

# London

Issue 123 | March 2016

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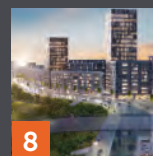
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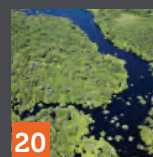
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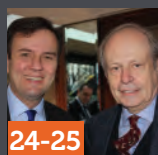
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**LONDON CHAMBER**  
COMMERCE AND INDUSTRY

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# Mayoral race – housing is the hot topic



by Rob Griggs

The race to become the next Mayor of London is hotting up. Given the capital's chronic undersupply of housing, it is no surprise that mayoral candidates' plans to fix the housing crisis are under particular scrutiny.

LCCI has long been at the forefront of the housing debate. Almost half of London's businesses rate the lack of homes as one the top three barriers to London's competitiveness. In early 2014 LCCI's landmark report, *Getting our house in order*, called for the creation of a register of all brownfield land in London to help unlock vital development by identifying suitable sites. Whilst pleased to see this idea come to fruition in July 2015 under the auspices of the London Land Commission, much more needs to be done if we are to build the 50,000 new homes per year needed in London, many of which must be affordable.

## Debate

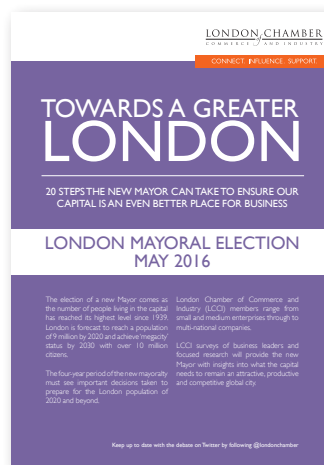
So what are the candidates saying? Several ideas were aired at the Chamber-led *London Tomorrow* mayoral debate in January.

- Caroline Pidgeon, the Liberal Democrat candidate, said she would retain the Olympic Precept at £20 a year and convert it into a housing fund to help build 50,000 new council homes and 150,000



homes for private rent and sale by 2020

- Siân Berry, for the Greens, proposed closing and redeveloping London City Airport as a housing and business quarter
- Conservative Zac Goldsmith has pledged that under his mayoralty Londoners would have the first chance to purchase new homes built on public land, and that a significant proportion of all new homes are only for rent and not for sale
- Labour candidate Sadiq Khan would establish 'Homes for Londoners', a new team at City Hall dedicated to tackling London's housing shortage. He would set a 50 per cent affordable housing target for all new public land developments and create a London Living Rent linking rents to a third of average incomes
- Peter Whittle, UKIP's candidate for London, believed that the others were missing the point and that whilst building homes was important, there must also be a focus on bringing down levels of inward migration, tackling the demand side.



## Development

This is just a snapshot of the various ideas being debated, critiqued and championed. On the Chamber's part, LCCI published *Towards a Greater London* in January, the agenda for the next Mayor of London. LCCI believes that key to fixing the housing crisis is liberating more land for development, and empowering more builders – particularly small builders – to build. To that end the Chambers want the new Mayor of London to:

- create a Small Developers Panel

- cut planning red-tape
  - focus on the smaller sites identified by the London Land Commission
- LCCI also believes the Mayor should review the status of poor quality land within the greenbelt, and work with local authorities to reclassify derelict commercial space for mixed residential use.

But it isn't only about getting homes built. London's dynamic and growing population means that it is vital that we are building sufficient homes to rent, as well as to buy, and we want the new Mayor to work with local authorities to make this happen. With house prices and rents continuing to rise, there is also a danger that essential emergency service workers are priced out. That is why LCCI also wants the new Mayor to become 'owner-landlord' of housing stock for essential 'blue light' workers such as police, firefighters and paramedics to safeguard the city's resilience.

Housing is perhaps the defining issue of this election. With London's population set to reach nine million by 2020, the new Mayor will need to get a move on.

Rob Griggs is head of policy at LCCI





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# Towards a Greater London - LCCI in the news



by Natalie Davison

The countdown has begun in the London Mayoral election race and LCCI has been on the front-foot setting out its Mayoral agenda for business.

As the capital's most representative business organisation the Chamber marked the start of its Mayoral campaign 100 days ahead of the election by publishing a 20-step agenda: *Towards a Greater London*.

The agenda, to secure London's future as a great place to live, setup and run a business identifies five priorities the new Mayor must address:

- Fix London's housing crisis
- Close the skills gap
- Boost the capital's digital capability
- Keep transport moving
- Secure more power to grow.



LCCI secured editorial comment in CityAM on the Mayoral manifesto for supporting small businesses to compete on a level playing field through its London visa scheme proposal. The Chamber also achieved coverage on LBC radio and London Live on fixing the housing crisis and essential investment in transport infrastructure. It was the lead item on the BBC London lunchtime news and featured on



Reporter Susana Mendonça appeared on the BBC London news brandishing the headline of the LCCI press release

the FT and ITV London around candidate polling conducted by ComRes. The debate was attended by 12 media outlets including BBC London, ITV London, Evening Standard, Guardian, CityAM, DeHavilland, Press Association and AFP, and received widespread support on social media.

Digital collateral developed by LCCI was widely cross-promoted by partners and received widespread Twitter reach. All five Mayoral candidates engaged on Twitter during the debate.

Key political figures also took part in the conversation – MPs Jane Ellison, Sajid Javid, Stephen Hammond, Brandon Lewis and James Cleverly all used the #LondonTomorrow which trended on Twitter during the event.

The tweets were featured in a Storyfy by LSE (with over 450 tweets linked to conversation about the debate) and a video and podcast of the debate available online.

As the election looms the Chamber has continued to promote its business agenda through publishing thought-pieces from key business leaders and using the manifesto document to hashtag into key Mayoral debates, including #DebateTech and #LandAidDebate.

Natalie Davison is a media advisor to the London Chamber of Commerce and Industry  
**Follow #TowardsAGreaterLdn on Twitter @LondonChamber**



the BBC London 6.30pm news, with both items featuring reporter Susana Mendonça brandishing LCCI's '100 days to go' press release headline on a placard outside City Hall.

## Platform

Days later the LCCI hosted, in partnership with EY and London City Airport, its fourth *London Tomorrow* thought-leadership platform – a mayoral debate at the London School of Economics (LSE) with five of the main party candidates.

Ahead of the debate, LCCI chief executive Colin Stanbridge penned an opinion piece for CityAM about the challenges the next Mayor will face as London heads towards megacity status, with nine million residents by 2020 and 10 million by 2030.

There was also coverage in CityAM,



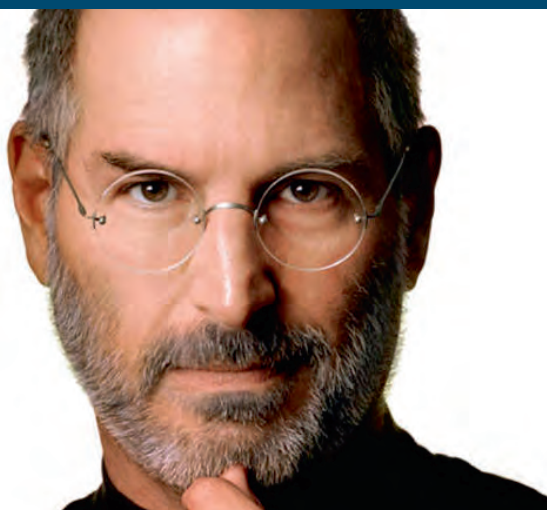
"The single biggest issue the Mayor needs to tackle at the moment is housing."

Prof Tony Travers, Director, LSE London



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# Welcome to the Elizabeth line

The strong connection between the Royal family and London's transport connection was cemented last month when it was announced that Crossrail would be named the Elizabeth line when the new service opens to passengers through central London in December 2018.



Visiting the Crossrail section of Bond Street station HM The Queen was presented with a commemorative Elizabeth roundel, and met a wide range of people involved in the construction of Crossrail, Europe's largest infrastructure project.

Her Majesty became the first reigning monarch to travel on the London Underground in 1969, when she opened the Victoria line service.

In 1977, the Jubilee line was officially opened by HRH The Prince of Wales and was named to mark 25 years since Her Majesty's accession to the throne. In the same year, Her Majesty opened Heathrow Central station (Terminals 1 2 3) on the Piccadilly line.

In the aftermath of the 7 July terrorist attack on the London Underground, the Queen unveiled a

***"Her Majesty became the first reigning monarch to travel on the London Underground in 1969, when she opened the Victoria line service."***

plaque at Aldgate station in 2010 remembering the lives of the 52 victims who had died.

In 2013, the celebrations of London Underground's 150th anniversary saw The Prince of Wales and Her Royal Highness The Duchess of Cornwall take a trip on the Underground, and HM The Queen, His Royal Highness The Duke of Edinburgh and Her Royal High-



ness The Duchess of Cambridge visit Baker Street station.

Stretching from Reading and Heathrow in the west across to Shenfield and Abbey Wood in the east, the Elizabeth line will change the way people travel around London and the South East and add much needed new capacity to London's transport infrastructure. A fleet of brand new 200 metre long trains will run on the Elizabeth line, featuring nine walk-through carriages, air conditioning, CCTV and real-time travel information.

London Transport Commissioner Mike Brown said: "This new railway is absolutely vital to meeting the needs of the Capital's rapidly growing population. The Elizabeth line will transform the way people get across our city and will enable London to continue to succeed, contributing to the economic health of the entire country. In running this important new railway we will ensure that it serves as a fitting tribute to Her Majesty the Queen."

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

## Insurance – protecting the community

Last month LCCI board member Nish Kotecha was a keynote speaker at a major conference – *Microinsurance: creation, application and investment* – organised by the Financial Inclusion Forum. Insurance coverage is dramatically expanding with millions of more low-income households accessing better services and innovative products.

Kotecha, a social entrepreneur and impact investor, is the creator of Geosansar which was established in India to provide financial education and develop financial literacy amongst those at the bottom of the pyramid. The company has grown to over 900 outlets across India and served over four million customers.

The event was held at the European Bank for Reconstruction and Development in London and in-



cluded contributions from Martyn Parker, chairman of Global Partnerships at SwissRe, Stewart McCulloch, global insurance director at VisionFund, and Sam Duncan, head of impact at Leapfrog.

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# Northern Powerhouse



by Aoife Maher  
and  
Nathan Horan

In 2014, the RSA City Growth Commission issued a report claiming that devolution for city regions could boost output of the wider UK economy by £79 billion per year – five per cent higher than the current level. Chancellor of the Exchequer George Osborne (right) subsequently announced the Northern Powerhouse, an ambition to create a ‘mega city’ in the north of England in part through improved infrastructure investment. In this scenario London would remain at the forefront of the UK’s economic recovery, with all benefitting from the proposed HS2 scheme which would extend London’s commuter belt by connecting the capital and the north in just over an hour.

Improved growth on a nation-



al level also plays to the advantage of the south east as well as to the overall economy of the UK. Internal consumption improves national sales, and with over a third of British businesses already being based in London – all roads lead straight back home.

## Profitability

The UK economy is now restructuring post-recession, therefore increasing profitability and cost-efficiency is more important than ever. As a key component of the Northern Powerhouse, the city of Liverpool provides opportunity for London’s

businesses to take advantage of its standing as a low-risk location for expansion. Liverpool boasts low operating costs with net effective rent being the lowest of the UK’s ‘big 9’ cities. The city offers central, high-grade office space for as little as £20.50 per square foot. Moreover Liverpool’s wages are 10 per cent lower than the national average and provide access to a pool of approximately 210,000 graduates from the North West.

London is central to the UK’s business market; it is evident now more than ever that partnership throughout the regions is essential to keeping the economy at the forefront of business innovation. With an already existing connection between London and Liverpool, businesses are able to access each market with regular train services in just two hours.

The last decade has shown Liverpool growing in key sectors, generating more opportunities

# Export opportunities to drive



by Trystan Shaw

The International Festival for Business 2016 (IFB2016) aims to be the world’s leading business event this year, offering export opportunities for UK companies, and attracting more than 30,000 delegates – 12,000 from overseas.

The festival takes place in Liverpool over three themed weeks

from 13 June to 1 July: week 1 – manufacturing, week 2 – energy and environment, week 3 – creative and digital. During each week the Exporting is GREAT Campaign’s ‘Export Hub’ – a truck that doubles as a multi-purpose mobile event space – will offer real-time export opportunities that UK businesses can apply for immediately. Experts from government department UK Trade & Investment (UKTI) will offer advice on all stages of the export

## A free business support service for SMEs based in South London boroughs

Supporting businesses across all industry sectors, South London Procurement Network works to ensure local businesses are part of the long term economic growth of the region by providing a service that gives access to compete within local supply chains.

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# – good for London

to increase efficiency for leading UK and international businesses that partner with the region. Liverpool's life-sciences sector is already worth £1.7 billion in products and services per year. Its creative and digital industry is booming – it's the second-fastest-growing digital centre in the UK. The city also ranks first in the north of England for business innovation. Once completed in early 2016, the port of Liverpool will be one of Europe's biggest super-container ports capable of handling 95 per cent of the world's cargo ships.

In the era of a globalised market the UK needs a cohesive approach to growth. Therefore the Northern agenda and a unified UK economy is the key to compete with countries with stronger regional economies. Cities like London and Liverpool can re-ignite existing partnerships to drive growth on a national and international level, boost thriving sectors and providing young talent with



access to affordable housing markets and strong links to the capital.

UK businesses in London and further afield will be able to take advantage of opportunities in the north at the International Festival for Business 2016 (IFB2016) – see article below.

Aoife Maher is business development manager and Nathan Horan a graduate intern at Liverpool in London, a 'business embassy' which acts as a gateway between the North West and South East markets. [www.invest-liverpool.com](http://www.invest-liverpool.com)

## business at IFB2016

process. The festival will also offer a range of other free business services including legal, financial and marketing advice, and one-to-one appointments with suppliers, buyers and investors.

In addition, IFB2016 will feature expert-led sector-specific seminars; world-renowned events such as TEDx, Accelerate 2016 and the Horasis Global Meeting; large-scale networking receptions and inspiring talks from leaders in the fields of business, innovation and technology.

### Showcase

Delivered by Liverpool Vision in partnership with UKTI and the GREAT Campaign, the festival will feature the GREAT British Showcase – an exhibition of the latest UK innovations and products – as well as the Investment Showcase for potential foreign investors.

IFB2016 will demonstrate why the UK is the go-to place to do business and will build on the success of IFB2014, which attracted companies from 92 countries and facilitated export and investment deals worth over £280 million.

The festival will take place at Exhibition Centre Liverpool on the city's picturesque waterfront. There will be a rich and varied cultural programme for delegates to enjoy while in Liverpool – a former European Capital of Culture.

Attending the festival is free, but to guarantee entry delegates must register for the online Business Club – a bespoke business-matching service (also free). The club will provide exclusive benefits during the run-up to the festival, including a range of free business-support services.

The festival's main sponsorship

partners are HSBC and BT, the latter being announced by Chancellor of the Exchequer George Osborne at a special IFB2016 event at No. 11 Downing Street.

Trystan Shaw is international marketing manager for the International Festival for Business 2016 [www.ifb2016.com](http://www.ifb2016.com)



### Travel to trade

Funding is available for UK companies outside the Liverpool city region to travel to IFB2016 as part of an organised delegation. Travel to Trade offers up to £150 per company (to a maximum of £1,500) for delegations comprising a minimum of five companies each. Companies must be SMEs who want to either export for the first time or expand to a new market, and must attend at least one event and have at least one pre-booked appointment made via IFB2016's Business Club. Companies attending with a delegation will also benefit from being accompanied by an experienced UKTI international trade adviser.

[traveltotrade@ifb2016.com](mailto:traveltotrade@ifb2016.com).

#### SPONSORED COLUMN

### Tax, Employment and Legal Update for 2016

With the budget due on the 16th March and the Tax year end on 5th March, I thought it would be a good opportunity to remind everyone of what the Chancellor has already announced for 2016.

#### National Minimum Wage

From the 1st April 2016 the new minimum wage will be introduced called the National Minimum Wage. It will be £7.20 for all employees over 25 years of age

#### Employees on zero hours contracts

This year sees increased protection for zero hours employees from employers trying to exercise exclusivity clauses.

#### Gender pay reporting

From 26 March 2016 new regulations will be introduced making it compulsory for organisations with 250 or more employees to publish information about the difference in pay between men and women.

#### Immigration Bill

The immigration bill makes various changes to the law such as the employment of foreign workers, and new responsibilities on landlords with a new regime of fines.

#### Dividend tax changes

From 6th April 2016 the notional 10% tax credit on dividends to shareholders will be abolished. A new £5000 tax-free dividend allowance is being introduced, with dividends above this taxed at 7.5% basic rate, 32.5% higher rate, and 38.1% additional rate. If you currently use a mixture of salary and dividends to pay yourself through your company then it may be worth speaking to your accountant about the impact of these changes.

#### Tax changes

Finally the usual changes to personal allowances and thresholds come into existence on 6th April.

If you are affected by any of these changes, it may be worth speaking to your accountant or solicitor to discuss their impact on you.

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# West London hits the big time



by Victoria Hills

Old Oak and Park Royal, a largely industrial and not widely-known part of West London, is about to hit the big time, and with it comes the most significant opportunity for business growth since the 2012 Olympic and Paralympic Games.

One of the many great bits of news for business is that you don't need to lobby government for investment in a national infrastructure project. They have already decided to invest around £1 billion into delivering a new station at Old Oak, and when the HS2 Bill receives Royal Assent in December 2016 we'll have the most almighty reason to get excited about the growth opportunities for London and the UK. Old Oak and Park Royal is where London will welcome HS2, the first place HS2 will stop in London, and the only place where HS2 and our other great national infrastructure rail success, Crossrail, will connect.

East London had the Olympics. We've got the largest new station 'super-hub' to be built in the UK for over a century. Covering an area of 650 hectares and a core development site of 140 hectares, there is room for 25,500 new homes and 65,000 new jobs. We have ten years to plan and prepare in advance of the station opening in 2026, but that time will go quickly and there is much to prepare.

That is why the Mayor dusted off his very special powers to establish Mayoral Development Corporations (MDCs) and launched his second one, the Old Oak and Park Royal Development Corporation (OPDC) on 1 April 2015. Under the leadership of Sir Edward Lister and myself we have worked quickly and efficiently to establish a fully functioning entity, the Mayor's fifth functional body, to ensure London stands ready to capitalise and capture the huge growth potential from the significant government investment in HS2. But growth will not come without much preparation, planning and a clear delivery strategy.



## Priorities

Over the course of the last year one of my priorities, in addition to establishing everything that one might expect goes with setting up a new development corporation that had no predecessor, has been to establish a clear planning framework. As the statutory planning authority with full plan-making powers it has not only been essential to move quickly to set out a clear masterplan, but also to guide the pre-application discussions with developers we're already having. We need it to be in the best possible position to negotiate and secure proportionate contributions to the significant infrastructure

requirements and deliver affordable housing.

With the Opportunity Area Planning Framework adopted seven months and four days post establishment and our Local Plan out to consultation we couldn't be off to a better start, providing certainty to developers and investors alike. De-risking the land and being clear about what the Corporation's role should be in delivering the jobs, homes and infrastructure has also been a significant focus, and with over 70 per cent of the land in the core development site being in government ownership you can understand why OPDC has been moving quickly to progress our abil-

ity to have control over its destiny.

Our funding and financing strategy, whilst still in development, is key to unlocking the potential of this vast site. By utilising the extensive experience across the GLA group, we're confident that we'll be able to maximise the opportunity for fiscal devolution by demonstrating the Mayor is best placed to coordinate delivery of significant regeneration sites such as Old Oak and Park Royal. In summary the main three priorities to date have been to establish a sound planning framework, to de-risk the land, and to develop bullet-proof funding and financing strategy.

## Expertise

But it doesn't stop there. At the heart of any major regeneration scheme must be the community, businesses and residents, and with expertise shared from our sister MDC, the London Legacy Development Corporation, and working closely with our three boroughs, we've hit the ground running with engagement officers, a Park Royal business manager, and we also put a local resident and business representative on our board to reinforce our commitment to working with them. We have set out strategies for socio-economic regeneration, communications and engagement and are working hard to influence key decisions that will impact on the future success of the area, such as the design of the HS2 station.

## Progress

We are less than a year into a 30+ year project. Excellent progress has been made but there is much work to do over the next three years and beyond. I'd like to move quickly to prepare our own commercial masterplan and, following the example of the Olympic Delivery Authority, move to an outline planning consent by around 2019. This will enable the OPDC to 'chunk up' the enormous site into investable propositions, to secure the early delivery of housing, and to ensure that the Old Oak and Park Royal development area will be one that not only London, but that the UK can be proud of.

Victoria Hills is chief executive of Old Oak and Park Royal Development Corporation  
[www.opdc.london.gov.uk](http://www.opdc.london.gov.uk)



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## Chelsea Harbour Hotel

by Jo Wallis

## Staying in Town



Tucked away in the residential setting of the secluded Chelsea Harbour, a short walk from Imperial Wharf overland train station and Fulham Broadway underground station (District Line), the all-suite 5\* star Chelsea Harbour Hotel is perfectly located for business professionals looking for some peace, away from the fast pace of the city. The hustle and bustle certainly seems a million miles away when you step through the doors of this exclusive hideaway.

The harbour was built in the early 1980s on the site of an ex-British Rail coal yard and Victorian-era railway coaling dock on the Thames and for decades was the UK's biggest single construction project. Today, the Monaco-inspired marina is used by luxury yachts and powerboats and is rapidly becoming one of the capital's most famous maritime sites and home to a select group of the rich and famous. With its secluded location, 24 hour security and even a secret entrance for those needing anonymity – you can even arrive by river bus – the hotel is the ideal location for those seeking a secure, private environment for a business meeting, a retreat – or both.

### Comfortable

Happy to risk any awaiting paparazzi, I chose to use the main entrance and was greeted by general manager, Stephanie Segoura (below) who briefed me



on the hotel's plans to spread the word among the capital's business professionals that you don't need to venture as far as the French Riviera to get away from it all. "We want guests to



feel secure and comfortable in this exclusive, unique hotel. Nothing is too much trouble."

The hotel has 11 meeting rooms ideal for hosting events from product launches, trade shows, charity dinners and weddings, to directors' meetings, corporate training days and annual conferences. The spaces have stunning views overlooking the marina and can accommodate between 10 and 700 guests.

Stephanie and her staff would happily arrange something special to break up a long day in the boardroom – a barbecue or cocktails overlooking the harbour. Or a private boat tour for delegates, post conference.

### Spectacular

The hotel is made up of 158 suites and I was fortunate enough to stay in the very comfortable and stylish Chelsea King Suite. The hallway leads into an elegant, airy lounge area with sofa, armchair, a work desk and – the pièce de résistance – a balcony which stretches across the large French doors and alongside the bedroom with a spectacular view of the marina beneath.

Modern comforts include a large flat screen television, complimentary high-speed internet access, espresso machine and mini bar while the bedroom is a spacious, elegantly-styled room in maritime yellows and blues with a king-size double bed.

The large, luxurious marble and granite bathroom, with a

separate shower and bath and 'his and her' sinks completes the suite which is accompanied by lavender and peppermint scented C.O. Bigelow toiletries along with bathrobes and slippers.

### The Chelsea Riverside Brasserie



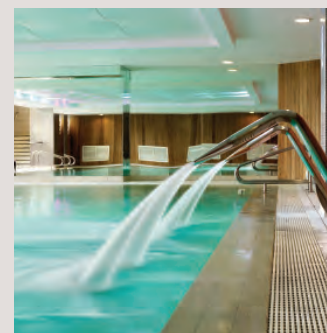
Before dining, I sat on the balcony taking in the harbour view and enjoying the complimentary, fresh fruit. I was able to maintain my viewing at the Chelsea Riverside Brasserie on the ground floor of the hotel in an open-plan, glass-fronted setting with terrace seating. Styled in a contemporary fashion with vibrant art work and elegant touches, it has the atmosphere of a relaxed, sophisticated, Mediterranean restaurant.

I ordered the frittura di calamari – lightly fried Cornish squid and prawns with a delicious tartar dip as a starter and the tender grilled Suffolk lamb cutlets, baby vegetables and red port jus for main. For dessert I had the flourless chocolate fondant with pistachio ice cream, mouth-watering and a great combination. I recommend them all.



After a walk along the harbour side, I finished the evening with a night cap in the chic, candlelit Harbour Bar overlooking the glittering marina – a perfect end to a very pleasant evening.

Next morning, I returned to the light-filled brasserie for breakfast where everything from smoked salmon to the traditional English breakfast, with a variety of delicious breads, cheeses, meats, cereals and fresh fruit was on offer. After a suitable pause, I paid a visit to the Blue Harbour Health Club and Spa where I enjoyed a dip in the relaxing 17 metre, heated pool. The spa also comprises 'his and her' steam rooms and saunas as well as a selection of skin care, body and massage treatments. And for those more active, there is a fully equipped gymnasium.



### Refreshed

With its unique offering and superb location, the Chelsea Harbour Hotel is one of London's finest hidden gems. If you can afford the time to extend your stay, a post retreat will leave you feeling revived and refreshed and ready to re-join the fast pace of the city. However, dragging yourself away from the marina view will be a struggle, I assure you.

## EU Referendum



In the lead up to Referendum Day, LCCI will not be campaigning either to remain in the EU or to leave it. The Chamber will be seeking information and facts on a range of matters from both campaigns to assist our members and London business to make an informed choice on 23 June. *London Business Matters* will provide a platform for commentators and campaigners from both sides of the argument to assist this process.



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# Gamechanger



Sue Killen, chief executive, St John Ambulance

by Tony Maguire

## The mandarin who swapped Whitehall power-broking for life-saving nursery rhymes

She played a major role in shaping the future of Britain's nuclear industry, and helped kickstart the transformation in safety levels across the nation's rail network.

And she was in the thick of it at key political moments including major trade policy changes and early groundwork for switching sterling to the euro.

But none of these high-profile roles in a stellar Whitehall career compare with Sue Killen's hands-on role in changing people's lives – and leading an organisation that's transforming the way life-saving first aid is delivered nationwide.

As chief executive, Sue has changed the once sleepy St John Ambulance into one of the most highly-regarded charities in the 'third sector'. Turnover has leapt from £80 million to over £100 million and the annual deficit has now been turned into a regular operational surplus.

Spells at Treasury, the Department for Transport and earlier work in energy and trade – she once found herself in Beijing's Great Hall of the People taking notes on discussions with the Deputy Chinese Premier on the future of Hong Kong – were all just preparation for her real vocation: bringing tangible change to people's lives.

As Director of Drug Strategy at the Home Office, Sue worked closely with dynamic and able ministers including David Blunkett and Mo Mowlam, both of whom shared her passion to make a difference. One minister even gave her an early insight into the power of celebrity engagement: 'We were launching our project on young people's drug services with a charity game at Wembley and I quickly saw that Mo Mowlam's address book had far more A-list names in it than any showbiz agent!'

Some of that approach can still be found in the game-changing mar-

***"The challenge we face is getting across the message that first aid is not just a 'nice to have.' It can literally be a matter of life and death."***

keting campaigns St John's is delivering in a sector where fundraising strategies have tended to be, at best, unimaginative.

Lack of imagination isn't an accusation that could be laid at St John now – where an innovative nursery rhyme-based TV ad campaign is winning plaudits and, more importantly, saving lives.

"We have 40 seconds of air time to teach a lifesaving skill. Last year's 'chokeables campaign' is credited with saving the lives of nearly 50 babies. This year we are using nursery rhyme characters to teach parents what to do if their baby is unconscious and not breathing – the scenario they fear most!"

Sue's Whitehall background, particularly the stint at HM Treasury, gave her a forensic grasp of the finer points of business balance sheets, and she is determined to continue to set the pace in perceptions of the charity sector, bringing sound business disciplines.

"The challenge we face is getting across the message that first aid is not just a 'nice to have.' It can literally be a matter of life and death. This is why we teach and train people in first aid. It is why our volunteers support so many iconic London events from the marathon to New Year fireworks, and why we campaign tirelessly that every school child should learn first aid: they are

the foundation for future generations of life-savers nationwide."

**What was that euphoric moment you knew you could do what you really wanted to do?**

Realising that the support was there for modernising St John in a way that held on to what was good from the past but could build a vibrant future. The fact that our operational volunteers were willing to roll up their sleeves and help us design the new structure made all the difference.

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

One of the toughest times was when I was in Treasury dealing with practical preparations for the Euro. I am not breaking any national secrets in saying there were some 'tensions' on the issue between Blair and Brown. I had to publish a practical guide known as the changeover plan – it shouldn't have been that interesting but it suddenly became a lightning rod and I spent a couple of weeks feeling like a political football.

**What makes a difference in what you do?**

Seeing tangible outcomes. I am lucky in that most of my roles involved driving visible change. At St John what we deliver is compelling. A couple of days ago I sent certificates to a trainer and two volunteers who saved the life of someone who collapsed in the street. You can't have a better outcome.

**Public sector; third sector; private sector: meaningless labels or valuable indicators?**

The level of commitment in the charity sector is outstanding – but all good organisations are similar: clearly focused on what they are there for, driven by strategy and constantly thinking ahead.



**Real or virtual: Is it ever good to go off grid? Has digital transformed your world?**

The digital world has opened up the scope for teaching and informing people on a much wider scale.

**The rear-view mirror and that T-junction in your life: what was the deciding factor?**

I loved working at the heart of government, but the buzz you get from leading an organisation, and particularly one like St John, is priceless. It's a real privilege.

**Some 'Gamechangers' pursue excellence in multiple roles: the next right thing for you is?**

I have got plenty to keep me busy at the moment, thank you!

**Inspiration**

I love the centre of the City or the middle of nowhere. The river view from Waterloo Bridge or the view at Mesa Verde – hard to choose

Music, Z-cars theme as players run out at Goodison always gets me. Unfortunately it is all too often followed by crushed hopes and frustrations.

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



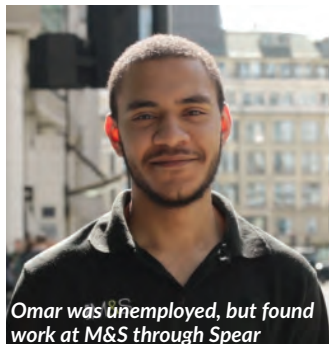
# Opportunity for all



by Julia Evans

A third of those who are unemployed in London are under 25. Yet the capital offers more job opportunities for young people than anywhere else in the country. The problem is that not all the capital's young people have access to those entry-level positions because they are from disadvantaged backgrounds.

Omar is a bright, gregarious and ambitious 21-year-old. He is working shifts at M&S as a warehouse operative, a job he has held down for over a year. He works hard and the money he earns not only helps him to live, but also goes some way to support his mum, who is recovering from cancer. Omar wants to go to university to study science, and his drive and passion makes it easy to believe that he will fulfil his dream. But 18 months ago when Omar signed up for the Spear programme, his life was very different.



Omar was unemployed, but found work at M&S through Spear

Growing up on an estate in a deprived part of East London without a father figure, Omar found education difficult. "Life for me wasn't how I pictured it at all. School wasn't the kind of place where I could progress because I wasn't inspired. I was even kicked out twice.

"I was feeling like a victim most of the time – I just sat about smoking weed. I felt like an outsider. I couldn't find a job at all, so it was really hard for my mum because she was ill and she couldn't work. I felt like my only option was to sell drugs, get into crime and make any money I could. I was at a real crossroads in my life where I could have gone another way. But I met Spear and they put me on the right path."

## Transformed

Omar is just one of the 750 young people whose futures will be trans-



The Spear programme in action at the centre in Bethnal Green

formed through coming on the award-winning Spear Programme across London in 2016. The programme prepares young people for work and goes on to help them find, progress in and sustain employment.

Not being in education, employment or training (or NEET) has a significant impact on young people, as well as the UK economy as a whole. A young person who spends just six months NEET will experience wage scarring of up to £225,000 over their lifetime, and, according to The Audit Commission, the cost to the UK economy of those currently NEET stands at a whopping £34 billion. The psychological impact of unemployment is also well documented.

Resurgo's founder and Chief Executive, Tom Jackson, explains, "The predominant issue among the young people we work with is lack of motivation and self-belief. If you haven't grown up in an environment where work is positively valued, or you haven't been encouraged to succeed at school it's easy to understand why this would undermine your motivation. Skill-based training, such as CV writing, is important, but by itself it's not enough – if you don't have that sense of aspiration it's very difficult to believe you can achieve anything.

"That's why Spear's expert coaching team focus on soft skills, such as attitude, behaviour, how to communicate professionally and do 'small talk', as well as hard skills, such as CVs and interview practice. It's so rewarding to see young people thrive as they begin to speak confidently and apply for jobs knowing they are 'work ready'."

## Prepared

Spear partners with businesses across the capital – some give

cess for both parties.

Seventy-five per cent of those who complete Spear get into work or further training and are still in work a year later. At its heart it's about giving young people the chance to prove themselves and to raise their aspirations, enabling them not only to bring their energy and talent to London businesses, but also to take hold of their own futures.

Omar said, "I feel that I can contribute, not only to society but also to my mum and give back to her. The future is bright for me. I thought I wasn't going to amount to anything in my life. But I know I can definitely move mountains if I want to."

Julia Evans is media and communications' manager at Resurgo Trust

**If your company is interested in partnering with Spear or employing Spear candidates, call 020 3327 2074 or visit [www.resurgo-spear.org.uk](http://www.resurgo-spear.org.uk)**

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# South Africa – holding its head



by Robert Griffiths

“The French philosopher, Blaise Pascal once said, “the supreme accomplishment of life is to blur the distinction between work and play.” Trade missions can do that and on this mission, having spent some time on safari and with the prospect

of two days of international cricket, for me the distinction is already somewhat blurred. But there is a more general point; the relationship between sport and business is a close one. The law being my business, requires many of the skills, qualities and abilities which make for a good sportsman – a highly competitive approach, determination, courage, passion to succeed and a desire to win (not at all cost, but fairly) as well as the ability to recover from failure and bounce back.

## Privilege

The most significant common factor is that, in my experience, it is not only sportsmen who see their

work as pleasure, but likewise, the best businessmen regard their work as pleasurable. We should remember that many of us are very fortunate because we have the privilege of enjoying what we do. It is a sad fact that so many people in our society do not do that and through force of circumstance are burdened by their work. In many ways, the goal of democracy is to free people so that they can enjoy the rewards of their efforts in such a way as to enhance the quality of their lives.

During my life I have had a great deal of contact with South African sportsmen, lawyers and businessmen. Most of them have been outstanding

examples of the ability to combine business with pleasure. At university I played with and against South Africans. They were aggressive and committed with a strong sense of fair play. I was glad when they were on my side. Likewise, South African lawyers are tenacious, competitive and talented. In the UK we have been fortunate indeed to have the likes of Sydney Kentridge, coming to London to practise law in his 70s and who stood like a colossus among advocates.

## Resilient

London and Johannesburg are two great cities, ideally located to do business with each other. Since 2000

## Crisis – what crisis?



Peter Bishop's  
Johannesburg and  
Cape Town diary

President Jacob Zuma was preparing his state of the nation address – known as the Sona – when the LCCI/MCC trade delegation flew in to Johannesburg last month. He had to explain away a depreciating currency, record unemployment and the threat of a credit rating downgrade – a full scale crisis one might think. But he survived just as he had a few days earlier when he performed a U-turn in court on his refusal to repay state money used to beautify his home. Big stories on the news channels but met with a shrug if bought up with South African colleagues who were proud of their country and determined to get on with their lives and their businesses regardless.

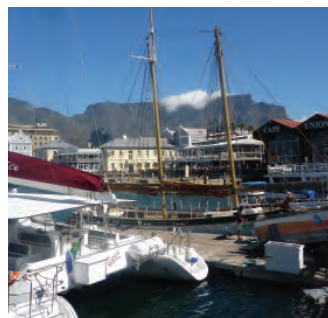


They have a lot to be proud of. The Gautrain for example, a mass rapid transport railway system, constructed in 2012, which links Jo'burg with Pretoria. I was about to write 'Pretoria, the country's capital' and if you look it up it is. Ask a local though and you will learn that

there are four capitals; Pretoria for administration, Bloemfontein is the legislative centre, Cape Town is the seat of parliament, and Johannesburg is the commercial centre. Pretoria certainly doesn't take the prize for the best-kept city. Despite some splendid buildings around Church Square in the historical centre the effect is ruined by piles of rubbish and a barbed wire-protected statue of Paul Kruger, former president and builder of the Afrikaner nation.



Back in Jo'burg in Nelson Mandela Square in the Sandton district, a towering statue of the great man looks down on a collection of offices, shops and restaurants in a pristine but vibrant environment which shows what can be done. Cape Town, the second stop on our mission, doesn't need any lessons in presentation either and with a backdrop like Table Mountain they start with an advantage over any city in the world.



A full programme for me excluded the prospect of a trip round the beautiful Western Cape but I did manage a cable car ride to the top of the mountain during a rare spell when the famous 'tablecloth' of cloud wasn't obscuring the view. A sign at the summit warned visitors not to feed the dassies. What on

earth were they? No-one I asked on the mountain or in town later had a clue but I subsequently learned that they were rock badgers – little brown rodents which look like guinea pigs with short hair and tails. Thank you Wikipedia.



Being the parliamentary centre Cape Town is the venue for the President's Sona and the local Chamber organise an annual event for diplomats who travel down from Pretoria for the occasion. I went along and met Ambassadors from around the world. Of course one expects cautious responses from such professional people but when I asked if they feared for the economic future of South Africa they were unequivocally confident in its future. Crisis, what crisis?





# high in business and sport



there has been a free trade agreement between their respective countries or trade blocs which puts South Africa in a strong position as an EU trading partner. That, as I understand it, was in recognition of South Africa's potential trading prowess and its resilient character as a trading nation. The recent socio-economic legislation (Black Economic Empowerment – BEE) has I know been criticised for being overly bureaucratic and prescriptive. But in my view it should not be perceived as a deterrent to good trading relations between London and Johannesburg. On the contrary, it seems to me it is enabling legislation designed to enhance the economic interests of both cities and their citizens as a whole. No one would dispute that fairness and equality of opportunity are not laudable objectives. It is the means by which they are to be achieved that creates the controversy

and difficulty. However, I see nothing inconsistent with the achievement of those goals in the BEE.

## Talent

South Africa is going through a transitional period and as is always the case in periods of transition, there will be teething problems. But from what I have seen already on this mission, the ultimate outcome cannot be in dispute. The talent of black and white people in South Africa will combine together to form a new South Africa which will hold its head high both in business and sport.

The trading and commercial links between London and Johannesburg go back a long way. They were interrupted for a period of time but they are now strong. The sporting traditions shared by both cities form a common bond as they do throughout South Africa. Let them long continue.

Both cities can learn from each other.

## Partnership

I read with interest in the South African newspapers that earlier this week the Mayor of Johannesburg, Parks Tau, announced that a joint partnership between the city and the private sector had been agreed in order to implement the "Corridors of Freedom project." This was a proposal to increase the density of the population against the main transport corridors into the city of Johannesburg by building new homes along the main transport links into the city. This was intended to allow people to live much closer to their work and to encourage new housing to accommodate Johannesburg's growing population. It seems to me that the new Mayor of London (whoever that might be) could take a leaf out of Mayor Tau's strategy and adopt

a similar approach to the provision of much needed accommodation.

We hope that this trade mission will be a great success, strengthening the ties between London, Johannesburg and Cape Town. We are grateful to the MCC for working with us and for the support of JP Morgan for hosting this reception. Over the years, they have done a great deal for sport as well as business and, in so doing I hope, blurred the distinction between work and play. ”

This is an edited version of Robert Griffiths QC's speech in Johannesburg at a reception hosted by JP Morgan last month during the LCCI/MCCI trade visit to South Africa

## Game on

Business and sport have never been more connected, especially in South Africa where legions of former sports people have made the transition to commerce after successful careers on the pitch or in the pool. A 'no-brainer' then for the LCCI when Derek Brewer, chief executive of the MCC (owner of Lord's cricket ground and guardian of the laws of the game) suggested joining forces on a trade mission to coincide with England's one-day series with the Proteas.

Led by Brewer and LCCI board member Robert Griffiths QC, the 12-strong party combined business meetings with corporate en-



tertainment at games at the Wanderers Stadium in Johannesburg and Newlands in Cape Town, two of the most stunning cricket venues in the world.

The delegation included Sonia Galat of Africa Business Venture who operates an online private market place, Paul Richardson of wealth management and capital market specialist GBST, Dattatraya and Ranjan Kadikar who run HSMP, a provider of UK immigration services, David Williams,

global corporate engagement director of Middlesex University, Nigel Mount, an experienced sub-Saharan Africa hand and director of Mount Laboratories, Leslie Campbell of Performance through People who played a major part behind the scenes in the Glasgow Commonwealth Games, Keith Bunker, managing director of vertical panel saw manufacturer Sagetech, and Lauren Winchester who runs The Red Phone Brand Campaigners UK.

JP Morgan, global leader in financial services, hosted a reception in Jo'burg – see Robert Griffiths' speech above – while Baroness Scotland, UKTI trade envoy for South Africa and Commonwealth secretary-general designate and British High Com-

missioner Dame Judith McGregor joined the party in Cape Town.



Business contacts in the market were suitably impressed and relationships were warmed up for future orders. The cricket didn't go quite so well. England were two-nil up in a best of five series when the delegation arrived in the country. By the time we left they had lost the series three-two!

Peter Bishop



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# High growth firms set sights on international expansion

Fifty of London's fastest growing companies joined the first cohort of the Mayor's International Business Programme, a new initiative launched last month to help the capital's high growth firms break into new international markets or grow their existing operations overseas.

The programme is led by London & Partners, the Mayor's official promotional company and part-funded by the European Regional Development Fund, and supported by industry partners including the London Chamber of Commerce and Industry, BDO, KPMG, PA Consulting Group, and Benoy. It is the first programme of its kind, using peer-to-peer mentoring and private sector backing, to help London companies to scale up and internationalise.

Companies joining the programme span the technology, life sciences and urban sectors and include the likes of the transport app Gett, the urban cycling company Blaze which is backed by Index Ventures and the Branson family. Other companies joining the programme include Technology Will Save Us, Kano, Adzuna, Grub Club, Bloom & Wild, Big White Wall and RealEyes.

## Potential

The programme, launched by the Mayor of London, Boris Johnson MP, aims to support 800 high growth companies based in the capital over the next three years to increase their international business potential.

"London has a strong heritage as an international trading city" said Mayor Boris Johnson at the launch, "and our position at the centre of the business world means the city offers the perfect springboard for companies looking to expand internationally. London's businesses and entrepreneurs continue to be at the forefront of innovation and creativity and I have seen first-hand the demand for their goods and services across the world. By helping the capital's businesses become the next global leaders we will see the creation of more jobs for Londoners."

Companies joining the Mayor's International Business Programme



Mayor Johnson with the International Business Programme team

**"Drawing on the expertise of our business partners and entrepreneur networks, we have designed a bespoke programme to help London's growth heroes meet their global ambitions." – Gordon Innes**



Gordon Innes

will get bespoke advice and mentoring from some of the world's most recognised and celebrated business leaders from across North America, Europe and Asia including Sarah

Wood, co-founder of Unruly and Kathryn Parsons, co-founder and co-chief executive of Decoded, and Nilesh Gopali, country head, India, cloudBuy.

Twenty eight per cent of London-based SMEs are currently trading internationally (importing or exporting) according to recent research conducted by KPMG Small Business Accounting. However, more than 40 per cent say they aim to be doing so within the next five years.

Exports from London are a key



Bethany Koby of Technology Will Save Us

driver of the capital's economy. Current estimates put the value of London's exports at £139.9 billion a year, up from £60 billion a decade ago and the capital is home to more than a quarter of all companies in the UK that are exporting.

## Pioneers

Gordon Innes, chief executive of London & Partners said: "London's innovations in technology and life sciences are gaining worldwide recognition and the city has already produced global pioneers in areas such as fintech and digital health. Drawing on the expertise of our business partners and entrepreneur networks, we have designed a bespoke programme to help London's growth heroes meet their global ambitions."

The Chamber has already organised Mayoral visits to Japan and Israel and will play an important role in the development of the programme. Chief executive Colin Stanbridge commented: "LCCI has a long and rich history of delivering trade support and several missions every year as part of an international network of chambers, and we know that supporting SMEs with exporting is crucial to help them grow their business overseas. LCCI is delighted to join the Mayor's International Business Programme and we look forward to supporting the Programme in delivering events and missions."

[www.gotogrow.london](http://www.gotogrow.london)





## 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](mailto:europe@londonchamber.co.uk) or 020 7248 1992.

### Czech Republic



A trading company with more than 20 years' long tradition on the European metallurgical market is looking for new suppliers. The main activity of the company is the wholesale of metallurgical products such as beams, equal angles, unequal angles, T and TB profiles and bars. REF: BRCZ20160108001

### Armenia



Construction company, established in 2003, is looking for distributors and agents aiming to find new sales markets abroad. The company is producing PVC (polyvinyl chloride) and PE (polyethylene) pipes, doors and window frames. The range of PVC profiles produced by this company allows

the deliverance of windows and doors systems of any degree of complexity and sophistication on its basis.

REF: BOAM20150113001

### France



Manufacturer of ecological household cleaning products is looking for new household cleaning products and organic raw materials in Europe. The French company is manufacturing and selling ecological household cleaning products which are certified by Ecocert standard. The French company is currently looking for manufacturing agreements with household cleaning products suppliers and raw materials suppliers.

REF: BRFR20150331001

### Romania



Company active in the food industry sector, offers various types of canned fruits and vegetables and other related products to EU distributors. Currently the Romanian company produces over 150 items under several well-known brands, for different partners, and is looking to expand its product distribution further. REF: BORO20151123004

### Ireland



SME has developed a portable, cost effective modular flexible recycling process using pyrolysis as the catalyst to manage waste oil and non recycled plastics & conversion into upgraded oil & fuel. They wish to find companies which can expand market potential, manufacture items and provide finance, with a view to sharing technology and IPR. REF: TOIE20151221001

### Turkey



Specialist in manufacturing metal and plastic parts in automotive, white goods, construction, and

waste water treatment industries is looking for trade intermediary partners (distributor, agency and representative) and also wants to be the subcontractor of companies active in machine production for the related sectors to produce their metal and plastic parts in. REF: BOTR20151008002

### Sweden



A company has produced an ice pack that makes it possible to keep food and beverages fresh for over five hours in room temperature. They are looking for partners throughout Europe who share their vision for a healthier world. REF: BOSE20151204001

### Japan



Manufacturer of sensors for use in medical and the elderly care sector is seeking partners and agents that can provide financial assistance to introduce the product in to the European market. The sensors allow caretakers to monitor vital signs without disturbing the patient. The sensor is the first device of its kind in the world. REF: BOJP20150410001

# ABOUT US

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<p><b>SOLAR BUSINESS</b>                  Our key areas of focus include, Solar Farming, Solar Commercials, Solar Retail Solutions and BIPV aiming to generate 10,000 MW of power per day by year 2025</p>	<p><b>GREEN FUTURE</b>                  At PriVida, we aim to plant 1 billion trees via our project 10-10-10 initiative. This project is aimed at planting 10 million trees in 10 cities in 10 years by 2025.</p>	<p><b>BIO-ENERGY</b>                  We work in partnership with leading firms in building turnkey bio-diesel refineries. We also generate electricity using bio- technology.</p>
<p><b>CAPACITY BUILDING AND TECHNOLOGY TRANSFER</b>                  Our strategy is to train and develop 1,000,000 trainees in renewable energy by 2020 thus developing capacity in renewable energy business.</p>	PriVida aspires to support UK businesses to generate capacity building opportunities through training, development and certification programmes.	
<p><b>PRODUCTS AND SOLUTIONS DEVELOPMENT</b>                  PriVida aims to strengthen ongoing work with its partners in the UK and contribute to the growth of renewable energy business in the country.</p>	<p><b>SOLUTIONS DESIGN AND PROJECT MANAGEMENT</b>                  PriVida in conjunction with its partners aims to design solutions within the UK to meet its projects in the UK and other parts of the world</p>	<p><b>LEAD GENERATION</b>                  PriVida matches renewable energy demand and supply, significant cost savings which can be achieved by consumers whilst saving time and resources in the process</p>

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# Export growth slows in the face of global headwinds

Export sales and orders across both manufacturing and services sectors fell significantly in the last quarter of 2015, according to the latest Quarterly International Trade Outlook from the British Chambers of Commerce and DHL.

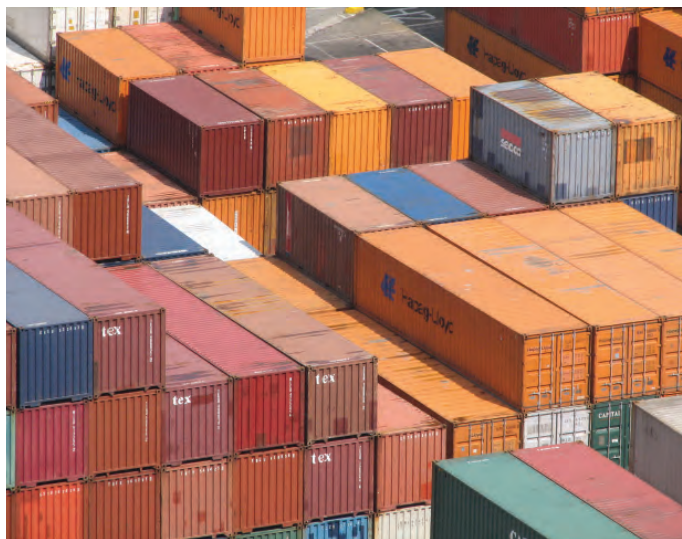
The survey's Trade Confidence Index, measuring the volume of trade documentation issued, fell by 2.5 per cent on Q4 2014 to stand at 114.46 in Q4 2015 – a decline of 0.9 per cent on Q3 2015.

Among manufacturers, the balance of firms reporting improvements in export sales over the previous three months fell from +10 per cent in Q3 to just +1 per cent – the lowest level since Q3 2009 – while export orders dropped from +10 per cent to +1 per cent.

Export growth also dipped in the services sector, where the sales balance fell three points to +15 per cent, and export orders fell to +9 per cent from +16 per cent – the lowest level since Q4 2011.

## Key findings

- The Trade Confidence Index, a measure of the volume of trade documentation issued nationally, fell by 0.9 per cent on Q3 2015, and by 2.5 per cent on Q4 2014
- The largest increases in export document volumes were in the North East, Scotland and Northern Ireland



- The biggest declines in export document volumes were in the West Midlands, the North West and the East Midlands
- From the BCC's survey, the balance of manufacturers reporting improved export sales fell markedly to +1 per cent in Q4 2015 from +10 per cent the previous quarter, and export orders growth fell to +1 per cent in Q4 2015 from +10 per cent in Q3 2015
- The balance of services firms reporting improved export sales over the past three months fell to +15 per cent in Q4 2015 from +18 per cent in Q3 2015, and export orders growth fell to +9 per cent

in Q4 2015 from +16 per cent in Q3 2015.

## Uncertainty

John Longworth, director general of the British Chambers of Commerce, commented: "British exporters have faced considerable challenges in recent months. Slowing growth in China and the US, along with the continued weakness in the Eurozone, have made it harder for firms to build momentum.

"While the rate of growth has dropped significantly, exports are continuing to grow – a testament to British businesses, particularly in the face of such global uncertainty.

"However, if we are to reverse our longstanding trade deficit then British firms need greater practical support – access to finance, a skilled workforce and good infrastructure connections – if they are to successfully break into new export markets, and this needs to be a national priority for the UK otherwise we risk being left behind in the global race."

## Growth

Phil Couchman, chief executive of DHL Express UK, pointed out that some UK areas, in particular Scotland, the North East and Northern Ireland, were showing strong growth in export volumes. "However, with most regions experiencing declining volumes and the UK's trade gap recently reaching an all-time high, it's more important than ever that we concentrate on supporting more British businesses to export.

"The UK's relentless demand for imported goods means that we need to work hard to significantly boost exports and strike the right balance.

"As the UK focuses its efforts on exporting as a way of securing the future of our economy, DHL will continue to support businesses and ensure that more and more organisations feel comfortable in taking that first step overseas."

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

## LCCI trade missions

### Indonesia

Monday 27 June – Friday 1 July 2016

Register your interest with Ruma Deb

Tel: 020 7203 1949

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



### India

November 2016

Register your interest with Ruma Deb

Tel: 020 7203 1949

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



### United Arab Emirates

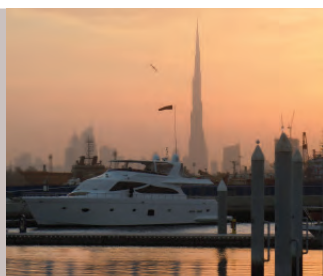
(Multisector, priority given to Women in Business)

Saturday 3 September – Thursday 8 September 2016

Register your interest with Vanessa Vlotides

Tel: 020 7203 1838

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



### Iran: Tehran

Autumn 2016

Register your interest with Marta Zanfrini

Tel: 020 7203 1822

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



# Boeing: turning 100 years young

On July 15, 1916, William Boeing founded the company that became today's Boeing, driven by a vision of building something better. In its centennial year, Boeing is honouring the generations of talented employees and partners who built the world's largest aerospace company — and helped shape the course of history.

In celebration of its 100th year, which includes a relationship with the United Kingdom and British industry dating back to the 1930s, an exciting, interactive travelling exhibit is coming to the National Maritime Museum in Greenwich, London, from May 27 – Aug. 29, 2016. The special exhibit – *Above and Beyond* – is a ground-breaking exploration of the wonder of flight and the marvels of aerospace innovation, design and technology that already has made stops in the United States and the Middle East. London will be the first European stop for the exhibition.

## Determination

"We've been innovation leaders for a century because we have continually brought our founders' legacy to life with an unshakable determination to tackle the world's toughest challenges for our customers," said Denning Muilenburg, Boeing president and chief executive. "A big part of succeeding in our second century depends on inspiring the next generation of innovators and explorers—and that begins with offering young people opportunities to experience the wonders of aerospace."



**Above and Beyond will open at the National Maritime Museum in Greenwich in late May**

*Above and Beyond* will be hosted in the Sammy Ofer Wing of the National Maritime Museum, Greenwich. The high-tech, interactive exhibit is targeted at 7-14 year-olds, aiming to inspire them to explore further opportunities in aerospace and engineering through the study



**A BOAC Boeing 314 Clipper of the type that carried Prime Minister Winston Churchill across the Atlantic as the first world leader to cross that ocean by air**



**The Chinook has been in service with the RAF since 1980**



**When fitted with Rolls-Royce engines, the Boeing 787 Dreamliner is 25 per cent by value made by UK companies.**

of science, technology, engineering and mathematics.

"Our goal is to inspire the next generation of the global aerospace industry through the wonders of flight, past, present and future," said Marc Allen, president of Boeing International. "We look forward to welcoming young people from around the U.K. along with their families, schools and community groups to the National Maritime Museum in Greenwich to experi-

ence this one-of-a-kind and interactive exhibition."

The exhibit is not the only way to engage with Boeing's centennial. Anyone can join in the celebration by visiting [www.Boeing100.com](http://www.Boeing100.com), a website dedicated to the year-long recognition of this rare business achievement. Visitors to this new website will learn about some of the many ways that Boeing will mark its centennial, including an opportunity to contribute their own

**"A big part of succeeding in our second century depends on inspiring the next generation of innovators and explorers."**

Boeing story through [www.Boeing.com/our-story](http://www.Boeing.com/our-story), a unique forum for first-person accounts of how Boeing has been a part of so many lives. Stories of joy, challenge, triumph and humour will be featured throughout the centennial and then captured for posterity in the Boeing archives. Boeing fans can further contribute to the centennial celebration by using #Boeing100 on Twitter and Facebook.

## Community

"I am really delighted that we are able to share *Above and Beyond* and the other centennial experiences with the U.K. because they amplify our community initiatives already in place and support our goal of introducing young people to the opportunities that aviation and aerospace can provide," said Sir Michael Arthur, president of Boeing U.K. and Ireland.

Boeing engineers recently teamed up with leading educational partners to co-create educational resources that celebrate the science behind the past 100 years and prepare students, families and teachers with skills for the next century. These free resources — including video profiles, interactive learning modules, family and teacher guides, and online engineering design challenges — are available at [www.curiositymachine.org](http://www.curiositymachine.org).

In addition to the Boeing-sponsored resources, the company will celebrate its centennial date on July 15, 2016, which coincides with the Farnborough International Air Show.

"With such a strong partnership, supporting Her Majesty's Armed Forces and the U.K.'s leading airlines, it's an exciting time for Boeing and for our wider aerospace community," said Sir Michael.

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

# The importance of the Amazon rainforest



**James Colquhoun argues that business can lead the fight against climate change**

The recent agreement in Paris brought new focus to the debate on climate change: the importance of forests. The world's forests are under increasing pressure: low-income, forest-dependent communities need a living, global demand for commodities is increasing and infrastructure is continuously developing. It is no surprise that deforestation is a leading cause for global climate change, contributing more to greenhouse gases (GHG) than the entire global transport industry. It is estimated that forests can capture twice as many GHGs than their deforestation releases.

Deforestation of the Brazilian Amazon is increasing again. In the State of Amazonas, 2014/15 figures showed a 54 per cent increase on the year before. This places 20 per cent of the world's oxygen, a third of the world's species and a quarter of the world's fresh water in jeopardy. To date, Brazil has lost 20 per cent of its Amazon rainforest – an area the size of France and Germany combined. Eighty one per cent of current deforestation rates can be attributed to raising cattle. Unsurprisingly, 57 per cent of Brazil's GHGs come from deforestation.

## Deforestation

The REDD+ (Reduction of Emissions from Deforestation and Forest Degradation) mechanism as well as agro-forestry supply chain initiatives have been at the core of tackling drivers of deforestation in areas of high risk. REDD+, for instance, permits the verification of forest carbon stocks to be traded as carbon credits on the voluntary market for carbon footprint



***“By working closely with local communities, businesses, governments and NGOs have been able to reduce the impact of key drivers of deforestation in the Brazilian Amazon: cattle raising, intensive agriculture and logging of timber.”***

neutralisation, whilst building capacity in local communities to understand their environment and therefore manage it sustainably.

By working closely with local communities, businesses, govern-



ments and NGOs have been able to reduce the impact of key drivers of deforestation in the Brazilian Amazon: cattle raising, intensive agriculture and logging of timber. By educating local communities with simple techniques such as increasing yield, whilst using less land, the need to deforest further can be reduced. In fact, some communities have even returned to producing more traditional commodities such as forest-covered cocoa, acai and

Brazil nuts, instead of pursuing beef production. In some regions, ecotourism has become a major industry, often led by international hotel chains.

The economic case is just as compelling. At least nine major brands including Ikea, Unilever and Brazilian cosmetics leader Natura have made over \$1 billion in revenue from their sustainable product lines. This is made possible by sourcing high quality raw materials from sustainable sources; the higher revenues come from marketable increases in mark-up. Unequivocally, such actions also have positive spillovers for brand strength, reputation and investor confidence. With the global middle class set to more than double by 2030 and consumers paying more attention to sustainably produced goods, the demand for such products will undoubtedly continue to expand.

## Benefits

Following recent Amazonas state legislation on an international legal framework for environmental services, it has never been easier for non-Brazilian companies to invest

in the state for such purposes. In fact, this is bucking the trend in the Amazon region. The depreciating local currency only facilitates this further: foreign direct investment into Brazil has steadily risen in spite of recession.

LP Natural Capital Community Interest Company (LPNC) is working closely with the State Government of Amazonas, Brazil, to realise tangible benefits for the environment as well as the local communities in one of Brazil's poorest states. Partnered with the Amazon Natural Capital Institute, an NGO based in Manaus, LPNC supports both private and public players in the preservation of the world's natural assets through developing bespoke carbon neutral, environmental and CSR strategies.

## Access

LPNC's current focus is on high risk region known as Mosaico do Apuí. Located in the 'Arc of Deforestation', the region is prone to deforestation due to a growing Brazilian beef export market, increased road access, illegal land occupation and low levels of child and adult education (most schools are only able to hire a single teacher once a fortnight).

Comprising an area of over 2.4 million hectares, Mosaico do Apuí contains over 9 million tonnes of carbon stocks (2010-2020), which corresponds to over £30 million of carbon credits and an aptitude to sustainably produce commodities such as Brazil nuts, rosewood and copaiba oils, cocoa, coffee and timber, amongst others. Ecotourism is also beginning to take off.

With interest constantly growing in the role of forests, increases in pressure for companies to act on environmental issues and legislation facilitating involvement of external stakeholders, the private sector has the potential to become the leading driver in the fight against climate change.

James Colquhoun is chief operating officer of LP Natural Capital  
[www.lpnaturalcapital.com](http://www.lpnaturalcapital.com)

# Business innovation through doctoral research



by Carol Costley

When John Sandham, a consultant on medical devices for the NHS, decided to research how hospitals can optimise the procurement of medical equipment, the results enabled him to establish his own company supplying medical technology, now a multi-million pound firm. Similarly, when Norman Sultan researched the development of soft skills in IT practitioners, he ended up developing a new model of risk governance that he now employs as a consultant working with major clients to develop strategies and long-term sustainable approaches to global enterprise risk management.

John and Norman, and over one hundred and fifty graduates of the doctorate in professional studies at the Institute for Work Based Learning at Middlesex University, are making a real difference to business practice across the UK and beyond. The professional doctorate enables senior business leaders and managers to take a creative and appreciative approach to the complex challenges of success in an increasingly interdependent global market.

## Why doctoral study?

A recent report commissioned by the government (*The Impact of Doctoral Careers*, 2014) highlights the value of doctoral graduates for employers and organisations, pointing out their 'critical' role in developing new goods, services and processes. The professional doctorate specifically offers senior business leaders an opportunity to undertake research that has an immediate and tangible impact on their organisation while furthering their professional expertise and standing through a doctoral award.

"We merged with another company recently... The [new] company really values having someone like me with the highest qualification... who they can present as a leading thinker in their area."



## Impact and innovation

This is a collaborative undertaking involving academic and professional experts working together with a candidate to help and encouragement innovation in a way that would not be possible within the organisation alone. [The professional doctorate] "offered me an alternative which has allowed me to explore possibilities outside of the paradigm that is so familiar to me and this approach has really broadened my horizons and enabled me to see things differently." In a professional doctorate, every research project is negotiated between the needs of the individual, the organisation and the university in the light of the impact, change and new knowledge it is likely to bring.

"I am already immersed in the way of looking at the world that [my] profession offers and I wanted to get a different perspective on things. I wanted to do something different that would change my way of doing my work and my way of framing what I do."

## Who is it for?

The professional doctorate is for advanced practitioners who are probably working in senior leadership positions or as consultants / professionals working with senior managers/leaders. Candidates on the programme span professions as diverse as veterinary science and retail management, tourism and IT consultancy, executive coaching and child protection. The link between these profes-

**"Currently more than 300 candidates are studying for a professional doctorate in the Institute for Work Based Learning at Middlesex University."**

sions is not the expert knowledge of the field but the level of professional experience and the higher level analysis and critical skills needed to attend to the complex responsibilities of leadership in organisations and professional life. Participants are regarded by the university as full-time workers rather than part-time students and are recognised as having expertise in their particular fields.

## The scholarly practitioner

In professional doctorates candidates are expected to bring their considerable professional experience to their project, thus challenging the idea that practical experience has no room in academic research. Graduates are recognised as scholarly practitioners – professionals who bring advanced skills of inquiry to their daily practice.

Many find the journey transforming. What graduates like John Sandham and Norman Sultan demonstrate is how professionals are able to develop high level capability for change through doctoral research.

Currently more than 300 candidates are studying for a professional doctorate in the Institute for Work Based Learning at Middlesex University.

Professor Carol Costley is director of the Institute for Work Based Learning at Middlesex University [www.mdx.ac.uk/courses/postgraduate/professional-studies-dprof](http://www.mdx.ac.uk/courses/postgraduate/professional-studies-dprof)

March 2016

02/03/16 Time 12.30-14.30 ALL MEMBERS

**Time To Talk Business**

**Venue:** The Knowledge Dock, University of East London, 4-6 University Way, London E16 2RD



**Nearest station:** Cyprus (DLR)

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

**Contact:** Véronique Collins **Tel:** 020 7203 1965

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

03/03/16 Time 18.00-20.00 ALL MEMBERS

**Changing Places Evening Networking**

**Venue:** Parcour Consulting, London Showroom, 6 Northburgh Street, Clerkenwell, London EC1V 0AY

**Nearest station:** Barbican

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

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

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

07/03/16 Time 10.00-14.20 ALL MEMBERS AND NON MEMBERS

**Thailand Business Clinic**

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

**Nearest stations:** Bank and Cannon Street

**Patron and Premier Plus Member: Complimentary**

**Non-member: £15.00**

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

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

09/03/16 Time 12.00-14.00 ALL MEMBERS

**Connect 4 Lunch**

**Venue:** Novotel, London West, 1 Shortlands, London W6 8DR

**Nearest station:** Hammersmith

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

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

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



16/03/16 Time 07.45-09.00 PATRON AND PREMIER PLUS MEMBERS

**Cereal Networking**

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

**Nearest station:** Bank

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

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

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

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

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

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

17/03/16 Time 18.00-20.00 PATRON AND PREMIER PLUS MEMBERS

**Asian Business Association Spring Reception**

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

**Nearest station:** Oval

**Patron and Premier Plus Member: Complimentary By Invitation Only**

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

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

22/03/16 Time 09.00-16.30 ALL MEMBERS AND NON MEMBERS

**International Business Training Course: Letters of Credit**

**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

23/03/16 Time 09.30-11.30 ALL MEMBERS AND NON-MEMBERS

**Workshop: Growing Your Presence Through Online Marketing**

**Venue:** Capital Business Centre, 22 Carlton Road, South Croydon CR2 0BS

**Nearest station:** Sanderstead

**Patron Member, Premier Plus Member, Local Member and Member's Guest: £12.00**

**Non-member: £36.00**

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

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



31/03/16 Time 09.00-16.30 ALL MEMBERS AND NON MEMBERS

**International Business Training Course: Doing Business in Iran**

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

**Nearest stations:** Bank and Cannon Street

**Patron and Premier Plus Member: £80.00**

**Local Member and Non-member: £100.00**

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

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



31/03/16 Time 12.00-14.00 ALL MEMBERS

**The Grapevine Network**

**Venue:** Purley Sports Club

**Nearest station:** Purley

**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



\*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.

April 2016

06/04/16 Time 08.15-09.30 ALL MEMBERS AND NON-MEMBERS

**Capital 500 Quarterly Economic Survey****Venue:** Metro Bank, 1 Southampton Row, London WC1B 5HA**Nearest station:** Holborn**Patron Member, Premier Plus Member, Local Member and Non-member:** Complimentary**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

06/04/16 Time 12.30-14.30 ALL MEMBERS

**Time To Talk Business****Venue:** Docklands Sailing & Watersports Centre, 235a Westferry Road, London E14 3QS**Nearest stations:** Crossharbour and Mudchute (DLR)**Patron Member, Premier Plus Member, Local Member and Member's Guest:** Complimentary**Contact:** Véronique Collins **Tel:** 020 7203 1965**Email:** vcollins@londonchamber.co.uk

12/04/16 Time 12.00-14.00 ALL MEMBERS

**Changing Places Lunchtime Networking****Venue:** Allianz Park Stadium, Greenlands Lane, London NW4 1RL**Nearest stations:** Mill Hill Broadway and underground stations Mill Hill East, Finchley Central and Hendon**Patron Member, Premier Plus Member, Local Member, Affiliate Member and Member's Guest:** Complimentary**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

12/04/16 Time 09.30-11.00 LOCAL MEMBERS AND NON-MEMBERS

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

13/04/16 Time 12.00-14.00 ALL MEMBERS

**Connect 4 Lunch****Venue:** Pillars Restaurant, London School of Tourism & Hospitality, University of West London, Warwick Road London, W5 2BY**Nearest station:** Ealing Broadway**Patron Member, Premier Plus Member, Local Member and Member's Guest:** Complimentary**Contact:** Donna Subero **Tel:** 020 7556 2394**Email:** dsubero@londonchamber.co.uk

14/04/16 Time 10.00-16.30 ALL MEMBERS AND NON MEMBERS

**Malaysia Business Clinic****Venue:** London Chamber of Commerce and Industry (LCCI) 33 Queen Street, London EC4R 1AP**Nearest stations:** Bank and Cannon Street**Patron and Premier Plus Member:** Complimentary**Non-member:** £15.00**Contact:** Marta Zanfrini **Tel:** 020 7203 1822**Email:** mfranzini@londonchamber.co.uk

19/04/16 Time 9.30-12.00 ALL MEMBERS AND NON-MEMBERS

**Continuing the Legacy: New Business Opportunities on the Olympic Park****Venue:** London Legacy Development Corporation, Level 10, 1 Stratford Place, Montfichet Road, London E20 1EJ**Nearest station:** Stratford**Patron Member, Premier Plus Member, Local Member and Non-Member:** £15.00*This seminar is exclusively for businesses based in the London Boroughs of Newham, Waltham Forest, Tower Hamlets and Hackney in the construction, creative, media and tech sectors.***Contact:** Véronique Collins **Tel:** 020 7203 1965**Email:** vcollins@londonchamber.co.uk

21/04/16 Time 09.30-11.00 LOCAL MEMBERS AND NON-MEMBERS

**Maximise Your Membership****Venue:** Hilton London Canary Wharf, South Quays, Marsh Wall, London E14 9SH**Nearest stations:** Canary Wharf and South Quay**Local Member and Non-member:** Complimentary**Contact:** Véronique Collins **Tel:** 020 7203 1965**Email:** vcollins@londonchamber.co.uk

21/04/16 Time 18.00-20.00 ALL MEMBERS

**Wine Tasting and Networking at Morello Croydon****Venue:** Morello Quarter, Cherry Orchard Road, Croydon CR0 6BB**Nearest station:** East Croydon**Patron Member, Premier Plus Member and Local Member:** £20.00**Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran.croydon@londonchamber.co.uk

28/04/16 Time 12.00-14.00 ALL MEMBERS

**The Grapevine Network****Venue:** Croydon Business Venture, Weatherhill House, 23 Whitestone Way, Croydon CR0 4WF**Nearest station:** Waddon**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**How to book your place(s) at a London Chamber of Commerce event**Visit [londonchamber.co.uk/events](http://londonchamber.co.uk/events) to book your place/s on any of the above events following the instructions below.

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- For free events book by following the instructions under each event's entry on our online events diary

\*Members are welcome to bring a non-member guest to a 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.

# Four plank strategy for London

by the Rt Hon Greg Hands MP

“One of the big aspects of being Chief Secretary is the job of portfolio manager. The sums are quite something. Four trillion pounds of assets and liabilities; over 700 billion pounds of expenditure a year.

Some people I speak to in the City get quite jealous of those numbers but the big difference, of course, is that making those numbers larger isn't an indicator of success.

The Chief Secretary to the Treasury has to rein in public spending, and make sure that taxpayers' money is spent wisely. The caricature of the Treasury is as the department always saying 'no, we can't afford this'. That's not entirely unjustified: we were elected by British voters to eliminate the deficit, and made it clear that this would largely be through fiscal consolidation.

## Economies

We set a clear path at last year's Autumn Statement and Spending Review, but navigating it over the coming years has its challenges. It's certainly a significant part of my job description to make sure we stick to that path, and that involves being tough or being an 'economist' in the 19th century definition of the word i.e. someone who believes in making economies in public spending wherever possible.

This is compounded by the economic landscape we're currently experiencing. The Chinese slowdown, the fall in oil prices, continued instability in the Middle East – all are economic risks to a greater or lesser extent. As we are an open, trading economy, all these threats will have some sort of impact on us.

The best way to insulate ourselves from these threats is to get our own house in order. So what I have been saying to the civil servants looking after public spending is: "Now is not the time to take our foot off the pedal".

Our long-term economic recovery depends on us continuing to seek ways to be more efficient, more effective, smarter in the way we use our resources. However there is another part of the narrative. Spending cuts – though necessary – by themselves won't deliver the economic results we need for long-term economic security. It is equally important that we pull



Greg Hands MP with LCCI chief executive Colin Stanbridge

out the stops for enabling growth.

So the conversations taking place in the Treasury aren't simply 'take this off the shopping list'. They will be along the lines of: 'How can we do this in the most cost-effective way? Could we be more innovative about how we fund it, or design it? Is there a cheaper way of achieving the same outcome?'

## Investment

We know that in order to achieve optimum economic growth, government investment is vitally important. The trick is to do it wisely. That is why we have maintained, and even increased, spending.

Some of these areas are services which improve our quality of life: the NHS, schools, our national security or our commitment to help the world's poorest people. Some of those are areas which can be real drivers of economic growth in the future – science, research, broadband, housing, regional growth, and infrastructure.

We know that it is businesses which generate growth in this country. Our programme of spending is directly calibrated to make it easier for you to do that – wherever you are in the UK. Although the Northern Powerhouse is a highly exciting programme for regional rebalancing through growth, the Chancellor is in the same place as I am; you don't make the weak stronger by making the strong weaker.

## Transport

This is the greatest city in the world, and we have plans for helping London go from strength to strength? Inadequate transport is bad for productivity and bad for quality of life. At the Spending Review last year, we committed to £11 billion support for London. This funding will enable Transport for London to invest in the network in projects including Crossrail, due for completion in 2018; major underground upgrades, including new trains and increased capacity; 1,700 hybrid-electric buses this year; and

new cycle superhighways to open by the end of this year.

We will also see HS2 construction beginning next year, with the line from London to Birmingham to be completed in 2027, and extended to Leeds and Manchester by 2033.

As HS2 is built, places connected to it – for instance, Old Oak Common – will receive funding for redevelopment. We've also pledged £55 million to extend the London Overground to Barking Riverside.

## People

One of the most important investments we can make is in our people; making sure that we have world-class skills is at the heart of our long-term plan. That's why we have protected funding for the core adult skills participation budgets in cash terms, at £1.5 billion. This will help around 1.7 million learners each year to develop the skills that employers need.

It is also why we are giving local areas more say in setting up skills systems that are responsive to local

**“Our long-term economic recovery depends on us continuing to seek ways to be more efficient, more effective, smarter in the way we use our resources.”**



economic priorities. We will vastly expand further education loans to help those seeking to move their skills to a new level; and we will consult on introducing maintenance loans for people who attend specialist, higher-level providers.

We're funding five National Colleges and a new network of Institutes of Technology. We have an apprenticeship scheme which is at the heart of our commitment to a world class skills system. By 2020, spending will be double the level of spending in 2010-11 in cash terms.

We're also putting control of funding in the hands of the employers through the apprenticeship levy, so that the system delivers the skills they want and need. We're committed to creating three million new apprenticeships by 2020, and I am delighted that employers across the capital are playing a key part in this, including in the design and development of new degree apprenticeships.

### Homes

It is also vital that our world-class workforce has good places to live. Being MP for an area where house prices set new records practically every month, I'm acutely aware of

## Safe hands

Greg Hands is MP for Chelsea and Fulham and was appointed to the Treasury role after the General Election, taking over from the Coalition incumbent, Danny Alexander. With responsibility for managing over £740 billion of public spending, the Chief Secretary is second within the Treasury behind the Chancellor, George Osborne.

the pressures – particularly when it involves getting onto the property ladder.

Essentially, we need to build more. Our manifesto committed to delivering 200,000 starter homes – homes for sale at a 20 per cent discount, available to younger first-time buyers who plan to live in them. In the Spending Review, we announced £2.3 billion to help deliver up to 60,000 of these.

We also committed to developing 135,000 *Help to Buy: Shared Ownership* homes in London, which will allow more people to buy a share in their home and buy more shares

over time, as they can afford to.

The scheme will be open to all households earning less than £90,000 in London, and will relax and remove previous restrictions, such as local authorities' rights to set additional eligibility criteria. Our London *Help to Buy* scheme will offer buyers with a five per cent deposit on a loan of up to 40 per cent of the value of a new build home, interest-free for five years.

### Markets

The fourth plank of our strategy for keeping London world-class is to help develop our financial services sector. That means opening ourselves up to new and emerging markets – particularly in Asia and the Middle East, which still provide enviable levels of growth.

It means priding ourselves on exceptional standards of regulation, conduct – and therefore trust. It means harnessing new technology, and fostering competition in the market. It also means maintaining excellence, not merely in financial markets, but in all the range of associated professional services that come with the territory.

The hard work we've put in since

2010 has meant that London now enjoys the accolade of the world's most dynamic financial centre. Underpinning all this activity is our core belief that the best way to ensure Britain's continued prosperity is a thriving private sector, one that adds value and creates jobs and growth.

### Growth

It's fair to say that many of the old consensus about the economy have disappeared. Those of us who believe in things like the free market, private-sector driven growth, and the benefits of wealth creation need to continue making that case.

The very best thing we can do is to prove the naysayers wrong, through our actions as well as through our arguments. Time and again throughout history, a dynamic, innovative private sector has proven the biggest spur to increasing our standard of living. ”

This is an edited version of the speech given by the Rt Hon Greg Hands MP, Chief Secretary to the Treasury last month to members of the London Chamber of Commerce and Industry.

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Yintong talks with ...

# Guo Kunzhang, Chairman of the UK Tianjin Chamber of Commerce

Guo Kunzhang is a leading figure in the Chinese business community in London running a travel and education consultancy – Eupo Business Service Limited – from Chinatown, also his base for looking after the interests of the UK Tianjin Chamber of Commerce of which he is chairman.

Guo came to London in 1986, speaking no English and without higher education or financial backing. This revelation captured my imagination as China was an entirely different place then; most people who came to the UK in that period were either highly-educated, sent by the government, sponsored by wealthy relatives, or possibly illegal.

“In the late 80s, China enjoyed a period of sudden exposure to the Western world, and we watched many foreign movies such as Jane Eyre. I was amazed how large Mr. Rochester’s estate was, and how luxurious people’s lives already were in England a hundred years ago.” says Guo, “From a young age I enjoyed observing my surroundings, reading newspapers and thinking for myself. So it is not surprising I made up my mind, against all other opinions, to come to the UK and pursue a different life in the ‘wild west’. My initial thought was very simple: work hard in the UK to make enough money, then go back to live a better life in China. People thought I was mad, as I was already married with a child. My job as a professional driver in one of the biggest textile factories in the country was well-paid and envied by many.”

## Connection

Through a connection with an aunt in the UK, Guo made his way to London and studied studying English. While his aunt’s existence served as a good backup plan, he was acutely aware that he would need to rely on himself. He was prepared for hardship: Guo studied in the morning and afternoon,



**“Tianjin Chamber of Commerce was set up last October under his leadership. This development is about more than sentiment, it also a strategic and visionary move.”**

but had two jobs on the go – one during his lunch hour, and one after class, late at night as a kitchen porter. His greatest luxury at the time was to stroll through the London streets and admire the city in the day light.

From being a porter Guo worked his way up to a chef’s position in an up-market restaurant in Kensington, which job made him a decent living and lasted until 1994. Guo talked to me about this hard-earned experience without resentment and full of amusement and pride. Life was, however, life was to take him in another direction.

To help a friend out, Guo was asked to show a Chinese delegation around London. Not only did he enjoy this experience and got paid handsomely, he was also immediately alerted to this potential business opportunity. He started to research the industry and make contacts in the field. With the influx of Chinese visitors, Guo’s new

business grew rapidly. He bought Jade Travel, an historical travel company, established in the 1960s, restructured it and renamed it Eupo Business Service, offering high-end and boutique travel services. He also acquired other companies including education consultancy services for private clients and a cultural exchange platform.

## Ambitions

So far, so fascinating. Guo’s companies are running smoothly, but does he still have ambitions to fulfil and new dreams to realise?

Over the years, Mr. Guo has established a loyal following and a solid network of contacts in China through his business, especially in his hometown Tianjin. People trust him and he is inundated with requests for help, Guo felt his calling to build bridges and platform to do his bit for Tianjin. After a year’s planning, Tianjin Chamber of Commerce was set up last October under his leadership. This development is about more than sentiment, it also a strategic and visionary move.

Tianjin is a municipal city, a 30 minutes’ train ride from Beijing, which has witnessed significant economic growth in recent years. It hosts the biggest port in Northern China, and development zones such as the Binhai New Area and the Tianjin Economic-Development Area (TEDA), have positioned the city as an attractive site for investment. In addition,

the newly-established Tianjin Free Trade Zone aims to exploit the potential for economic growth in Northern China by promoting the coordinated development in the area encompassing Beijing, Tianjin and Hebei. These Free Trade Zones will promote a unified system between Tianjin and Hebei’s ports and develop a transportation



corridor between China, Mongolia and Russia by exploiting key transportation points and areas for collaboration, ready for facilitating the ‘One Belt, One Route’ initiatives, a key initiative of the Chinese government. Guo is confident about the role his organisation is going to play in this grand plan and is already receiving planners coming from his home country.

As we speak though, reduced Chinese GDP is causing ripples in the business world. But he is not concerned by the slow-down. “I would be worried if China hadn’t calmed down a bit by now. An economy has to go through different stages before it is well established. There is no need to panic, the growth momentum is still in gear and driving China with great force. In a way, it is sign of maturity. Now is the time for companies to consolidate and recover for further development, maybe in scale or overseas. I think this is a truly golden era for businesses all round.”

Yintong Betser is the author of a series of books on doing business in China and the UK and managing director of ACTIVE Anglo Chinese Communications.  
[www.activeukchina.com](http://www.activeukchina.com)

# ELITE – supporting high growth businesses across the UK



by Umerah Akram

London Stock Exchange Group understands the power of fast growing, ambitious businesses to the economic prosperity of the UK. These companies drive job creation, boost tax intake and create wealth across the country. What's more, the need for them to have access to appropriate growth funding is essential and we believe in the power of equity financing to support them.

In order for these businesses to expand and contribute to the economy, they need to rebalance their financing – away from debt, towards equity. Yet, the statistics remain troubling. According to recent data from the British Bankers' Association, only three per cent of UK SMEs use equity finance, in stark contrast with the US, where over 70 per cent of financing comes from various types of equity: angel investment, crowd-funding, venture capital, private equity or a stock market listing.

In addition to our core markets (AIM and the Main Market), London Stock Exchange Group launched ELITE to work with private companies with ambitious plans and a need for capital to

achieve them. ELITE is a structured programme aimed at helping these businesses better prepare and structure for the next stage of growth. Launched by our sister exchange, Borsa Italiana in 2012, it was rolled out across the UK in 2014 and across the rest of Europe in 2015.

## Access

ELITE introduces the leaders of fast-growing UK companies to academics, entrepreneurs and business leaders and gives them access to a community of leading advisers and investors. Through the programme, ELITE company leaders receive practical knowledge on the different sources of finance, be that venture capital, private or public equity, to help them grow. More importantly, it's a platform for companies to share their challenges and learn from each other, not just in finance but other areas such as reaching new markets, managing talent, developing their strategy and equity story.

Feedback from participating company founders and management has confirmed that being part of ELITE's vibrant community has helped them attract talent and funding, develop expertise, deepen and broaden their contacts and grow in confidence as a business.

A recent success story for one of our ELITE companies in the UK

was the merger between crowd-funded British wine retailer and ELITE business Naked Wines with AIM quoted, Majestic Wines. Apart from being a tremendous accomplishment for the company, the deal also reinforces ELITE's ability to prepare firms for the next stage of funding growth, whatever the route taken.

The ELITE community now includes over 320 companies, more than 150 partners and 90 long term investors. There are 62 companies from across the UK, representing a range of sectors, including Exeter-based alternative funding provider Crowdcube, online healthy snacking retailer Graze and Scottish developer of regenerative medicine Taragenyx.

## Extensive

ELITE in the UK is delivered in partnership with Imperial College Business School and draws on its extensive partner and investor network to provide practical and technical insight, aimed at helping the companies connect with some of the UK's leading professionals and tackle specific issues within each business. Companies take part in a series of modules and workshops designed to encourage and embed organisational change. Participants have the opportunity to build invaluable

**"The ELITE community now includes over 320 companies, more than 150 partners and 90 long term investors."**

business relationships with their peers, enabling them to challenge each other as well as themselves.

What is evident from my experience of ELITE in the UK is that the country is home to hundreds of innovative, diverse and growing businesses from across numerous sectors. Being a chief executive of a growth business is tough and lonely with many challenges. ELITE offers the opportunity for companies and their leaders to not just be part of a training programme or accelerator scheme but become part of a vibrant community and support each other over many years, long after the programme is over.

Umerah Akram is head of ELITE UK and senior manager in equity primary markets. ELITE is now recruiting the next cohort to join at the end of April 2016.

[www.elite-growth.com](http://www.elite-growth.com)



# Two minute interview

Steve Howe, managing director, Amethyst Risk Management



## Who are you?

I'm managing director and co-owner of Amethyst Risk Management, a leading cyber security company which has supported a wide range of public and private sector organisations, from central government departments to data centres and telecommunication companies.

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

Amethyst are members and recently completed a programme of sponsored events including last year's Summer Party at the Royal Automobile Club in Pall Mall and a drinks reception at The Ivy.

## What was your first job in London?

I've never worked in London but my first job was working as a scientist at the Atomic Weapons and Research Establishment. I was part of the safety section conducting Bio-Assays – experiments to test the toxicity of chemicals – on various samples.

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

Amethyst have won a couple of complex contracts supporting large companies who are working on challenging multi-stakeholder projects. They have chosen us as their partner to take care of all the information assurance elements. Both projects provide support over a number of years to our customer, their client and the full supply

***"I would make an immediate decision about the additional airport runway for London. People have been procrastinating for far too long."***

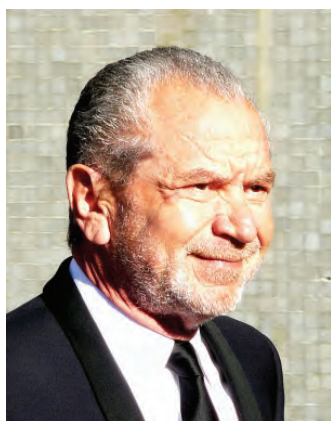
chain. We will announce the contract award details on our website as soon as we can.

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

... administration. Fortunately though I have an excellent team who keep things running seamlessly. Cyber security is such an important element of any business and is becoming more important to the board in demonstrating the health of an organisation, this makes our job critical to our customers and we strive to provide the highest quality service possible."

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

Most certainly Alan Sugar – a business magnate, media personality, and political adviser. According to the Sunday Times Rich List 2015, Sugar has joined the 'billionaire's club' with an estimated fortune of £1.04 billion, and is ranked as the 101st richest person in the UK. All these achievements have been



self-generated. From humble beginnings he has worked his way up through his own efforts.

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

The Olympics was a phenomenal event which gave a huge step up to the economy, not just in London but the whole country. One of our team provided some key tasks for the security planning during the Games. Customer privacy and national security is of the upmost importance to Amethyst and I therefore I cannot reveal any more details of the work we undertook.

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

London is such a diverse and multicultural city, but our transport systems can let us down. However, projects such as the cycle superhighway, HS2 and Crossrail will place us firmly at the forefront of transport links and technology. Both rail projects will bring business opportunities across the country and provide a safer, quicker journey for commuters across London.

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

EU directives and regulations that serve little purpose and provide no value add to the UK.

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

My favourite thing about London is the Emirates Stadium. I am a lifelong Gooner. The stadium was built on time and to budget, and it also provides economic stimulus for the local community. My least favourite thing is unused brown field sites in the Greater London area, especially given the lack of accommodation for young people in the capital.

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



I would make an immediate decision about the additional airport runway for London. People have been procrastinating for far too long.

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



# Bridging the gap between education and employment



by Helen Gray

London is expanding exponentially, and it is particularly dramatic when you consider that by 2022 the capital's primary-aged population will have increased by 94,000 small people, and the number of secondary pupils by 80,000. The need for additional school places is stark and bridging the gap between education and employment will become increasingly more important.

To help London schools to better equip students for the world of work, the LCCI is launching the Young Chamber initiative enabling education providers to better connect with their local business community. Whilst the Young Chamber concept is not new, in fact we participated in it a few years ago, it was relaunched by the British Chambers of Commerce (BCC) in 2015. A national roll-out is now planned across the network throughout 2016 and 2017, including here in London where we are looking for a small number of LCCI members to become founding partners.

## Preparing young people for work

The BCC's latest Business and Education survey of more than 3,500 businesses and education providers found that 88 per cent of firms consider school leavers to be unprepared for the workplace, lacking in particular basic employability skills such as communication skills, resilience and insight into how to act appropriately in the workplace. Yet it is these skills that are most valued, with 88 per cent of businesses considering communication to be the most important entry level skill, followed by literacy, numeracy IT and teamwork. It is the business community that is best placed to work with schools to deliver these skills.

## The London perspective

London schools should be congratulated on their improvement in recent years. The capital's performance at Key Stage 2 (7 to 11 year olds) has routinely exceeded nation-



***“Young Chamber is a great way for businesses to make a real impact on young people’s experience of the workplace and help guide them towards future careers.”***

– Colin Stanbridge

al averages in terms of both progress and attainment. In 2014, 82 per cent of London schooled children reached level 4 in reading, writing and maths combined, up from 79 per cent in 2013 and three percentage points higher than the national figure. At Key Stage 4 (14 to 16 year olds) 62 per cent of London's school children achieved the floor level, compared to 57 per cent nationally.

## Still more to be done...

The GLA Annual Education Report 2015 highlights areas with still greater potential for improvement in London:

- Increasing the proportion of children achieving top grades at Key Stage 2, 4 and 5
- Reducing the rate of drop-out between 16 and 18, particularly with those studying for level 3 qualifications
- Increasing the proportion of London children attending Russell Group and research intensive universities
- Closing the gap by improving the attainment of disadvantaged children.

tastic that London schools are performing so well but the workplace is ever changing and our young people must be fully equipped with a comprehensive toolkit of skills, including those softer employability skills like teamwork and communication, to ensure they can flex and compete. When we ran a similar initiative some years ago, members fully embraced the opportunity and we're certain that this will be the case again."

## What can Young Chamber offer your business?

Young Chamber presents tremendous opportunities for Chamber members, regardless of size or sector, providing access and sustained relationships for schools to local businesses to develop skills such as communication, team work and resilience, and offer real-world careers advice through guest speakers, career events, forums, mock interviews and relevant activities.

Topping the list of benefits for London firms who already engage with schools is the CSR opportunity followed by the ability to identify future employees and helping broaden awareness of jobs/career opportunities. Improved profile for the business or brand and access to a more diverse future workforce are also attractive to almost a third of firms who responded to the BCC survey. Meeting CSR requirements, providing training opportunities for employees and recruiting future talent for your own business are just some of the benefits to be gained from getting involved.

Through the work of the Skills and Employment Forum and its own research, the LCCI is already an active participant in the skills policy debate. Young Chamber will become a key component in this in the years ahead and the LCCI looks forward to joining with members to help shape the workforce of the future.

Dr Helen Gray is LCCI schools' project consultant. To get involved or learn more about Young Chamber contact her at [hgray@londonchamber.co.uk](mailto:hgray@londonchamber.co.uk)

# Two minute interview



**Bev Williams, sales director, Willmott Dixon Interiors**



**Who are you?**

I am Bev Williams, sales director at Willmott Dixon Interiors, the home of high quality fit-out and interior refurbishment.

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

Willmott Dixon Interiors are members of the Chamber and are keen participants in the Property & Construction Group. We anticipate that membership will raise our company profile within the City and allow us to

make new business acquaintances in both our sector and London business generally.

**What was your first job in London?**

I worked for the National Federation of Retail Newsagents in Sekforde Street, Clerkenwell Green in 1995. Back then Farringdon was a very different place; there were no thriving bars, restaurants or office space like we have today.

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

Willmott Dixon Interiors went through a rebranding exercise a short while ago. This was a great achievement as we were able to enhance brand visibility and been seen as true specialists in interior fit out and refurbishment.

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

... writing reports. I prefer talking to people."

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

Shawn Achor – he is the bestselling author of The Happiness Advantage. I recommend his TED talk on Youtube.

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

My family are actively involved in disability sports so it was very close to our hearts. Also Willmott Dixon built the £13 million polyclinic in the athletes' village. The polyclinic was the venue for sports therapy and clinic throughout the games as well as the venue for athletics drug testing, and being involved in this was an achievement.

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

Crossrail will be a major transformation. However a better system for cyclists is needed. Maybe have separate cyclist paths, and not on the road – the embankment is going to be a nightmare!

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

Onerous terms and conditions

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

My favourite things about London are the buildings and the diversity. Least favourite are the pigeons.

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

I would change Boris Bikes to Bev's Bikes and make them free. I would also make cycle helmets compulsory.

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



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# Alcohol wholesalers must ensure registration

by Phillip Henwood

Businesses should by now be fully aware that the new Alcohol Wholesaler Registration Scheme (AWRS) was introduced in the UK from the start of January this year. The purpose of the AWRS is to reduce the risk of illicit alcohol, on which no duty has been paid, being sold in the UK to unsuspecting consumers. To be approved under the scheme, UK businesses wanting to wholesale alcohol must pass rigorous checks.

Businesses which fall within the scope of the AWRS, i.e. those trading in alcohol within the UK after the 'duty-point' at wholesale (B2B) level as a business channel must apply for registration within the 3-month period from 1 January 2016. HMRC will complete the registration process for existing businesses by 31 March 2017. After 31 December 2015 it has been made illegal for new businesses to sell duty

paid alcohol, as a wholesaler in the UK, unless the business has applied for registration.

## Requirements

The AWRS therefore requires registration of thousands of businesses within a 15-month period, and HMRC has allocated significant resources to this. Businesses will want to ensure that there is no interruption in their trading activity due to failure to supply the correct information to HMRC, or to comply with the requirements of the AWRS. If they have not already done so, businesses involved in the purchase or sale of UK duty paid alcohol at wholesale level should review the HMRC AWRS briefing pack:

- businesses such as hotels and restaurants which purchase duty paid alcohol in the UK from wholesalers will be expected to verify that their suppliers are permitted to sell such products, i.e.

- are registered under the AWRS
- wholesale suppliers will be expected to carry out checks to verify that their customers are genuine resellers, and that their own suppliers are legitimate suppliers.

The AWRS introduces new 'fit and proper' criteria for businesses which need to be registered, which must satisfy HMRC before registration will be allowed.

From 1 April 2017, HMRC's registration database is expected to be live. Purchasers will be expected to check the registration of all their UK duty paid wholesale suppliers after this date. Also from April 2017 UK wholesalers must include their AWRS registration number on all sales invoices.

Applicants should anticipate an online application followed by a registration inspection visit from HMRC before the application is approved. Prior to completing the application, companies should:

- review their compliance and payment record, ensure that record keeping arrangements and operational processes are fully current and documented
- create appropriate due diligence procedures for suppliers and key personnel.

## Compliant

This will enable the business to satisfy HMRC that it is fully compliant with the AWRS legislation, and to complete the registration without undue difficulty.

Many businesses will be well placed to submit the initial application themselves, however, they are likely to benefit from professional assistance in completing the requisite checks, particularly in the event of a subsequent challenge by HMRC as part of their review process.

Phillip Henwood is director of 4 Eyes – tax solutions  
[www.4eyesltd.co.uk](http://www.4eyesltd.co.uk)

# Safe Deposit Boxes: a new Golden Age?



by Ruhi Sethi

The phrase safe deposit box may conjure up images of spies and gangsters but for a growing number of people they are still a very safe and effective way of storing valuable goods securely away from their homes.

The use of safe deposit boxes is particularly popular within the UK Asian community where gold and diamonds are commonly given as gifts at weddings, landmark birthdays and other special occasions. In addition, an important part of Asian weddings is passing of wedding jewellery from mother to daughter making it critical to properly protect such irreplaceable gifts. The gift of gold is popular as it makes aesthetically pleasing jewellery and provides a sound financial investment. As this is a widely known custom, members of the Asian community have had their homes targeted by thieves causing many to fear keeping these valuable items at home.

The use of safe deposit boxes is not restricted to the Asian community, others like to protect important original documents and family heirlooms away from their houses in case of fire and flood damage. Whilst a vast number of important documents are now stored electronically, there are still a number of personal documents which are often required in original form and to lose them in a fire or flood would cause considerable inconvenience.

It is still an important method of storing valuable goods for jewellers which was highlighted by the recent raid on the Hatton Garden Safe Deposit Limited.

## Advantages

Whilst some high street banks are now scaling back on their provision of safe deposit box services, there are still a large number of banks and security companies who expanding their safe deposit services. This is because existing providers and new companies have recognised the advantages to such services some of which have been highlighted by the

problems that members of the Asian community have faced in the past. Given the potential advantages of using safe deposit boxes, demand for such services appears to be increasing. Some providers have reported that their safe deposit box facilities are at full capacity in areas of the country with large Asian populations.

It is important to recognise that if you deposit valuable items with a bank or a security company providing a safe deposit service, they are legally responsible for keeping those items safe and are accountable in the event of any loss or damage. Disputes in relation to the maintenance of safe deposit boxes do arise and may trigger a number of legal issues such as bailment, breach of contract and negligent breach of duty. Over the last year, I have advised a number of clients on all of these issues in cases relating to safe deposit boxes.

It is advisable to get your items valued when you deposit them and to maintain an inventory of the items you deposit in your safe deposit box as this will vastly assist in the event that there is any query over the

contents of your safe deposit box. Some security companies include insurance in the package that they offer to customers but if the security company you are planning to use does not provide this or you are using a bank safe deposit box, it is worth considering taking out separate insurance to give you with a further layer of protection.

If you experience any problems with the maintenance of safe deposit boxes, as a provider or as a user, it is important to seek legal advice as soon as possible to maximise your chances of satisfactorily resolving the matter.

Ruhi Sethi is a commercial barrister at 4-5 Gray's Inn Square Chambers  
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# Achieving a state of employee contentment



by Richard Ward

There is a fundamental convention that is very much alive across all areas of commerce and industry in 2016 and that is employee well-being. Others have come and gone but this one is standing the test of time, and is in fact being truly embraced cross sector.

Employee well-being is defined by CIPD as “creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organization”.

CIPD has identified eight areas as being key for well-being at work and four of those are of particular interest to team builders and developers, Quest: employee development and engagement; relationships; physical health; and mental health.

Extensive work has been conducted with a wide range of organisations to significantly improve Employee well-being, and over the past seven years a tried and tested programme of activities for effective improvement has been developed. That programme enables staff events to be delivered for in excess of 500 people at one time, at which four of the eight areas of Employee well-being are rigorously addressed.

## Challenges

A highly strategic challenge is prepared for teams of five. The challenges are not specific to the organisation's business, although that can be an option, but over a day and a half draw out a range of core business skills to be practiced. Trade-off decision making; considered role allocation; scrupulous time management and well-chosen communication are some of the key skills typically addressed, all of which contribute significantly to employee development.

Usually and intentionally the teams comprise people who work in different parts of their business, and in different office locations. Increasingly Quest is told that current



e-based work environments are at best stultifying and at worst damaging relationships across the workplace. Facilitating an atmosphere in which colleagues can put faces to names, start to build face-to-face rapport and quite simply talk with one another through an enjoyable but highly developmental process builds cross business relationships swiftly and effectively.

The physical health of staff has been of increasing concern to employers over many years, in parallel with the stance taken by central government about the physical

health of the wider population. The workplace specifically, and life styles in general, are increasingly sedentary and whilst many employers are able to promote physical exercise “kick-starting” those same people into actually getting up & starting to build an exercise regime is often a huge task. Well-meant words and concrete action remain stubbornly divided.

## Competition

The programme for addressing employee well-being has at its core a physical challenge. Teams compete

against one another and team members routinely discover that through the promoted competition they can actually achieve a great deal more than they remotely thought. In the company of work colleagues that discovery has been shown on many occasions to be dramatic and life changing. Kick starts don't have to be complicated.

There is proven evidence that strong mental health is linked to vigorous physical health. The kick starting of a new more active life style can manifest itself quickly in improved outlook & behavior. Mental resilience, very much in vogue, can be greatly enhanced by improved physical health. The powerful kick-start of the programme described here is not just limited to physical improvement, mental benefits form a key partnership.

Promoting a state of contentment across even the largest organisations and actually creating tangible well-being for staff is achievable and affordable. The kick start is ready and waiting, it simply needs to be put into action.

Richard Ward is director of Quest TGO  
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# Get ready for The Wharf Innovation in Business Awards 2016

**Wharf**  
**INNOVATION**  
in business awards 2016



by Annabel Fogden

The Wharf newspaper has unveiled a new red letter day for the business community of Canary Wharf and east and south-east London. Thursday 29 September 2016 will see its first Innovation in Business Awards celebrating the best of business in the new engine room of the capital's economy.

Held in association with the East London Chamber of Commerce (incorporating Docklands Business Club) and with Canary Wharf Group as principal sponsor, the awards will reflect the diverse, the enterprising and the successful, all qualities to be found in businesses from established corporates to startups, as well as innovation in business thinking – from ground-breaking partnerships to small-scale community projects.

## Business talent

Editor of The Wharf Giles Broadbent said: "The strength of business talent in these few square miles is extraordinary. The storm of entrepreneurial energy found in enterprises large and small is why the whole centre of gravity of the capital is moving east. We want to celebrate that talent and those ideas and, at the same time, give people a chance to network with neighbours they might otherwise never meet."

East London Chamber of Commerce chairman Janette Withey said: "The time has come to celebrate the achievements of companies and individuals in Docklands and its surrounding boroughs. This distinguished gathering of local business leaders and other VIPs will bear witness to the deserved recognition of managerial and entrepreneurial talent of the winners. The chamber has 31 years of history celebrating the achievements of the commercial and industrial communities in the area and is proud to partner with The Wharf in the evolution of that tradition."

Criteria for the categories will be published online at wharf.



**"The storm of entrepreneurial energy found in enterprises large and small is why the whole centre of gravity of the capital is moving east. We want to celebrate that talent."**

co.uk from Thursday 31 March 2016, with entries accepted from that date. Businesses and individuals entering the awards must be based in the London boroughs of Tower Hamlets, Newham, Greenwich, Lewisham, Barking and Dagenham, Havering, Redbridge, Southwark or in the City with an EC postcode.

## Pride

Giles said: "This isn't just about the bottom line – although that's important. These awards will celebrate small-scale projects, innovative thinking, inventive collaborations – these initiatives can happen anywhere, at any time in any size of operation so we urge every business to take pride in both their hard slog and their eureka moments."

The Wharf Innovation in Business Awards will be made in 12 categories:

- Business innovation (sponsored by London City Airport)
- Business person (sponsored by LycaHealth)
- New business (sponsored by the University of East London)
- Small-size business, for firms employing 1-10 people (sponsored by Tune Hotels)
- Medium-size business, for firms employing 11-250 people (sponsored by Get Set For Growth)
- Large-size business, for firms employing more than 251 people
- Customer service excellence (sponsored by HSBC)
- Employer (sponsored by Porsche)
- Business growth (sponsored by

O'Brien Solutions)

- Business partnership (sponsored by TMP Solicitors)
- Corporate Social Responsibility (sponsored by East London Business Place)
- Lifetime achievement.

The event will be held at Radisson Blu Edwardian New Providence Wharf with a gala evening of celebration and entertainment. Tickets to the awards ceremony are on sale now and are priced £85.00 per person: £75.00 for East London Chamber of Commerce (including DBC) members.

For further information as well as on sponsorship opportunities around the event, contact Karen Brodie, Group Head, The Wharf karen.brodie@wharf.co.uk 020 7510 6055

Annabel Fogden is manager of East London Chamber of Commerce (incorporating Docklands Business Club) [afogden@londonchamber.co.uk](mailto:afogden@londonchamber.co.uk) [www.eastlondonchamber.co.uk](http://www.eastlondonchamber.co.uk)

# A new era for the resolution of business disputes?



by **Olivia Staines**

In a global economy and in an increasingly global marketplace, competitive businesses have to be at the top of their game. A sound business strategy, adherence to rules and regulations, efficient business processes, effective use of technology, good communications and thorough risk assessments are all vital elements to the success of businesses. Looking ahead to avoid business disputes where possible is also critical. Where such disputes cannot be evaded, a company's image and reputation will hinge on the way in which they are managed.

The conventional approach to justice is no longer what it used to be. Following the rise in court fees in the UK last year, litigation has been heavily criticised for deterring smaller enterprises and businesses from access to justice. The cost factor is not the only issue to bear in mind; time and exposure to the press are two other factors to consider when deciding how to manage a dispute.

## Momentum

Alternative dispute resolution (ADR) has gained momentum within the business community as an effective way to resolve commercial disputes outside the courts. ADR procedures such as arbitration and mediation, which involve the presence of neutral and impartial third parties, have been praised for their expediency. In addition to being highly time and cost efficient, the processes also have the advantage of being confidential. Arbitration is final and legally binding, the award is enforceable in the same way as a court judgment.

The Chartered Institute of Arbitrators (CI Arb) recently launched its Business Arbitration Scheme (BAS) to cater for claims valued at between £5,000 and £100,000. BAS is a fixed fee scheme (£1,250 + VAT per party), giving certainty as to the costs of the arbitration. Cases will be heard before a sole arbitrator and a final, legally binding decision on the dispute will be rendered within 90 days. The scheme is simple enough to allow most businesses to present their case without legal representa-

tion and the costs recoverable have been limited to protect parties against liability for their opponents' high legal bills.

The implementation of both the EU Directive on Consumer ADR and the Online Dispute Resolution (ODR) Regulation into UK law, have also heralded a new era for the resolution of business disputes.

Businesses selling goods or services online within the EU must now provide a link on their website (and in some cases as part of their contractual terms) to the European Commission's ODR Platform. The platform has been hailed as a welcome opportunity to strengthen the EU internal market.

## Contract

Under the new UK Regulations, if a business is unable to resolve a consumer complaint regarding a sale or service contract, it must inform the consumer on a durable medium:

- that it cannot settle the complaint with the consumer
- of the name and website address of an ADR entity which would be competent to deal with the com-

plaint; and

- whether the business is obliged, or prepared, to submit to an ADR procedure operated by that ADR entity.

All businesses that are legally obliged or have committed to use a certified ADR entity must provide information about that entity on their website and in any contractual terms with consumers.

Commenting on the new obligations on businesses CI Arb Director General, Anthony Abrahams, said: "Although the majority of businesses will not be compelled to use an ADR entity, we hope that the requirement to identify one, combined with the potential benefits that ADR can offer, will encourage businesses to do so.

"The new ADR Regulations will support ADR practitioners in helping businesses maintain a positive relationship with consumers."

Olivia Staines manages PR and communications for the Chartered Institute of Arbitrators [www.ciarb.org](http://www.ciarb.org)

## Networking at Langan's

LCCI's first *By Invitation Only* event of the year took place in February at Langan's Brasserie where guests were welcomed by Chamber chairman Mark Adams OBE.

The restaurant is one of London's most iconic. Since Peter Langan, the Irish restaurateur, opened the doors in 1976 in partnership with Sir Michael Caine and the Michelin-starred chef Richard Shepherd CBE, it has become a Mayfair institution.



## Who's who on the Asian Business Association Committee – Haarprit Suri

Born in Kenya, migrated to Britain in 1977, Haarprit (known as Pitu) is an entrepreneur with a success story. His parents established the Oceanic business in the same year. Based in Soho, its business activities include student accommodation, commercial property, fashion and fashion jewellery – national and global. Pitu is involved in City Livery companies in their charitable activities and Oceanic supports many other charities. He is also a member of the LCCI Council.



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**EVENT BEAT**...

# Tax briefing – preparing for 6 April 2016



by Ana Sofía de la Quintana

If you are one of the many tax payers still building up your retirement fund you want to make sure you use the tax breaks still available to you, especially if you are higher rate tax payer.

From the next tax year (6 April 2016) there will be a reduction in the pension funding limits for high earning individuals – known as the Tapered Annual Allowance (TPA). You may be impacted by this new limit. After 6 April 2016, if you (and/or your employer) over-contribute to a pension policy you could face an additional tax charge.

In addition, the standard Lifetime Allowance (LTA) (the total amount of tax relieved pension savings that an individual can build up over a lifetime without incurring an additional tax charge) will be reduced from £1.25 million to £1 million. The lower LTA limit will then be increased in line with the Consumer Prices Index from April 2018 onwards.

## Tapered Annual Allowance

Currently an individual is allowed to contribute up to £40,000 per annum to their pension, together with any unused relief from the previous three tax years. Under the changes, any individual with annual income of over £150,000 (including employer pension contributions) will have their annual allowance restricted (both Employee and Employer Contributions are restricted).

The restriction will work by reducing the £40,000 annual allowance by £1 for every £2 of income in excess of £150,000. So an individual with £180,000 of income will see their annual allowance reduced by £15,000 from £40,000 to £25,000.

Once income levels exceed £210,000, the maximum restriction is reached and would limit the individual's pension contribution allowance to £10,000 per annum. If any contributions made by you or your



**“From the next tax year there will be a reduction in the pension funding limits for high earning individuals – known as the Tapered Annual Allowance.”**

employer from 6th April 2016 exceed your tapered annual allowance then a tax charge payable by you will arise on any excess over the restricted amount.

## A window to top up your plans

Given the current maximum Annual Allowance of up to £40,000 per annum remains available until the end of the current tax year, it would be worth considering whether a pension contribution (e.g. bonus waiver) prior to 6th April 2016 would be beneficial before the new restriction comes into force. As a

result of the budget changes this summer an additional Annual Allowance has been allocated which means that even though you may have maxed out this year, an additional opportunity may be available to undertake an additional contribution this year.

## Carry-forward

If you didn't use your full pension allowances from 2015, 2014 and 2013, you can still use them this year under the carry-forward rules. That is an additional £140,000 you could put in your pension on top of this year's annual allowance. But remember the amount you can put in your pension in any one tax year is limited to 100 per cent of your earnings. So if your earnings were £80,000 that is the maximum you can put into your pension, including carry-forward.

## Loss of Personal Allowance

If you earn over £100,000 you will gradually lose your Personal Allowance. Pension contributions can help you regain your Personal Allowance. The effective tax relief rate could be as high as 60 per cent.

## Lifetime Allowance

The Lifetime Allowance is a limit on the value of your pension schemes – whether paid as lump sums or retirement income – that can be paid out without triggering a Lifetime Allowance tax charge.

The Lifetime Allowance for 2015/16 is £1.25 million but will be reduced to £1 million from 6th April 2016. The lower LTA limit will then be increased in line with the Consumer Prices Index from April 2018 onwards.

## What happens if I exceed this limit?

Benefits in excess of your remaining Lifetime Allowance will be subject to a tax charge of 25 per cent if taken as income and 55 per cent if taken as a lump sum. Your pension provider will deduct this tax before benefits are paid and pass this either directly to HM Revenue & Customs (HMRC) or to the trustees of your pension scheme to pass to HMRC depending on the type of plan you have.

The lifetime allowance tax charge is always chargeable if applicable, even if funds are left to your beneficiaries as lump sums. Transitional protections such as Fixed Protection 2016 and Individual Protection 2016 have been introduced to help those individuals with pension savings at or in excess of the new £1 million LTA.

If you are 55 and you think you will hit your Lifetime Allowance in the future you may want to crystallise some of your pension before 6 April. Any crystallisation of your pension before 6 April will be assessed against this year's £1.25 million LTA leaving you more room for further contributions or fund growth in the remainder of your pension fund.

Ana Sofía de la Quintana FIA DipPFS is a pensions actuary and independent financial adviser at Bright Investments Pensions & Savings

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

# Key trends in business travel



by Michael Steele

Last year was a bumper one for corporate business travel with GBTA predicting a global 5 per cent year end growth over 2014. In a European context the UK market has led the way with total corporate travel spend in Q3 2015 coming in at £7.6 billion the highest level since 2007. Total annual spend in the UK is expected to top £31 billion which will represent growth of 7.4 per cent year on year.

There have been a number of key trends that have accelerated in 2015.

The increase of Self-Booking Tools (SBT) and Online Booking Tools (OBT) has continued apace. Traditional, phone based business travel bookings are increasingly being replaced by online self-booking which is quicker and cheaper. A re-

cent Euromonitor report shows that OBTs accounted for 47 per cent of all business travel bookings in 2014 and this is expected to rise to 54 per cent in 2019. Few people use a travel agency to book a hotel for private use so why should they do so for business use? This does not mean however that staff necessarily book however they like, whenever they like. Ensure that the SBT allows bookings to be tracked under your Duty of Care obligations and let the bookings commence.

## Partnership

The sharing economy continues to impact on the business travel industry, largely led by the introduction of Uber and Hailo in the transportation sector. Airbnb is also making a play in the sector with this year's much heralded partnership with Bridge Street Global Hospitality, a leading player in the serviced

*"The sharing economy continues to impact on the business travel industry, largely led by the introduction of Uber and Hailo in the transportation sector."*

apartment sector. It remains to be seen how corporates will react to these developments as retaining control, visibility and ensuring standards remain the key consideration.

A new term – bleisure – has been coined in 2015, meaning a mixture of business and leisure. Many com-

panies have staff who are constantly travelling for work and they allow them on occasion to bring family on a trip or to extend their stays into the weekend. Travel thus becomes less arduous and makes for happier, more loyal staff.

Mobile continues to play an increasing role in business travel with unlimited service development potential. The end goal is that your travel partner will be with you at all times on your journey. Click a button to tell colleagues how good the wi-fi is in your hotel, have your booking details pop-up on your App as you enter the hotel, pass your preferences for room type or meal to the hotel as you are on the move, access live-chat with your office or travel partner as you move.

Michael Steele is sales director at Roomex.com

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

## Members' noticeboard

### ■ In December, **Capita Translation and Interpreting (Capita TI)**

took part in the Rotary Shoebox Scheme, which enables people to become involved in helping the people of Eastern Europe. Fiona Brindle who coordinated the scheme said "We were delighted to have sent 40 shoeboxes for a range of people including babies, children, teenagers, families and the elderly. It was very personal, and lovely for us to be able to help people much less fortunate than us. The boxes contained items such as toys, hats and scarfs, toiletries and writing materials".

■ **Victorstone Ltd** have been awarded the exclusive Gold Award for London in a ceremony hosted by The Guild of Professional Estate Agents, in association with The Telegraph. Held on Thursday 28 January 2016 at the Millennium Hotel, Mayfair, London, The Guild's Annual Awards recognise outstanding levels of customer care and industry expertise in its 800 strong network of independent estate agents.

### ■ **Business Consultant and NED**

I am a successful, competitive and highly motivated serial entrepreneur with more than 45 years' experience in industry and property development. Having

recently sold my companies, retirement is not an option and I am seeking companies that require a consultant or a Non-Executive director to advise them and to make use of my expertise. If you feel open to discussion and would potentially find my services of benefit to your company, please get in touch. – Peter Ferstendik, Mandora Ltd 07770 552585 [peter@mandora.co.uk](mailto:peter@mandora.co.uk)

■ **Roomex** is delighted to have appointed Stewart Wallace as Sales Manager, London. Roomex is an online hotel booking platform, designed specifically for business travel. Roomex helps companies across London and beyond to save on average 21% on hotel spend with a no fee and no contract model. For more information contact [stewart@roomex.com](mailto:stewart@roomex.com)

■ **London Corporate Training (LCT)** offers short (normally 1-3 weeks) management training courses, in London and overseas. Expert and very experienced trainers run over 130 different courses covering many areas of management: finance, leadership, operations, communication skills, public relations, supply chain and human resources management, law, sales and marketing. Bespoke training can also be arranged.

## EVENT

### ■ **Liverpool in London Business Club**

Date: Wednesday 30 March 2016, 6.00pm

Location: University of Liverpool in London Campus, Finsbury Square, London EC2A 1AG

Liverpool in London's Spring Business Club is a free event, open to businesses within the South East and North West, and represents an excellent networking opportunity. There will also be a discussion and Q&A with Sir Roger Gifford, UK Head of SEB and former Lord Mayor of London, who will offer insight into the UK banking industry and accessing Green finance.

To register, please contact Nathan on 020 7947 4480 or email [nhoran@invest-liverpool.com](mailto:nhoran@invest-liverpool.com).

These courses are tailor-made to suit clients' needs precisely. Details of LCT's LONDON courses can be found on [www.lct.co.uk](http://www.lct.co.uk).

■ **Access Self Storage** offers more than safe, dry and secure storage. We offer great packages for SME's from mailboxes, document managing, offices and IP telephony. 2015 has been our busiest year opening 3 new sites in Hemel Hempstead, Catford and Cheam. Cheam also offers our first hot-desking facility. Freelancers, start-ups and students from all sectors will be able to take advantage of the shared workspace, while building strong personal and professional connections as part of a mutually supportive, entrepreneurial community.

■ **JCI (Junior Chamber International) London** is offering development opportunities for young professionals in their 20s and 30s. The London branch of JCI, which is part of a global network of over 150,000 people worldwide is all about providing opportunities for young professionals to develop leadership skills and give back to the community. Upcoming events include: Council meeting on 07/03/2016 and 'Jet Set Your Career Session 2: Influencing for Impact' on 09/03/2016. For more details about the events, check <http://www.jcilondon.org.uk/events> and if you would like to know more, you can write to us: [events@jcilondon.org.uk](mailto:events@jcilondon.org.uk)



# Bosnia Herzegovina's EU candidacy

Last month the EU received Bosnia Herzegovina's candidacy application to join the Union. This followed the country's signing of a Stabilisation and Association Agreement with the EU in 2008 and the successful application of its neighbour, Croatia, which joined the Union in 2013.

This step signifies the progress made by Bosnia Herzegovina with regards to human rights. The country's recent history has been dominated by reconciliation following the Bosnian war of 1992, which witnessed the ethnic cleansing of Croat and Bosnian Muslims. This genocide led to the death of



100,000 people.

In order to join the EU Bosnia Herzegovina will have to pursue reforms in order to comply with the Unions' main principles and values, such as the ones written in the EU Charter of

Fundamental Rights. The news was welcomed by the EU Foreign Policy chief, Federica Mogherini: "It is a day of celebration for all of us: only 20 years ago, it was in the Balkans where one of the most awful page of European

History was written".

The step was supported heavily by the German and British governments who launched an initiative for economic development and institutional reforms to make Bosnia Herzegovina eligible. This involved proposing reforms to increase state functionality and also involved planning a detailed strategy the country should follow to meet the criteria required by the European Union such as the Copenhagen political and economic indicators. So far those efforts have been encouraging, even if they still need to go further into their reforms.

See p30 for infographic on the work of the EEN

## OECD tax avoidance issue

In January the European Commission set new rules to align the tax laws in all 28 EU countries in order to fight aggressive tax practices by large companies. The two main proposals are part of a 15-point OECD package to limit tax base erosion and profit shifting agreed by leaders at a G20 summit in Antalya, Turkey in November.

Vice-President Valdis Dombrovskis, responsible for the Euro and Social Dialogue declared: "Europe can be a global leader in tackling tax avoidance. This requires coordinated European action, avoiding a situation of 28 different approaches in 28 Member States."

The Package consists of four core legislative and non-legislative initiatives.



First, an anti-tax avoidance directive, which proposes a set of legally binding anti-avoidance measures, secondly, a recommendation on Tax Treaties, which advises Member States how to reinforce their tax treaties against abuse by

aggressive tax planners, thirdly, a revision of the administrative cooperation directive, which will introduce country-by-country reporting between tax authorities on key tax-related information on multinationals and finally, a Communication on an External Strategy for Effective Taxation, which sets out a coordinated EU approach against external risks of tax avoidance and that will promote international tax good governance.

"Recent studies at the European parliament estimate the revenue loss at around 50 to 70 billion euros (\$55-75 billion) a year, roughly the equivalent of the GDP of Bulgaria," reported Economics Affairs Commissioner Pierre Moscovici during a news briefing.

## Increasing access to international procurement markets

The European Commission has published its revised proposal for an International Procurement Instrument to open up foreign procurement markets to hitherto side-lined European businesses.

Despite the EU opening its own markets European companies still face issues accessing tenders in some of its major trading partners, including those which have, like Europe, signed up to the WTO's Agreement on Government Procurement.

Liberalising these markets

would not only benefit the EU, but would also greatly benefit the tender countries, increasing competition and transparency. It would also reduce the cost of public goods and services, benefitting tax payers, and would decrease the risk of corruption.

The proposed instrument would allow public investigations to be conducted into alleged discrimination of European companies. The Commission would then invite the country of concern to a consultation on opening up

its procurement markets, which could take the form of discussions on an international agreement. If this failed, then the tool would allow bids of goods and services from the country to be considered to offer a higher price than the one they put forward, and would consequently provide European and non-targeted country goods with a competitive advantage.

Furthermore, the new tool would include safeguards to ensure it did not have adverse effects; for example, the tool will not apply to suppliers from

the most vulnerable developing countries nor to tenders made by EU SMEs, to increase their participation in European procurement markets.

The EU already has on-going talks with its major trading partners, whether this be through discussions on free trade agreements or through working with the WTO. With around 10-15 per cent of an economy's GDP constituting government procurement, these talks and tools are essential if there really is to be an open international market.

# Encouraging women entrepreneurship

"Despite existing equality legislation, women are massively underrepresented in business. Stronger implementation of EU directives and change to national social policies can turn this around." Barbara Matera.

Barbara Matera, Vice-Chair of the Committee on Women's Rights and Gender Equality has succeeded in the adoption of a resolution on "the external factors that represents hurdles to female entrepreneurship". A report that reveals the inequalities faced by women in the entrepreneurial sector. Indeed, according to the figures disclosed, women

represent only 31.1 per cent of the entrepreneurs and 34.4 per cent of the self-employed in the EU. The divulgation of those data allowed them to ask the Commission and the European member states for a reinforcement of their efforts to counter gender discrimination in the labour market and to boost female entrepreneurship.

Moreover, one of the main point enlightened by the researches is the woman's non-access to networks of investors and peers. Something that deprives them from a considerable help for starting their business. To resolve this

issue, the Committee offered to gather women around several platforms, helping them to: "share ideas and receive funding more easily". It also proposed the establishment of a European Business Centre for women, organised by the Commission.

The adoption of the resolution and the diverse proposals seem to be very positive for the development of a wider European female entrepreneurship. Furthermore, opening the doors for women in business will also profit for Europe and the world. In an article published by the Economist in 2013, Tory Burch,

chief executive and designer underlines that: "Investing in businesswomen will boost the economy for everyone". She then mentioned that women held a different vision of the world which can lead to innovative ways for businesses that could be successful. For instance, Estee Lauder, a famous businesswoman, set up on her own in 1946 a beauty company that turns out to be today one of the greatest beauty empire in the world. The project undertaken by Barbara Matera would then allow women to follow entrepreneurship path as well.

## EVENTS



### Food Business Meetings (FBM) Tavola 2016

14 March 2016 - Kortrijk, Belgium

Face-to-face meetings for the retail food sector and large catering organisations. Participants from all food sectors, from alcoholic beverages to vegetarian products, and from all stages of the business process, from producers to distributors, will be present.

Sectors: Multiple.

Location: .



### Innovative Enterprise: Financing Ideas from Europe Brokerage Event

1 April 2016 - The Hague, Netherlands

Companies in the Fintech sector can meet potential business or investment partners in person. EEN will schedule one-to-one meetings for you and help you prepare for them.

Companies will have the chance to get connected with the right people, learn more about InnovFin, the European Union investment programme for innovation. You will be inspired by stories about choices others have made and why.

Sectors: FinTech



### EUREKA Innovation Week 2016: Matchmaking Event

27 April 2016 - Stockholm, Sweden

Find international collaborators for your innovation projects during these one-to-one meetings, involving companies with a specific focus on Smart Cities.

Sectors: Smart Cities.



### Alimentaria 2016 Brokerage Event

26-27 April 2016 - Barcelona, Spain

This brokerage event will be held alongside the main Alimentaria Fair which is one of the largest food and drinks trade shows in the world. Featuring participants from across the world, the brokerage event will help you find commercial and technology partners, as well as R&D collaborative projects within the Horizon 2020 programme.

Sectors: food-agro industry.



### Vision London 2016: Matchmaking Event

8 June 2016 - London

Forge new relationships and find out about and source new innovations and technologies by meeting other international SMEs, larger corporations, research centres, universities and retail chains all in the field of architecture and construction.

Sectors: Innovative materials and solutions, building solutions, offsite solutions, technology solutions, software, consultancy services, research and development, academia.demia and bring to their attention any innovative ideas.



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

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# Capital

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# Capital

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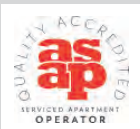
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**i** For any queries on features or advertising in *Capital Matters*, contact:

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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!

**i** For more information contact HSF health plan on 0800 917 2208



# Ideas enrich a business with potential opportunity

**IDEAS** are the kernel that drives the evolution and growth of a business, the next big thing in your business. Ideas provide aspiration, energy, discussion, excitement, and vision.

To be relevant and meaningful, some effort and creativity are needed to define ideas, which then have to be actively nurtured and developed essentially by a senior executive champion.

The criteria for what constitutes opportunity are defined first. These factors need to be used directly in filtering ideas generated later. Extension of internal capability, and invention of new product category reflect significant confidence to drive the market direction. Other firms however elect to discover and exploit niches and gaps in the market. Yet others want to provide for unmet customer needs. Whichever is the selected path, it can lead to viable opportunities.

The strongest internal capabilities when identified and measured are then explored for uses and extension to other markets. Research and workshops are the mechanisms to achieve this.

Creative ideation identifies new categories. The approach used here is the same as the ones that early European philosophers used a few thousand years ago.

External market research can identify market gaps. Uniquely combining and triangulating findings, borrowing ideas from other industries,



extrapolating, all reveal useful possibilities.

Primary research with customers, in areas normally not explored by businesses and consultancies, can easily reveal the unmet needs of customers. There are usually plenty of options to explore here.

Overall, it is possible to generate hundreds of possibilities. Filtering these ideas through the sieve of the criteria identified previously, leads to business specific and one or two workable ideas. Ready for nurturing, debate and further development.

**i** Sikander is a partner in Value dynamics LLP, a leading London based innovation services firm that helps clients grow by designing new products and services, and solving problems. Contact [sikander@valuedynamics.uk.com](mailto:sikander@valuedynamics.uk.com)

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With its commitment to quality, fresh and technically innovative solutions, Pinnacle's accomplishments include: the 2013 Tekla Global Award for Tesco Sheringham's BIM design; structural engineering excellence Awards for energy sector projects and the design and construction of the World's first zero carbon food retail store.

Pinnacle respond to complex challenges utilising cutting edge technology. With clients' needs at the forefront and a vision of sustainable, cost effective solutions for the built environment, Pinnacle go the extra mile to meet and exceed client expectations. The result are robust relationships with regional, national and international clients across multiple sectors.

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# Spotlight on Germany

Dr Benno Bunse, CEO Germany Trade & Invest



**WHILE** the world continues to be buffeted by the winds of economic shocks both looming and past, Germany's economy remains steadfastly on a course of moderate growth. Industrial activity, after a slight tapering during the second half of 2015, is looking at healthy volumes of new orders. The services sector remains on an upward trend and the labour market is still vibrant. Exports followed a similar course to that of industrial activity, slowing in the second half of 2015 but still looking strong. The trade surplus of €250bn was significantly higher than in 2014 – with the tumbling oil price a significant factor. The National Statistics Office Destatis has also reported that Germany ran a record budget surplus for 2015, with an overall surplus of €19.4bn helping Germany record a second consecutive year in the black. Consumer confidence in Germany is picking up, according to research company GfK group, with personal income expectations noticeably higher and a stable propensity to spend as a result of low inflation. 2015 saw German retailers log their strongest annual sales since 1994, according to Destatis.

## Making the transition

Germany's Energiewende continues apace. On a sunny and breezy day last August, the country covered around 80% of its electricity demand through



Photo: Stratfor

**“On a sunny and breezy day last August, the country covered around 80% of its electricity demand through renewable sources, a new record...”**

renewable sources, a new record (the old record had been set just a few days earlier). A new phase of the energy transition has begun, with funding programmes such as SINTEG (Smart Energy Showcases - Digital Agenda for the Energy Transition) directing public funds towards consolidating the huge number of technological advances made over the past few years and attempting to sketch the first rough pictures of what the completed Energiewende could look like. Meanwhile a white paper is being processed regarding the set-up of a new market model for electricity and the public consultations on the north-south expansions of the national grid are progressing well. All these areas represent

huge opportunities for private investment.

Meanwhile, as well as increasing clean energy production, new studies have identified that energy efficiency savings in buildings will lop off a huge slice of the current energy consumption. Significant money and resources are being pumped into energy efficiency research and energy-efficient construction.

## Industrial Revolution

This year's Hannover Messe features the Industrie 4.0 trade show, featuring the USA as the partner country and attended by President Barack Obama. The Fourth Industrial Revolution, a reference book on the current rapid advance of technology in industry written by German engineer and economist Klaus Schwab, was given to all the delegates attending this year's World Economic Forum in Davos. The target remains for factories of the future to be interoperable, modular, self-adapting, decentralised and working in real time: all this under the buzzword 'smart factories'. The workers control production processes via cyber-physical systems

while the machines monitor themselves and communicate with each other to optimise production processes, resource use and maintenance work. Factory walls are no longer the boundaries they used to be: plants in different locations are connected in peer-to-peer networks, know what the others are doing, and adapt accordingly. Suppliers, manufacturers and customers are brought closer together than ever before. The products are more individualised and are linked with high-quality services to create innovative hybrid products. All this is being steadfastly researched by Germany's vast small-to-medium enterprise network as a result of the Ministry for Economics and Energy's 'High-tech Strategy' under the buzzword 'smart factories'.

As the country's inward investment promotion agency, Germany Trade & Invest identifies new industry trends early on. To this end, the agency employs mechanical engineering, IT, energy and environmental industry experts to help investors set up a presence in the country and become part of the German high-tech pioneering landscape.

# FrankfurtRheinMain GmbH International Marketing of the Region (FRM GmbH) – Your Partner in the Heart of Germany



FrankfurtRheinMain, the region around the city of Frankfurt and the rivers Rhine (Rhein) and Main, is one of the most important economic areas in Germany, as well as one of the most dynamic and best performing economic regions in continental Europe. Its infrastructure sets international standards.

FrankfurtRheinMain is an international traffic hub and offers next-generation high-speed data networks, innovative university and research facilities and a synergetic mix of industries - enabling companies to generate sustainable success.

Many global leaders approach new markets from here and expand throughout Germany, Europe and the whole world.

## **A region that welcomes the world**

Internationality is the leitmotif of FrankfurtRheinMain. International kindergartens as well as over 30 international schools and universities, international culture and international top cuisine and the famous Riesling vineyards are characteristic for the region.

The city on the Main River is home to more than 100 consulates: Visa and administrative affairs can be taken care of quickly and easily in Frankfurt.

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## **What FRM GmbH will do for you?**

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- *a tailor-made facilitation service around setting up anywhere in our region*
- *We provide general information about local tax and law*
- *We will put you in touch with key industry networks*
- *We are the one stop shop when it comes to finding suitable office premises or a corporate site matching your precise needs.*

Our CEO Eric Menges will attend the "Changing Places" Event of the London Chamber of Commerce on Tue 12 Apr 2016, 12:00PM - 2:00PM in Allianz Park Stadium Greenlands Lane, London. Eric is looking forward to talking to you there.

# Discover a place where global paths cross.



FrankfurtRheinMain GmbH | International Marketing of the Region

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Meet us at the 'Changing Places' Event  
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Click for more info...



# Serviced Apartments: the fastest growing segment of the UK hospitality industry

**2016 has been declared the 'breakthrough year' for the serviced apartment sector with the growth in new supply in the UK at 8.4% per annum outpacing the 6% anticipated for budget hotels and the 2.6% average across all hotel types\*.**

**THE** sector has expanded so rapidly that the option to stay in a serviced apartment is now a reality in every city in the UK, and the global expansion is equally exciting.

But what is it that makes the serviced apartment so appealing

to both corporate and leisure traveller alike and what future growth can be expected?

Serviced apartments are ideally placed to give the guest greater freedom, flexibility and privacy when they stay away from home to come and go as they please

and enjoy a more 'residential' or home-from-home experience.

Self-contained units of all sizes are on offer, from studios to 3 or 4-bedroom properties. There is no minimum stay now for the majority of operators and costs are comparable or

even favourable compared with hotel accommodation, with a significant saving when the guest stays for more than 28 nights, after which the VAT element reduces to only 4%.

*continued on page 50*

## Luxury serviced apartments in central London

**A**RLINGTON House Apartments is located in a quiet Cull-de Sac in Arlington Street off Piccadilly.

AH offers very spacious and well equipped with enviable views over our tranquil garden and Green Park. Once you leave the hustle and bustle of Piccadilly within minutes you can be in your apartment enjoying the amazing views in to the Park sitting on your balcony or terrace, weather permitted of course.

Whether you are here for business or Leisure you are in an ideal location to be able to get around whether on foot or take the nearest underground which is located at Green Park a 5 minutes' walk from your apartment. Alternatively there is a Taxi Rank on the street or we

can arrange a Chauffeur driven car. Our Head Porter John is on hand to assist if required with this or any other request.

- Linen and towels changed weekly
- Manned 24 hours.

All our apartments are air conditioned, Wi-Fi included, fully fitted kitchens with Miele Appliances. Housekeeping service is available Monday to Friday, Linen & towels changed weekly. Our Reception Desk is manned 24 hour so there is always someone on duty who can assist you.

Whether you're visiting local attractions like Buckingham Palace, shopping in Bond Street or the West End theatre Arlington House is the place to stay.

**I** [www.arlingtonhouse.co.uk](http://www.arlingtonhouse.co.uk)







**Arlington House Apartments offers serviced residences in a leafy, tranquil environment, in the heart of the exclusive and lively Mayfair / St James area.**

**Its direct location overlooking Mayfair's Green Park and its structure surrounding a garden makes it an unlikely oasis in the most sought after of London's neighbourhood, for leisure and business alike.**



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



The fully equipped kitchen is a major benefit so the guest can prepare a snack or cook a meal for themselves or even entertain a colleague whenever they choose. The additional space means there is room both to live and work, which facilitates productivity and optimises relaxation.

Many serviced apartment developments come with

accompanying communal areas, access to swimming pools or gyms, car parking or outside space. And most operators offer a wide range of add-on products and services – covering everything from providing a luxury food hamper to hiring a chef to prepare a private dinner for clients.

The recent introduction of the global Quality Accreditation

Programme by the Association of Serviced Apartment Providers (ASAP), under its subsidiary ISAAP (the not-for-profit trade body for the sector), has been particularly significant for the sector. James Foice, ASAP Chief Executive, responsible for the introduction of the scheme, confirms: 'The key thing that both the business and leisure traveller want is to

have the confidence that the serviced apartment they are staying in has been fully assessed by a professional independent body and the reassurance that the operator they have booked with fully complies with all the core legal, health and safety requirements. This in turn brings legitimacy and an additional level of assurance to the product. And

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**We hope you have a great stay!**

**“As a forward-looking and relatively new industry, the sector is readily adapting to other trends within hospitality.”**



the quality programme has been widely welcomed by the corporate travel community who can be confident that they are fulfilling their duty of care and due diligence responsibilities for their employees.’

The Association is rolling out the programme globally from spring 2016, first of all in the USA and Canada, where they are partnering with the Corporate Housing

Providers Association (CHPA).

As a forward-looking and relatively new industry, the sector is readily adapting to other trends within hospitality. Technological advances such as keyless entry systems, allowing a process from booking via travel to check-in to be achieved with barely a human interaction, is already offered by an increasing number of serviced apartment

operators across the globe. Gone are time-consuming check-outs when queues and frustrations build, as much of the process is managed via apps, contactless cards and mobile phones.

The rise in millennials, those younger travellers looking for their travel to be as high-tech and hassle-free as others areas in their lives, are affecting how booking engines,

airlines and accommodation providers alike are future-proofing their offerings.

Technology is ever more vital within the serviced apartment too, with more guests citing efficient, free wifi and air-conditioning as essentials for today’s ‘connected’ travellers, often more important to them than reception and concierge services.

*continued on page 52*

## 2016 marks a profound business travel priority shift

**WHEN** it comes to business travel, company priorities are constantly evolving – and 2016 is no exception. According to a recent American Express Global Business Travel survey, cost control is no longer the number one priority of company executives.

Safety and security is now considered the primary business travel concern, having grown by a whopping 24% over the past two years. In third place is traveller satisfaction, which has leapt up from sixth place last year.

What this insinuates is that business travel bookers are now much more aware of how their choice of accommodation affects employees and their welfare – and the employee is much more central to their decision-making process.

Of course, it doesn’t necessarily mean that cost is becoming any less of a concern for corporates and SMEs. However, what it does highlight is that bookers are no longer purely cost-driven; they are value-driven.

The importance of value should never be underestimated as it helps to bypass and nullify

companies’ cost restraints. 52% of respondents stated that their aim for 2016 is to further optimise costs rather than to spend less – and a large part of this optimisation process will focus on supplier sourcing.

Serviced apartments offer a spacious and cost-effective solution for business travel, especially in London where the average hotel room is less than 200 square feet. Featuring facilities that rival those found in a traveller’s own home, serviced apartments continue to be a smarter way to stay.



**i** Susan Cully is the Managing Director of Marlin Apartments, London’s leading serviced apartment provider.





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In view of the 'no minimum stay' requirement, the serviced apartment can appeal to everyone from the business traveller working on a project for anything from 3 nights to 3 months, the conference delegate who wants some privacy to work between seminar sessions, as well as for graduate trainees to give them a great base for the first few weeks as they settle into their first job. Increasingly serviced apartments are popular with those 'bleisure' travellers who combine business

**“The relatively low overheads of a functioning serviced apartment block is making this a sector now exciting potential investors.”**

and leisure ie who may be working overseas for a week or two and choose to extend their stay by inviting their partner or family to join them in their apartment for the weekend . And indeed leisure travellers, who may travel as a family or a larger group , find the communal living area a particular benefit , where there is space to socialise together as well as to chill out after a day's sightseeing.

And finally, the relatively low overheads of a functioning serviced apartment block and

increased appetite from guests is making this a sector now exciting potential investors, especially among bigger hotel investors and construction firms. Historic and significant buildings across the world are often being converted into serviced apartments and apart-hotels and rarely is a major construction project announced anywhere in the world encompassing retail and office space that doesn't include some serviced apartments as part of the development.

**Here are just a few of the exciting new openings by the sector in 2016/17 which illustrate the sector's expansion:**

■ **Staycity**

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

Opening new aparthotels in Birmingham, York, Marseille and London Heathrow in 2016; forecast to expand to 10,000 apartments by 2020

■ **Fraser's Hospitality**

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

New for 2016 are the Mercedes-Benz Living @ Fraser Suites, Kensington, London

On track to expand globally by 9,000 units to 30,000 by 2020 with new openings in Geneva, Istanbul, Berlin, Doha, Dubai, Bahrain & Riyadh, as well as first property in Africa (Abuja, Nigeria) in the next 2 years

■ **Prem Group**

[www.premiersuites.eu](http://www.premiersuites.eu)

Expanding both in the UK and Europe in the next 3 years: just opened Premier Suites Glasgow (January 2016), and future plans include new properties in key cities in Belgium and the Netherlands

■ **Go Native**

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

More than doubling their portfolio to over 3,000 apartments with new openings launching in Manchester, Bristol, Newcastle, Glasgow & Reading

■ **SACO The Serviced Apartment Company**

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

Doubling in size in the next 2 years opening 6 new properties in the UK & Ireland including 2 new aparthotels in London (Cannon Street and Leman Street) this year

As collaboration between hotel groups, booking engines and home-stay accommodation grows, this is certainly an exciting time for the whole hospitality industry, and one in which the serviced apartment sector is now a firmly-rooted player.

Visit [www.theasap.org.uk](http://www.theasap.org.uk) for full details of the 130 members of the Association of Serviced Apartment Providers (ASAP) and more information about the ASAP Quality Marquee.

And for breaking news about the sector's global growth visit the ASAP's newly launched news hub: <http://hub.theasap.org.uk/>

*\*Savills 'Extended Stay' report (December 2015): UK sector set to double*

# Cheval Residences

**SERVING** the Corporate sector for over 30 years, Cheval Residences has emerged as one of the leading providers of serviced accommodation in Central London. Situated in the heart of London's most thriving neighbourhoods, the eight Cheval residences offer an extensive range of over five hundred open plan, one, two and three bedroom apartments, townhouses and penthouses available for one night or more.

Kensington, Knightsbridge, Chelsea and the City of London plays host to these award winning residences. With easy transport links to the City, West End and Canary Wharf, the locations are convenient and well connected.

With a sense of neighbourhood at the heart of each residence, the Cheval customer values the full service that is provided; delivered with efficiency, executed with warmth and sincerity.

In support of their corporate clientele Cheval Residences provides dedicated Corporate



Account Management for business clients from within the UK and internationally. With easy access to the portfolio online and within GDS this exceptional product is available to book from one to ninety nights providing a quick and secure means of procurement.

For those seeking a more permanent arrangement, Cheval offers an engaging selection of

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The residences offer a range of services created for the benefit of their clients, including family focussed arrangements with a Children's Package, or their Pet Welcoming package allowing guests to bring pets for both

**"At the heart of this successful company lies a dedicated team of reservation specialists providing a wealth of experience."**

short and extended stays. Pets are provided with a range of products to ensure their stay is as comfortable as their owners.

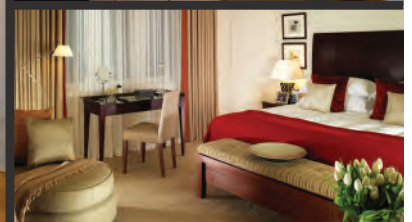
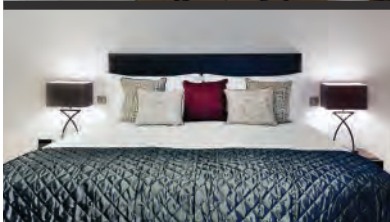
At the heart of this successful company lies a dedicated team of reservation specialists available 7 days a week, 12 hours a day, providing a wealth of experience enabling the team to deliver both a quality of service and product knowledge of not just the London portfolio but of their extended partner network providing 15,000 apartments worldwide.

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# Plan for the unexpected



Chantal-Aimée Doerries QC,  
Chairman of the Bar

MANY businesses don't factor into their business plans unexpected legal issues or disputes, such as problems with a lease of business premises, the need for expert employment advice or recovering payments being withheld by a larger customer. Businesses may also have more predictable requirements for legal advice in the form of advice on copyright or trade mark issues or the renewal of a business lease.

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## Why use a Direct Access barrister?

The majority of barristers are self-employed, although they often share premises. This arrangement usually results in low overheads meaning that barristers' rates are often very affordable to businesses of all sizes including SMEs.

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**“Being able to instruct a barrister directly without the need to consult a solicitor first can bring a number of advantages to your business.”**

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**i For more information, contact us:**

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**2 Hare Court is one of the country's premier sets of Chambers, specialising in a number of areas including financial services and business crime, regulatory law, health and safety, inquests and public inquiries, and professional discipline.**

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We offer a comprehensive service, advising at the sensitive pre-charge stage and in relation to restraint proceedings, moving through to trial and confiscation proceedings thereafter if necessary. In addition, we have extensive experience of cases with an international dimension, enabling us to advise on a variety of cross-jurisdictional issues and investigations.

Many of our members have considerable regulatory experience in the field of professional discipline. Being able to combine that experience with their expertise in financial crime places them in an ideal position to advise and act for firms and individuals working in the financial services sector. In consequence members regularly receive instructions in this area. Advisory work often includes potential criminal liability in parallel with regulatory breaches of FSMA 2000, e.g. insider dealing, market abuse, fraud and the withdrawal of authorisation.

As a result, we deal not only with criminal investigations, but also cases brought by the FCA in the High Court, in the Financial Services and Markets Tribunal and before the Regulatory Decisions Committee.

Members of the team are instructed directly by individual traders and FCA approved persons to advise and act on their behalf, as well as through their solicitors or other representatives. Our Business



Crime and Financial Services Group also offers experience from industry, with members having come to the Bar following careers in other sectors, including trading and advising in the City of London and other international financial markets.

We have been at the forefront of advising on the major changes to be brought about from 2016 by the new Senior Managers' Regime.

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Members are receiving an increasing number of instructions to advise in respect of money laundering matters (both contentious and non-contentious), for example in relation to an organisation's disclosure obligations pursuant to the Money Laundering Regulations.

## Criminal Regulatory /

## Health and Safety

Members of 2 Hare Court also advise and represent corporate and individual clients facing proceedings brought by regulators including the Health & Safety Executive, Environment Agency, Trading Standards and local authorities.

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Whilst our primary focus is always on the legal outcomes for the client, we are sensitive to the commercial and reputational issues involved in a regulatory criminal prosecution. This is reflected in both the advice given,

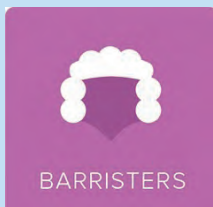
and the strategy and tactics adopted, in each individual case.

Our team also advise at every stage of an investigation, including pre-charge issues such as the approach to take in interview, evidence gathering and legal privilege. In appropriate cases members will advise on a public access basis.

**1 For more information on any of the services Chambers provides, please get in touch or visit our website [www.2harecourt.com](http://www.2harecourt.com)**

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#### How to find the right barrister

Not all barristers are qualified to do this type of work, but those that have completed the relevant Direct Access training can be found on the Direct Access Portal [www.directaccessportal.co.uk](http://www.directaccessportal.co.uk), which is backed by the national Bar Council and is completely free to use. The website was originally set up by two barristers in Manchester and is a central hub for anyone seeking a lawyer.

Businesses can use this portal to find a barrister who specialises in the particular area which they need advice in and who is local to their business.

Barristers know how businesses operate and understand their needs. The use of a Direct Access barrister resonates with the core principles by which many SME operate: excellence of service at an affordable price.



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If you are a member of LCCI with an offer for other members, contact Jo Cass on: 020 7203 1713 or [membersoffers@londonchamber.co.uk](mailto:membersoffers@londonchamber.co.uk)



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#### Contact

Please contact [tony@citycarclub.co.uk](mailto:tony@citycarclub.co.uk) for more information.



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#### Contact

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Source: U.S. Department of Labor.



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