

London

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Business Magazine

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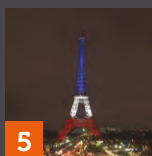
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Chancellor of the Exchequer Rt Hon George Osborne MP addressing the Chamber. Photograph by Antonio Salgado/Imperial College London

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Businesses need help to prosper in London's digital economy

Small businesses and sole traders in the capital with no online presence risk falling behind in the digital economy and should be supported in being equipped with necessary digital skills, resources and infrastructure, according to a new LCCI report.

With the digital economy transforming how businesses can engage with customers, using online platforms is crucial for businesses to grow. However, new research conducted for LCCI by leading polling agency ComRes found that a quarter of the capital's firms have little or no online presence, leaving them at a competitive disadvantage.

When asked about the reasons why firms without a website chose not to have one, the most common responses were that it was "not relevant to their business" (44 per cent), followed by the "costs of setting up" (28 per cent) and having a "lack of staff with the right digital skills" (14 per cent). The survey also found that over a third of London firms are being negatively affected by slow internet speeds, highlighting the need to increase investment in the capital's superfast broadband infrastructure.

LCCI is calling for several measures to support businesses in becoming digitally connected. To support London businesses without an online presence:

- The GLA could create a new

business panel focused on raising awareness of the benefits of being online to sole traders and small businesses.

- Government could reintroduce Growth Vouchers to enable small London firms to cover the prohibitively high costs of building a website.



Photo by Financial Times

"There is no doubt that more needs to be done to make London the best connected city and look forward to working with the London Chamber of Commerce and Industry to make that a reality." - Mayor of London Boris Johnson

LCCI is also calling for the GLA to encourage landlords and developers to include high-speed broadband connections into new office buildings in order to reduce delays in setting up high-speed internet connections in the capital.

businesses all over the capital can obtain superfast broadband connectivity without delay can enable more London businesses to make the most of digital platforms, and realise their full growth potential."

Mayor of London, Boris John-

Connect

LCCI chief executive Colin Stanbridge said: "Digital connectivity is an absolute necessity in the 21st century for businesses to grow. With many companies using the online marketplace to conduct their business, as well as using other digital platforms such as social media to connect with customers, it has never been more important to ensure that small businesses and sole traders are not left behind.

"Our findings show that there are still many businesses who are not benefitting from the digital economy. While the government and City Hall are already providing support to businesses in going online, a large number of small firms and sole traders remain offline, unable to take advantage of the benefits of operating online. Raising awareness of those benefits, subsidising the cost, and ensuring



son said: "In order to remain competitive in the global economy and bolster our reputation as the greatest city on earth we need to ensure every business has access the very best digital connectivity and that all Londoners have the necessary digital skills.

"That is why we launched the new Digital Talent Programme which aims to nurture our tech stars of the future and are working hard to boost connectivity through a range of activity, including the recently launched rating scheme which provides businesses with a simple way to identify buildings which meet their connectivity needs.

There is no doubt that more needs to be done to make London the best connected city and look forward to working with the London Chamber of Commerce and Industry to make that a reality."



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Act quickly to maintain London's reputation



by Rob Griggs

London is a world-leading, global city, its reputation acting as a magnet for people and businesses. Such are the latest findings from the *London Tomorrow: Shaping Future Cities* thought leadership initiative.

But that isn't the full story.

A rising affordability crisis is putting this reputation at risk. Unaffordable housing, high transport costs and expensive office space are factors that risk making the capital a less attractive place to set up and run a business, and make a home.

Barriers

Sixty nine per cent of London councillors and 48 per cent of both Londoners and London businesses polled for *London Tomorrow* cited the insufficient availability of homes as one of the biggest barriers to London's future economic competitiveness. Almost half of businesses felt that the high cost of commercial space in the capital was a major barrier and 39 per cent of Londoners, 41 per cent of businesses and 34 per cent of councillors highlighted London's transport costs.

According to 62 per cent of London businesses polled, the biggest challenge facing new businesses setting up in the capital was the price of commercial and office space. These findings correlate with those by Tech London Advocates which found that 26 per cent of London technology companies they surveyed had considered relocating outside the city as rents rise. Colin Stanbridge, LCCI chief executive, noted that whilst London is a phenomenal success story, "our city is fast becoming an unaffordable place to set up shop and live. We must act quickly to ensure that London's world-leading reputation isn't eroded".

The research set the context for the latest *London Tomorrow* thought leadership event held at the Guildhall, in the City of London, and facilitated by Tim Donovan (pictured, right), BBC London's



London Tomorrow's expert panel: Tony Travers, Kulveer Ranger, Vicky Pryce, Jeremy Probert, James Ashton and Caroline Artis.

political editor. Organised by the LCCI, in association with EY and supported by London City Airport, *London Tomorrow* brings together a panel of leading public policy and business figures to discuss the challenges posed by London's increasing population. Each discussion has been underpinned by research from leading UK polling company ComRes who survey the London public, business and civic leader opinion.

Competitive

At The Guildhall, the focus was on how London can remain a competitive, entrepreneurial city in the face of the latest ComRes findings, in particular those highlighting affordability pressures. Panellists Caroline Artis, senior London partner at EY, James Ashton, executive editor at the *London Evening Standard*, Jeremy Probert from London City Airport, Vicky Pryce, economist at CEBR, Kulveer Ranger, former advisor to the Mayor of London and Professor Tony



Travers from the LSE debated what needs to happen to maintain London's competitiveness and foster and retain the start-ups and small businesses that are essential to the capital's future economy.

The discussion included how to build more homes, how digital connectivity might affect the future of work, and touched upon the benefits of greater London political devolution. On the latter, Professor Tony Travers spoke of the city's unique position: "the way people commute to work and the housing crisis in London is vastly different to anything that works in the rest of the country. If London were given more powers, it would make better decisions to support the capital." Panellists wanted a clearer vision from the next London Mayor about the type of London they want to see. Long term strategies, such as the 2050 London Infrastructure Plan, should be front and centre. Whilst some panellists suggested that schemes

such as Cycle Superhighways and the Garden Bridge project distract from efforts to tackle more 'fundamental' issues around transport and housing, others believe these schemes add to London's distinctiveness and identity – part of its allure as much as broadband speeds and tube trains.

London's ability to adapt to change was offered as a reassurance against any sense of impending doom. London's reputation and status as a major financial centre will not fade overnight. But this does not mean that we can afford to take our eye off the ball. Steps must be taken to secure the fundamentals – housing, transport and broadband connectivity – that any modern 'megacity' needs to thrive. In doing so, and by supporting small businesses and start-ups to be successful in London's unique environment, there is no reason why *London Tomorrow* can't be even better than London today.

Rob Griggs is head of policy at LCCI



Supporting Paris



by **Agathe Barcelo
and Claire Meyer**

London is France's sixth largest city in terms of population, a major business partner with Paris, and London's direct gateway to the European continent. But there is a relationship between both cities that goes beyond facts and numbers. The night of the November attacks, many Londoners had someone to worry about, whether family, friends or colleagues.

Like the people killed in the restaurants and the Bataclan, we were both out with friends, simply enjoying a normal Friday evening. Suddenly, the night was interrupted by a newsflash on our phones: 'Shooting in bars in Paris', followed by 'Explosion near the Paris football stadium'. Maybe just an awful coincidence? No, not when we heard of the hostages being held in the Bataclan. This was a full-blown terrorist attack.

"There were not only French people singing *La Marseillaise*, but people from everywhere, showing that, not only the French, but the whole world identified with the victims."

We called our relatives to check if they were safe. We stayed up all night, watching the news on TV and constantly checking social media for new updates on the situation. From then on, our minds and hearts were in Paris.

We both remembered a conversation we had earlier in the evening. We were discussing

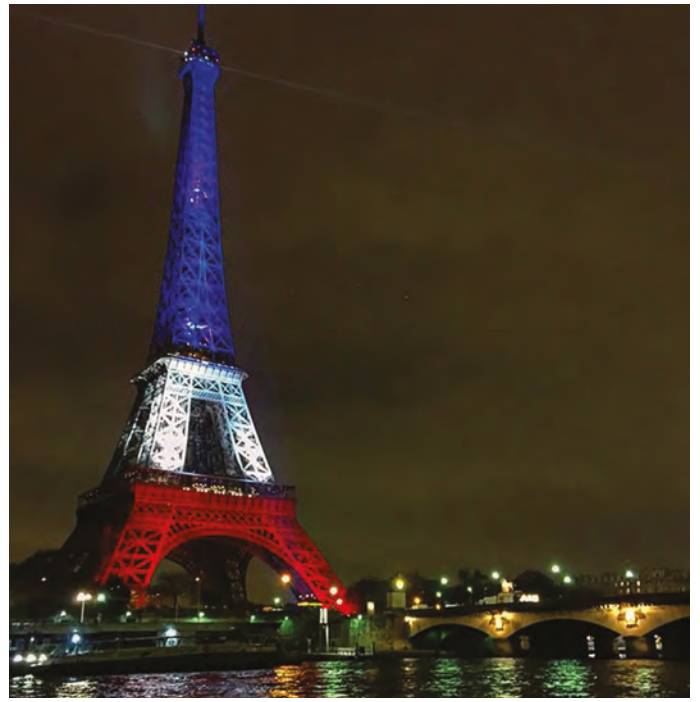
current affairs, thinking about "changing the world", which, some would say, is typically French or maybe just typical amongst young adults. We talked about the Charlie Hebdo attack in January, and religion and integration, referring to the two global cities that are London and Paris. Shockingly, later on this same evening, the meaning of our words became much more significant.

The next day was a bit different for the two of us. One of us went to Trafalgar Square to show her support and solidarity, and was struck by the feeling of unity she found there, 214 miles from Paris. There were not only French people singing *La Marseillaise* that night, but people from everywhere, showing that on that Friday night, not only the French, but the whole world identified with the victims. The other left for the countryside to manage a Boy Scout camp. There, she had to do her best to explain the events to the children who were all scared by the violence of what they had learnt happened the night before. She found that although it was a day of mourning, it was good to organise games and laugh, to see that ordinary life kept going. But there has not been one minute since Friday the 13th November that both of us have not thought about home.

Solidarity

It is hard to put words to our feelings. We are all terribly shocked and deeply sad. However, the unprecedented movement of solidarity that followed the attacks, both within Paris and London, but also in the rest of the world, showed us that humanity is more capable of hope and love than distress and fear. More than ever, we believe in values that we all share and support; the ones of liberty, equality and fraternity.

Agathe Barcelo and Claire Meyer are French students carrying out internships at the London Chamber of Commerce. They wrote this article as an expression of support and solidarity with Paris.



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Gamechanger



Phil Bird, CEO, Perfect Channel

by Tony Maguire

Click: Just another perfect day in the digital cyber-saleroom

He could have been the only guy wearing a pinstripe in a truck-stop halfway up the A1. Instead, he's a stone's throw from Tower Bridge leading a revolution in the way business and buyers clinch a deal.

Phil Bird launched Perfect Channel four years ago after following a 'trail of breadcrumbs' that's transforming marketplace trading worldwide. *'The Rise of the Cyber-Saleroom'* is a phenomenon the FT spotted recently. But it's a quiet 41-year-old Londoner who is the sector's first real gamechanger.

Phil's idea? Identify buyers and sellers for specific goods or commodities: "Knowing your buying community is key", he says. Then invite a selection of them to bid.

Household names were early adopters: Christie's; Lloyd's of London; commodities and property giants were among those beating a path to his 'digital marketplace' door. Investors followed. Now Perfect Channel is breaking new ground in understanding what motivates people to bid or back out.

But there's not many backing out in the global deals curated by Phil's team. It's cutting edge stuff, and they know the optimum number of bidders to keep everyone engaged (in some cases two is too few and five is right, in others ten or 15 are needed to guarantee optimal price).

Perfect Channel's turnover has raced up by 65 per cent this year alone and staffing has doubled in the same period to over 40 people, made up largely of ultra-smart financial services refugees; web

"I never had one of those eureka moments in the bath. It felt more like following a trail of breadcrumbs from an initial thought..."

developers and the odd psychologist-turned-analyst.

Phil knows all too well that success in business isn't a straight line graph. He also happens to know that the straight lines on London's Tube map bear no relation to reality: one detour he took on the path to perfection involved shaping TfL's website used by millions every day. He came up for air in the mid noughties and set out to do something different.

What's a perfect day for you?

There's four parts: Finding opportunities for new customers or markets. Then I focus on existing customers, making sure we're delivering price optimisation and value. Next it's day-to-day general business stuff. Last, it's working on strategic direction. The elements don't fit into different compartments but I've been running my own business for so long now that it's second nature to get into emails early in the morning, or late at night and over the weekend. It honestly doesn't feel like work. I enjoy what I do and sense I'm creating momentum and progress.

Describe the moment you realised you'd cracked it

I never had one of those eureka moments in the bath. It felt more like following a trail of breadcrumbs from an initial thought. There was a growing sense of being onto something. The proof for Perfect Channel comes when a customer starts to transact on our platform, so I expect my moment came when we first switched on Christie's.

And the 'dark before dawn' moment, when you thought it couldn't get any worse?

I've lost a business before, so I think that's the worst it ever got. The American view is failure is a good thing as it teaches you lessons. They have a point. Telling staff who've worked hard for you that they need to go home is something which literally floored me. Anyone in business who's been there will understand. The lesson? Don't grow too quickly; choose your customers with care.

Look in your rear-view mirror: describe that T-junction in your life

I always felt constrained by my job title. I loved technology but was also interested in sales, marketing, and how a business works. It can be frustrating if you're boxed off. I knew I had more to offer. Since I was little I'd wanted to run my own business, so I ended up realising a childhood dream. Anyway, I had a sort of 'now or never' moment. It felt a difficult time to start my own business, but I knew it was right.

And the different road ... where might it have led?

I did have a period where I wanted to be a stockbroker. So it might have been the City. I also wanted

to be a lorry driver at one point. A stockbroker in logistics?



Inspiration

Who?

I've worked with some great people. Rick Kocher, CTO at SpecSavers taught me a lot about managing risk and delegation.

Where?

I do enjoy early mornings when I'm alone at my desk at home. Holidays? It's hard to beat The Cotton House in Mustique.

What?

Jim Collins, *Good to Great*: awesome.

And the single characteristic that sets apart those who have changed the game for good?

Alacrity.

Tony Maguire runs BOXKIK *Gamechangers* in communication

www.boxkik.com

Chancellor addresses LCCI



In a speech to members of the London Chamber of Commerce in November, Chancellor of the Exchequer Rt Hon George Osborne MP warned that if the government did not control spending and reduce levels of national debt there was a risk of loss of confidence in the economy.

Imperial

At a specially-convened event at Imperial College White City in West London, the Chancellor emphasised the need for a surplus which would make "our country more resilient, safe and secure. It means that next time we have the money to help

us through the tough times when the storms come. Let me put it another way: if our country doesn't bring the deficit down, the deficit could bring our country down."

The Chancellor has been seeking settlement with government departments in advance of the Comprehensive Spending Review. This will involve cost savings achieved through day-to-day spending cuts as well as through efficiencies. He believed though that the cuts would not affect capital spending and investment in infrastructure such as road and rail upgrades, flood defences and broadband. He has already ruled out increases in income tax, VAT and national insurance.

An American in London

HE Matthew Barzan was guest speaker at November's LCCI Prestige Reception which was hosted by the Berkeley Hotel in Knightsbridge and sponsored by CH2M.

The American Ambassador was appointed to the Court of St James in 2013, having cut his diplomatic teeth in Sweden where he was Ambassador from 2009-11.

He was previously hugely involved in President Obama's election in 2008 and in his re-election in 2012.

In business terms he was one of the original team at CNet and launched Download.com, which became one of the company's biggest sites. He has made his mark in many other technological developments and has given time and expertise to help start-ups and not-for-profits.

In the two years he has been in London he has become known for his outreach and personal engagement and for his (and his wife's) espousal of good causes.

The Ambassador's business credentials and warm personality were much appreciated by LCCI members whom he informed and entertained in equal part with a wide-ranging address.



SPONSORED COLUMN

Directors can face criminal liability for failure to make redundancy notifications

Rhona Darbyshire
Managing Associate
Cripps LLP



Large-scale redundancies are notoriously complicated and time-consuming. Where an employer proposes to dismiss 20 or more employees at one establishment over a 90 day period, they are required to consult collectively with their employee representatives or trade union and to give at least 30 days' notice in a prescribed form to the Redundancy Payments Service, which is part of the Department for Business, Innovation and Skills (BIS). They must also provide a copy of the notice to the appointed employee representatives. Exceptions to this requirement are very limited.

Failure to collectively consult can lead to a punitive award of up to 90 days' actual pay per affected employee. On top of this, failing to provide the proper notice to BIS can result in an unlimited fine being imposed on the employer.

However, where the failure to provide the statutory notification is the result of consent, connivance or neglect by any director, manager, secretary or other similar officer they, as well as the employer company, will be guilty of the offence. If convicted, company officers could face a criminal conviction, fine and potentially a period of disqualification as a director.

The law has been in force for over 20 years but only recently have there been individual prosecutions. Criminal charges have now been brought against Dave Forsey, the chief executive of Sports Direct over the collapse of its fashion retailer USC, and three former directors of City Link. The City Link case relates to 3,000 redundancies last Christmas which cost the government an estimated £5 million in statutory redundancy pay.

These cases indicate a change in approach by BIS and an increased likelihood of individual prosecutions. It may be that, for now at least, the focus remains on businesses with large scale redundancies resulting from insolvency. However, it should not be assumed only those companies in similar situations will be at risk.

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Working day

Herbert Berger, chef director at events venue Innholders' Hall



The events and catering at Innholders' Hall, the home of the Worshipful Company of that name, are much praised, and no wonder. The man behind it is master chef Herbert Berger, who has picked up Michelin stars at The Connoisseur, the Grill Room at the Café Royal, and 1 Lombard Street.

A.M.

“ Living in Wapping I don't have a long commute and generally I am at the Innholders by 8.00. I have a small core team in the kitchen with tried and trusted methods – my head chef has been with me for 20 years and my pastry chef for ten so we are well attuned to each other by now!

My interest in food started early. Being bought up on a farm in a mountain village surrounded by natural ingredients couldn't fail to inspire me but perhaps the most important influence was the fact that both my parents were wonderful cooks and I knew that this was my calling in life by the time I was nine years old.

I trained at the wonderful Grand Hotel Zell and See and attended catering college in Salzburg before spending time in some fine Swiss hotels. All through my career I have been lucky enough to work at some of the world's greatest hotels and restaurants such as Maxims and Robouchon's in Paris and the Connaught and Claridge's in London.

My three Michelin stars have all been won in London which is now probably better than Paris for its cuisine. It hasn't always been that way. I guess it started with *nouvelle*

cuisine in the 1970s and got more exciting and varied as time went on. The beautiful buildings and a more-informed and interested clientele have played their part but some of the old generation of chefs have been the great drivers. I was a sous-chef under Michel Bourdin at the Connaught and people like him, Anton Mosimann and the Roux brothers have played an enormous part.

I am not so keen on some of the current trends in the business. Celebrity chefs and gimmickry are all very well but bad behaviour in the kitchen does not encourage people to work in the profession. Kitchens can be tough places and you have to have discipline, consistency, and a perfectionist streak but this can be achieved in a civilised way. When I can therefore I work with schools and professional bodies to help young chefs go down the right path.



At Innholders – the Worshipful Company of Innholders – to give its full name, my company, has full

control of the catering and I like to work with our event clients to give them a great experience. They have wide tastes and the British public are more educated about food than ever and together we ensure food is seasonal and based on the best ingredients. Naturally I will weave in one or two of my signature dishes when appropriate, such as smoked haddock risotto with soft quails' eggs and English mustard sauce. We work with a number of financial institutions and organise a wide variety of events from breakfast events to lunch meetings, conferences, roadshows, buffets, wine tasting events and gastronomic dinners.

P.M.

Once our lunch event guests have left the team will eat together, discuss how things went, pick up on anything we might need to change, and do a bit of planning. We generally have a laugh too but these regular sessions mean that we don't need many full-blown, formal management meetings, a situation which suits us all.

Whereas the lunches have tighter time frames, dinners give us the opportunity to be more expansive and creative. For example we create gastronomic experiences with up to nine courses and match food to specific wines. This is when the hall really comes into its own, steeped

as it is in 17th century history yet with 21st century facilities and three stunning event spaces. As a result it is so much more than a restaurant and, as well as providing corporate breakfast meetings, lunches and dinners, we can design and host conferences, exhibitions, wine tastings and family events like weddings and birthday celebrations.

Fine dining

I formed my company, in 2012 so it is a comparatively new venture the reason I came into the livery world is because I always believed that fine dining can be brought to events suc-



cessfully. Although there are a number of stunning livery halls the food hasn't always had the best reputation which is something I also wanted to change as they are such fabulous and unique institutions. They provide the perfect setting for private dining and events.

This hasn't left me much time for leisure activities, however when I do get the chance I enjoy shooting – all over Britain, from the Hebrides to the Isle of Wight – and skiing. Zermatt is my favourite resort but I'll go anywhere the snow is good including Canada and the USA.

When I go out to eat I often choose French, Italian or Oriental. There are so many good restaurants, I couldn't name them all but two which I particularly like are Roka which does superb Japanese food and Hakkasan for great Chinese food. It's hard to beat though a really well-done full English breakfast, especially with kippers or black pudding.

I like my music too, from Mozart (I am Austrian after all) to the Rolling Stones and the Killers whom I saw recently. I've just got engaged so I guess my wife-to-be (she's in the catering business too) and I had better start thinking about the menus for the wedding soon. ”

Worshipful Company of Innholders

Founded in 1473, the Innholders is one of over 100 Livery Companies in the City of London whose origins lie in the medieval guilds and who are active in charitable trusts and bestowing grants for good causes in their field.

Entering the hall, in College Street just two minutes' walk

from the London Chamber of Commerce, is like stepping back in time. The Great Hall, Old Court Room and myriad other spaces provide an ideal setting

for meetings, conferences, and celebrations of all kinds.

Naturally such a livery company could not countenance

having anything but the best in catering hence the perfect fit with Berger Restaurants. Their current Master too, is a doyenne of the industry. When

appointed, Julia Sibley MBE became the first female Master in the company's history.

www.innholders.co.uk





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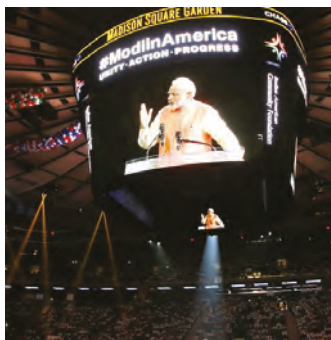
Indian PM at Wembley



by Anushree Agarwal

In front of 60,000 people, the largest reception in the UK for any foreign leader, Indian Prime Minister Narendra Modi spoke in November of how he wished to develop his country into an economic powerhouse and achieve, by 2019, an environmentally-clean India and 24-hour electricity for all citizens.

Many LCCI Asian Business Association (ABA) members were in the audience for the historic, four-hour event which began with performances from Indian and British artists in keeping with the theme of “strong cultural ties between the two countries”. Wembley stadium was lit up in the colours of the Indian and Union flags.



The support which the Indian PM enjoys in the British-Asian community could be gauged from the roar which erupted when he arrived, alongside David Cameron, after the cultural programme. In welcoming his counterpart, the British Prime Minister stressed the close ties shared by the two countries and the immense contribution made by Indians to the UK. British Indians were, he said, putting the ‘Great’ into Great Britain.

Trade

ABA chairman, Vijay Goel, committee member Professor Poonam Kumar, and LCCI deputy president Subhash Thakrar had all been asked to contribute to the special, celebratory programme for the event. Goel wrote of the ABA’s delight about Modi’s visit “not least because it gives a boost to further develop trade ties between our two countries. With the background of the development agenda of the new Indian government, this programme will be crucial



“Unprecedented in size I believe in the tradition of the UK welcoming foreign leaders, this is a testament both to the standing of Prime Minister Modi and the importance of the British-Indian relationship.” Subhash Thakrar

in realising our joint trade potential. To help achieve this the LCCI and ABA will continue to run India-focused events in the UK.”

Professor Kumar praised Modi’s dynamic leadership and how he reflected the aspirations and hope of over a billion Indians. “Ever

since he assumed office in May 2014, PM Modi has embarked on a journey of all-round and inclusive development. The prime object of the new government should be to take the economy back to the high growth (eight per cent plus) trajectory at the earliest. This calls for a slew of carefully considered measures, administrative as well as legislative.” On rural India she pointed out that Modi’s emphasis was on the need to frame policies that would ensure dignity with self-sufficiency for the poorest rather than introducing relief funds. What was needed was a self-reliant India. To achieve this vision, she wrote, “the government has introduced various microfinance programs to uplift the financial condition of rural India. The challenge for the government will be to effectively monitor the implementation of these programmes to ensure the reach of its benefits to the every last one of the needy.”

Unprecedented

Subhash Thakrar wrote that the gathering at Wembley “unprecedented in size I believe in the tradition of the UK welcoming foreign leaders, this is a testament both to the standing of Prime Minister Modi and the importance of the British-Indian relationship.” He made the point however that more needed to be done to realise the potential trade potential between the two countries. The LCCI would, he said, continue to organise annual trade missions to India and run seminars on the market in the UK. “Today’s historic event will greatly contribute to our efforts.”

Who’s who on the Asian Business Association Committee – Vimal Shah

Vimal Shah has been a partner since 1998 of PSJ Alexander & Co LLP, a leading Indian diaspora-focused chartered accountancy, audit and tax advisory firm. The long-standing firm – it was established in the 1930s – provides its services for SMEs through to large traders as well as many Indian charitable trusts and community bodies. Established in London in 1973, and with a Mumbai office since the 1960s, his firm assists Indian entrepreneurs and corporates setting up in the UK and Europe.



Royal Diwali



HRH Prince Michael of Kent was the ABA's special guest at a Diwali celebration held at the Lancaster Hotel in November. Introduced by ABA chairman Vijay Goel, Prince Michael acknowledged the ABA's trade promotion work over the 25 years since it was founded as well as its enormous contribution to the London economy.

HRH also praised the charitable work that it had harnessed to support charities like Barnado's, Asian People's Disability Alliance, Oxfam, Chance to Shine, and the Nepal Earthquake Fund. He also spoke of his own experience of the Indian sub-continent and what the relationship to countries in the region meant both to himself and the Royal Family.

Before the speeches Peter Bishop paid tribute to the late, great Lord Noon of St John's Wood, co-founder with Subhash Thakrar of the ABA, and a minute's silence was observed. See Lord Noon's obituary below.

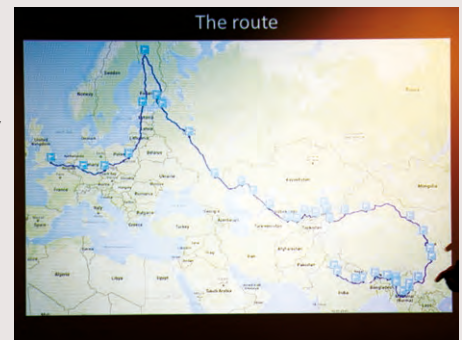
Women beyond boundaries



The ABA joined forces with the Confederation of Indian Industries to celebrate an extraordinary journey of 100 days which covered 18 countries and 23,500 kilometres.

Dr Somya Goyal, Rashmi Koppur and Nidhi Tiwari (pictured above) set out from New Delhi on 23 July 2015 and reached London on 27 October. The many challenges they faced included curfews in Eastern India, floods and landslides in eastern India and Myanmar, and visa-related bureaucracy. Their aim, very simply, was to demonstrate that such a journey could be successfully completed and was carried out in the spirit of empowerment, independence and adventure.

ABA chairman Vijay Goel said that their story would serve as encouragement to all – to venture from our comfort zones and test and explore our own strengths.



Obituary

Lord Noon of St John's Wood LCCI's first Asian President

Gulam Noon first became known to the LCCI in the mid-1990s when his enthusiasm for bringing the many Indian sub-continent businesses in the capital into the Chamber resulted in the creation of the Asian Business Association. This soon became, and remains, one of the most active and successful parts of the LCCI operation.

Such was the impression he made that he became the Chamber's first Asian President and held the reins at an eventful period at the beginning of the millennium.

After his term of office ended he remained in contact and was as generous as ever with his time, advice and freely-offered contacts and will go down as one of the best Presidents ever. LCCI members and staff were delighted when he was finally elevated to the Lords in 2011.

In his youth Gulam was the original Bombay Bicycle Boy, cycling around the city with consignments of chapati as part of his duties in the family food business. After a couple of false starts in England and the USA things began to fall

into place in the 1980s when Noon Products was set up in Southall, West London. It quickly became one of the major manufacturers of chilled and frozen ready-made meals as Indian food took off in the UK, due partly to the influx of Ugandan Asians.

Regularly featured in the *Sunday Times* Rich List and recipient of countless business awards Lord Noon has always made time to give back to the community as a trustee of numerous charities and Chairman of the Noon Foundation. As Chamber President he was hugely



appreciated by members and staff and made himself available at every opportunity, generously and discreetly supporting good causes and business projects alike.

Lord Noon of St John's Wood,
 MBE
 1936-2015

Teleworking – the changing nature of work



by Alexa Michael

Changing the way we work – the role teleworking can play in how, when and where we work, a 2012 LCCI report (produced in conjunction with IT and recruitment consultancy Harvey Nash) found that most companies had no formal policy on teleworking although they offered it as and when needed.

Following a change in the law in June 2014, all UK employers must consider requests for flexible or homeworking from any employee with at least 26 weeks' service (previously only working parents could ask). Requests may still be refused on 'business grounds' but reasons must be given and could be challenged by an employee.

What has altered since 2012 in how, where and when people work?

Of the 30.2 million people in work in the UK in 2014, 4.2 million worked away from the office. This gives a home worker rate of 13.9 per cent, the highest since comparable



Photo: iStockphoto.com

records began in 1998 when 2.9 million people worked from home. In London, 13.6 per cent of workers are home-based.

Experienced

Two thirds of homeworkers are men, who tend to be concentrated in building/construction work, skilled trades, sales and accounts, business development management and IT. Female homeworkers are more likely to be cleaners and domestics, care workers, childminders, bookkeepers, payroll managers and clerks. In general, home workers who had been formerly office-based tended

to be older and more experienced staff, which fits with LCCI's 2012 report finding that managers felt more comfortable in letting them work alone.

Cary Cooper, Professor of Organisational Psychology and Health at Manchester Business School, says: "Some employers don't actually trust their staff to get on with their work. They worry that their attention will be diverted elsewhere, for example, in looking after children. Cooper believes that part of the problem is that many managers don't have the competency to manage people remotely. "They think it will be extra work for them. Managers would have to set objectives in advance and monitor them. Staff are deterred from asking to work from home because they think it will affect their careers adversely."

This concern is echoed by Phil Flaxton, chief executive of WorkWise (UK), a campaigning body whose aim is to make the UK one of the world's most progressive economies by introducing smarter working practices. Flaxton says that WorkWise (UK) initially found there was an element of distrust about allowing staff to work from home. "More managers feel comfortable with remote working today than a decade ago. Distrust still occurs, but that's because managers don't know how to manage people remotely. What underpins the change is that managers have to manage their remote staff on input, not output."

Productivity

Flaxton cites the example of British Telecom, where 62,000 of its 87,000-strong workforce have the ability to work remotely. "Productivity actually rose when people started to work away from the office in large numbers. The lack of distractions meant that people were immersed in their work. Some were even working between 12 and 14 hours a day"

He believes that flexible working is

a win-win situation for both employers and staff, boosting their work-life balance. Reducing the need to travel also benefits the environment through lower carbon emissions.

Almost two thirds of homeworkers are self-employed. It is likely that many individuals who have become self-employed in the last few years have done so following redundancy during the recession. There had been 4.5 million private sector businesses in the UK in 2010 at the recession's height. By 2015, there were 5.4 million, many of the newer ones being sole proprietors and home-based.

Technology makes it possible for businesses to operate from home and to access shared documents and drives over the internet. Skype and Facetime are used to hold 'virtual' meetings. The rise of cloud-based computing means that workers can access data from almost anywhere. Fintan O'Toole, LCCI board member and director of The HR Dept., a consultancy where all but one member of the team of eight people work flexible hours, says: "Nearly all our IT is cloud-based. We have two new operating systems – a CRM system and Office 365, which staff can use wherever they are."

Not every job is suitable for homeworking and some will always need a physical presence. Successful flexible working also depends on following some ground rules to avoid drawbacks. For example, the staff at The HR Dept. have agreed to work in the office on a Monday so that face-to-face meetings could be held then.

Connectivity

Robert Rigby, business development and marketing manager at Emerald Global, a travel management company where two members of staff work from home, believes flexible working can succeed. "It relies very much on connectivity and the ability to stay in touch wherever you are."

At present, 87 per cent of office employees still work mostly in the office and three million people commute on the Tube each day. However, a recent Virgin Media survey of business owners predicted that 60 per cent of office-based employees will regularly work from home by 2022. In addition, an Office Angels survey found that one third of employees believe commuting will be unheard of by 2036.

Alexa Michael is a business information executive at LCCI

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The changing skyline of London



by **Ralph Courtenay**

London is experiencing radical change. A recent Reuters article revealed that London has leap-frogged New York to become the world's leading financial hub. Indeed London now beats all other world cities, with Hong Kong, Singapore and Tokyo taking third, fourth and fifth places respectively, followed by Toronto, San Francisco and Washington DC.

The Reuters article leads with an aerial view of London's principal cluster of high-rise structures, with 20 Fenchurch Street taking centre stage. This building has had its share of comment in the media, but those rushing to air their views of the structure's bold new form are missing the point.

In order to maintain its hard-won status as the world's leading financial centre, London has to shape up. If we cannot demonstrate that we have the infrastructure to support the capital's phenomenal commercial growth, London will slip – and this applies of course to housing just as much as to first class commercial accommodation: the two are linked.

Bold

Currently, some 260 tall buildings, of 20 storeys or more, are being consented or proposed across London. It's a number changing almost



daily, with some 113 approved for planning and 70 already under construction. Some 30 of the 260 will be more than 40 storeys high, 19 of them over 50. London is taking bold strides to adopt a new identity.

In addition, £650 billion of total investment in London infrastructure and architecture will be placed by 2030.

A recent exhibition at New London Architecture focused on London high rises and high buildings policy, highlighting that the majority of proposals are strongly clustered, with many adjacent to existing high rise zones at Canary Wharf and in the City around Bishopsgate and Liverpool Street. And there are new clusters on the horizon, principally Vauxhall-Nine Elms, Waterloo, Blackfriars Bridge, City Road (Islington), Aldgate, Stratford and North Greenwich, their location

predicated by proximity to key public transport nodes.

London can be proud of its transparent planning system, which encourages, through a detailed programme of public consultation and accessible exhibitions, offering models and visualisations which illustrate the contribution made by new developments to London's changing physical structure. An interactive 3D model is now being developed which will further facilitate the way in which both local authorities and members of the public can assess new proposals and this idea is to be welcomed.

Confident

We are witnessing an entirely new way of considering urban experience. Renzo Piano's Shard is a case in point, in effect a 'vertical city' by virtue of its mix of uses. But no-one

would critique the Shard as a mere exercise in shape-making – it is, rather, a highly complex and confident expression of and catalyst for the capital's growing international economic prominence, a perfectly integrated counterpoint to the existing cluster of separated structures on the opposite bank of The Thames.

A successful high-rise structure must relate to its urban context, carefully woven into the fabric of adjoining streets. Most importantly, responding to its present and future neighbours, a new development should create accessible public spaces that are a pleasure to inhabit – the effects of tall buildings are as important at ground level as they are in the sky.

I believe 20 Fenchurch Street is a perfect example of public realm integration – with its elegant 'pocket park' at ground level and the spectacular Sky Garden crowning the development, accessible to all and tariff-free.

This is certainly an exciting moment for London and we are proud that 20 Fenchurch Street is playing a key role in its ongoing transformation.

Ralph Courtenay is director Europe at Rafael Viñoly Architects, London, winner of Best Commercial High-Rise Architecture London at the UK Property Awards 2015 for 20 Fenchurch Street
www.rvapc.com

Dublin in London

Greg Clarke, President of the Dublin Chamber of Commerce, led a delegation to London in November and joined forces with the LCCI at an event at the House of Commons hosted by Tourism Ireland to celebrate British-Irish relations.

A packed Pugin Room – named after the Palace of Westminster's interior designer – heard addresses from the Dublin President, Mayor of Dublin Críona Ní Dhálaigh, Mayor of Belfast Arder Carson, Irish Ambassador Dan Mulhall, MP Conor McGinn, Tourism Ireland boss Niall Gibbons, and LCCI deputy chief executive Peter Bishop.

Perhaps the highlight of the evening though was the Mace of the old Irish House of Commons which dates back to the 18th century and had been transported to London for the Lord Mayor's parade in the City at which the Lord Mayor of Dublin's ceremonial coach also featured.

The Mace is inset with the arms of George III and its sides are decorated with the emblems of Ireland, England, Scotland and France. After the Act of Union, the Mace was committed to the safe keeping of Speaker Foster by the Irish Parliament. It was purchased from his descendants and offered for sale at Christies in June 1937 and bought by the Bank of Ireland.





London Marriott Hotel Park Lane

by Dylan Jeneer

Staying in Town



Monopoly is a board game which transcends time. Testament to its enduring qualities is the fact that, some 112 years since it was originated, it's still the go-to source of post-dinner entertainment in many a household, mine included.

It's also a game which ignites the aspirational and competitive spirit within. Indeed, Park Lane and Mayfair are, commensurate with their lofty price tags, two of the most coveted spaces on the board. Therefore, as you can imagine, I felt very much like a winner when invited to stay at London Marriott Hotel Park Lane in Mayfair.

To say that the hotel occupies an enviable location would be rather frugal. In fact, it would be downright abstemious – it overlooks Hyde Park and Marble Arch, and is within touching-distance of Selfridges. Whether you're shopping and sightseeing or looking for a base while on business, you simply couldn't be better placed.

The building, a Grade II listed property designed by Francis Verity, is a sight to behold: imposing yet inviting, with character and charm aplenty. If this hotel was one of the 28 property spaces on the Monopoly board, it would be the most sought after.

Exquisite

The staff greeted my fiancée and I with a refreshing juice, a sweet *amuse bouche* and a hand towel, which was as warm as the welcome we received. Nice touches. The quality of the materials on show in the lobby are exquisite. This, you sense, is every inch a 5-star hotel.

The check-in process was swift but, if you're really pushed for time, you can speed things up a notch by checking in via the excellent mobile app (mobileapp.marriott.co.uk). Matthew, one of the hotel's guest relations managers, then escorted us to our room on the fourth floor.

Actually, make that a Junior



Suite, much to our pleasant surprise. Matthew explained that the hotel completed a full refurbishment this summer and, pointing to one of the fine examples on the wall in the living area, that the art on show in each of the rooms is unique to that room, all curated by acclaimed art consultant Peter Millard.

Spectacular

The suite was nothing short of spectacular. A great deal

of thought and painstaking attention to detail has clearly gone into the layout of the rooms, culminating in intelligently-designed, genuinely luxurious accommodation. Yet, paradoxically there's still a distinctly residential feel to the guestrooms.

Guests in the suites are offered complimentary access to the elegant Executive Lounge. "It'd be rude not to" we thought, and, having enjoyed a drink or two therein, I can confirm that it's an absolute

treat. Speaking of treats, the onsite gym and swimming pool – the only hotel pool on Park Lane – are faultless.

In addition to all 152 guestrooms and suites, the Executive Lounge and lobby, the hotel's extensive renovation also extends to its meeting and events spaces, which collectively occupy 120sqm on one level of the building.

The conferencing facilities comprise three superb rooms – the Oxford Suite, Hyde Park Suite and Mayfair Boardroom – and, with competitively-priced, all-inclusive catering packages available, London Marriott Hotel Park Lane merits serious consideration as a venue for business meetings and corporate events.

We spent much of the evening in Lanes of London, the hotel's restaurant and bar. And it proved to be another treat: impeccable service, terrific food – the seabass with crispy new potatoes, broad beans and sea purslane comes highly recommended – and an inviting ambience, augmented by an upbeat yet relaxing soundtrack.

Lanes of London is very much a destination in its own right. Indeed, it even has its own entrance so there is no excuse not to drop in for an after-work cocktail (they serve a mean Old Fashioned) or afternoon tea during a weekend shopping excursion to Oxford Street. Just like the hotel itself, Lanes of London captures the essence of Mayfair: elegance and opulence in a quintessentially British fashion.

Another string to the hotel's bow is the fact that the Jaunty Flâneur has taken up residency in the lobby. A team of artisans are on hand between midday and 7.00pm Monday to Friday so, if your shoes are in need of some TLC, take a seat on the velvet armchair. Prices start from £9.00 for a traditional shoe shine.

I believe there is room for two more landmarks on the Monopoly board: London Marriott Hotel Park Lane and Lanes of London.



Overseas business opportunities

Do you want to access a selection of business cooperation 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 cooperation offers from companies across the EU and beyond. To find out more about this issue's listed overseas business opportunities or to subscribe to the bulletin contact Enterprise Europe Network London at europe@londonchamber.co.uk or 020 7248 1992.

Turkey



A major manufacturer (owner of the Bona Vita brand) of ladies' garments with a sales network in more than 80 markets wishes to focus on the UK market. The company is exhibiting at the Pure London fashion trade show in Olympia in February and invites LCCI members to visit its stand. www.bonavita.com.tr

Belgium



SME specialist in conception and design of educational tools and games for children is looking for long-term manufacturing agreement for production of its games and its accessories. The company has been designing and producing the games at a small scale for the Belgian and Luxembourg markets. However the company would like to focus on inventing, designing, marketing and commercialising games and is therefore looking for business partners that would be interested in producing/manufacturing the games at a larger scale. REF: BRBE20151102001

Denmark



Company is looking for manufacturers of polyethylene bottles. The company has developed a revolutionary unisex shaving foam which prevents razor bumps and ingrown hair. The product is body friendly without any perfume, parabens or colorants and has been patented. The company is looking to find a reliable manufacturer which can supply both the bottle and the foamer together in plastic suitable for cosmetic and hygiene products. REF: BRDK20151113001

Switzerland



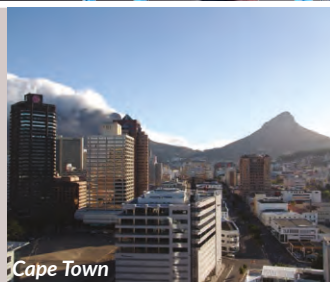
A company established in 1961 and with 250 employees offers special ball bearings including rubber seals on the Swiss and international market. They are looking for a supplier to deliver high quality rubber seals in order to enter in collaboration in the development of new products. REF: BRCH20150924001

LCCI trade missions



South Africa (multisector)

Cities: Johannesburg and Cape Town
Tuesday 9 - Wednesday 17 February 2016
Register your interest with Vanessa Vlotides
Tel: 020 7203 1838
Email: vvlotides@londonchamber.co.uk



Vietnam (Food & drink)

Cities: Hanoi and Ho Chi Minh City
Monday 14 - Friday 18 March 2016
Register your interest
Contact: Vanessa Vlotides
T: 020 7203 1838
E: vvlotides@londonchamber.co.uk



Dubai (Multisector, priority given to Women in Business)

Saturday 3 September - Thursday 8 September 2016
Register your interest
Contact: Vanessa Vlotides
T: 020 7203 1838
E: vvlotides@londonchamber.co.uk

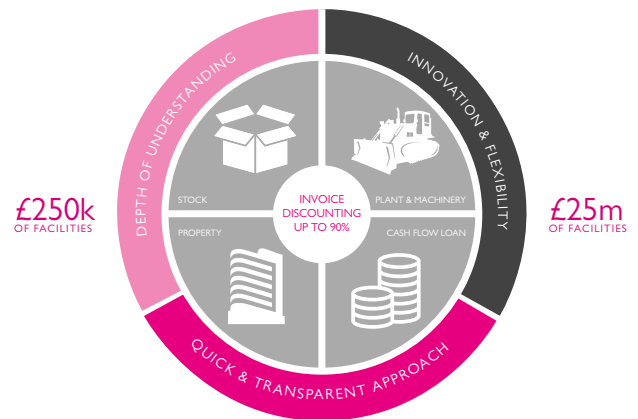


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Saudi Arabia – construction

Saudi Arabia has been the Arab Gulf's biggest construction market for a number of years. The Kingdom has huge resources to expand its infrastructure, build new cities and modernise its airports and other key installations.

More than \$3 billion worth of projects are expected to start by 2020 with an impressive mix of mega-cities, public transport projects – over 4000 kilometres of roads as well as a national railway – healthcare and educational buildings, and public housing already under way.

Projects that are attracting special attention are the new metro lines in Riyadh, Jeddah and Mecca, the new mineral processing and fertiliser plant at Ras Al Khair in the north east of the country, and the world-beating Kingdom Tower in Jeddah. Such projects concentrated the minds of businesses who signed up for the LCCI/ Arab Chamber of Commerce trade mission in October, timed to coincide with Saudi Build, a leading exhibition in the construction sector.

Men on a mission

With the exception of mission manager Marta Zanfrini, it was exclusively men on this mission but for no other reason than the two female delegates, Clare Beckett-McInroy of the Asso-



ciation of Coaching (www.associationofcoaching.com), and Dr. Amina Wakefield of Cambridge Regional College (www.camre.ac.uk) were unable to make the trip at the last minute.



■ Michael Colquhoun, director of export sales, Brett Martin Plastic Sheets

An Antrim-based manufacturer of plastic products, the Brett Martin Group was represented by Michael Colquhoun who was pushing the company's range of polycarbonate for greenhouse glazing. Based during the mission at the Saudi Build exhibition, Colquhoun was clearly popular with local and international buyers.

www.brettmartin.com

■ Yogesh and Shalin Dewan, managing director and marketing director, Domus Engineering



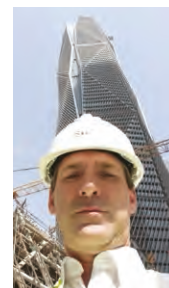
A father and son team from Domus, part of the Cedar Group, which specialises in the supply of European-branded plumbing and sanitary material in the Middle East. They were focussing on housing and construction projects and obviously knew the market well.

www.domus-england.co.uk

■ Tony White, managing director, Fast-Form Systems

Creator of a new (patented) formwork that promises to revolutionise the concrete construction industry, in a 'green', White, who holds a commercial pilot's licence, was on his first trade mission but certainly impressed local partners and has plenty of warm leads to follow up. Indeed, within a couple of days of returning to the UK, he was sorting out a multiple visa to return to the Kingdom after an invitation from a major contractor.

www.fastformsystems.com



■ Tony Barber, managing director, and Martin Johnson, export sales manager for the Middle East, Gillespie UK



Designers and manufacturers of glass reinforced gypsum, Gillespie have a long track record the region – Johnson himself has thirty years of experience in the Gulf – and supplied the roof panels for the central dome of Jeddah International Air-

Engagement through trade



Peter Bishop's Riyadh and Jeddah diary

John Kerry was in town when the 16-strong LCCI trade delegation flew into King Khalid International airport at the end of October. The US Secretary of State was in Riyadh as part of a Middle East tour and met with King Salman – invariably referred to as Custodian of the Two Holy Mosques – to discuss security in the region.

Local security measures were clearly evident. On the short trip from the Marriot Courtyard to an initial briefing and reception our

minibus was checked at the hotel and again en route, this time by six business-like, machine gun-toting soldiers, before we negotiated an impressive array of staggered barriers in the approach to the British Embassy.



Once in the compound (which includes the Ambassador's residence, another security measure), the del-

egation was greeted by Paul Clarke, head of trade and investment, before getting the benefit of Stuart D'Souza's experience in the market. The chief executive of Arabian Enterprise Incubators emphasised the importance of the six 'P's – planning, patience, perseverance, presence, partner and payment. Success in Saudi Arabia, he said, "comes not from the one-off deal. It comes from the long term establishment of trust, mutual confidence and friendship."

Chances of success were not being helped however by the storm brewing over the recent UK cancellation of a prison consultancy contract in the Kingdom. Back in Britain (I read

in *Arab News*, the local English-language newspaper) the Saudi Ambassador, Prince Mohammed bin Nawaf, had warned of "potentially serious repercussions" and a breakdown in relations. British business people in Riyadh were similarly unimpressed. "We spend years building up relations and engaging with the Saudis – surely the best way to get them to change their approach, to punishments for example – then our government strikes a meaningless political pose and ruins everything". That, more or less, was the sentiment and may have had some (belated) traction with Downing Street as we heard that Foreign Secretary Philip Hammond was due imminently in



opportunities invite British interest

port. In Riyadh their main interests are in the new metro stations and King Abdullah Financial District. www.gillespieuk.co.uk

■ **Malcolm Goodinson, specialist consultant, Joy Global**

The doyen of the group and a man with huge international experience in promoting British exports. Joy Global designs, manufactures, markets and services original equipment for the surface and underground mining industries, and Goodinson returned home with a thick dossier of information and leads.

www.joyglobal.com



■ **Donavon McKillen, territory manager, Powerscreen**

The second Ulsterman in the delegation,

McKillen was completing market research on the opportunities for mobile crushing and screening equipment. Powerscreen are well known in the region and their territory manager was moving on from Saudi Arabia to complete his trip in Dubai and Kuwait.

www.powerscreen.com



■ **David Cook, associate – major projects, Rider Levett Bucknall**

A cost and project management practice with a long history (it can trace its roots to 1785) and over thirty years' experience in Saudi Arabia, Rider Levett Bucknall were represented by David Cook whose encyclopaedic knowledge of the business impressed potential clients (and fellow mission members!).

www.rlb.com



■ **Omar Majid, director, Salonika Consultancy**

An advisory firm which specialises in corporate and

capital markets (and Islamic finance – see Majid's article on this in the September 2015 issue of *London Business Matters*) Salonika were targetting infrastructure and real estate through a joint venture route.

www.salonikaconsultancy.com



■ **Zafar Choudhry, chief executive, Sentinel Group Security**

A specialist in personalised security and facilities management,



Sentinel were looking to do field research with a view to setting up in Saudi through a joint venture arrangement. Choudry, a mine of information on Arab culture, stayed on to visit the Holy Sites.

www.sgs-ltd.com



■ **Bazim Al-Ahmadi, analyst, Set Advisory**

Set Advisory carries out corporate investigations and provides

business intelligence and political risk assessments. Al-Ahmadi was strengthening the firm's knowledge of the Saudi market and looking to grow its clientele and network in the country.

www.setadvisory.com

■ **Charles Clarke, regional construction industry leader, Willis Group Holdings**

Another huge global company on the mission, Willis has over 18,000 employees in over 400 offices. The Gulf region includes some of the most challenging risks in the world today, especially in the high value infrastructure projects, and Clarke was able to understand at first hand



the culture and prospects in the market.

www.willis.com

Powerful

As with so many trade missions the assorted members combined to form a powerful British business team, happy to impart their knowledge and experience, and looking out for opportunities for the whole group, not just their own companies.

With valuable assistance from Paul Clark, Mohammed Farouk and Mariam Mujtaba at the British Embassy in Riyadh and from Glyn Cartmell and Yamish Yakoob at the Consulate in Jeddah, mission members were comprehensively briefed on local and regional conditions so that they could take their products and services with confidence into the market. British Offset kindly sponsored the business reception in Riyadh, Saudi Arabia were the preferred travel partner, and mission partners the Arab British Chamber of Commerce gave invaluable support, not least in the pre-mission stage at which international trade director Abdelsalam El-Idrissi gave a comprehensive briefing on business and culture in the market.

With all this and the skills of mission manager Marta Zanfrini, my role as mission leader was made an easy but fulfilling one.

Peter Bishop

the Saudi capital to attempt to unroll feathers.

Business prospecting continued however and a B2B event at the Riyadh Chamber we were taken on a hard-hat site tour of the King Abdullah Financial Centre. Shariah finance will feature strongly and the 1.6 m square metre development will include 59 towers, accommodation for 12,000 residents and a convention centre. London-based Zaha Hadid Architects have been selected to design the centre's metro station while the contract for its automated monorail has gone to Bombardier, a Canadian company with a big presence in the UK.

Not so many British companies in evidence though at Saudi Build, the region's biggest property and construction exhibition and trade fair with which we coincided our visit.

Just half a dozen in fact which paled into insignificance against the number of companies from China, Turkey, France and Germany who dominated the huge exhibition hall.



On the flight to Jeddah, the gateway to Mecca and Medina, we shared the plane with Saudi pilgrims on their way to perform Umrah, the so-called lesser pilgrimage which takes place outside the Hajj period. The Red Sea city is host to a huge port, a Geneva-style 'jet d'eau', and an old town of coral buildings and has a



more relaxed feel than the capital. Business-wise, one of our interests was the 1,000 metre high Kingdom Tower being constructed by the Saudi Binladin Group (SBG), owned by the Bin Laden family, which is responsible for a huge number of contracts in the Kingdom.

When completed the tower will surpass the Burj Khalifa in Dubai and become the tallest in the world. Indeed, as one of the SBG engineers pointed out when we visited the site, the apex of the building will be "as big as your Shard in London"!



2015 – a year in London Business Matters front covers

Five years until the next general election, is it significant that Conservative leadership hopeful and putative Prime Minister George Osborne has bagged two of the 2015 *London Business Matters* front covers? One in February alongside fellow leadership candidate (we assume) Boris Johnson, and one in December to mark his second address in the year to LCCI members. In between, *LBM* covers have celebrated London's river, the Docklands story (from degeneration to regeneration), and the 20th

anniversary of the Chamber's Asian Business Association, and trailed the 2016 London Mayoral elections, surely one of the major events in the capital next year. LCCI President Tony Pidgley is featured on the front cover of April's issue, cheerleading for London's property and construction sector at MIPIM in Cannes. The only other cover that departs from London pictorially is the October issue with a shot of the Empire State Building in New York, perhaps the second greatest city in the world!





It's time to get Gaz & Leccy under control.

Small businesses in Great Britain* will be able to get a smart meter from their energy supplier by 2020.

This will let you see how much energy you're using in pounds and pence, and put an end to estimated bills. smartenergyGB.org



*This includes small businesses with fewer than ten employees. If your business is based at home and uses a separate gas or electricity meter you may also be eligible. Some restrictions do apply, so contact your energy supplier to confirm your eligibility. Smart meters are being rolled out across Great Britain, with Northern Ireland under a separate programme led by the Northern Ireland Executive.

Inclusive London comes of age



Twenty years since the Disability Discrimination Act was introduced Tracey Proudlock, inclusive design and disability access expert, looks at how London businesses have got to grips with inclusion and why the city now leads the way in accessibility for all.

1995 changed everything for disabled Londoners. After years of hard-fought lobbying and campaigning, the then Conservative government introduced a landmark piece of legislation that was to enshrine in law for the first time the rights of people in the workplace. The central premise of the Disability Discrimination Act (DDA) was to level the playing field for disabled people and importantly, to strengthen their legal rights to hold negligent companies to account.

It proved a moveable feast which took on a number of amendments down the years, most notably once the Labour party came back to power in 1997. Indeed, with a view to further encouraging employers and service providers to make adjustments, remove more barriers and ultimately, give greater protection to more people, 2010 saw the DDA succeeded by the wide ranging Equality Act. This took individual rights further than ever before to encompass every aspect of daily life, from getting a job and renting a home to accessing transport and running a business.

Inclusion

As both a disabled business-woman and consultant to compa-

nies looking to get to grips with inclusive design and access, I've witnessed first-hand how London has tackled the inclusion challenge. Yes, businesses took a while to understand their obligations; and yes, they broadly still have further to go; but the fact remains that London is still way ahead of the curve compared to both its national and international counterparts.

Nowhere is this more evident than in transport. We've seen year-on-year improvements to the bus network, with 100 per cent of services now offering access and operators adhering to stringent policies and procedures endeavouring to meet the diversity of need within their customer base. There are



currently 67 step-free tube stations too (from the 270 in total) – and a robust plan is in place outlining where step-free service access to the tube network will next be delivered.

It's a similar picture in the leisure and tourism sector where operators have made great strides in catering for all. We now have more accessible hotel rooms across the city than ever before, with the most forward thinking hoteliers setting aside rooms which can be adapted to cater for more disabled customers in future. What's more, employee training in disability and equality is now fairly common.

Incentive

Of course inclusion is about so much more than just removing the physical barriers that restrict disabled Londoners going about

their daily business. After all, disabled customers rightly demand to be courted and 'wowed' just as much as their able bodied counterparts. As such and with DWP figures indicating that households with a disabled person have a combined income of £212 billion, the savviest businesses have quickly realised the financial incentive in valuing and securing the loyalties of disabled customers. This mindset change has seen some of the more renowned businesses actively looking to delight disabled customers rather than merely cater to them, for example by offering tailored customer care and bespoke facilities, designed to attract them and stick (and no doubt in the hope that they will buzz, sing,

skyline, leaving an indelible impression with residential 'sky' gardens in towering blocks balanced below with multi-storey sub-surface amenities such as swimming pools and cinemas, all served with the multiple super speed lifts that we all pretty much rely on to stop the groceries from thawing whilst we navigate the endless flights of stairs to level 42.

Looking ahead, the £4 billion Brent Cross Cricklewood regeneration scheme promises to raise the bar higher still. This renowned 350 acre site, with its large retail units surrounded by surface car parking, lots of vacant or unused land and poor transport connections is some way from the ideal neighbourhood: However in the biggest construction project in the city since the Olympics, the site is now set to be transformed into a brand new town centre and the jewel in London's accessibility crown, offering a completely refurbished shopping centre, three rebuilt schools, new parks and community facilities and 7,500 new homes.

Comprehensive

There's further cheer in the bold and confident blueprint that is the London Plan. First launched in 2004 and now providing the overall strategic plan for London to 2036, it includes a comprehensive range of policies to promote an inclusive environment and help ensure that all London's diverse communities can contribute to the growing economy and enjoy a high quality of life, with particular emphasis on the access needs of disabled and older people. We have to hope that much of its provisions will be mirrored in the regional cities as they plan to similarly expand.

It certainly all bodes well for the future. Realistically, the sheer size, scale and unique geography of London mean it can never truly be 100 per cent accessible. Few world cities can. That said, 20 years since disability first started going mainstream, London businesses can be proud of the role they continue to play in making the city one of the most vibrant, accessible and welcoming around.

“Realistically, the sheer size, scale and unique geography of London means can never truly be 100 per cent accessible. Few world cities can.”

tweet and retweet their praises *ad infinitum*).

So far the legislation has seen thousands of day to day physical adjustments made to workplaces and public spaces across the city, but it is about so much more than providing extra ramps and handrails. Indeed, the march of inclusion is touching the London

www.proudlockassociates.com



LCCI events highlights

■ Cereal Networking

The first breakfast networking event of 2016 will be held on **Wednesday 13 January**. Aimed at members from a variety of different business sectors and companies, ranging from SMEs to the big corporate this complimentary event is exclusively open to our Premier Plus members only.

■ Inspiring Women at Changing Business

Our brand new 'Changing Business' reception celebrates inspiring women in business who have positively changed the business landscape, also offering you an informal atmosphere to widen and strengthen your professional network. We are delighted to be joined by **Karen Mattison MBE, Founder of Timewise Jobs and Director of the Timewise Foundation** who will talk about her remarkable career journey and stimulate a

fascinating discussion around the topic of flexible working and work-life balance. Taking place on **Tuesday 19 January** this event is for Patron and Premier Plus members only at £30.00 inclusive of VAT.

■ Property and Construction Breakfast Club

Victoria Hills, Chief Executive Officer, Old Oak & Park Royal Development Corporation (OPDC) will be our keynote speaker at the breakfast on **Wednesday 27 January**. Sponsored by **Bond Bryan Architects, CBRE and Middlesex University - Work Based Learning and Professional Practice**, the event is open to Patron and Premier Plus members only at £45.00 inclusive of VAT per person.

■ Property and Construction New Year Reception

Guests will hear from and have an

opportunity to put questions to our guest speaker **Mike Hussey, Chief Executive, Almacantar** at the New Year Reception on **Wednesday 20 January** from **6.00pm - 8.00pm** at **The Ritz**. Sponsored by **Barclays, Bond Bryan Architects, CBRE and Middlesex University - Work Based Learning and Professional Practice**, the event is open to Patron and Premier Plus members only with tickets at £90.00 inclusive of VAT per person.

■ Capital 500 Quarterly Economic Survey - Q4 2016 Launch

LCCI's Capital 500 Quarterly Economic Survey - in partnership with leading polling agency ComRes - is London's largest and most authoritative business survey, measuring business performance and confidence in the capital. Join us for a presentation of the Quarter 4 findings on **Wednesday 6**

January, which will include expert analysis of what the results mean for your company and London's economy, as well as opportunities to network over breakfast. Panellists include **Vicky Pryce, Chief Economic Adviser, CEBR, Miles Gibson, Head of Research, CBRE, Christian May, Editor, City AM and Katharine Peacock, Managing Director, ComRes** with discussion chaired by **Colin Stanbridge, Chief Executive, LCCI**. This complimentary event is open to all members.

- Dates for 2016 diaries
- No Rush Networking on **Tuesday 23 February**
- Changing Places Lunchtime Networking at Allianz Park, home of Saracens rugby club on **Tuesday 12 April**
- Annual Summer Party at the RAC on **Thursday 7 July**
- Annual Golf Day on **Wednesday 20 July**

ADVERTORIAL

Are you a professional **EXPAT** living in London?

IF you have answered *YES* to this question; then we are pleased to introduce you to our exciting and new website, www.worldexpat.co.uk; which is dedicated specifically for expats living in London.

WORLD EXPAT is your virtual passport to promoting international relations and cultural understanding by promoting networking and offering resources for the seven continents of cultures living in the vibrant city of LONDON.

World Expat is your first point of call to get into London's international business, diplomatic, cultural, and educational, leisure & lifestyle news and resources. World Expat has collaborated with local businesses to offer special deals and offers specifically for our world expat community.

WORLD EXPAT features information on everything that is expat; whether you are home sick and are craving for your national cuisine or just wondering where

to go on your days off to explore this vibrant multicultural city; WORLD EXPAT has it all!

Not only does World Expat offer the PASSPORT portal but also has many publications that offer recognition and awareness to our World Expat community in London. Through our publications and articles you can get an insight into the culture of these countries without leaving London; with contributions from professional expats who know their industry and country best.

If you are a professional expat interested in sharing your story or know of an expat making a difference in London? or Are you a merchant that offers events, products or services, which cater to the international community and would like to be included in our expat world? If so we would like to hear from you. Please contact admin@worldexpat.co.uk to discuss further.



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Our exclusive WORLD EXPAT website gives you an insight to all that London has to offer for Expats. This exciting new website celebrates and recognises EXPATS for their achievements, launching of their products, services here in London.

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[Click/tap for more info]

December 2015

02/12/15 Time 12.30-14.30

ALL MEMBERS

Time To Talk Business

Venue: Porsche Centre
East London, Gallions Park,
101 Woolwich Manor Way,
London E16 2RD

Nearest station: Gallions Reach (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



02/12/15 Time 16.00-18.00

ALL MEMBERS AND NON-MEMBERS

Festive Networking

Venue: Shukimen Restaurant - Ealing, Hotel Xanadu,
26-42 Bond Street, London W5 5AA

Nearest station: Ealing Broadway

Patron Member, Premier Plus Member, Local Member and Member's Guest: £22.00

Non-member: £46.00

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

Email: dsubero@londonchamber.co.uk



02/12/15 Time 18.00-20.00

ALL MEMBERS AND NON-MEMBERS

FULLY BOOKED**Annual Winter Reception**

Venue: Fortnum & Mason, 181 Piccadilly, London SW1Y 6DN

Nearest station: Green Park

Patron and Premier Plus Member: £90.00

Local Member: £114.00

Non-member: £174.00

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

Email: events@londonchamber.co.uk

03/12/15 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



08/12/15 Time 10.00-12.00

ALL MEMBERS AND NON-MEMBERS

Doing Business in Qatar: Roundtable Meeting

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

Nearest stations: Mansion House, Cannon Street and Bank

Premier Plus Member: Complimentary

Local Member and Non Member: £15.00

Contact: Ruma Deb **Tel:** 020 7203 1949

Email: rdeb@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

10/12/15 Time 09.00-16.30

ALL MEMBERS AND NON MEMBERS

Supplying International Aid and Donor Organisation

Venue: Regus, 60 Cannon Street, London, EC4N 6NP

Nearest station: Cannon Street

Patron Member, Premier Plus Member and Non Member: Complimentary

Contact: Olivia Ronayne **Tel:** 020 7203 1823

Email: oronayne@londonchamber.co.uk



10/12/15 Time 12.00-14.00

PATRON AND PREMIER PLUS MEMBERS

Changing Places Lunchtime Networking

Venue: Baden-Powell House Conference Centre, Baden Powell House, 65-67 Queens Gate, London SW7 5JS

Nearest stations: Gloucester Road and South Kensington

Sponsored by: Etihad Airways

Patron Member, Premier Plus Member and Members' Guest: Complimentary

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

Email: events@londonchamber.co.uk



January 2016

06/01/16 Time 08.15-09.30

ALL MEMBERS AND NON MEMBERS

Capital 500 Quarterly Economic Survey - Q4 2015 - The Results

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

Nearest stations: Oxford Circus and Bond Street

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

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

Email: events@londonchamber.co.uk

14/01/16 Time 12.30-14.30

ALL MEMBERS

Time To Talk Business

Venue: Holiday Inn London - Stratford City, 10a Chestnut Plaza, Westfield Stratford City, Montfichet Road, London E20 1GL

Nearest stations: Stratford and Stratford International

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

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

Email: vcollins@londonchamber.co.uk



19/01/16 Time 18.30-20.30

PATRON AND PREMIER PLUS MEMBERS

Changing Business: An Inspiring Networking Evening with guest speaker Karen Mattison MBE, Co-founder, Timewise

Venue: Hyatt Regency London - The Churchill, 30 Portman Square, London W1H 7BH

Nearest station: Marble Arch

Patron Member, Premier Plus Member and Member's Guest: £30.00

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

Email: events@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.

20/01/16 Time 12.00-14.00

ALL MEMBERS AND NON-MEMBERS

Connect 4 Lunch

Venue: DoubleTree by Hilton London - Chelsea, Imperial Road, Imperial Wharf, Chelsea, London SW6 2GA

Nearest station: Fulham Broadway

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

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

Email: dsubero@londonchamber.co.uk



HAMMERSMITH & FULHAM
Chamber of Commerce
www.hfchamber.co.uk

20/01/16 Time 13.30-18.00

ALL MEMBERS AND NON MEMBERS

Dubai: Business Opportunities and Women in Business

Venue: Arab-British Chamber of Commerce, 43 Upper Grosvenor Street, London W1K 2NJ

Nearest stations: Bond Street, Marble Arch and Green Park

Patron Member, Premier Plus Member and Non Member: Complimentary

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

Email: vvlotides@londonchamber.co.uk



20/01/16 Time 18.00-20.00

ALL MEMBERS

Property and Construction New Year Reception with guest speaker Mike Hussey, Chief Executive, Almacantar

Venue: The Ritz, 150 Piccadilly, London W1J 9BR

Nearest station: Green Park

Sponsored by: Barclays, Bond Bryan Architects, CBRE and Middlesex University

Patron and Premier Plus Member: £90.00

Local Member: £114.00

Contact: Events Team **Tel:** 020 703 1700

Email: events@londonchamber.co.uk



21/01/16 Time 09.30-11.00

LOCAL MEMBERS AND NON MEMBERS

Maximise Your Membership

Venue: CCT Venues Plus-Bank Street, Canary Wharf, Level 32, 40 Bank Street, London E14 5NR

Nearest station: Canary Wharf

Local Member and Non-member: Complimentary

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

Email: vcollins@londonchamber.co.uk



27/01/16 Time 08.15-10.00

PATRON AND PREMIER PLUS MEMBERS

Property and Construction Breakfast Club with guest speaker Victoria Hills, Chief Executive Officer, Old Oak & Park Royal Development Corporation

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

Nearest station: Bond Street

Sponsored by: Bond Bryan Architects, CBRE and Middlesex University

Patron and Premier Plus Member: £45.00

Contact: Events Team **Tel:** 020 703 1700

Email: events@londonchamber.co.uk



27/01/16 Time 09.00-16.30

ALL MEMBERS AND NON-MEMBERS

International Business Training: Export Documents

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

Nearest station: Marble Arch

Premier Plus Member: £354.00

Local Member and Non-member: £414.00

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

Email: mzanfrini@londonchamber.co.uk

28/01/16 Time 12.00-14.00

ALL MEMBERS

The Grapevine Network

Venue: Croydon College, College Road, Croydon CR9 1DX

Nearest station: East Croydon

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

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

Email: lsaran.croydon@londonchamber.co.uk



28/01/16 Time 18.30-20.00

ALL MEMBERS AND NON MEMBERS

Public Debate: Why I should be Mayor of London Tomorrow

Venue: London School of Economics, Houghton Street, London WC2A 2SE

Nearest station: Holborn

In association with: EY and supported by London City Airport

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

Tickets available via ballot from 20 January at lsc.ac.uk/events



February 2016

04/02/16 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



11/02/16 Time 18.00-20.00

PATRON AND PREMIER PLUS MEMBERS

By Invitation Only Networking Reception

Venue: Langan's Brasserie, Stratton Street, Mayfair, London W1J 8LB

Nearest station: Green Park

This complimentary event is exclusively for Patron Members and Premier Plus Members paying the 13+ employee subscription rate. You are welcome to register a guest or colleague, but please note that, if they are a non-member, they must also be from a company with 13+ employees. A maximum of two places per company applies.

Contact: Events Team **Tel:** 020 703 1700

Email: events@londonchamber.co.uk

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Business 'scale-up' engine opens new Croydon hub

Anna Soubry MP, Minister for Small Business, recently launched a new University of Sussex spin-off in Croydon to support 'scale-up' entrepreneurs.

Sussex Innovation - Croydon builds on the success of the University's existing Sussex Innovation Centre near Brighton, which has helped to create around 50 multi-million-pound businesses in the region over the past 20 years. Being a branch of a university means that Sussex Innovation can offer its tenants unique access to some of the brightest academic minds in the UK, who bring expertise in areas such as psychology,

statistics, and text analytics.

The Croydon hub will provide a base for up to 30 high-growth potential companies with over 300 employees, and support more than 100 local businesses through its network. Over the next three years it is anticipated that the tenants will generate £6 million in turnover and raise £1 million in investment.

Sussex Innovation helps entrepreneurs, academics, start-ups and growing businesses to scale up their operations, by providing strategic advice and access to a wide network of advisers, investors and potential customers.

www.sinc.co.uk



Celebrating Black History

Nicolina Andall, chair of the Croydon Chamber of Commerce, attended a reception at No. 10 in October to celebrate Black History Month.



The principal solicitor of commercial law firm Andall Legal was able to update Prime Minister David Cameron on regeneration progress in Croydon and invited him to visit to see the changes for himself. "The rest of the evening was spent networking with other leaders from the fields of business, sport, TV and fashion. It was a brilliant evening and I was honoured to have been present."

East London plans



The Executive Mayor of Tower Hamlets, John Biggs, was the guest speaker at a recent business leaders' lunch, organised by East London Chamber of Commerce (incorporating the Docklands Business Club). LCCI chief executive Colin Stanbridge interviewed the mayor on his plans and priorities for Tower Hamlets.



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EU progress towards FTA with Australia and ASEAN

On the side-lines of the G20 Summit in Turkey, it was agreed that the EU and Australia will begin talks towards a Free Trade Agreement (FTA) in 2017. Discussions on an FTA with the Philippines have also been given the go-ahead by the European Council, as the EU pushes forward with its plans to construct an FTA between itself and ASEAN (Association of Southeast Asian Nations) in its entirety.

In a joint statement, European Commission President Jean-Claude Juncker, European Council President Donald Tusk and Australian Prime Minister Malcolm Turnbull said, "We believe that a FTA will support sustainable



growth and investment, open up new commercial opportunities and promote innovation and employment in Australia and the EU."

Both economies have prominent economic ties to the EU. The EU is Australia's second largest trading partner, Australia's largest investor and is simultaneously the second largest receiver of

Australian foreign investment.

Any free trade deals seek to make business between economies easier, thus improving economic ties and consequently the EU is currently working on twenty agreements with over sixty countries, as other regions press ahead with their own deals. The Trans-Pacific Partnership (TPP), covering forty percent of the world economy was agreed this year, and attempts to engage members of this, such as Australia, show the EU's need to engage these countries on an individual level. Ultimately, there is a worldwide race to entice fellow states into trade deals.

The EU has been attempting to

form an FTA with the Association of Southeast Asian Nations (ASEAN) since April 2007 when the Commission was authorised to negotiate. Talks broke down in 2009, a large reason being disagreements over ASEAN member Myanmar's poor human rights record, and region-to-region talks were suspended. However, the EU has sought to push forward with its initial plans, now via a country-by-country basis. The EU has already concluded talks on establishing an FTA with Singapore and Vietnam and negotiations continue with Malaysia and Thailand; all of which are ASEAN members.

Developed countries agree to cut coal subsidies in 2017

The European Union and eight OECD countries (Organisation for Economic Co-operation and Development) signed a deal on the 17 November to phase out subsidies used to export technology for coal-fired power generation. Following two years of negotiations, Australia, Canada, Korea, Japan, New Zealand, Norway, the United States, Switzerland and the European Union have all agreed to cut funding towards the construction of coal-fired power stations in developing countries.

This talks at the Paris-based OECD were viewed as a final chance to end export credits for coal, the most polluting of fossil fuels, before UN's 21st Conference of the Parties on climate change (COP21) in Paris talks on a global deal to control climate change.

For the countries involved, it was important to announce this

long-awaited decision before the Paris conference (COP21), held on December 2015, where the members of the United Nations will try to reach a universal agreement on climate change, with the aim of keeping global warming below 2°C.

The agreement also considers the need to align export credits policies with the need to address climate change. Export Credit Agencies help companies to trade internationally, by providing government-backed loans and other financial support for individual projects.

Developed countries may be gradually cutting coal out of their own energy mixes, but many of them still fund coal-fired power stations in developing countries, where access to energy is often one of the major restraints on economic and societal development. Between 2007 and 2014, these export credit agencies



subsidised international coal power projects to the tune of \$4.3 billion per year, according to Oil Change International.

One source declared to the Financial Times that the agreement represented "A huge breakthrough", since the "vast majority" of around 1,000 planned coal plants would become ineligible for export credit agency backing.

However, there are some countries which will still be eligible for subsidies, especially developing countries that have a harder road to economic and social development.

Furthermore, the agreement does not completely remove

financial support to the coal industry. Some of the exceptions to the agreement include industries with CCS (Carbon Capture and Storage Systems), which reduces CO2 emissions because pollutants are not released into the atmosphere, small subcritical power stations in poor developing countries and supercritical power stations that suffer from energy precariousness.

The European Union has already agreed to end domestic coal subsidies by 2018 and firms and investors are divesting from the fuel source.

Swedish utility Vattenfall, for instance, is selling lignite coal plants as it shifts to renewable energy.

At a meeting in Turkey this week, leaders of the world's largest economies, the G20, reaffirmed their commitment "to rationalise and phase out inefficient fossil fuel subsidies".

EVENTS



The event aims to facilitate the international business of Rioja companies in the European market, and match their interests with Commercial agents that wish to enlarge their clients' portfolios. The Matchmaking event will take place 3-4 February 2016. The deadline registration is 18 December 2015.



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



Established in 1926, International Green Week (IGW) is taking place for the 81st time in 2016. The IGW is a one-of-a-kind international exhibition for the food, agricultural and horticultural industries.

The Enterprise Europe Network Berlin-Brandenburg will organise a matchmaking event, the 'Business Match', on two consecutive days during the International Green Weeks on-site.

Green Week Business Days 2016 will be open to exhibitors and trade visitors from the following targeted topics:

Food products and luxury food / Agriculture / Tourism
Research and development

The registration deadline is 14 January 2016.

Business travel – everything under one roof

The Business Travel Show returns to London in February for its 22nd outing. The leading corporate travel event in Europe will include the presence of 250 world-class suppliers who will be exhibiting. This will provide opportunities for business travel buyers to benchmark the value and performance of their current suppliers against potential new ones, and analyse where they can cut costs, budget better, save smarter and raise their ROI.

Exhibitors include airlines, accommodation providers, ground transportation, technology providers and TMCs. American Airlines, easyJet, Star Alliance, Virgin Trains, First Great Western, Premier Inn and American Express Global Business Travel are among those already confirmed.

Quality

The Business Travel Show conference programme features high-quality content delivered by experienced speakers. There are 60 sessions to choose from, including panel debates, master classes,



round-table discussions and the fundamentals stream for new buyers or for people who do not have travel-buying as their principal role.

Networking

The show will also provide buyers with a unique opportunity to meet 7,500 professionals from across Europe. From peer-to-peer and supplier networking sessions, to informal social events, buyers will build new relationships at the show and

be given a chance to share knowledge and best practice.

Jef Robinson of Citrix, commented: “The Business Travel Show is at the forefront of providing opportunities for buyers to understand, and often experience first-hand, the latest developments, supply-base and changes to the industry. As such, the show is a ‘must attend’ for everyone responsible for travel within their organisations who want to keep up to date with the very lat-



est solutions, news and technology. Of course, the opportunity to meet face-to-face with many current and potentially future suppliers, as well as industry peers, under one roof is a great incentive.”

LCCI will be hosting a stand at the show which is taking place at Olympia Grand, London, W 14 8UX from 24-25 February. Visitors can register for a free visitor pass at www.businesstravelshow.com

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Two minute interview

Rachel Halling, principal, Champneys College



“Although I think we should stop and take in our environment and fellow passengers, I think most people would appreciate Wi-Fi on the tubes.”

Who are you?

I am the principal of a private college which specialises in beauty-related training to international standards. We have nearly 40 years of experience and train students who aspire to be entrepreneurs or managers in the beauty industry. We offer full time intensive training to level 4 in just 10 months and ongoing qualifications in management and teaching and other CPD-related qualifications. Being part of the Champneys group is a great advantage and adds to our expertise and our graduates' career prospects.

What is your connection with the London Chamber of Commerce?

Although I have been a member of other chambers I am new to the London Chamber. Champneys is already a member and we recently hosted a networking event at Champneys Tring, where I met some very good contacts.

What was your first job in London?

My first job in London was working as an examiner. Ensuring I arrived well before my role started, so as to miss rush hour, I was amazed how early London wakes in the morning. Champneys is close to London so it may be relevant to add that I was one of the College's first graduates in the 1980s. I then, naturally, went into beauty therapy and further education so I have come full circle!

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

Introducing new management and higher level courses for people in the beauty and spa industry. This helps aspirational managers to gain the qualifications to support and develop their skills whilst working with like-minded people who understand their industry.

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

... I am one of the lucky ones, I work in the gorgeous setting of Champneys Health Resort at Tring,



surrounded by beautiful countryside and wildlife. I have students who aspire to be the best in the industry and therefore work hard. When marking their academic assignments I am inspired by their interest and creativity. Even the long hours I put in are because I am so committed to the students' initial and future success.

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

Anita Roddick is a great role model. She started off small but was very



passionate about her business and took a simple idea and turned it into a global phenomenon. She didn't chase markets, she knew her business and it's USP, and that was the success of the Body Shop.

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

This fabulous event didn't have any impact on the business other than my motivational talks to the students. These came out of my experience of being a spectator at some great venues watching hockey, basketball and handball. Mostly though they came from watching Para Olympic athletics, where I witnessed some inspirational athletes perform for an excited and enthusiastic crowd. It was a brilliant experience that I still talk about three years on.



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

Although I think we should stop and take in our environment and fellow passengers, I think most people would appreciate Wi-Fi on the tubes.



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

Immigration visas for international students – as an international college this has had an impact on student enrolments from outside the EU.

What is your favourite and least favourite thing about London?

I love London, it is one of the best cities in the world. It is so diverse with a multitude of cultures. I don't think many people who live and work in London take the time to stop, admire, reflect and appreciate our city for all its eccentricities and achievements.

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

I would install free outdoor gym equipment in London's parks and provide more sporting facilities for people to improve their health and wellbeing.

www.champneyscollege.com

Members' noticeboard



■ New website for the animation industry launched

<http://animationweek.uk>
Animationweek is a new online magazine and community aiming to be the global creative hub in the animation industry, and for the production of quality animation from across the globe. With cultural diversity being the key to the creation of innovative content the site facilitates communication among creators for international collaborations, nurtures emerging global talents and provides opportunities to exchange and share knowledge and skill internationally.

■ Lightspeed POS launch a new ecommerce platform for independent retailers in the UK

Lightspeed POS, the UK EPOS specialist for retailers and restaurateurs is launching Lightspeed eCom, its new eCommerce platform. For retailers who need to compete in an increasingly competitive, global retail environment, Lightspeed eCom offers a localized, multi-lingual, multi-currency eCommerce platform. And to celebrate the launch of Lightspeed eCom, Lightspeed is giving away 50 free online stores, valued at £1000 each! To register, email info.uk@lightspeedhq.com or call +44 20 3695 9599.

■ Managing My Money for Employers

'Managing My Money' is an enjoyable, eight-week financial education course broadcast by Share Radio (www.shareradio.co.uk), in association with the

Open University. Each 'week' comprises two 25-minute broadcast episodes followed by an online test. 'Managing My Money' starts afresh each fortnight (full schedule available on the Share Radio website) and can help enhance the financial capability of your employees. Please visit www.shareradio.co.uk/help-guides/managing-my-money to find out more about this educative and unique resource.

■ Rafael Viñoly Architects

Founded in 1983, Rafael Viñoly Architects has offices in New York, London, Manchester, Abu Dhabi and Buenos Aires. The iconic 20 Fenchurch Street scheme, known as the Walkie Talkie, makes a dynamic contribution to London's skyline and has just won the 2015 International Property Award. Over in New York, the practice is also completing 432 Park Avenue, a pencil-thin residential tower that will set a new benchmark for Manhattan apartments. The practice has expertise across a wide spectrum of building typologies – offices, museums, performing arts centres, convention centres, sports facilities, hotels, hospitals, laboratories, residential complexes and educational facilities.

■ Infallible Productions

Infallible Productions is thrilled to announce that its CEO, Stefania Bochicchio, has been appointed Artistic Director of a new London performance space at Draper Hall

(Elephant & Castle, SE1). Stefania is proud to announce that the season will start on 14 January 2016 with the astounding and award-winning RICHARD III, a one-woman show, followed by TO SPACE, describing the attempt by Irish scientist Niamh Shaw to become the first artist-in-residence in space. For sponsorship opportunities contact sb@infallible-productions.com

■ Welcome to Africa Business Venture, the e-platform for African opportunities!

Africa Business Venture is an online private market place providing multi-services platforms for companies doing business in Africa. We connect private companies with the support they need to make informed decisions and be successful in Africa through our network of consultants. From project planning to project execution, Africa Business Venture

platform will give you the right tools to succeed. Don't miss out on your next opportunity! Visit us at www.africabv.com

■ The Doyle Collection

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■ Market Visit to Trinidad & Tobago and Jamaica – Security Sector

Date: 22 - 26 February 2016

Administration fee: £250 (+VAT) (Additional costs for flights, accommodation and in-market activities to be covered by the companies.)

UK Trade and Investment has organised a Market Visit to Trinidad & Tobago and Jamaica, the two largest buyers of goods and services in the Caribbean, scheduled for February 2016. Building a safer environment for citizens, visitors and businesses is central to the development plan for the region. This has been reflected in the increased consumption of security goods and services, providing unique opportunities for British security businesses. For further information and to book on to this Market Visit, please contact Daniela Rodrigues via missions@uktilondon.org.uk

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Outsourcing for SMEs

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

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Essential benefits

for London Chamber Member organisations

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

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

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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



Get that festive feeling with San Carlo

THE days are getting shorter and colder... so it comes as no surprise that we want to have a good time as the nights draw in.

And we know just the thing! Good food and good drink gives us reason to 'festeggiare' – as we like to say – so whether it's toasting successes, birthdays or anniversaries, our sophisticated San Carlo Cicchetti restaurants in Covent Garden and Piccadilly are just the place.

We've been working with our chef consigliere, Aldo Zilli to put together a flavour-packed Italian festive menu, and think it's our best yet. We've got delights such as creamy ravioli con lobster, there's panfried seabass in white wine and seasonal winter mushrooms, and options like the irresistible vegetarian classic melanzane parmigiana (baked sliced aubergine layered with parmeza cheese and tomato).

Visit us on Christmas day and have a spread including the brandy infused tagliolini con aragosta (Venetian egg pasta with lobster), chicken breast in a divine stilton cheese sauce, as well as some celebratory champagne sorbet to get you in the spirit. Or, if it's turkey that you're after, we've got a delicious Italian version filled with chestnut stuffing.

Throughout the festive season, our aim is to transport you to il bel paese

– whether it's for lunch or dinner no matter what size your party is. If you're keen to celebrate with colleagues, we've got two fantastic private rooms at our upmarket Signor Sassi restaurant in Knightsbridge, which can accommodate up to 40 people. Or if you've got something more romantic in mind, book for just the two of you for a night to remember.

You'll be guaranteed the most authentic Italian sounds and surroundings possible in the UK – with traditional British bits like Christmas Pudding mixed in!

As you can see, we love food and we love a reason to enjoy it, so if you're looking ahead to Christmas, or a special occasion, then we'd love to partner up with you to make it memorable. We've been facilitating guests' special celebrations for over 23 years now; something that has landed us a place in The Sunday Times' list of the UK's 100 stand-out companies.

i If you'd like to join us for the three-course festive dining experience, our Christmas Day lunch, or New Year's Eve dining, contact us to reserve a table.

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EXPORTING IS GREAT

BRITAIN & NORTHERN IRELAND



Export Week 2015 saw the launch of the 'Exporting is Great' campaign. The focus of the 5-year campaign is finding export opportunities for UK businesses in overseas markets. And you'll find some of those real time export opportunities in Turkey.

TURKEY is the link between Europe and Asia, spanning two continents; it provides a gateway to the markets of Central Asia, South Caucasus and the Middle East. It has access to markets valued at USD 25 trillion GDP and 1.5 billion customers in Europe, Eurasia, the Middle East and North Africa within 4 hours flight - making it an attractive location for businesses. Speaking of flights, the Turkish Ministry of Transport, Maritime Affairs and Communications is developing a third airport in Istanbul. The new airport will be one of the World's largest airports and will have a 150 million passenger capacity. This new airport opens up opportunities for UK companies in a number of ways that range from airport security to airfield lighting.

Turkey is forecast to be the second fastest growing country in the world by 2018 according to the Organisation for Economic Co-operation and Development (OECD).

So where are some of the export opportunities? Turkey's food and drink sector is valued at about USD 140 billion, and it's growing. It's expected to grow 4.5% a year from 2015 to 2018 due to higher incomes and continued urbanisation. We know there



Parveen and Ceyhan Karaduman from the British Chamber of Commerce Turkey at ExploreExport in London on the 10 November.

are specific opportunities for UK companies in frozen and pre-prepared foods, organic products, healthy snacks and free-from products as well as food service products and products with a long shelf-life. They're also looking for farming technology to increase productivity and efficiency. That's why there is a Market Visit going to Istanbul at the end of November 2015 which will give London companies the opportunity to visit the SIRHA Trade Show. SIRHA, is a large international trade show with a focus on food and drink, food service and hospitality. There is an appetite for premium healthy and natural foods, which

are not currently readily available. Companies will have one-to-one meetings with Buyers and also receive support from the British Consulate on the legal and regulatory environment.

Companies will find that Turkey has European business ethics and modern management practices. There is an increasing use of English for business and there are new initiatives to meet EU standards, make it a more familiar business environment.

The Strategic Partnership signed by the UK and Turkish Prime Ministers in July 2010 cements the UK's commitment to deepening the bilateral relationship. This

partnership includes aiming to double bilateral trade by 2015 from a starting point of £6 billion. By the end of 2014 bilateral trade had risen by 68.8% since 2009. So UK companies should be ambitious when looking to export to Turkey. According to HSBC's 'The World in 2050' report, Turkey will be the world's 12th and Europe's fourth biggest economy by 2050. Turkey aims to be among the world's 10 largest economies by 2023, on the 100th anniversary of the foundation of the Republic.

Turkey has the youngest and fastest growing population in Europe (700,000 graduates per year) who are looking for employment. They also want British products, the retail sector in Turkey is estimated to have reached USD 310 billion in 2014 and the market is still open for luxury and specialist products among other things.

UKTI has been working hard to promote strong business relationships with Turkey. We had a Turkish adviser at ExploreExport our flagship Export Week roadshow in which 90 experts from around the world gave advice to UK companies on succeeding abroad. We are also posting business opportunities in Turkey at www.exportingisgreat.gov.uk

Turkey: doing business in one of the world's fastest growing economies

There's a reason why the UK has been one of the largest investors in Turkey for over a decade; the country's geographical location makes it a gateway to the markets of Central Asia, south Caucasus and the Middle East. And with a young, incredibly fast growing population, Turkey is on track to be one of the world's top 10 economies in just eight years' time.

More than 2,500 UK companies are established in Turkey and the nation is constantly building on its use of English in business. A desire to join the European Union also sees Turkey increasingly adopt European management styles and ethical practices, making everyday business even easier.

While Turkey is not a member of the EU, the two have been linked by a Customs Union agreement. In force since 1995, the Customs Union allows for the unrestricted import and export of industrial goods except unprocessed agricultural

"...with a young, incredibly fast growing population, Turkey is on track to be one of the world's top 10 economies in just eight years' time."

products, services or public procurement.

Turkey's key sectors include health and education, real estate and financial services along with a strong manufacturing industry.

Despite its' attractive business profile, companies looking to expand to Turkey are likely to experience a number of challenges:

- Implementation of a proper set up plan and timeline can be hindered by a high level of bureaucracy, and the large amount of documentation required. Also, regulations change frequently, and with little notice.
- Implementation of IFRS is not widespread so there can

be challenges in interpreting locally prepared financials.

- Tax office registration and local bank account opening processes can be long and involved.

These and other challenges can put foreign companies at risk of non-compliance in Turkey; the consequences of which may result in monetary penalties, permanent closure of a workplace or direct financial and judicial penalties for the board of directors. Access to a support partner with the right local knowledge and resources, is key to successfully navigating the risk of taking your business across borders. Without them, you may be leaving your business and yourself, wide open.

Serhan Yetkin is the Managing Director of TMF Group in Turkey. With 20 years' experience in corporate finance, tax and human resources, Serhan's expertise lies in accounting, tax compliance, payroll services and management reporting services for multinationals. Serhan is a certified public accountant and independent auditor.



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Our core services can help companies of all sizes, whether you're entering the Turkish market for the first time, or need support to streamline existing operations. We can get you set up, provide a single point of contact and take care of those "non-core" elements that keep your business moving, while you focus on what you do best: selling

your products and services. By taking the burden of the back office and centralising it through a single provider, we work with you to increase efficiency and help strip out any unnecessary costs.

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Top ten reasons to invest in Turkey

TURKEY is a country offering significant opportunities for foreign investors with its geographical position allowing it to function as a gateway between Europe, the Middle East, and Central Asia. Opportunities not only exist in its dynamic domestic market, but also in the greater region. Turkey is open to foreign investors with its many attractive sectors such as automotive, information and

communications technology (ICT), energy, renewable energy, petrochemicals, financial services, and real estate.

In order to ensure sustainable economic growth, Turkey has set an ambitious target to increase expenditure on research and development by 2023. This goal takes into account the net positive impacts of technology, R&D, and innovation in achieving

long-term economic and social development.

Turkey's technoparks aim to attract qualified foreign direct investment that will increase the country's R&D potential, allow technology transfer, and commercialize R&D projects and innovative ideas. As of June 2015, 3,325 companies in 61 technoparks employed 33,380 staff engaged in R&D and innovation activities.

Why to invest in Turkey – top 10 reasons

1. Successful Economy

- Booming economy that more than tripled its GDP in slightly more than a decade, reaching USD 800 billion in 2014, up from USD 231 billion in 2002 (TurkStat)
- 17th largest economy in the world and 6th largest economy in Europe compared with the EU in 2013 (GDP at PPP, IMF WEO)
- Institutionalized economy fueled by USD 145 billion of FDI in the last decade (CBRT)



2. Population

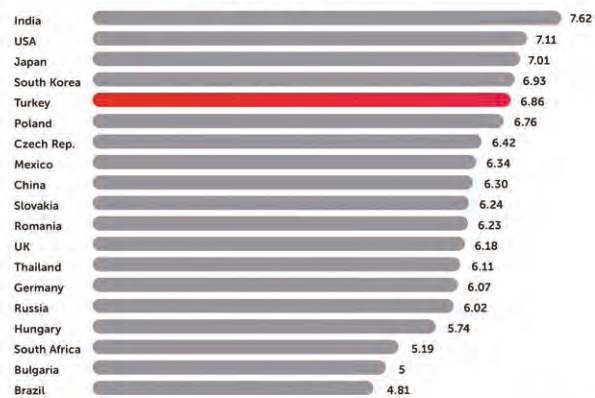
- A population of 77.7 million (2014, TurkStat)
- Largest youth population in Europe compared with the EU (Eurostat)
- Half the population under the age of 30.7 (2014, TurkStat)



3. Qualified and Competitive Labor Force

- Over 29.2 million young, well-educated, and motivated professionals (2014, TurkStat)
- Increasing labor productivity
- Approximately 610,000 students graduate annually from over 183 universities (2012, OSYM)

Availability of Qualified Engineers



Source: IMD World Competitiveness Executive Opinion Survey (based on an index from 0 to 10), 2015

INVEST IN TURKEY



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4. Liberal and Reformist Investment Climate

- The second biggest reformer among OECD countries in terms of its restrictions on FDI since 1997 (OECD FDI Regulatory Restrictiveness Index 1997-2012)
- Business-friendly environment with average of 6 days to set up a company, while the average in OECD members is more than 11 days (World Bank Doing Business Report 2014)
- Equal treatment for all investors



5. Infrastructure

- New and highly developed technological infrastructure in transportation, telecommunications, and energy
- Railway transport advantage to Central and Eastern Europe
- Well-developed and low-cost sea transport facilities



6. Centrally Located

- A natural bridge between both East-West and North-South axes, thus creating an efficient and cost-effective outlet to major markets
- Easy access to 1.6 billion customers in Europe, Eurasia, the Middle East, and North Africa
- Access to markets with a combined GDP of USD 27 trillion

7. Energy Corridor and Terminal of Europe

- An important energy terminal and corridor in Europe connecting the East and the West
- Located within close proximity to more than 70 percent of the world's proven primary energy reserves, while the largest energy consumer, which is Europe, is located right to the west of Turkey, thus making the country a linchpin in energy transit and an energy terminal in the region

8. Low Taxes and Incentives

- Corporate income tax of 20%
- Tax benefits and incentives in Technology Development Zones, Industrial Zones, and Free Zones
- Incentives for strategic investments, large-scale investments, regional investments, R&D, and innovation activities



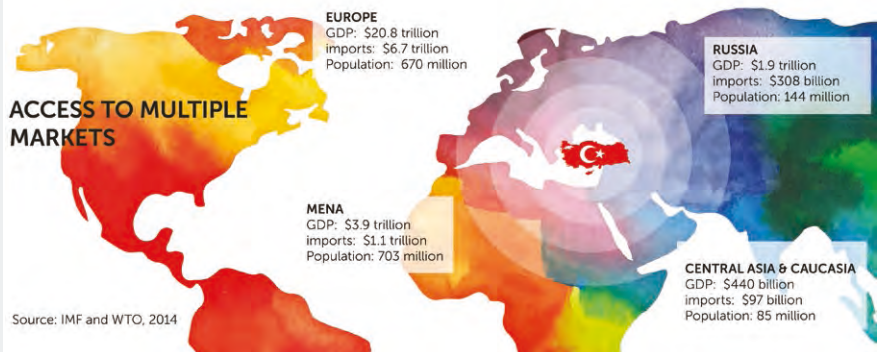
9. Customs Union with the EU

- Customs Union with the EU since 1996 and Free Trade Agreements (FTA) with 20 countries (Ministry of Economy)
- More FTAs underway
- Accession negotiations with the EU



10. Large Domestic Market

- 71.9 million mobile phone subscribers in 2014, up from 23 million in 2002 (TurkStat)
- 43 million broadband internet subscribers in 2014, up from 0.1 million in 2002 (ICTA, TurkStat)
- 57 million credit card users in 2014, up from 16 million in 2002 (The Interbank Card Center of Turkey)



A new age of outsourcing: how SMEs use outsourcing to gain market share from larger competitors

by Kerry Hallard, CEO, National Outsourcing Association.

With the year 2020 fast approaching, new trends and technology are truly changing the face of modern outsourcing. The industry is being reshaped dramatically, with radical process transformations and a significant shift from labour arbitrage to automation taking place.

Luckily the National Outsourcing Association's recent "Outsourcing in 2020" research indicates that the outsourcing industry will prosper as a result. Of the 160 outsourcing organisations polled, we found that over 70 per cent plan to increase their outsourcing activity over the next five years.

Of all the buyers of outsourcing surveyed, only two organisations indicated that they will be scaling back their outsourcing activity.

A little background

Few are aware that outsourcing is the second largest aggregate employer in the UK, responsible for over three million jobs. The industry's biggest customer is none other than the UK government, with the Coalition investing £120 billion in outsourced public services during its five-year term.

In its simplest form, outsourcing is the use of third party specialists to deliver a particular business function or process. Don't



Photo: Global Panorama [Flickr]

confuse it with offshoring - many companies set up facilities of their own offshore, while plenty of outsourcing takes place without ever leaving Britain's borders.

The use of specialists makes eminent sense today, just as it did when the division of labour was introduced as a theory thousands of years ago. They are experts in their fields and in addition to bringing process efficiencies - brought about through process excellence and technology investments - service providers today also bring productivity improvements and further innovations. In a 2014 survey conducted with the NOA corporate membership, 92 per cent of those on the buy-side agreed that outsourcing delivers business value.

Today, companies need to be able to act in a 24-hour global environment - outsourcing helps them do just that. And it's a misconception that outsourcing necessarily involves sacrificing quality in order to cut costs. There's no doubt that in this modern world of social media and mass communication, organisations pay a high price for delivering substandard services. That's why so much emphasis is placed on the need of "more for less" - the best outsourcing partnerships involve a delicate balance of improved services and reduced costs.

Why SMEs stand to benefit the most

Outsourcing means that SMEs no longer have to follow doggedly in the footsteps of their larger competitors - quite the opposite, in fact. The majority of the biggest organisations are tied down by cumbersome brick-and-mortar operations; they lack the versatility that can be found in abundance at many smaller businesses. The way in which the "business of tomorrow" is envisaged has changed emphatically, to the extent that Everest Group along with many other analysts are advising large enterprises to "think and act like startups" in order to survive.

By partnering with the right service provider, you unlock the ability to focus on what is core to your business while an expert takes over an operation that they specialise in. This could be customer service, data management and analytics, finances, HR - there's a huge range of possibilities. And thanks to advances in digital technology coming thick and fast, service providers are currently better than ever at delivering business value. Outsourcing can provide SMEs with a significant competitive edge, helping them leapfrog larger rivals with the quality of their service delivery and gain market share as a result.

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“No organisation wants to be tied into a contract lasting decades involving technology that will become obsolete in the near future!”

Top tips for successful outsourcing

The NOA trains organisations across both the private and the public sectors on how to build and maintain a prosperous outsourcing relationship, and we’ve found that there are a few golden rules that companies must follow in order to be successful in outsourcing:

- **Never outsource a problem.** The “your mess for less” attitude is in decline – don’t outsource a problematic operation and expect the service provider to magically resolve your issues without your input.
- **Focus on cultural affinity.** It’s often the softer side of the partnership that’s most crucial to good outsourcing governance and relationship management. Make sure that the culture of your organisation aligns with that of your service provider.
- **Share business objectives.** As 2020 gets closer, the popularity of contracts where the rewards for good business are shared is

going to increase. Do everything you can to ensure that you and your service provider are striving to achieve the same goals.

- **Think about the exit.** Some say going into a new business deal with an exit strategy is a demonstration of bad faith – they’re wrong. Make sure you always have an exit arrangement in place from the very beginning of each outsourcing partnership you embark on.



A changing industry

If you are a new buyer considering your first ever outsourcing deal, there are some contemporary industry trends you should be aware of. Firstly, the NOA’s research into “Value beyond Cost” found that the popularity of outcome-based models is on the rise, outsourcing contracts where the service provider is rewarded based upon the business outcomes it provides for the client. Gainshare will also

become increasingly commonplace, where buyer and service provider both reap bigger profits when the client’s business is more successful.

Finally, the average length of an outsourcing contract is getting shorter – this is to account for the rapid technological upgrades occurring. No organisation wants to be tied into a contract lasting decades involving technology that will become obsolete in the near future!

With the right contract, culture and expectations in place, an SME that starts outsourcing today could stand to make substantial cost savings – with the industry average standing at around 30 per cent – as well as improving the outsourced operation, be it customer service, data analytics or a whole host of other fields.



A world of HR at your fingertips

WHAT does outsourced HR mean? To some, it’s letting a specialist organisation run your payroll or using remote telephone support to resolve HR issues. But at Bradfield it means having a single consultant or consultants physically onsite acting as your HR function. This product is known as “HR Onsite”. It provides services covering all HR disciplines, allowing managers to focus on other crucial business aspects.

Bradfield HR Consultants are carefully selected to match client culture so that they integrate fully into client organisations. Their role is to provide a service which is so seamless that their motivation and loyalty to the client is without question. Bradfield HR Consultants are CIPD qualified, receive Continuing Professional Development training, as well as competency testing meaning their knowledge and skills are up-to-date.

SMEs that use the HR Onsite product will have a cost effective and low risk way of ensuring that

Client benefits are:

- Knowing that the best is being obtained from people with improvements in productivity and the effective use of resources.
- Being able to tailor the HR resource to meet business needs.
- Knowing that it’s possible to draw on specialist HR advice and/or Learning and Development expertise from Bradfield if there’s an urgent need.
- Reducing costs compared with employing HR professionals internally.
- Having HR staff recruited and selected by Bradfield.
- Never having to worry about HR issues again.

legal compliance obligations are met, keeping them “out of jail”. Bradfield will not only help with your day-to-day HR needs but develop an HR strategy which underpins your business plan.



Keep your HR safe with Bradfield

Trust your HR troubles to Bradfield and we can help you by supplying “HR onsite” support to help you with:

Employee Engagement	research has shown that the most successful companies employ the most engaged staff.
Compliance	ensuring that your firm remains legally compliant and avoid hefty tribunal costs.
Talent Selection	save time and resources on all HR related tasks like talent selection.
Expert Advice	access instant HR advice on all your issues.

The Bradfield Group is a London-based HR consultancy that can provide your business with a complete HR solution. A friendly professional service is guaranteed from our expert HR consultants.

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Ensure your providers are Third Party Certified for your Fire Safety requirements

CURRENT fire protection legislation across the UK requires property managers of all non-residential premises to have adequate fire protection. It is their responsibility to ensure that there is a sufficient, updated fire risk assessment and that all aspects of the requirements are carried out competently. This is not only to ensure that customers, staff and premises are protected, but also to minimise the risk of costly unwanted false alarms.

How does the Responsible Person know if their provider of the fire risk assessment, their fire alarms and extinguishers are competent? The most recent CFA (Chief Fire Officers

Association) guidance for the Reduction of False Alarms and Unwanted Fire Signals highlights some of the solutions to this problem, amongst which is the use of **Third Party Certified** providers of fire protection services. This document can be found on the BAFE website www.bafe.org.uk/cfoa-guidance-information

So, what does Third Party Certification mean and why is it the best way to ensure competence? It means that a provider of the service has trained operatives, has good quality management systems and has had their business assessed by a third party, accredited body to

ensure that they meet all of the relevant standards – and that they are checked out again every year. So no ‘word of mouth’ or ‘mates’ advice on who does this vital work – just competent and regularly assessed providers, large and small across the UK.

It is mandatory to undertake a ‘suitable and sufficient’ Fire Risk Assessment for commercial buildings, non-domestic and multi-occupancy premises. While the overwhelming majority of premises do this, if the assessment is thought to have been carried out to an insufficient extent, the Responsible Person can face **an unlimited fine or up to two years in prison.**

Recently there has been a number of prosecutions relating to fire safety failures and small businesses. This includes a curry house owner being jailed for three months and ordered to pay £17,572 in costs due to his failure to act on issues highlighted by the Fire and Rescue Services.

To demonstrate that the Responsible Person has met their obligations, many public authorities and commercial organisations now insist that their fire protection services are carried out by a company that has been **Third Party Certified**. Many now specify that providers are BAFE registered.

The Regulatory Reform (Fire



Safety) Order 2005 and the equivalent legislation in Scotland and Northern Ireland, places specific duties on the Responsible Person or Duty Holder and DCLG states in its guidance documents (section 8):

"Third-party certification schemes for fire protection products and related services are an effective means of providing the fullest possible assurances, offering a level of quality, reliability and safety that non-certificated products may lack."

BAFE is the independent Third Party Certification, registration body for the fire protection industry. We develop schemes for UKAS accredited Certification Bodies to assess and approve companies to these recognised standards. There are now more than 1000 companies registered to over 1250 BAFE schemes across the UK. Our aim is to support property managers to ensure that they get quality fire protection for their premises, staff and service users.

In 2012 BAFE launched the first UKAS accredited scheme for companies who carry out **Fire Risk Assessments (BAFE Life**

"Third-party certification schemes for fire protection products and related services are an effective means of providing the fullest possible assurances, offering a level of quality, reliability and safety that non-certificated products may lack."

Safety Fire Risk Assessment SP205) which is a vital part of meeting obligations under fire legislation. The scheme considers the competence of the individual assessors as well as the quality requirements for the organisation. There are a growing number of companies registering to the scheme, throughout the UK.

If you are looking for the **supply and maintenance of portable extinguishers**, look for one of the 360 companies registered to **BAFE Contract Maintenance of Portable Fire Extinguishers incorporating Registered Fire Extinguisher Service Technicians' SP101/ST104** scheme. Companies are certificated to ISO9001 and all

of their technicians are assessed by BAFE for initial and ongoing competence. There are currently more than 1280 BAFE registered technicians, working for our registered companies.

For installing or maintaining **fire alarm systems** Companies should hold **BAFE Fire Detection and Alarm Systems SP203-1** scheme approval. This scheme includes the design, installation, commissioning and maintenance of fire detection systems and also requires that all equipment used is third party certificated. The SP203 scheme now has over 800 registered companies. Registration to this BAFE scheme is often a key requirement criteria in tenders for the provision of fire alarms.

Our **Emergency Lighting** scheme (**Emergency Lighting SP203-4**) sets out the standards and staff competence criteria to be met. It is modular as with the fire alarm scheme and is achieving growing recognition from end users.

There are a range of other BAFE schemes covering particular sectors of the fire protection industry and details can be found on the BAFE website, along with a complete search facility to find registered companies in your area.

i If you want to be sure you are getting your fire protection from companies who are properly and regularly assessed you can search for registered companies in your area or look for more information on our website.

www.bafe.org.uk

Twitter: @BAFEFIRE



IT'S NO GOOD BURYING YOUR HEAD IN THE SAND...



...YOU NEED BAFE

When you specify fire alarms, portable extinguishers or emergency lighting you need to be sure that they meet the latest standards, using approved equipment and that your contractor is competent.

There are now over 1000 companies registered to more than 1250 BAFE schemes from all parts of the UK who are certified so that they meet your requirements.

These key Third Party Certification schemes are backed by UKAS accredited Certification Bodies ensuring you get the products and systems your fire risk assessment requires.

Search for a certified fire protection company today at

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0844 335 0897

INFO@BAFE.ORG.UK



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Offer to members

We are offering LCCI members the opportunity to win tickets to the Shard!

Please mention "LCCI" at time of booking to qualify. There is no cash alternative but a donation to charity of a similar value can be chosen instead. Offer limited to the first 50 confirmed bookings.

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Offer to members

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Ebba Bryngfors, Sales and Event Manager, London Capital Club
Email: ebba.bryngfors@londoncapitalclub.com
Direct Dial: 020 7398 3358



■ Nabas International Lawyers is a multi-service provider in the legal industry. Our team consist of multi-jurisdictional dual-qualified lawyers from Brazil, Colombia, Poland, Portugal, Italy, Russia, the US and all also qualified in the UK. We advise on personal and business affairs providing services relating to your business (trade agreements, director/holder contracts, commercial/property leases/conveyance, trademarks, import/export regulation, international company formations, employer registrations, dispute & negotiation, employment issues) & to your personal matters (family & divorce, immigration, contracts, conveyance, estate trust & wills).

Offer to members

Special LCCI Members discount of 50% on your first consultation and 10% off if when engaged. Our reliable and professional team is ready to assist you.

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■ It's the biggest night of the year, so make it one to remember by counting down to 2016 at the most sensational celebration in the capital! Celebrate at Battersea Evolution, set in stunning Battersea Park, for a sensational night of incredible food, mesmerising live entertainment and an electric atmosphere.

Offer to members

All inclusive tickets with an unlimited drinks package and four course banquet are priced at £175.00 per person, as an LCCI member you can get 10% off this price by quoting LCCI when placing your booking.

Contact

Call 0207 836 1033 or visit www.londonnewyearseveball.co.uk to redeem this offer.

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

Amethyst

Risk Management Limited

■ Amethyst are offering 20% off our Introduction to Information Assurance training course. This one-day course, which can be held at your premises or at our offices in Basingstoke, delivers a concise view of Information Assurance in Government; provides familiarisation and an understanding of the IA governance roles and structures within HMG. It's recommended for individuals who will provide IA support and services to government and the wider public sector.

Offer to members

If booked by 31 December 2015, the course will cost just £1,916 for up to six delegates (discounted courses for larger groups available). The course must be run before 28 February 2016 to be eligible for the 20% discount.

Contact

01256 345612
victoria.prewer@amethystrisk.com
www.amethystrisk.com

THE CLUBHOUSE



■ The Clubhouse offers a new way of doing business and is the smarter alternative to a London office. With two locations in central London, The Clubhouse provides a luxurious, professional environment; where business gets done and professional relationships can grow and flourish. Our aim: to make our members and their businesses more successful.

Offer to members

We would like to offer LCCI members a waiver on our joining fee (usually £250 for an Individual Membership or £500 for Corporate Memberships). Offer valid until 31st January.

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Please call us on 020 7183 7210 or email meet@theclubhouselondon.com quoting 'LCCI' to book a tour of The Clubhouse. Visit www.theclubhouselondon.com

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Offer to members

We recognise that each client's objectives and aspirations are unique and we work with a very select set of specialists in order to deliver what is required and we are offering a free, no obligation consultation.

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Please contact Tina Jehan at tina.jehan@minerva-fiduciary.co.uk

What Third-Party and Fraud Risks Threaten Your Business?



Our Third-Party Risk Management (3PRM™) services provide a proactive approach to mitigating risks from third-party affiliations, protecting your organization from liability, brand damage and harm to business.

Our 3PRM strategy focuses on:

- ☑ Providing third-party risk assessments
- ☑ Meeting contracting requirements
- ☑ Conducting due diligence
- ☑ Providing management oversight

Our fraud experts will work with your team to:

- ☑ Identify fraud risks at your organization
- ☑ Implement proactive controls to prevent fraud
- ☑ Investigate cases of unethical behavior
- ☑ Measure effectiveness and results

5%

Estimated amount of revenues that the typical organization loses each year to fraud.*

\$ 3.7 TRILLION

Potential global fraud loss (if applied to the estimated Gross World Product).*

*Source: ACFE's 2014 Report to Nations.

CONTACT CRI GROUP TODAY

Our experts can assist you with all of your anti-fraud and due diligence needs.

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