilst offering modern surroundings. Many of the rooms and suites overlook Madrid's rooftops, the Teatro Real and the Palacio de Oriente.



The hotel will also feature an Asian-style wellness area, the Thai Room and beautifully manicured gardens. It will boast a gourmet restaurant, a wine cellar with a selection of Spanish products and a signature cocktail-bar.

Gran Meliá Palacio de los Duques is dedicated to renowned Spanish artist Velazquez, who had lifelong bonds with Madrid as Philip III and Philip IV's court painter. One of his pieces was



donated to the Prado Museum by the Dukes and the hotel is already a prominent feature on the Madrid-Velázquez walking tour. The five star property will feature reproductions of some of Velazquez's most famous paintings. His exquisite artwork will be showcased throughout the guestrooms and public areas.

i For more information, please visit: www.melia.com

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i For more information or to book your free places please visit our website www.o-a-sys.co.uk or you can call us on 01233 812050.



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Towards a European common VAT

The European Commission is working on its action plan to reboot the actual European Value Added Tax (VAT) system aiming to make it less vulnerable against fraud, to simplify it and to make it more friendly for businesses.

Firstly, the different VAT across Europe create an obstacle through all the administration that Small and Medium sized enterprises, trading across the EU need to comply with. Moreover, the VAT system needs to be updated to adapt itself to the more digital and internet focused environment we are facing nowadays. An environment comprising the increasing mobility of the digital economy and the single market that pushes further international trade. To improve this, the VAT action plan will modernize its structure and is

going towards a unique VAT system across the European Union. Moreover, it's on the work plan to simplify the VAT system for e-commerce, a market that is developing itself rapidly. For instance, the 2016 proposal will include the establishment of same VAT rate for e-commerce publications as the physicals' ones.

VAT represent a good source of income for the EU, raising almost one trillion euros in 2014. However, different VAT rates across countries and the VAT refund can lead to some cross-border fraud. Indeed, a gap of 170 billion euros has been missing in 2013 between the VAT that was expected by the members' states and the actual amount they have collected. This prevents the European Union to invest this money in different areas,

as Pierre Moscovici the Commissioner of Economic and Financial affairs said: "This is a huge waste of money that could be invested on growth and jobs. It's time to have this money back." The new VAT system that aims to be implemented in 2017 will establish new rules in which the collection of VAT will change progressively to a more fraud-proof system, alongside with a wide web portal that will allow member states to gather the revenue more easily.



Easier access to finance for European SMEs

During the recent Innovative Enterprise Conference in The Hague, the SME Initiative Securitisation Instrument (SISI) was launched. This project will make credit to SMEs more accessible by more favorable pricing terms. The initiative, which is part of the European Union SME initiative, will be jointly delivered by the European Commission, the European Investment Fund (EIF) and the European Investment Bank (EIB) has the aim to stimulate new SME financing, by increasing financial institutions' liquidity and new capitals for credit through securitization (which is a process whereby the credit risk of a pool of assets, for example of small and medium sized businesses, is tranced and



transferred to investors through the purchase of asset-backed securities or guarantees). SISI combines funds from different member states' institutions and EU projects, such as the European Structural and Investment Funds (ESIF), the EU Framework Programme for Research and Innovation (Horizon 2020) the EU Programme for the Competitiveness of Enterprises and SMEs (COSME), as well as EIB and EIF. In particular, the latter have the purpose of collectively promoting this

instrument to make the ultimate benefit of capital support to SMEs more effective and valuable. This will be achieved by simplifying the partial transfer of the credit risk of secured loans by providing guarantees or through the purchase of asset-backed notes with the aim of releasing regulatory and economic capital for the originating financial institutions that will be used then to create new financing in different forms (such as loans, leasing and guarantees) to SMEs at more convenient pricing conditions. SISI completes the European Union's existing SME Initiative launched in interested member states and that so far has been implemented in Spain and Malta and recently Bulgaria.



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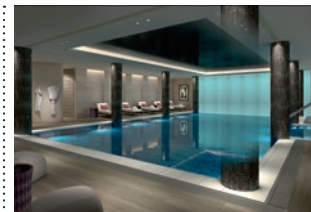
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