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London

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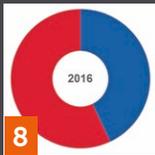
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Front cover picture of Mayor Sadiq Khan courtesy of the London Evening Standard

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COMMERCE AND INDUSTRY

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Official Publication of

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London Business Matters is published
on behalf of London Chamber
of Commerce and Industry by

Excel Publishing Co Ltd
6th Floor, Manchester One
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Manchester M1 3LD
Tel: 0161 236 2782
www.excelpublishing.co.uk

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Housing audit reveals challenge for London

One of new mayor Sadiq Khan's first actions after taking office was to task officials to audit City Hall's preparedness to tackle the housing crisis. Findings unearthed some key challenges including a flawed process of identifying public land for homes, an acute construction skills crisis, and affordable home delivery at a near-standstill.

Commenting on the findings Sean McKee, LCCI's director of policy and public affairs said that the scale of the housing crisis in London was "no surprise to businesses that have been enduring the impacts of undersupply including challenges around employee productivity and staff retention.

"If Sadiq wants to distinguish himself as the Mayor that fixed the London housing crisis he must move to free-up more land to build and empower more builders to construct those homes."

In a statement that was also published in letter form in the London Evening Standard, McKee advised the new Mayor that to get the most out of London's finite land, he should seek an honest review of the status of poor quality

land within the greenbelt to determine whether it can be better used to house London's workers.

McKee added: "Sadiq is right that the London Land Commission must be more than simply a register, collating what land is where is only one step, examining how to get those parcels of land developed with pace is the challenge.



"LCCI has long called for smaller builders to be given the opportunity to make a contribution to the capital's housing market however they face many barriers. Sadiq

could establish a Small Developers Panel to explore how to enable smaller players to get building on the numerous small plots of land across our capital."

London needs more power in devolution quest

LCCI has called for more powers for London in order to make devolution a meaningful process.

It follows *Centre for Cities* questioning whether under devolution proposals new 'metro mayors' will have enough power to deliver.

Rob Griggs, head of public affairs said: "The Mayor of London's introduction of the 'hopper' fare last week was contrasted with doubts that other metro mayors will even be able to

set bus timetables.

"But London's devolution journey is far from complete. London needs more powers over infrastructure, skills and housing if it is to meet the challenges it faces as its population surges towards nine million.

"The UK's centralized system of government is an aberration on the international scene. London, like the regions, remains infantilised.



Rob Griggs

"Metro mayors across England must make common cause with London to gain more meaningful powers across the board, and make the 'devolution revolution' more than just a soundbite."



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New Mayor urged to deliver for all Londoners

LCCI chief executive Colin Stanbridge led the chorus of congratulations from business groups for Sadiq Khan after his mayoral victory last month but pledged to keep him to his promise to “work tirelessly” for the best interests of London businesses.

Stanbridge said: “It’s crucial the new mayor quickly gets a handle on what is important to London’s businesses to thrive.

“To do that he must listen to them and their representatives. We don’t want to wait and see that pushed down the agenda. We have had a “pro-business” promise – now let’s see it delivered.

“We believe that it is only by involving businesses within the policy formulation process that sound decisions can be made on issues like housing, skills and transport to achieve the best

possible outcomes – not just for the business community – but for all Londoners.”

During his campaign Khan promised to set up a Business Advisory Board to get “valuable and honest input” on policy and infrastructure and a full picture of the capital’s challenges.

As the capital’s most representative business organisation LCCI looks forward to participating on Mayor Khan’s board and has called for an early meeting.

Over the next four years LCCI will work with others to lobby Mayor Khan to:

- Fix the housing crisis: tackle the chronic housing undersupply that impacts on employees and employers.
- Close the skills gap: help London businesses access a diverse, skilled workforce.



- Boost digital capability: enable smaller firms to develop and sustain online presence.
- Keep transport moving: improve transport infrastructure to ease overcrowding and congestion.
- Secure more powers to grow London: retain more taxes and gain new competencies to address population growth.



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See page 8 for breakdown of Mayoral and London Assembly results

Investment

Lucy Haynes, CBI London director, said the Mayor should address “the number one priority for the capital’s firms – the housing shortage.” She added that he could be confident that “business stands ready to work with him to keep the capital a global magnet for investment and skills.

“With other international cities snapping at London’s heels, the city must outpace its global peers. The new Mayor must firmly press the government to build a new runway in the South East, step up investment in the capital’s transport

infrastructure and support our key growth sectors by ensuring we have the skills for a digital and financial economy. Doing this will send a signal, loud and clear, that the city is open for business and to new opportunities to grow and create jobs.”

Logistics

The Freight Transport Association (FTA) says the new Mayor can deliver ‘quick wins’ for the capital by working closely with the freight and logistics industry.

Head of National and Regional Policy Christopher Snelling listed

three actions which should be pursued to help make London a better place to live and work. Firstly, a review of the London Lorry Control Scheme which restricts the industry’s ability to deliver at night. Moving as many lorries as possible out of the peak could help with safety, emissions and costs.

Secondly he should offer a discount on the congestion charge to the latest generation of clean lorries and vans, to encourage these vehicles into London well ahead of the introduction of the Ultra-Low

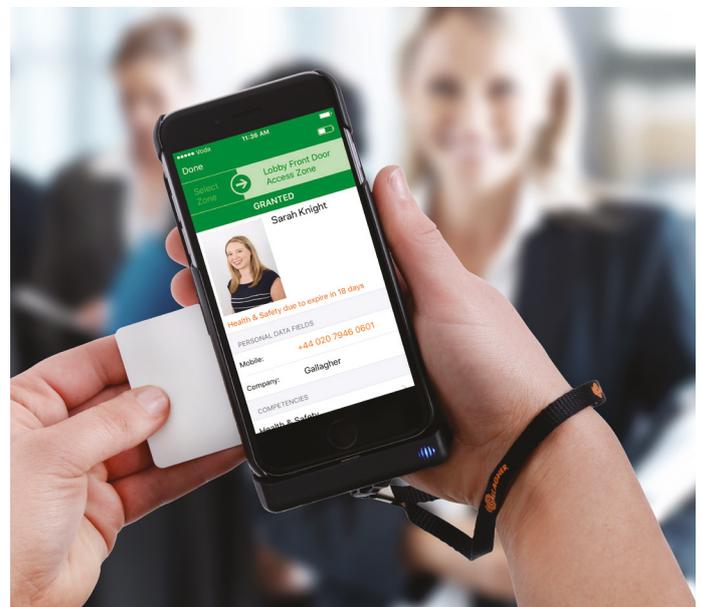
Emission Zone.

Thirdly he should increase support for the enforcement of HGV regulations in London – targeted enforcement of rogue operators to get them off the road.

“Mr Khan must remember how crucial logistics is to London. The capital requires 360,000 tonnes of goods delivered every day by lorry just to keep functioning. And Mr Khan’s ambition to build 80,000 new homes a year will need more than two million HGV trips to make it happen.”



Photographs courtesy of London Evening Standard



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EU referendum – making an informed choice



Should the United Kingdom remain a member of the European Union or leave the European Union?

That is the question we will be asked to answer on June 23 in the first UK-wide referendum since 1975 when Europe was also the topic. The question posed then was: ‘Do you think that the United Kingdom should remain part of the European Community (Common Market)?’

This time around LCCI has adopted a neutral stance on EU membership and is focussing on providing information and facts on relevant topics from both sides of the argument, as well as carrying out periodic polls, to assist members and London businesses to make an informed choice. Forty-one years ago the Chamber made strong arguments for continued membership of the Common Market, the country’s entry into which it had also supported two years earlier – see box on p7: From the archives.

Debate

As part of the current mission to inform process, LCCI organised a debate in the Turing Lecture Theatre in Savoy Place last month where Gabe Winn, senior business advisor at Britain Stronger in Europe, and Will Tyler, chief executive of Octink made the case for remaining in the EU, while Richard Patient, chairman of Business for Britain and Fintan O’Toole, director of The HR Dept, argued for leaving. The event was chaired by Russell Lynch, deputy



Russell Lynch of the London Evening Standard chaired the debate

City editor of the Evening Standard. Tyler and O’Toole run companies which are members of LCCI and their presentations are summarised below.

A poll of the audience taken by Lynch before and after the presentations showed marginal shifts in voting intentions with up to 70 per cent of attendees favouring remaining in the EU. The latest LCCI poll carried out in March recorded 66 per cent in favour of remaining, 29 per cent for leaving with five per cent ‘don’t knows’.

The case for remaining – Will Tyler

“My business has felt the cold winds of uncertainty over the last two months with projects being mothballed until after the referendum. If this is the effect of a possible exit, how much more uncertain will be this economic scenario?”



UK: We have voted to leave and therefore we are not looking to contribute further.

Europe: OK. Are you aware that all the current trade deals will now be void and you will have to pay EU import duty?

UK: Yes, but we are the 5th largest economy and we want a better deal than we had before.

As a businessman, I believe that this outcome is as fantastical as the contents of a Marvel comic.

I don’t buy the argument either that we can emulate Norway and

Switzerland and do as well as them outside the EU. There are many factors that make them unique – their wealth for instance – and both make contributions that are not far short of our own, without many of the benefits.

I am persuaded by the argument of Angel Gurría of the OECD who has commented: ‘While no one knows precisely what the costs [of the UK leaving] would be, what is striking about our estimates and those produced by others is that all the numbers in the Brexit case are negative. The best outcome under Brexit is still worse than remaining an EU member, while the worst outcomes are very bad indeed.’

Personally, I find dealing with Europe saves time and therefore money for my business as my goods effectively have a free passport around Europe.

Dealing that with other parts of the world can often be a bureaucratic nightmare.

Leaving the EU is a risk that we should not take. Never has there been a time when geopolitical risks have culminated from so many diverse sources. This is a time for a strong position in Europe and we need to look to our elected representatives to make this a reality. If we really don’t think we have a good enough deal in Europe we need to look at who we are sending in to negotiate the deal rather than throwing the whole relationship out the window on a whim.”



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The case for leaving – Fintan O’Toole

“We are being told by the Remain campaign that leaving will lead to uncertainty. However bad Europe is, they argue, we will be worse off if we leave.

In 2014 Prime Minister David Cameron in the Conservative Party European Manifesto said that Europe was in need of change. It was, he asserted, too undemocratic and too bureaucratic. It interfered too much in our daily lives and the scale of EU migration, triggered by new members acceding to the union, had had a huge impact on local communities. The need for real change, he believed, was urgent.

The Prime Minister explained that he would negotiate for more powers to be given back to Britain, a better deal for taxpayers, continued control of our borders and a crackdown on benefit tourism. We needed more control of justice and home affairs, more trade and economic independence. I do not disagree with any of that but I do believe he achieved any real change in his negotiations, try his best as he did.

I have no idea what the future will look like but I believe we will be able to build a new and better future outside Europe. I cannot see the future and, like an economist, I can only see the road ahead through a rear view mirror.

Europe is not and has not been a

success. Yes, there has been peace between nations but we have also failed to respond adequately as Europe to the problems in Bosnia, Ukraine, Crimea, Libya, Iraq and Syria. Yes, there has been an economic community but it failed to prevent the biggest recession since the thirties and the UK has suffered from a collapse of the fishing industry, and the affects of wine lakes and butter mountains. Furthermore EU laws have prevented governments in the UK from stepping in to prop up or manage the decline of strategic industries such as steel.

None of us can know what a future outside the EU would hold. I would welcome being part of a

new community – the only way we will achieve this is from the outside as internally the EU has neither the appetite or the ability to reform itself from within.”



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Who will deal with your business if you are incapacitated?

What happens if you are incapacitated either physically, mentally or maybe you are unable to run your business for some other reason. Who is going to handle your business affairs?

If you have nothing in place for such an eventuality, your representative will have to go through the expensive process of applying to the Court of Protection to allow them to deal with your banks, suppliers, employees etc on your behalf. This is time consuming and risks putting your business in jeopardy because of the delays.

The answer is to make a Lasting Power of Attorney (LPA), to give someone authority to act on your behalf.

There are two types of LPA, one to deal with your health and welfare, and one to deal with your assets and finances. It is the Assets and Finances LPA that will allow your attorney to deal with your business matters.

The first thing to do is to assess your business and the need for a power of attorney. It may not be needed for some businesses, but the vast majority of businesses owners will need one, for example, simply to access a bank account on your behalf.

If you are in partnership or a director of a company, check any agreements in place such as partnership or shareholder agreements, or the Memorandum and Articles of Association to make sure there are no restrictions on you appointing an Attorney.

Next you need to decide the best person to act as your Attorney. This may be a fellow partner or director, or a close relative or friend.

Finally, you will need to have the LPA drawn up and registered with the Office of the Public Guardian.

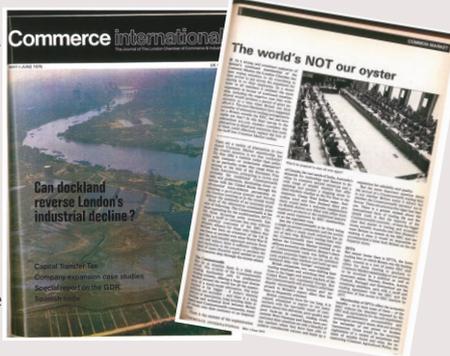
Once registered, the Power of attorney can be used almost immediately should you lose capacity preventing unnecessary delays and potential damage to your business.

If the worst should happen and you are unable to run your business for any reason, you know that your affairs will be dealt with, until you can get back to normality.

At Hodders Law we have experts in the area of Making Lasting Powers of Attorney. Contact us to discuss how we can help on 08442 640 290

From the archives

London Business Matters' predecessor as the journal of the London Chamber of Commerce and Industry was the socialist-sounding *Commerce international*. It's front cover of the May/June 1975 issue was more concerned with regenerating the capital's dockside wastelands than the imminent referendum on Europe, but



inside it provided a forensic analysis of the trade issues at stake.

Question time

What impact would leaving or remaining have on charities, EU student programmes, immigration, the refugee crisis, inward investment, security and defence? The panel were challenged to respond to all these issues as the audience displayed a keen understanding of the wide range of issues in play.



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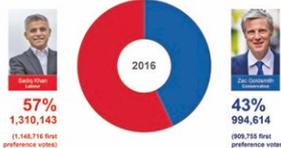
London Mayoral and GLA Elections 2016: how London voted



by Alexa Michael

Labour's Sadiq Khan was elected Mayor of London on 5 May with 57 per cent of the poll or 1,310,143 individual London-wide votes after second preferences were taken into account. While Khan did not achieve the majority required by a winning candidate on first preference votes, he had opened up a 9 per cent lead over Zac Goldsmith, his Conservative opponent, at first preference stage. After the elimination of lower-placed candidates, Goldsmith polled 43 per cent or 994,614 votes including second preferences. Voter turnout was 45.6 per cent, the highest-ever turnout in

Head-to-head final result



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a Mayoral election, thus giving Khan the biggest-ever political mandate in

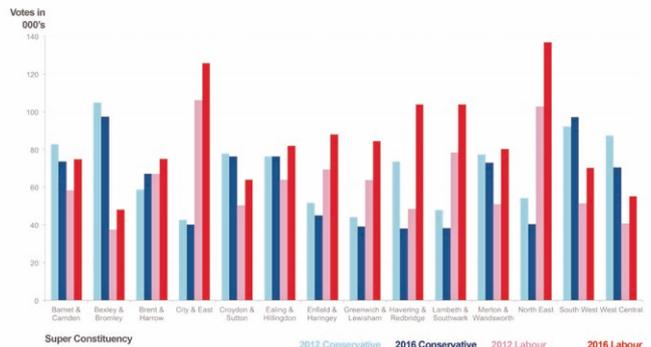
British election history.

A total of 12 candidates stood for Mayor of London, including many from small political parties or independents. As in 2012, the Green Party, represented this time by Sian Berry, took third place, winning 5.8 per cent of first preference votes. Liberal Democrat Caroline Pidgeon won 4.6 per cent, while UKIP's Peter Whittle was fifth with 3.6 per cent. He was followed by Sophie Walker of the Women's Equality Party on 2 per cent.

London Assembly

In the Greater London Authority (GLA) elections for the London Assembly, Labour won 12 out of the 25 seats (the same as in 2012), the Conservatives eight, the Greens two, UKIP two and the Liberal Democrats one. Labour took the constituency seat of Merton & Wandsworth from the Conservatives but gained one less London-wide seat as a result. Labour now hold nine of the Assembly's 14 London-wide seats and the Conservatives three. Labour increased its majority in six of their eight existing constituency seats, some very strongly, especially in North East and City & East where they won by 101,742 and 89,629 votes respectively.

Mayoral votes in the super-constituencies 2012/2016



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The Conservative performed better in the majority of South East and South West London suburbs, such as Bexley & Bromley where Zac Goldsmith beat Sadiq Khan by a majority of two to one. Voters there also returned a Conservative GLA member with a handsome majority of over 41,000. The Conservatives also retained the West Central seat comfortably and hung onto Havering & Redbridge in the North East by 1,438 votes.

London's business success will also depend on action to close the skills gap – currently the capital faces skills shortages in key areas such as construction. This will mean working with London's schools and FE colleges (areas over which the Mayor has no direct remit), as well as with employers who can provide and expand the numbers of apprenticeships – to ensure that school and college leavers are equipped with the skills that London needs.

Pro-business

What might be the implications for London businesses of a Labour Mayor and a Labour-dominated GLA? During the campaign, Khan pledged to “work tirelessly” for the best interests of the capital's businesses and to be “the most pro-business Mayor ever”. He has promised to establish a Business Advisory Board to get “valuable and honest input” on policy and infrastructure and a full understanding of the issues facing London's businesses.

In practical terms, this means action to tackle the housing undersupply that affects both London's employers and employees. Immediately after taking office, Mayor Khan asked officials to produce an urgent audit of City Hall's readiness to deal with the housing crisis. He has pledged to build new homes on land owned by City Hall, including Transport for London (TfL) land, and plans to fast-track sites such as Landmark Court that are suitable for development. It is estimated that TfL owns brownfield land equivalent in size to 15 Hyde Parks that could provide tens of thousands of new homes without encroaching on to the Green Belt. (Khan's manifesto stated explicitly that Green Belt and other protected land would not be built on). Mayor Khan has also said that Londoners should be given ‘first dibs’ on new affordable housing. [See page 3 for LCCI reaction to housing audit].

Infrastructure

It will also be crucial to keep London's transport moving as London's businesses lose millions each year from delayed, gridlocked or cancelled transport. Action must be taken to improve transport infrastructure to ease overcrowding and congestion.

Last but not least, it will be important to improve digital capability to ensure that smaller firms can develop and maintain an online presence.

Much of course will depend on how the economy fares nationally and even international events have an effect on the health of London's economy. Manufacturing industry has slipped back into recession, prompted by the crisis in the steel industry. At time of writing, there is uncertainty over Brexit. Bank interest rates have dipped even lower, which is good news for those setting up in business or purchasing a home, although not for savers. If energy prices rise as a result of tumultuous events in the Middle East, these will be passed on to businesses in the form of higher energy costs. A terrorist attack – or even fears of one – will have a negative effect on London's tourism industry.

The next few years will show Mayor Khan's effectiveness – or otherwise – in dealing with these issues and running one of the world's greatest cities.

Alexa Michael is business information executive at LCCI



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Rail transformation

London Bridge is the fourth busiest station in the country, bringing 56 million passengers into the city annually. Commuters will not have failed to notice the building works over the last year as the station is being transformed with the creation of new platforms for more trains and a new concourse writes Gill Cronin.

The changes will allow the introduction of more Thameslink trains every day – up to 18 trains an hour through the station – offering better

connections than ever before.

A group of LCCI members were recently given a tour of the new concourse site at London Bridge, an area bigger than the pitch at Wembley Stadium, unifying the station for the first time so that passengers can access all platforms from one place. There will be nine 'through' platforms and six terminating ones. This will mean more trains to more destinations including a connection to Crossrail services at Farringdon

providing links across and beyond London in all directions.

There will also be an improved link between the terminating rail platforms and the bus station outside and initiatives to support wider regeneration of the surrounding area.

The station redevelopment is due to be completed in spring 2018.

www.networkrail.co.uk/london-bridge-station



Photographs by Neil Stanfield



LCCI welcomes night tube start

Night tubes will create an economic boost to the capital according to LCCI chief executive Colin Stanbridge who commented: "We welcome the new Mayor's announcement to drive forward the night tube with 19th August named as the start date.

"A 24 hour underground network will underpin the growth of our city and is a sign of confidence in London's future.

"Thousands of existing jobs will be supported by this development - and many thousands more created - this is all great news for the capital's economy."

An early commencement of the night tube was one of the 20 key suggestions the LCCI made in its manifesto for a new mayor, *Towards a Greater London*.



Crossrail character

The team behind Crossrail, the £15 billion route which will slice London from Reading and Heathrow in the west to Shenfield and Abbey Wood in the east, have, understandably, been focussing on the huge engineering project below the surface.

Now the spotlight has shifted to the surface as images have been released of how stations along the Elizabeth line will look. Julian Robinson, head of architecture at Crossrail, said: "The Crossrail project has worked with world-leading architects and designers to deliver a new railway that draws upon the fantastic transport architectural heritage of London and

London Underground, with each station reflecting the distinct character of the surrounding area and presenting a common line identity."

Trains are due to start running between central London along the route from December 2018. The full west-east service is expected to start 12 months later and will carry 200 million passengers every year.

The artists' impressions below are of Tottenham Court Road station - proposed platform level at Dean Street entrance and Bond Street station - proposed ticket hall on Hanover Square

www.crossrail.co.uk



Tottenham Court Road station



Bond Street station

In reserve



Julian Brazier MP, Defence Minister with responsibility for the Reserve Forces, was guest of honour at a recent LCCI Defence lunch held at the Savoy and sponsored by CH2M, the global engineering consultancy. Prior to his appointment in 2014, Brazier was a member of the Defence Select Committee (1998 - 2001 and from 2010 until his

current appointment). He previously served as an officer in the Territorial Army (Army Reserve), six of them in airborne forces.

The Minister (centre) is pictured with Brett Lovegrove (left), chair of the LCCI defence and security committee, and CH2M's Alan Macklin.

www.ch2m.com

Make airport expansion decision now



On the back of last month's news from Heathrow that it will meet and exceed the Airports Commission package of conditions, LCCI chief executive Colin Stanbridge said: "This is welcome news from Heathrow and serves as a timely reminder for the government that there can be no more excuses for delay and a decision must be made before the summer parliamentary recess.

"LCCI has consistently called for strong leadership from ministers to future-proof the UK economy. The best way of doing that is to build new runway capacity to serve the capital and the rest of the country as soon as possible.

"LCCI's preferred option remains new runways at both Heathrow and Gatwick - with our members consistently telling us that Heathrow expansion should come first".

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New nature reserve for London

Last month Sir David Attenborough launched a new nature reserve for London – the London Wildlife Trust at Woodberry Down in Stoke Newington – which establishes a new benchmark in 21st century nature conservation. The Woodberry Wetlands provides a unique opportunity for Londoners to engage with nature in the capital's Zone 2 and lies at the heart of Berkeley Homes regeneration.

Following a £230,000 contribution from Berkeley Homes, whose group chairman Tony Pidgley CBE is the current LCCI President, the 11 hectare wetlands is preserved as an urban oasis which attracts wildlife rarely seen elsewhere in the capital.

The nature reserve was saved from dereliction in the late 1980s after being identified as a site of metropolitan importance for nature conservation. Restoration work began in 2010 and it is today home to 13,000m² of newly planted reed bed and 550m² of new hedgerow, as well as wildflower meadows and fruit trees, which combine to create a haven for birds, bees, butterflies and other insects. At the launch Pidgley said: "We all need nature close at hand. It's part of



Berkeley Woodberry Down New Wetland Centre

what makes people feel good about their lives - being able to experience wildlife and open space close to your home. Berkeley is very proud indeed to support the wonderful Woodberry Wetlands. It has been a hidden gem that everyone can now enjoy. Somewhere they can go and feel inspired. Right across London, we are creating 212 acres of parks and public space. It shows you the power of good new development to make a massive difference to people's quality of life."

Rebirth

Gordon Scorer, chief executive of London Wildlife Trust said: "Access to nature is incredibly important for people's wellbeing, especially in built-up cities and towns. The rebirth of this reservoir, in the midst of one

of London's biggest housing regeneration projects, as a free-to-visit, natural resource, bringing nature within reach of a huge urban audience, demonstrates that nature, and all its benefits, can be successfully weaved into the fabric of London, and other cities, as they develop and grow."

From Sunday 1st May, Woodberry Wetlands will be open to the public and aims to bring people closer to nature as well as to fulfil a vision for a greener London. The London Wildlife Trust is running a year round programme of culture, education and volunteering as it seeks to preserve Woodberry Wetlands for the Woodberry Down community and beyond.

Sir David Attenborough, feted more than ever this year as he celebrates his ninetieth birthday, bought his vast experience and wisdom to bear: "Contact with the natural world isn't a luxury; it is a huge pleasure and brings such delight, but it is a necessity to all of us. It is the most precious inheritance that we have."

"I have spent 70 years witnessing disaster and trying to avert catastrophe in the natural world; we continue to lose so much that is precious, so it is marvellous to be here at Woodberry Wetlands and see the reverse - we should celebrate that."

"Nature is our heritage and makes our lives worth living. Woodberry Wetlands makes nature available to London - and above all is free. This is a great day and long may it be remembered."

Unique

To coincide with the launch of Woodberry Wetlands, Berkeley Homes is launching a new phase at Woodberry Down - the Nature Collection. A truly unique opportunity to live adjacent to a protected nature reserve, the Nature Collection offers uninterrupted views of London's unique wildlife, rural scenery and the Stoke Newington Reservoirs.

Situated on the eastern edge of the New River trail, the Nature Collection offers a selection of one, two and three-bedroom apartments and penthouses.

Alongside the protected nature reserve, residents will benefit from close proximity to the West Reservoir, which offers watersports and outdoor pursuits. Spring Park completes a trio of parks in the area, which include Finsbury Park and Clissold Park.

www.woodberry-down.co.uk



Sir David Attenborough with Tony Pidgley CBE, LCCI President

Blenheim Palace hosts Bentley run

Last month nearly 100 Bentleys converged on Blenheim Palace to celebrate the 80th anniversary of the inaugural Bentley Drivers Club run.

The event marked the anniversary of the club's first run on May 24th 1936, when a total of 31 Bentleys drove from Cranford in Middlesex to the Old Bell at Hurley.

To celebrate the event the priceless collection of cars were given special permission to park together in the Great Courtyard at Blenheim Palace.

The cars on display ranged from the earliest 3 litre cars from the 1920s up to the current models of Bentley Motors.

Event organiser Paul Spencer said: "We were thrilled to host one of

our 80th anniversary celebrations at Blenheim Palace. The location was ideal for our members driving from all around the country. The Palace itself is an ideal match for the heritage of the cars and has past links with the club."

Significant

Several of the cars had significant race histories while others are stars of film and TV, including appearances in Downton Abbey.

Home to the Dukes of Marlborough since 1722, and the birthplace of Sir Winston Churchill, Blenheim Palace was designated a UNESCO World Heritage Site in 1987. It is set in over 2,000 acres of 'Capability' Brown

landscaped parkland.

The Bentley Drivers Club has around 3,800 members worldwide. Anniversary celebrations continue through the summer with Concours

this month, the Club's Silverstone Race Day in August and a Gala Dinner in October.

www.bdcl.org





Brazil – business and the Olympics



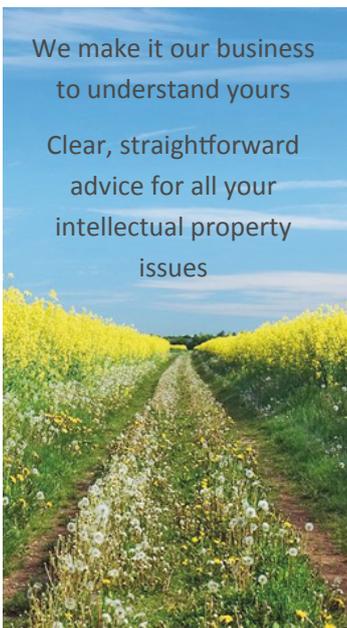
While the cream of the world's athletes gather in Rio de Janeiro this August, Brazil is inviting companies from around the globe to benefit from their presence in the country to do business and develop new commercial ties – not only with Brazilian companies but those from other markets too.

The business platform BIZ2BR – Business to Brazil – developed by the Rio Chamber of Commerce, the Brazilian Confederation of Trade and Business Associations, and ICC World Chambers Federation is now online and facilitating connections between buyers and sellers, present in Rio for the Olympics.

Company registration in the system is free. Companies interested in participating can register at the online platform as well as learn more about the CASA Rio Business

Centre which will be open for international delegation meetings.

www.biz2br.com



Q...

I have a logo for my business and would like to prevent others from copying it. How do I go about obtaining protection for the logo?

A...

In the UK, copyright can exist for artistic works, which includes graphic designs such as your logo. As soon as the logo has been designed it is protected by copyright. There is no need to take any action to "register" the copyright. Owning the copyright in your logo allows you to prevent other people from producing copies which include a substantial part of your logo. However, in order to enforce your rights against third parties producing copies, you would need to show that you own the copyright, and that copying has taken place. It is not possible to enforce copyright against parties using similar designs which have been produced independently.

As you plan to use your logo in relation to your business, I recommend you register the logo as a trade mark and/or as a design. As the owner of these registered rights you would be able to stop others from using the logo, without having to prove that the logo has been copied. Registered trade marks enable the owner to control who uses the mark in trade in connection with particular goods or services. Registered designs protect against the use of similar, but independently designed, works as well as copies in any context.



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Transporting the capital

Mike Brown MVO, Commissioner, Transport for London was the special guest at the latest in the Chamber's series of Patron Member lunches, held last month at the In & Out (Naval and Military) Club in St James's Square.

He started his career in transport in 1989 when he joined London Underground (LU), rising to become chief operating officer in 2003. Brown moved on to run Heathrow Airport during BAA's massive transformation and passenger improvement programme.

He returned to the underground as managing director and was responsible for operating services with more than one billion journeys every year and for leading the largest line upgrade and investment programme LU has ever seen.

He improved the reliability of the Tube network across all lines and led the successful delivery of the services to support the Olympic and Paralympic Games in 2012.

He was also responsible for the operation of Docklands Light



Mike Brown (right) with LCCI President Tony Pidgley at the In & Out Club

Railway, the Trams and London Overground, as well as the Emirates Airline Cable Car.

Appointed London's Transport

Commissioner in September 2015, Mike Brown is ultimately responsible for a multi-million pound investment programme and the

delivery of transport services across the capital, overseeing the largest integrated transport authority in the world.

Change in the world of work

It is said that there is nothing permanent except for change itself. But despite its inevitability we are rarely ready when it arrives. We live in a time of unprecedented change – in a world that shows us time and time again that you either adapt or fail.

“From the changing macroeconomic climate to the automation of jobs and reinvention of industry, employers need to understand where their skills gaps are and how they will fill them.”

Never has this been as true as in the world of work today. In Europe, the workforce is being overhauled by the rapid pace of technological innovation,

demographic change and globalisation. In an increasingly connected world the onward march of change is now viewed by businesses and governments as inexorable. But are current models of organisational design and leadership still relevant for the evolving labour marketplace, the generation of Millennials, and the new skills necessary for sustained productivity?

This month Economist Events will be holding its Future Works conference in London. Here senior individuals from leading government and private sector organisations including the OECD, International Labour Organisation, IBM, General Electric and Transferwise will challenge current models of organisational design and leadership with a view to what the future of work will look like.

Reinvention

There is much to unravel and analyse. From the changing macroeconomic climate to the automation of jobs and reinvention of industry, employers need to understand



where their skills gaps are and how they will fill them. They need to know where to identify talent, and how to retain it when it is found. But above all, they must be able to look to the future and be confident that their workforce can carry their organisation forwards to reach wider goals.

With productivity levels one of the biggest challenges facing European nations, getting the right people into the right jobs is vital to ensure career longevity and growth. As technology advances – bringing with it many jobs and benefits – its displacement of many traditional jobs mean that in-work education and upskilling has never been more important, and the expectation on employers to get this right never

more pressing.

Future Works will provide a platform for experts to debate how companies need to reinvent themselves to ensure that they remain relevant. Instead of just looking at the dangers that change brings, industry leaders will advise on how it can be a force for positive reform. Through interactive discussion and debate, they will share exclusive insights on the key trends driving change across Europe and highlight practical solutions for the workplace.

The Economist Events Future Works 2016 is taking place on Tuesday 21st June at the Montcalm Hotel in London
www.economist.com



Overseas business opportunities

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

Spain



Producer of unique spicy foods and sauces using a wide variety of peppers, chillies and other ecologically home-grown products from its own fields seek to establish long-term agreements with distributors in the UK and Nordic countries.
REF: BOES20160502003

Poland



A small company offers its design services, together with large-scale injection moulding capabilities and painting. They are looking for partners, especially from the electrical industry, to co-operate under a sub-contracting or manufacturing agreement.
REF: BOPL20151207002

France



Manufacturer and marketer of an innovative range of cross-laminated timber panels for the building industry (floors, ceilings, partitions and structural walls) offers a license agreement to a manufacturer in a European country
REF: BOFR20160215001

Italy



Rome-based small business is looking for SME producers for their bamboo sunglasses which have frames made of bamboo rather than fabric inlays on the temples (this could eventually be provided by the Italian SME), flex hinges and double bending in the frame.
REF: BRIT20160216001

Hungary



Company dealing with planning and development of tailor-made IT solutions is looking for co-operation through a services or outsourcing agreement. Joint venture is also possible in a later phase.
REF: BOHU20160309001

Germany



This company has been established for over 125 years as a well-respected producer of fashionable, high-quality legwear beyond Europe. Its range of products for men, women and children comprises three product lines, namely fashion, sport and medicine. The company seeks partners for commercial agency agreements or distribution services agreements in Europe and beyond. Partners should target the wholesale and retail industries, mail order shopping catalogues and/or online shopping
REF: BODE20160104001

Romania



Established in 1991 in Transylvania, this company is a service provider of design and execution for different categories of electrical installations. It is offering to become a sub-contractor for EU companies that need testing equipment services and electrical installations.
REF: BORO20151127002

Turkey



Company offers its powerful portable milking technologies for use in dairy farming. It is looking for partners who may be able to use and/or promote this technology and they offer distribution agreements with technical assistance across all network countries.
REF: BOTR20151231017



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Understand Iran's history to do business there



Tehran, capital of Iran



by The Rt Hon Jack Straw

“I’ve been to Iran seven times since 2001 and, overwhelmingly, the Iranians I have met have been polite and warm towards me and the UK generally. One is constantly reminded in Iran that whilst the country is an Islamic Republic it is emphatically not Arabic – indeed to suggest that it is part of the Arabic world is seen as both ignorant and offensive.

One is also reminded constantly of the connections between this country and Europe for more than two millennia – not just through invasions, blood and territory, but deep cultural connections too – including an intermingling of Greek philosophy with Iranian culture.

At the same time, there is a deeply embedded suspicion about Britain’s involvement in Iran over two centuries, which can pop up in contemporary political argument, and day-to-day conversation.

Ayatollah Sadeq Larijani is Chief Justice of Iran, and a member of one of the country’s most powerful families. When the results of key elections for the Parliament and the powerful Assembly of Experts, came out earlier this year – with a clear victory for allies of reformist President Rouhani – his reaction was not to criticise the conservatives’ lacklustre campaign. He blamed the British – something deeply embedded in the Iranian psyche and understandable if one looks at the history.

Territory

In the nineteenth century Persia

– modern Iran – was a pawn in the ‘Great Game’ between Russia and Great Britain. After the Napoleonic wars we agreed a treaty with Russia which allowed huge swathes of territory in the southern Caucuses, modern Georgia and Azerbaijan, for centuries part of the Persian empire, to be transferred to them. We opened up trade with Persia, strictly on our terms, flooding their market with cheap British textiles. We ran – and owned – their central bank.

Moreover British citizens were granted monopolies covering railways, canals, mines, forests, and tobacco. Such was the hostility to the tobacco concession that huge popular protests were sparked, led by the clerics, in a religious-radical alliance, the effects of which are still seen today. In 1908 a Brit gained a concession on highly advantageous terms to extract oil, and founded what became the mighty BP.

In 1921, we ventriloquised the takeover of the country by a soldier, Reza Khan, who removed the decaying Qajar dynasty, and had himself crowned as Shah in 1925. But when in the Second World War he became too close to the Germans, we and the Soviet Union simply took over the country, occupying it from 1941 to 1946.

Dictatorial

Then, in 1953, when a democratically elected Prime Minister, Mohammad Mossadeq, sought to nationalise our oil interests, MI6 and the CIA organised a successful coup to remove him. For 26 years after that, we and the US sustained the Shah, and turned a blind eye to what was an increasingly dictatorial, violent, and ultimately

decadent period of rule, which collapsed in 1979 with the Iranian revolution.

We then did remarkably little to stop Saddam Hussein’s unprovoked invasion of Iran in 1980, in what became the eight year-long Iran-Iraq war, in which hundreds of thousands on both sides perished – a war which defines Iran today more even than our two world wars continue to define what it means to be British.

It’s not been an easy story. Nonetheless most Iranians recognise that all this was in the past, and they want to do business with us.

Business

As with any other market, having good local interlocutors is essential. The Iranians are sophisticated and, increasingly, well-educated. Their long period of economic and political isolation had plenty of downside. This is what prompted President Rouhani and Foreign Minister Zarif to work so hard for the nuclear deal but it also led to the Iranians having to become more self-sufficient.

The Iranians are amongst the toughest people with whom to negotiate. That is true on the diplomatic front and business people tell me it applies in their world too. The Iranians have a love of language – epitomised by their love of poetry. Ordinary Iranians are able to quote their notable poets in a way that it completely unmatched in the UK. But one essence of poetic language is its ambiguity – so pay attention to the small print. If you want an example of that, look no further than the Joint Comprehensive Plan of Action – the nuclear deal or ‘Barjam as the Iranians call it – is



a good example. It is 104 pages of sometimes tortuous prose, as each side has tried to pin the other down.

Banking

There is one crucial impediment in the way of normal trade and investment relations with Iran – the provision of corresponding banking relationships between major UK and Iranian banks. Some banks were hit hard by penalties imposed by the US Department of Justice for allegedly breaking the sanctions. Though the nuclear-related sanctions are being removed, some US sanctions were not nuclear-related, and remain in force. Moreover, the Republican-dominated congress has continued to take a hostile attitude both to Iran, and the Obama administration. The overall result is a reluctance by Tier 1 UK banks to get involved again with Iran.

Consequently, Iran has not been able to receive expected foreign investment or have international banks facilitate the business agreements it has signed since the Barjam’s implementation.

“The most important problem is that the United States is taking a back seat after eight years of scaring everybody off, imposing heavy penalties on people who wanted to do business with Iran,” Iranian Foreign Minister Javad Zarif said in a recent interview with The New Yorker’s Robin Wright. “The United States needs to do way more. They have to send a message that doing business with Iran will not cost them.”

Frozen

US sanctions have also prevented Iran from repatriating its frozen oil revenues which have been held at banks abroad. For Iran to retrieve this money, foreign banks need to conduct dollar clearing sanctions



The Rt Hon Jack Straw and John Whittaker of Clyde & Co

for Iran, which they are hesitant to do for fear of coming into conflict with US sanctions. According to US Secretary of State John Kerry Iran has so far been able to repatriate only \$3 billion of its \$55 billion to \$100 billion in frozen funds abroad.

Another barrier to trade with Iran has been created by American regulations, introduced at the beginning of the year, which require Europeans visiting Iran to obtain a visa before entering the United States.

There is still reason however to hope that these hurdles will be overcome and Iran will reap the benefits it is due from sanctions relief. Secretary Kerry and Foreign Minister Zarif met in mid-April to discuss how to resolve the problems with Iran receiving sanctions relief. After the meeting Kerry said: "The United States is not standing in the way and will not stand in the way of business that is permitted with Iran since the (nuclear deal) took effect.

"We've lifted our nuclear-related sanctions as we committed to do and there are now opportunities for foreign banks to do business with Iran. Unfortunately, there seems to be some confusion among foreign banks and we want to try to clarify that as much as we can."

Frustration

Prime Minister David Cameron, has indicated that he wants a normalization of commercial relations with Iran, and expressed himself frustrated with the reluctance of one UK bank to provide banking facilities to a business in his constituency.

But the "confusion" of which Secretary Kerry spoke remains. If I have one message for everyone here today it is that each of you should personally contact your own Member of Parliament, and stress to them the need for more concerted action by the government to secure effective cooperation by UK banks. Otherwise, we will find ourselves at the back of the queue.¹¹



Jack Straw with Karim Fatehi (left) and Will Tyler

This is an edited version of Jack Straw's address at last month's seminar: Iran: is your business ready? The former holder of two of the great offices of state and MP for Blackburn has strong Iran credentials. He was was guest of honour when Iran re-opened its Embassy in London last August, the same time as the British Embassy opened in Tehran. This reflected his role in pioneering EU talks over Iran's nuclear programme in 2003 and he subsequently became the leading advocate of rapprochement with Tehran, drawing on the many commonalities of Britain and Iran, and leading a well-received UK parliamentary delegation to Iran in 2014.

The event was organised by LCCI, hosted by Clyde & Co and supported by the Institute of Export. John Whittaker, senior partner at Clyde & Co, chaired an expert panel made up of Nicholas Hopton, head of mission, British Embassy, Tehran, Derek Berman of Worthy Technologies, Julian Lynn, UK Export Finance, and Jonathan Bailey, International Airlines Group, the owners of BA who are set to resume flights to Tehran this summer.

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Gender pay gap reporting - does it apply to you?

Gender pay gap reporting comes into force on 1st October 2016. Gender pay gap is the difference in percentage between what men and women are paid within an organisation. In the UK, the deficit sits at around 19.2% which means that for every £1 men are paid, women are paid 80p.

The new legislation has been put in place to encourage organisations to be transparent about their pay structures and to identify the discrepancies between pay for men and women. So if you are unsure about what this means for your organisation then we have a few key pointers to help you.

1. Gender pay gap reporting applies only to UK based companies with 250+ employees (subsidiaries must be counted separately and not as part of the wider group).
2. Data must be gathered as at 30th April 2017 and published within 12 months and then each anniversary after.
3. Employers will have to report on mean pay, median pay and mean bonus payment between male and female employees.
4. Organisations must make their data internally and publicly accessible on their website as well as on the dedicated Government website. Data must be in English and signed by a Director and retained on the company website for three years.
5. Data from organisations is expected to be published in league tables by sector.
6. It is recommended that a narrative is provided to explain results and methodology.

At this stage only draft regulations have been drawn up with final regulations confirmed later on the year, so some things may change.

We have more information on our website about this initiative, please visit <http://www.bradfield.co.uk/about/news/gender-pay-gap-reporting-does-it-apply-to-you>. Alternatively, please call us to find out more on 0207 977 9200.

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

Destination Tehran

Iran is the destination for a trade visit under EAGLE 2 - a European Commission project bringing together trade

promotion organisations to engage with third countries - during the first quarter of 2017. The delegation will include

businesses from Belgium, Greece, Hungary, Italy and Lithuania, as well as the UK. The multi-sector mission will provide companies with opportunities to meet with new business partners and stakeholders and experience the Iranian market at first hand.

To register your interest in the mission contact Marta Zanfrini, international business executive at LCCI mzanfrini@londonchamber.co.uk



Tehran from Qeytariyeh

[Click/tap for more info]

Lesotho is open for business

In April, the Commonwealth Enterprise and Investment Council hosted a delegation from Lesotho led by Deputy Prime Minister Metsing. The one-day investment forum, which announced landmark reforms to work permits, provided a platform for government ministers and business leaders to discuss ways to facilitate foreign direct investment into the landlocked sub-Saharan African kingdom.

Amongst the world's 48 least developed countries Lesotho sets itself apart through a determination to diversify its economy. Its growth trajectory has averaged a 5 per cent GDP increase every year from 2009 to 2014 and the country has successfully leveraged its duty-free, quota-free access privileges to enjoy a 20 per cent saving on exports to USA – which in turn has helped Lesotho become the largest African exporter of clothing to the country.

Reputation

Indeed, manufacturing firms – such as Jonsson Workwear – currently employ over 40,000 locals, while the country's mining industry is world-class. Lesotho is leveraging the reputation and skills gained from textile and clothing manufacturing to diversify into the regional and global automotive value chain through automotive components manufacturing, electricals and appliances assembly. Two automotive components manufacturers – including Johnson Controls – have made investments in Lesotho supplying the South African automotive industry. Being one of the most diamondiferous countries in the world, the Lesotho government took the investment forum as an opportunity to communicate its plans to innovate its mining industry – aiming to attract more foreign investment and position itself as a leading diamond resource. As with any developing country, uppermost in the minds of investors is the ability to ensure returns and minimise corruption. To tackle this, the government adopted the Minerals and Mining Policy (in conjunction with the United Nations Development Programme) in 2015 to safeguard the industry from corruption and instil greater transparency.

Steps are also being taken to

diversify the economy and avoid the 'national resource curse' which has condemned many African countries to poverty. A fundamental part of this movement is to work towards producing diamonds and domesticating the diamond cleaning and cutting process – the link in the production chain which produces most of the added value, yet one that is currently outsourced to the world diamond hub of Antwerp. The government is working with the industry to explore the financial feasibility of investment in such downstream activities. However, more substantial infrastructure is essential to ensure investments are viable and operational, both for the mining sector and for the nation's other industries.

Infrastructure is key



The upcoming Phase II of the Lesotho Highlands Water Project – which will see the construction of road networks, a major dam and a hydroelectric power generation plant estimated to cost over US\$1 billion – will help the country's economy flourish in line with National Vision 2020 (which sets out priority sectors for investment, such as tourism – which is needed to exploit Lesotho's unique mountainous beauty – and commercial agriculture) and the National Strategic Development Plan (which serves as a medium-term development framework for the vision).

Further investment in the energy sector is needed to ensure Lesotho's industries can grow. The



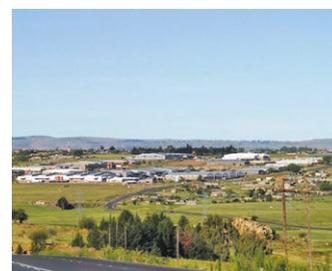
Commonwealth Secretary-General Baroness Scotland (with Deputy Prime Minister Metsing to her left) meeting the Lesotho delegates in London earlier this year

government has been proactive in its efforts to provide support, launching a new energy policy last year. This framework aims to promote private sector participation in energy generation and sets out regulation of independent power producers and power purchase agreements. In turn, policymakers hope that, with the right funding, this will unlock renewable energy potential in the country, encompassing hydro, wind and solar energy. Furthermore, the Lesotho National Development Corporation is actively seeking investment partners to establish a national broadband network to facilitate technological innovation.

Investments in roads, energy generation and ICT infrastructure are necessary to provide a healthy climate for investments in commercial farming and agro-processing – and of course to encourage investment in tourism, which would exploit Lesotho's unique mountainous characteristics.

Work permits

April's investment forum also provided a platform for Deputy Prime Minister Metsing to announce a landmark reform to the country's work permit quota policy; one that will enable investors to



bring in the required skills from outside of Lesotho. Previously, government policy was that Lesotho projects should be staffed by Lesotho nationals, only allowing corporations to hire in a pre-set number of foreign workers in proportion to the size of their total work force. But with a thin skill set in the local population, it became clear that the development of effective industries would require a larger injection of foreign skilled workers. To facilitate such an injection, Lesotho has removed this quota. In addition, the Government plans to centralise the issuance of work permits – increasing the speed and convenience of conducting business in Lesotho by enabling foreign corporations to obtain all the necessary permits from just one agency, rather than several.

LCCI trade missions

United Arab Emirates

Multisector, priority given to Women in Business
**Saturday 3 September –
 Thursday 8 September 2016**
Fully Booked

Image credit:
DMCCJLT



Dubai

United Nations, Geneva

**Monday 3 –
 Wednesday 5 October 2016**
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 Email: mzanfrini@londonchamber.co.uk



UN, Geneva

India

**Monday 7 – Friday 11 November
 2016**

Register your interest with Ruma Deb
 Tel: 020 7203 1949
 Email: rdeb@londonchamber.co.uk



India

Indonesia: Jakarta, Bandung and Surabaya

Dates TBC

Sectors: Agri-tech, infrastructure including smart cities, financial technology, renewable energy, manufacturing, and supply chain
 Register your interest with Ruma Deb
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Jakarta

East London – continuing the legacy



Business opportunities in Queen Elizabeth Olympic Park was the subject of a recent briefing organised by the East London Chamber of Commerce in partnership with the London Legacy Development Corporation (LLDC) and East London Business Place (ELBP).

The LLDC's vision for the Olympic Park and the surrounding area is that it will become a dynamic new metropolitan centre for London, a place to live and work. The development plans include the building of new neighbourhoods: homes, schools, and social infrastructure, and the creation of jobs. As a result, there are significant opportunities for small to medium-sized businesses to supply works, goods and

services to contractors, developers and tenants on the park.

ELBP has won a contract with the LLDC to deliver a buyer engagement and enterprise support programme. Through the programme, the LLDC is keen to ensure that the current and future developments across the park continue to generate positive social and economic benefits for local people and businesses, ensuring small firms, social enterprises and diverse businesses are in a position to compete for and win contracts linked to the park's development.

www.queenelizabetholympicpark.co.uk
www.eastlondonchamber.co.uk

ADVERTORIAL

Top tips for tech start-ups

A series of tips for start-ups has been published by a London Borough of Havering centre dedicated to supporting growth in early stage technology-based companies.

Part of the Centre for Engineering and Manufacturing Excellence (CEME) campus, the CEME Innovation Centre is designed for ambitious, forward-thinking companies requiring offices, workshops or studios for one to 14 people.

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

In a bid to encourage and support innovative new businesses and entrepreneurs, the centre has published five nuggets of advice:

- Ensure your concept is viable – you have got to be able to turn

your vision into reality so start small but aim high

- Check out specialist legal advice, including intellectual property – ensure your idea is protected but also explore whether you are encroaching copyright, which could become costly, so definitely worth getting some advice
- Pick the right location – knowledge is key and surrounding yourself with people who have the experience, skills and 'know how' to help you build your business can make a huge difference, while the right location can also elevate your profile
- Network – get your business off the ground by mixing with the right people
- Support and funding – there is plenty of support and funding opportunities available, including the specialist individual support offered by CEME Innovation Centre's vastly experienced advisors with open-access

to investment and funding channels, so make sure you are not missing out

To read our full list of tips with further information, visit <http://www.ceme-ic.co.uk/news/2016/05/24/top-tips-for-tech-start-ups/>.

David Studd, Business Development, of Oxford Innovation, which runs the centre, said: "We're passionate about supporting growth in early stage technology-based companies, that's why we have published these tips.

"We are located at the heart of the campus, which is a perfect base for ambitious companies looking for the space, facilities and business support to accelerate their growth."

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

Being part of the wider campus, it



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

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

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

[Click/tap for more info]

Free lunches remain non-existent



by Fintan O'Toole

Last year George Osborne announced that "Britain deserves a pay rise" and this April the National Living Wage was introduced. But many employees are finding out that there is no such thing as a free lunch as bosses reduce overtime, cut bonuses and yes, in some cases, take away free food that had hitherto been offered as a perk.

While George Osborne has made it clear that he is not amused, it must be acknowledged that this has not been an easy measure for businesses to adopt, nor have they had much time to plan.

There is no doubt that some sectors will feel the strain in budgeting for this measure – care homes, service industry and retail and SMEs for instance. Whitbread (owners of Costa



Fintan O'Toole of HR Dept with staff member and former apprentice Amy Crawford

Coffee and Premier Inn) have been quoted as saying that it will cost them £20 million a year. For businesses in London the question is: where is that money going to come from?

Restructuring the overall pay packet is one option, but quite a

negative one if it is no more than taking away with one hand what was given with the other. As well as the ire of Mr Osborne, it may lead to bad publicity and a talent drain, if staff feel hard done by and think they will do better elsewhere.

Positive

A more positive approach could be to plan for increased productivity from a happier, better motivated workforce. Research cited by the Living Wage Foundation (not connected to the National Living Wage) suggested that paying a living wage could lead to improved staff performance, better retention and reduced absenteeism.

The National Living Wage is here to stay and will increase significantly in coming years. It is important to seek advice to help plan carefully to consider the bigger picture and subjects such as reputation, recruitment and retention of talent, and overall productivity to not only survive, but thrive under the National Living Wage.

Fintan O'Toole is director of The HR Dept
www.hrdept.co.uk

Plans for Croydon

David Hudson, principal of developers Guildhouse Rosepride, spoke of their impressive plans for the One Landsdowne Road Skyscraper which will become one of Europe's tallest buildings when he addressed Croydon Chamber of Commerce's recent executive club lunch at the Hallmark Hotel.

Other notable projects are the development of Exchange Square in Croydon Old Town which is to be transformed into a Covent Garden-style events space. The plans include refurbishment and extension of the former Pump



House and bringing it back to life as a tech hub, music/art venue, café and restaurant. Hudson said that in the next 20 years "Croydon will be a sexy part of London to work, play and be entertained."

www.croydonchamber.org.uk

David Hudson with Croydon Chamber President Nicolina Andall



The real deal

The London Real Estate Forum – LREF – is the premier showcase for development in London and brings together leading international investors, corporate occupiers, retailers and policymakers with real estate owners and developers.

The event runs alongside a comprehensive conference and events programme leading to discussions and debates on core issues within the capital. With more than 100 speakers across 40 seminar programmes – and coming just a month after the London Mayoral Election – LREF 2016 is sure once again to be the centre of debate and discussion for the industry.

"2016 is sure to once again be the centre of debate and discussion for the industry."

LREF 2016, a Pipers event in association with New London Architects (NLA), takes place on Tuesday 14 and Wednesday 15 June 2016 in Berkeley Square. Companies can register on the website using the unique LCCI discount code.

www.lref.co.uk/lcci



THE
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Fitting the bill – McCue Crafted Fit

Established in 1954, fit out company McCue Crafted Fit is headquartered at a 60,000 sq ft location in Greater Belfast, Northern Ireland. McCue are specialists in high quality refurbishment and fitting out. 'Fit out' is a term used to describe the process of making interior spaces suitable for occupation.

With over 60 years' experience in the industry McCue is used to working in new environs. Every project is looked at in its entirety with new ideas, a collaborative and entrepreneurial approach and the ability to turn spaces into distinctive interesting places on time and on budget.

With in-house bespoke joinery services, McCue are able to fit and finish any project to the highest standard, creating unique fit outs that cater to each client's needs.

McCue works across a number of sectors including retail, hospitality, marine and residential with clients such as Anthropologie, GANT, Hamleys, Harrods, Hugo Boss, Jigsaw, Lush, Smyths Toys, Starbucks and Urban Outfitters. Other luxury clients include The Berkeley Hotel, Lancaster Hotel, Four Seasons Hotel at Ten Trinity Square, The Savoy Hotel, Claridges Hotel, The Shangri-La Hotel at The Shard as well as one of the industry's

leading theme park, hotel and retail operators.

This client list is testament to the quality of work carried out and delivered by McCue both on site and at their in-house production facility, producing bespoke architectural joinery, which plays a central role in many of their award-winning projects.

Flagship

Take for example, McCue's work on the flagship Lush store on Oxford St, London. By employing their unique joinery skills and utilising reclaimed and certified wood and vintage buys, McCue was able to showcase the beautiful Lush products in a fresh environment that communicated the brand's dedication to sustainability and environmentally-friendly practice.

The Lush Oxford St store is the company's largest at 9,500 sq ft, spanning three floors. The work was undertaken with strict sustainability guidelines in place and



in line with Lush company values. The flagship not only showcases Lush's ethical, handmade products, but also houses a spa and scented cinema – a first for the brand. In addition, there is also a 'Hair Lab' and a range of innovative products exclusive to the Oxford St store, as well as a music station playing a selection of songs from Lush's two music labels, ECC100 and ECC Records.

Natural

Les McCracken, managing director at McCue, said: "This was a fantastic project for McCue to be involved with as it allowed us to showcase our bespoke joinery services alongside Lush's fantastic natural products.

"Our work in London has substantially increased in recent years in both the retail and hospitality sectors. Working with some of the most prestigious clients in the UK, and the world, has really set us apart from our competitors as we

offer competitively priced high end fit out services to various sectors."

Retention

In addition to tendering for a wide range of new projects, McCue works to ensure strong client retention. Relationships have been fundamental to the company's growth, and McCue's relationships are based on value and trust. McCue has worked with some companies for over 30 years, including working with KFC along with the likes of Peter Mark and Santander, even in its previous guise as Abbey National, Bradford and Bingley and Alliance and Leicester.

McCue will be exhibiting at the the Retail Design Expo, Olympia London, on the 8th and 9th May 2017 and visiting the Euroshop Retail Trade Fair, Düsseldorf, Germany 5th to 9th March 2017.

Awards have included the esteemed NAS Design Partnership Awards and the Retail Week Interiors Awards. 2015 was an exceptional year for the company, winning both Retail Interior of the Year and Non-Food Design of the Year awards at the UK Retail Week Interiors Awards, for the Lush fit out, adding to their impressive list of accolades.

McCracken continued: "To win these prestigious and highly respected industry awards in London is a great honour for McCue. We are very privileged to have worked with some great designers and this is a great reflection of our teamwork and the exceptional workmanship of our own employees. It was also an honour to receive the awards when there were so many esteemed companies in the UK present representing many fantastic projects."



June 2016

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

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

01/06/16 Time 12.30-14.30

ALL MEMBERS

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

02/06/16 Time 18.00-21.00

ALL MEMBERS

Property and Construction Summer Reception**Venue:** the Argyll Room and Terrace at No. 4 at Hamilton Place, London W1J 7BQ**Nearest station:** Hyde Park Corner**Sponsored by Bond Bryan Architects, CBRE, Middlesex University and Willis Towers Watson****Patron Member and Premier Plus Member: £99.60****Local Member: £123.60****Contact:** Events Team Tel: 020 7203 1700**Email:** events@londonchamber.co.uk

Bond Bryan Architects



Middlesex University London



Willis Towers Watson

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

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

CROYDON CHAMBER OF COMMERCE & INDUSTRY

08/06/16 Time 12.00-14.00

ALL MEMBERS

Connect 4 Lunch**Venue:** The Ealing Park Tavern, 222 South Ealing Road, Ealing, London W5 4RL**Nearest station:** South Ealing**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Donna Subero Tel: 020 7556 2394**Email:** dsubero@londonchamber.co.uk

13/06/16 Time 09.00-12.00

ALL MEMBERS AND NON MEMBERS

Incoterms Training Course**Venue:** Level 39, One Canada Square, Canary Wharf, London E14 5AB**Nearest station:** Canary Wharf**Patron Member, Premier Plus Member, Local Member and Non-member: Complimentary****Contact:** Elena Molinari Tel: 020 203 1929**Email:** emolinari@londonchamber.co.uk

Business Support on Your Doorstep

16/06/16 Time 10.00-12.30

ALL MEMBERS

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

CROYDON CHAMBER OF COMMERCE & INDUSTRY

21/06/16 Time 09.30-17.00

ALL MEMBERS AND NON MEMBERS

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

Business Support on Your Doorstep

23/06/16 Time 10.00-17.00

ALL MEMBERS AND NON MEMBERS

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

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

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

*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.

29/06/16 Time 18.00-20.00

ALL MEMBERS

Networking and Wine Tasting Evening**Venue:** Coda Di Volpe, 44 The Mall, Ealing, London W5 3TJ**Nearest station:** Ealing Broadway**Patron Member, Premier Plus Member, Local Member and Member's Guest: £15.00****Contact:** Donna Subero Tel: 020 7556 2394**Email:** dsubero@londonchamber.co.uk

14/07/16 Time 18.00-20.00

ALL MEMBERS AND NON MEMBERS

Summer BBQ**Venue:** Farleigh Golf Club, Farleigh Common, Farleigh, Surrey CR6 9PE**Nearest station:** Upper Warlingham**Patron Member, Premier Plus Member and Local Member: £25.00****Non-members: £49.00 per person inclusive of VAT*****Special member's promotion of three tickets for the price of two.****Contact:** Linda Saran Tel: 020 7556 2393**Email:** lsaran.croydon@londonchamber.co.uk

30/06/16 Time 18.00-20.00

ALL MEMBERS

The Grapevine Network**Venue:** Metro Bank (Croydon), Central Shopping Centre, Unit 1-2, Croydon CR0 1TY**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

21/07/16 Time 9.30-11.00

LOCAL MEMBER

Maximise Your Membership**Venue:** London Marriott West India Quay, 22 Hertsmere Road, Canary Wharf, London E14 4ED**Nearest station:** West India Quay DLR**Local Member and Member's Guest: Complimentary****Contact:** Annabel Fogden Tel: 020 7556 2389**Email:** afogden@londonchamber.co.uk

July 2016

01/07/16 Time 11.00-20.00

ALL MEMBERS AND NON MEMBERS

LCCI Golf Day**Venue:** Royal Blackheath Golf Club, Court Road, Eltham, London SE9 5AF**Nearest station:** Mottingham**Individual Places: Patron, Premier Plus and Local Members: £139.20**
Non-member: £180.00**Teams of Four: Patron, Premier Plus and Local Members: £556.80**
Non-member £720.00**Contact:** Events Team Tel: 020 7203 1700**Email:** events@londonchamber.co.uk

27/07/16 Time 13.00-18.00

PATRON AND PREMIER PLUS MEMBERS

Summer Cricket Day at The Kia Oval**Venue:** The Kia Oval, Surrey County Cricket Club, Kennington, London SE11 5SS**Nearest station:** Oval**Open to Patron and Premier Plus and their guests: £39.60****Contact:** Events Team Tel: 020 7203 1700**Email:** events@londonchamber.co.uk

August 2016

17/08/16 Time 08.30-10.30

ALL MEMBERS AND NON-MEMBERS

LCCI Prestige Summer Breakfast**Venue:** Sky Bar, Grange St Paul's, 10 Godliman St, London EC4V 5AJ**Nearest station:** St. Pauls**Patron and Premier Plus Member £54.00****Local Member £78.00****Non-member £96.00****Contact:** Events Team Tel: 020 7203 1700**Email:** events@londonchamber.co.uk

October 2016

12/10/16 Time 17.45-20.30

ALL MEMBERS

Networking Training: How to Work a Room**Venue:** etc.venues Fenchurch Street, 8 Fenchurch Place, London EC3M 4PB**Nearest station:** Tower Hill**Patron Member and Premier Plus Member: £66.00****Local Member: £102.00****Non-member: £150.00****Contact:** Events Team Tel: 020 7203 1700**Email:** events@londonchamber.co.uk

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MRS Training and Rescue is the new name for the Mines Rescue Service, with 7 sites across the UK, including new training facilities in East London, with excellent public transport links. We offer state of the art training facilities in air conditioned lecture rooms, perfect for the delivery of a comprehensive range of health and safety related training.

Each training course is personally organised by our Office Managers working closely with our customers to ensure it exceeds your needs and expectations. We have developed our specialist skills, experience and knowledge gained from working in difficult and potentially high risk environments, and our team of qualified trainers not only provide expert training, but can impart real life scenarios of situations they have faced, to bring the learning to life.

We have a choice of air conditioned training rooms where we run a full range of Health and Safety training courses including:

- Health and Safety
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- First Aid
- Working at Height
- IOSH and NEBOSH

We are also able to offer first class practical training facilities which include a state of the art confined space facility, to prepare and train anyone who works in confined spaces. Here we can simulate how to prepare for entry, how to work in a safe manner while in a potentially dangerous environment and then create emergency situations where candidates are taught to escape in a safe manner.

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- We also have a mobile training facility that allows us to deliver confined space training and assessment at a customer's premises if preferred.



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Come and see us at the Safety & Health Expo stand L2200

The construction site of



by John Roberts and Pauline Goreham

An unmanned drone hovers high overhead, pausing momentarily as bursts of light flash from its metallic belly. It dips, then silently zooms off beyond sight. Just a few yards to the right, a metallic snake-like contraption slithers down a tall silver beam, blinking and beeping as it computes and calculates its surroundings.

On the ground below, several large vehicles roam with exacting navigational precision but without drivers. One vehicle edges around a steep, wide pit while another pushes the ground beneath it into neatly measured piles. A driverless bulldozer sits idle off to the side. It is being serviced by a specially trained mechanic, one among a few senior designers, robot technicians and a small maintenance crew, the only human presence on the scene.

Forty miles away in a nondescript office building, a gathering of business professionals observe this scene with casual disinterest, distracted by the 3D city being constructed in front of them.

Reality

This scene is not from a post-apocalyptic movie, or an excerpt from a science fiction novel. It is the reality of a very probable construction site in the not-so-distant future. In fact, the drones described above

are already being used on construction sites around the world and unmanned machinery is currently on the market.

Japan's construction equipment maker Komatsu Ltd has recently developed intensive construction equipment (ICT), which includes machine controlled bulldozers and hydraulic excavators. These pieces of machinery are part of a programme that will transform a job site into a manufacturing plant. 'Hydras' – a technology designed by Virginia Tech University engineers – are snake-like robots that can gather important structural data via ultrasound scanners and digital cameras. Clad with alternating joints that allow them to move up and down and side to side, they are able to grip to poles previously climbed by tethered construction workers. Systems like CAD and BIM have been incorporating digital 3D imagery for years now, but 3D printing and rapidly advancing technology around LED displays and holographic 3D imagery will soon bring modelling to an entirely new level. And of course all of this collected data can be automatically and instantaneously sent to smartphones, computers and a myriad of other internet based devices around the world.

Benefits

The innovations described above are only a few examples of the trending construction technologies. In an industry that has historically not been known for its technological innovation, the construction industry appears to be catching up for lost time, and the UK is no exception. According to the 2015 NBS National BIM Report, 92 per cent of survey participants expect to be using BIM within three years, and 95 per cent within five.

The potential benefits of these advancements are staggering. New technology has the potential to bring efficiencies, improvements in quality and advances in safety among other things. BIM and CAD technologies have, and will continue to revolutionise the planning stages of construction projects. Driverless machinery will not only make job sites potentially more efficient but

may also help address a potential shortage of construction workers in places like Japan. Drones will provide a way to obtain real-time data on job progress, identify potential hazards or quality issues and help acquire other useful information in a very expeditious and cost-effective manner.

In fact, the information and data that is being collected via these emerging technologies may prove to be one of the most significant benefits. In a phenomenon that is more broadly described as 'the internet of things', a new reality in which data is collected and managed from a network of devices and sensors, processed, and then shared with other connected 'things' will undoubtedly lead to more informed and strategic decision making, on and off the jobsite. And finally, but perhaps most importantly, such mechanised equipment will lead to safer inspections and progress reports, allowing managers to see higher elevations or hard-to-reach spots for inspections by placing machines and not humans in workplace conditions that are all too often potentially unsafe.

Risk profile

As with most changes there are potential risks. In fact, the degree to which these technologies are revolutionising a typical construction project will be accompanied by an equally dramatic shift in a project's risk profile. Some risks will likely lessen in severity. For instance, as drones and other automated machinery replace job functions that are today performed exclusively by humans, this could conceivably lead to a significant reduction in workers' compensation claims. However, the new or evolving risks that this new technology brings may outweigh those that it diminishes if the risk is not properly managed.

Below is a brief summary, albeit not exhaustive, of some of the areas that will be affected by technological advancements:

● Safety concerns

While emerging technology may in several instances make the construction site a safer place, the same advances may simultaneously present entirely new safety concerns. For instance, when using 3D printing and prefabricated modular building. If the pieces that are 'put together' on site are subpar, this could also have serious

safety implications. There is also the potential for drone collisions, leading to potential bodily injury to humans and animals.

● Undefined exposures

One of the primary concerns related to the liability exposure from emerging technologies is the inherent inability to actually define and articulate the scope of liability. This ambiguity is probably most apparent with cyber related issues and drones, which may be excluded in standard liability policies as it excludes liability arising out of the insured's 'ownership, maintenance or use' of an auto, aircraft or watercraft.

● Manufacturing and product risks for mechanised machinery

Today, in addition to traditional lines, many contractors protect themselves through professional liability, which often varies in form language. But as the lines between human work and machine work start to blur, so may the lines between product liability and professional liability.

● Property exposures

A relatively obvious property concern around the automation and mechanisation of so much construction equipment is the potential mechanical and/or navigational malfunction. While there is the potential for a drone or driverless bulldozer to go on the fritz and fly or drive into a person or animal, there is a higher likelihood that it will crash into a building or personal property. Theft may also be a heightened concern as machines and processes become more mechanised and there is less and less human presence on the site.

● Ambiguity regarding responsibility

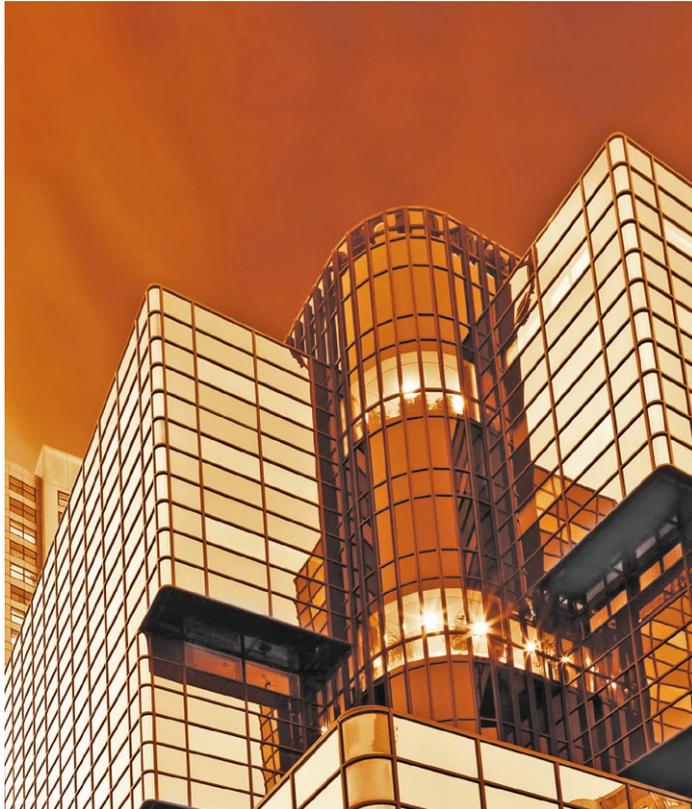
With the liability issues regarding responsibility described above, questions will arise about the responsible parties. For example, if a driverless bulldozer runs into a building, is the crash a result of negligent operation, a defect or malfunction, or is the designer responsible?

● Privacy issues

Another drone-specific risk concerns potential invasion of privacy. Concerns may relate to intentional surveillance, the potential for



the future



unintentional capturing of images such as a homeowner's likeness in the course of inspection of a nearby construction site or even the inadvertent capture or transmission of personal, non-public information such as intellectual property and trade secrets.

• **Financial risks due to changing business models**

New technology in construction will make some building processes more efficient, but changes in job sequencing and scheduling, while using a combination of mechanised and non-mechanised work, can also change exposure. Advancements like prefabricated modular buildings rely on supply-chain strategies that could affect schedules, increase the cost of work and thus have potentially significant financial implications.

• **Cyber security risk**

This is perhaps the most significant of all the risks emerging from technological advancements in construction. As web based and interconnected tools become the new norm in construction, so will the threat of cyber attacks. For example, security breaches can end up costing millions, but proprietary advantage can also be compromised as years of R&D and related investment could be lost if someone steals or if

information is leaked. Furthermore, drones are connected to electronic communication systems and therefore vulnerable to attack by hacking. That could result in a drone's diversion from its intended flight path for purposes of theft and in the most extreme of cases, terrorism.

While the technology is there and in some cases already being utilised, the industry as a whole has a long while to fully embrace and leverage these innovations. Many UK contractors recognise the value of technological innovation in construction, but also appreciate that this change will not happen overnight.

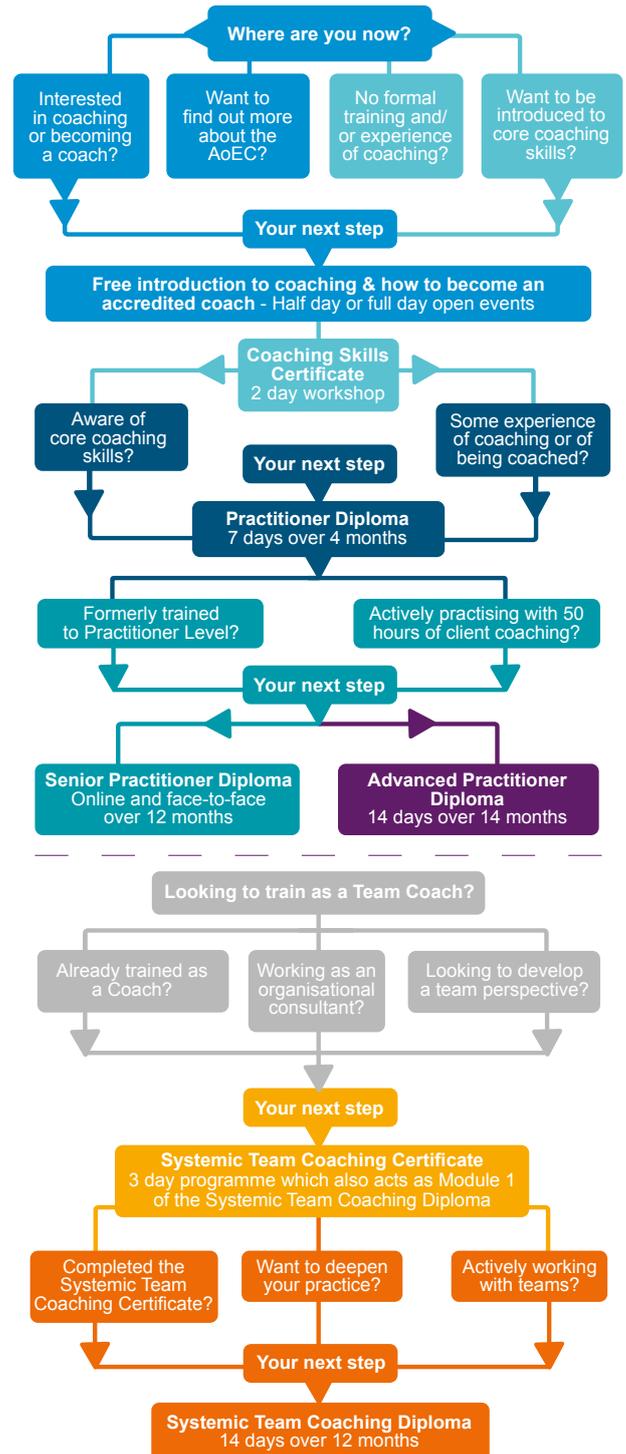
While the futuristic construction site described above may not crop up immediately, the technology is here and moving more quickly than the thinking, planning and even legislation. But where there is uncertainty there is opportunity and the firms that are able to take advantage of the new opportunities, while proactively identifying and mitigating the associated risks, will most certainly have the competitive edge in this radically new environment.

John Roberts and Pauline Goreham are from the UK construction practice of Willis Towers Watson
www.willistowerswatson.com



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Two minute interview



Garrath Williams, leadership development manager, The Leadership Trust



Who are you?

I'm Garrath Williams, the latest addition to the Leadership Trust team in London. I joined earlier this year as a leadership development manager and look forward to supporting individuals, teams and organisations develop themselves and of course realise their leadership potential.

What is your connection with the London Chamber of Commerce?

I have no real connection yet, however the Leadership Trust are Patron Members and have been supporting the Chamber for many years. My colleagues use the Chamber regularly, one being an LCCI Ambassador, and I intend to do the same.

What was your first job in London?

Effectively this one. I have spent the last 16 years in the Army (the British, then the Australian Army) and have only recently got a 'proper job!' I know London fairly well though as I have spent



Queensland - the Gold Coast

Image credit: Super Wallpaper

the last two years working at the Australian High Commission on the Strand as a liaison officer between the Australian Defence Force and the Ministry of Defence. That was a great job and I felt privileged to be involved in many international activities.



Image credit: Harland Quarrington



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

I would advise any young person to, by all means, look at others, but more importantly, to look at themselves. Emulating others can be dangerous, but being honest, open and authentic will enable true personal growth. Seeking feedback, opinion and guidance from those around you and maintaining a growth mind-set is the best way of shifting from young entrepreneur to a seasoned leader – but all the while learning.

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

My single and most impactful (to me at least) 'business' achievement in the last 12 months has been transitioning from the military into a forward thinking organisation with a strong pedigree and robust plans for progression. Most importantly, the guiding principles of the Leadership Trust are to support others with their own growth, placing a unique method and authentic people at the centre of this. This sits well with me.

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

... there's nothing I hate about my job. The relative loneliness of working remotely after 16 years of being part of various teams may take a little getting used to, but the flexibility is a definite up-side. Perhaps I'll come back to you on that one!

What is your favourite and least favourite thing about London?

My favourite part of London is its heartbeat. I have spent many years outside the UK and have been amazed since I have returned that, regardless of the recent financial crisis, London remains a genuine global city. What is my least favourite thing about London? I have sent ten years living in Queensland in Australia – what do you think!?

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

I would offer incentives for people to talk to each other more. It can be depressing at times. There are plenty of real, trustworthy and genuine people out there.

www.leadership.org.uk

LeadershipTrust



Ministry of Defence London

Coffee break

President Solis of Costa Rica was guest of honour last month at a business lunch organised by Canning House to promote trade between the UK and the Central American republic. The former academic, who was elected to the Presidency in 2014, was introduced by Miriam González Durántez, Canning House Honorary President.

Lord Price, the newly-appointed Minister for Trade and Investment was also present and gave an address to an invited audience which included Costa Rica's business partners featuring many importers of coffee, pineapples, bananas and melons for which products the country is rightly renowned.

www.canninghouse.org



Demystifying growth finance, one myth at a time

gb growthbusiness.co.uk

A recent survey of a thousand SME owners from Wesleyan Bank revealed that three in four entrepreneurs are unaware of the finance options available to them.

In an effort to bridge this gap and bust SME financing myths, GrowthBusiness is bringing business owners and the finance community together in the UK's only event of its kind: the Battle of the Backers.

The event will be held at The Savoy on 22 June and will include an entrepreneurs' panel, chaired by LCCI chief executive Colin Stanbridge. Speakers on

the panel include entrepreneurs behind multimillion-pound British successes including EatFirst, YourCash Europe, PCA Predict and Charlotte's Group.

With the pressure on the investors and lenders to prove the merits of their funding route, this forum turns the traditional pitching scenario on its head – and should not be missed for anyone wanting to increase their understanding of the different types of SME funding in the market.

Register for free at www.summit.highpotentialbusiness.com

BATTLE OF THE **BACKERS**

Finding a solution to the slum problem

Global real estate company Cluttons and the Royal Institution of Chartered Surveyors (RICS) have launched an international competition for a concept-solution to the rising number of informal settlements or 'slums' that are establishing throughout the world.

As the world's population continues to urbanise, Cluttons and RICS want to know what can be done to turn these expanding shanty towns into legitimate, sanitary and productive communities. Currently, these communities are often rife with disease, crime and poor sanitation with limited economic opportunities for their inhabitants.

The 'Next Big Thing' competition is offering a £2,500 cash prize to the winner who will be flown

to London and presented with the award at a gala ceremony, attended by more than 1,000 property professionals at the Grosvenor House Hotel in Mayfair.

Entries are open to any professional, student or other individual from anywhere in the world. Submissions can either be image-based or written – English language only – and there is a 500-word limit to describe a solution to the urban residential crisis.

Communities

Steven Morgan, Cluttons senior partner, commented, "This is the second year we've hosted The Next Big Thing, which aims to draw attention to international, property-related issues that affect local communities on a global scale. The 2015 competition focused on

solving overpopulation in mega cities and we received creative, realistic concepts from entrants across 15 countries. We are again calling on anyone throughout the world who has an idea about how to address these issues."

Based on the UN Habitat Programme, informal settlements refer to residential areas where occupants have no legal claims, are unplanned and the housing does not comply with current planning and building regulations.

Amanda Clack, incoming RICS President and award judge said, "The number of people who live in urban populations (54 per cent of the global population) has surpassed those who live in rural areas according to the UN. Informal settlements often arise

from rapid urbanisation and the inability to adequately cope with the housing needs of people in these areas.

"The result is poor habitations that pose health risks and encourage crime, violence and other social problems. RICS has an international reputation for training to ensure property professionals help deliver a better real estate environment. That is why we are supporting this great initiative."

The Next Big Thing is supported in conjunction with UK real estate magazine, Estates Gazette. Submissions are due by 30 June 2016

www.thenextbigthingcompetition.com

How a good headline can help you attract 100,000 followers



by Edward Teng

In the era of content marketing, almost every article on the Internet is pursuing an eye-catching headline. You may well have come across such features as: 'Why aren't your articles getting 100k+ views? Because you lack a good headline!' Although it might seem too extreme if we credit the success of an article entirely to a good headline, its importance is palpable. So how do we create an eye-catching headline? Here is my summary.

'Speaking out of both sides of your mouth'

This phrase means to fit your headline according to the nature of your media and the nature of your target audience. For example, you may use some slang or 'trending' phrases on your social media accounts, but if the same content is

adopted by an authoritative official media outlet, such terms may not be appropriate.

Intriguing the audience by using juxtaposition

Including words or terms that have opposite meaning in the same headline to intrigue encourages readers to continue to read and see how the conflict can be solved. You may have experienced the fact that the more controversial a movie is, the more attention it wins. That's the same principle. Some examples of such headlines are: 'The difference between a copywriter with 30K salary and a one with a 3K salary', and 'She is woman who has led a man's life'.

Several styles of good headlines

- 'How-to' style e.g.: 'How your business plan can get responses from venture capitalists'
- Question and rhetorical question style e.g. 'Is this really the best way to quit smoking?', 'How

many more strikes will it take before they listen?'

- Tips and methods: 'Marketing in China, a five-step guide'
- Summarising style: 'Top ten world news events in 2015'
- Truth/declassification style: 'The truth behind the high-income of M-Commerce via Wechat moments'
- Celebrity style: 'Management secrets of Jack Ma.'

Good headlines should be an extraction of the content

No matter how eye-catching the headline is, at the end of the day it is the content that serves the target audience. The headline can play the role of 'adding the touch that brings a work of art to life', but it should by no means be the whole work of art. Many copywriters just pursue eye-catching headlines while neglecting the quality of the article. As a result readers can feel cheated. An example of this is from a popular UK newspaper, which in 2013 ran the headline: 'Air pollution now leading cause of lung cancer'. The

article, however, did not support the headline. Instead, it reported that pollution was a leading 'environmental' cause; other causes, such as smoking, are still the main culprits.

There is no 'best' headline, only the most appropriate one

Many copywriters can be torn by various options, and as a result, can spend a lot of time repeatedly revising the headline. But the headline can only play the role of 'adding the touch that brings a work of art to life'. When a headline is revised to a certain point, no matter how one changes it, it can help no more, because other factors of the article need to work.

Edward Teng is founder and managing director of Digipanda Marketing
www.digipanda.co.uk



LCCI events highlights

■ Summer Cricket Day at The Kia Oval

Join the LCCI team and watch Surrey vs Gloucestershire in the Royal London One Day Cup on Wednesday 27 July. Guests will receive three drinks per person and a light snack at this fun and informal day. Open to Patron and Premier Plus and their guests at £39.60 per person inclusive of VAT.

■ Cereal Networking

Aimed at members from a variety of different business sectors and companies, ranging from SMEs to the big corporates. The next breakfast networking event will take place on Wednesday 13 July from 7.45am - 9.00am at Jamies Wine Bar, Fleet Place. This complimentary event is exclusively open to Patron and Premier Plus members only.

■ Capital 500 Quarterly Economic Survey - Q2 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 2 findings on Thursday 7 July at RadcliffesLeBrasseur, 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. This complimentary event is open to all members.

■ LCCI Prestige Summer Breakfast

Embrace morning networking in style at our inaugural Prestige

Summer Breakfast event being held at the Sky Bar at Grange St Paul's on Wednesday 17 August from 8.30am - 10.30am. This event will provide high-level networking opportunities whilst enjoying the unobstructed views of St. Paul's Cathedral. Guests will have the opportunity to mingle with new business contacts; share knowledge and skills with like-minded professionals, as well as catch up with familiar acquaintances over a glass of fizz and breakfast. Open to all members and non-members: prices start at £54.00 inclusive of VAT per person.

■ Changing Places Evening Networking Reception

Join us at our bi-monthly complimentary networking reception, which will be attended by up to 120 members

from a wide range of industry sectors. Taking place at Mahiki in Mayfair on Thursday 21 July from 6.00pm - 8.00pm this complimentary event is open to all members.

■ Annual Golf Day - limited places!

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



Key financial health checks for business



by Francis Trollope

Managing a successful business takes time, commitment and determination. Business owners have a lot to consider and plan in advance to protect against many of life's challenges.

Key person protection

You may have already taken steps to protect your business against major catastrophes including putting together a business continuity plan to ensure its future if things go wrong. However, some business owners may have given little thought to insuring against the loss of their most important business assets – themselves and their key employees.

The death or critical illness of a key employee or a co-owner can have a major impact on the business. It could lead to a fall in sales, the loss of a major contract and difficulty in repaying business loans. Without the cash to buy out

a co-owner, the business could even end up in someone else's hands.

Businesses will, in most cases, own various forms of insurance either because it is a legal requirement or to manage the risk of financial loss to the business. However, none of the above covers the risk of losing a key employee.

A key person is any individual in a business whose skill, knowledge, experience or leadership contributes significantly to its continued financial success. Key person protection can help insure against the financial losses that may arise if a key employee dies, becomes terminally ill or suffers a critical illness. It pays out a lump sum, giving the business the funds to meet its ongoing financial needs.

Shareholder agreements

Business owners also need to consider the importance of shareholder agreements. With all the excitement, trepidation and sheer hard work that goes into starting a new business, you might be forgiven for never thinking of a Plan B.

Yet even if detailed legal documentation is not high on your priority list, it could prove to be a

vital safeguard for your interests. Business plans and budgets tend not to provide for legal documentation such as a shareholders' agreement or joint venture agreement. It's not until something goes terribly wrong or someone wants to leave the business that any thought is given to the legal and practical implications of the business relationship.

That is why, for anyone who is setting up a company with business partners or entering into a joint venture, investing in a professionally drafted shareholders' agreement makes sense.

The purpose of such an agreement is that it gives clarity and certainty to everyone concerned as to the nature, extent and consequences of their relationship. It prepares the ground in case of any disputes or deadlocks. It also provides a framework if one or more of the parties decide that they want to part ways or to terminate the joint venture.

A shareholders' agreement can also provide for and deal with a variety of other important issues, such as how the board should be constituted and who controls the management of the business.

Business loan protection

Many businesses take out loans to start up a company or to expand their operation. Their ability to repay will often rest with a few key people. If the business has outstanding borrowings such as a loan, commercial mortgage or a director's loan, business loan protection can help repay these should one of the business owners die or suffer a critical illness.

Many people never expect this sort of thing to happen to them. However it's worth asking yourself the question, what would happen if I suffered an illness or disability and found I could no longer run the business?

Understanding the need for protection, whether this is income protection, critical illness cover, or something else, and examining your options with the help of a financial adviser is the first step to preparing for the sort of events that can happen, but we hope never will.

Francis Trollope is an associate partner of St. James's Place Wealth Management
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ADVERTORIAL

Plastic Omnium Bin Shelter trial underway **in UK**

Issues with contaminated recycled materials have prompted one proactive Local Authority in the UK to seek an innovative solution by using Plastic Omnium's Bin shelter complete with Access Control technology.

Currently they are experiencing issues with contamination with non-recyclable items – such as dirty nappies or electronic equipment being put into the recycling bins. This is causing the recycling plant to reject it and the bin contents are then sent to landfill or burned. This is bad for both the environment and gives additional cost to the Local Authority.

Contamination is often worse in communal bins such as those used in blocks of flats. By using the bin shelters with Plastic Omnium's

access control locks it has reduced the levels of contamination and helped to reduce costs.

By using the "connected" technology the bins gather information electronically that enables the Local Authority to understand more about the recycling trends allowing them to target more effectively education programmes to increase recycling. The shelters record every time a key fob is presented by a user, however they don't record what is being recycled.

The shelters are supplied complete with a Plastic Omnium 660L bin inside which can be emptied in the normal way by the collection crews who will have their own keys to unlock the shelters.

The data now shows an increase in the quality and quantity of recycled material and a reduction in the amount of material sent to landfill.

For more information on Bin shelters, Underground waste collection systems and all of Plastic Omnium's products visit www.plasticomnium.com/env/uk or contact joe.watson@plasticomnium.com (telephone 0121 521 4472)



PLASTIC OMNIUM

London counts the cost of binge drinking among workers



Mike Blake

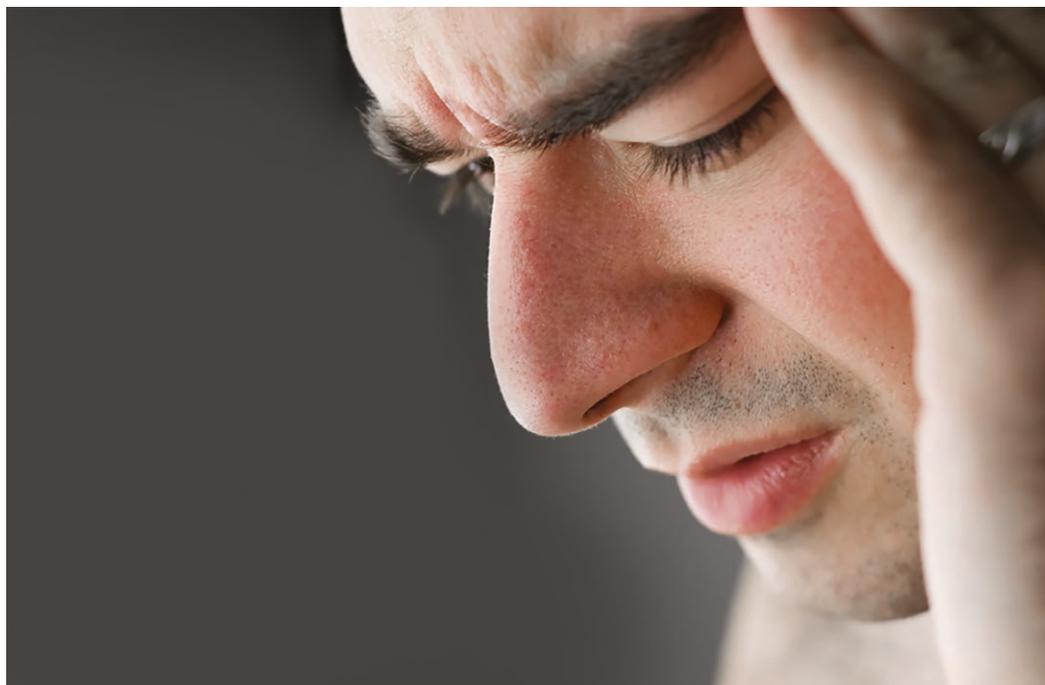
A drinking culture appears rife among London workers with hangovers impacting productivity more than anywhere else in Britain, according to research released last month.

A quarter of Greater London employees admit going to work with a hangover that has caused them to be less productive at least 30 times in the past 12 months.

This is 16 per cent higher than the region with the second highest tally – the North West Midlands followed closely behind in the study of 1,197 workers commissioned by Willis PMI Group.

Nearly a third of London workers said their employer offers health advice on alcohol consumption – the highest in Britain – yet a similar number still believe their employer contributes to unhealthy levels of drinking among staff.

“The health dangers of excessive alcohol consumption, from organ damage to a weakening of



the body’s immune system, have been well publicised, but the impact of lost productivity on businesses is often overlooked,” said Mike Blake, director at Willis PMI Group.

Misuse

“This study reveals binge drinking is costing London business dear and fires a warning shot across the bows of managers and HR departments. Employers would be wise to address the issue by reviewing their workplace culture and conditions to ensure they’re not inadvertently stoking the flames of alcohol misuse.”

More than a quarter of all British workers admit to having gone to work with a hangover, with male workers more culpable than their female counterparts. Eleven per cent of male workers say they do so regularly, compared with just four per cent of females.

“If businesses take steps to identify whether or not alcohol is causing a problem to their employees’ health and to business productivity they can then train managers, where necessary, to recognise problems and pinpoint trends,” added Blake.

“Tackling the drinking habits of employees can be challenging, but advice and guidance on

attitudes towards alcohol and sensible drinking can be included in a company’s health and wellbeing strategy,” Blake added.

“Support and interventions such as the Employee Assistance Programme can help employees with alcohol-related problems.”

Alcohol has a greater impact on the workplace productivity of younger workers, the study revealed. More than one in five of Britain’s 18 to 24-year-olds say they regularly go to work with a hangover, compared to only one per cent of 55 to 64-year-olds.

www.pmihealthgroup.co.uk

Reaching the London property market

The National Landlord Investment Show returns to London Olympia this year and takes place on 16 June.

Attendees to the event include landlords, investors, first time buyers, management companies, property professionals, letting and estate agents, local councils and anyone who has an interest in the private rented sector. The event is run by Tracey and Steven Hanbury,

experienced landlords who understand the need for independent up-to-date advice for new and existing landlords, and as business people also appreciate a show needs to deliver successfully to exhibitors too.

Tracey explains “From our inception in May 2013 we have successfully delivered over 35 exhibitions around the U.K. We are delighted to say that we have created

a unique service for companies to showcase their services in their target areas throughout the UK.

The shows have built up a great reputation and have attracted some of the industry’s movers and shakers including, Shawbrook Bank, Your Move, Leaders Lettings, Total Landlord Insurance, Alan Boswell Group, and Tenancy Deposit Scheme.”

The show will include over →



Capturing the mood of the capital's business



by Silviya Barrett

Surveys to glean data and measure the mood of firms in the capital have been part of the LCCI's DNA since its establishment and all types of methodology have been used. It is now two years since the Chamber has partnered with polling company ComRes to question over 500 London business leaders every three months thus establishing Capital 500, London's biggest and most representative business survey.

Eight quarters of data now allow the examination of longer-term trends for each indicator, so the Capital 500 report features graphs tracking the quarterly results for the last two years, as well as comparisons between micro and larger businesses and between those based in Inner and Outer London.

The Q1 2016 results were launched in April at Metro Bank, with Tom Mludzinski of ComRes, Centre for Economics and Business Research (Cebr) economist Vicky Pryce, City AM Editor Christian May and Paul Mellor of design company Mellor&Scott appearing as panel speakers, and the largest audience turnout to date.

The first three months of this year saw strong London business performance, with export demand, recruitment, cashflow and investment in training reaching their highest recorded levels.

Decline

However, economic growth expectations for the next twelve months were in marked decline, with the balance figure for UK growth expectations dropping to its lowest recorded level and perilously close to a negative. The state of the global economy and the outcome of the London Mayoral election, as well as the forthcoming EU referendum, are among the factors contributing to overall uncertainty.

There were also marked differences in business performance by business size and location. Larger businesses (those with 10+ employees) reported both higher domestic and export sales than micro businesses (sole traders and those with fewer than 10 employees). Businesses based in Inner London had better balances in both cashflow and capital investment than those in

Outer London.

LCCI chief executive Colin Stanbridge commented: "The government should act now to minimise uncertainty and boost opportunity. Investment in the suburban transport network would boost the Outer London area, while micro businesses would benefit from practical support to increase their online presence and recruit employees from outside the EEA to fill urgent skills gaps."

Shortages

At the launch event, while Vicky Pryce and Christian May could see 'doom and gloom' on the horizon, both agreed there was scope for optimism for London. As Capital 500 found that almost three in five of businesses looking to recruit encountered difficulties finding sufficiently skilled candidates, all speakers raised concerns about skills

shortages.

Paul Mellor commented on the difficulty to navigate the UK's migration system. While welcoming the government's investment in apprenticeships as a long-term measure, Christian May supported LCCI's call for a 'London Visa' to allow smaller businesses to plug immediate skills gaps.

Silviya Barrett is policy research manager at LCCI

All Capital 500 QES reports, including the new-look Q1 2016 edition, can be found at www.londonchamber.co.uk/Capital500

LCCI made four key recommendations to help build London business confidence:

- To boost small business sales, the new Mayor of London should establish a business panel focused on raising awareness of the benefits of developing an online presence, and encourage engagement with the London Digital Security Centre.
- The government should establish a third party sponsorship route (London Visa) for established sector-specific organisations to support non-EEA worker visas on behalf of recognised small businesses.
- To boost confidence to invest in Outer London, the new Mayor of London should ensure the transfer of responsibility for the management of London-bound rail services to Transport for London is rolled out as soon as possible and delivers real improvements in frequency and reliability.
- To minimise economic uncertainty, LCCI urges both the Remain and Leave campaigns to present clear information and facts about each of their desired outcomes to assist London businesses to make an informed choice on 23 June.

→ 90 exhibitors within buy-to-let and attend over 30 seminars delivered by Industry Expert on a wide range of subjects within the buy-to-let sector. The London Chamber of Commerce and Industry is partnering with the show and will be manning a stand.

Racing away

National Landlord Investment Show is delighted to announce the

return of their Landlord Investor Race Evening at Epsom Downs Racecourse, Thursday 7th July 2016: 1pm - 9pm

Last year there were over 5000 attendees, more are expected this year. In the Duchess Stand there will be exhibitors within buy-to-let and seminars delivered by industry experts which will cover landlord tax advice, tenancy deposits, landlord insurance, and investment

opportunities.

Free tickets for Epsom will be available at the Olympia event.

National Landlord Investment Show, 21 June, London Olympia Conference Centre, Hammersmith Road, London W14. For more information and to get your complimentary show tickets visit www.landlordinvestmentshow.co.uk/London-June



Identifying the next generation of managers and leaders



by Adrian Johnston

Identifying and developing the next generation of managers and leaders is an essential task for business success, and developing homegrown talent is the most responsible approach. It's not only far more cost effective than sourcing externally, it also ensures that the culture of the business and strategic direction remains an integral part of operations for the long term.

However, recognising those that are ready to take on a more senior management role, or that have the potential to be great leaders is no easy task.

Transition

High performing employees don't always find the transition into a management role that straightforward and a successful manager may need to learn a totally different skill set and approach in order to become a successful leader.

The difference between managers and leaders

In order to put our employees on the right development path, it is important that we first understand the difference between a manager and a leader.

I often get asked: "How is management really that different from leadership?" The answer is "very" and here's how, along with the skills you need to succeed in both roles:

- A leader must create a vision and clearly articulate this to their organisation. The management team should then be able to interpret that vision and implement the structure and process to deliver it.
- A leader should win followers. A manager should create hard working employees.
- A leader must be able to use their imagination to see what is truly possible. A manager should look to identify the specific work necessary to make it a reality.
- A leader should have the ability to 'think outside the box' and create change, whereas a manager

should more often than not focus on facts and figures to analyse, drive performance and manage change.

- A leader should have charisma to engage their organisation in their vision. A manager should then model the way and lead by example.
- A leader must be prepared to sometimes take 'strategic risks' and take responsibility for the results. A manager should show discipline by working to a plan and should take credit when that plan succeeds.
- A leader must have confidence in the vision they have created for the business. A manager must believe that the part they play is critical to the success of the overall strategy.
- A leader empowers their people. A manager will exercise power to keep their team on track.

Once you have identified who in your business has the potential to become a leader, or move on to a more senior management role, the next step is to develop your talent.

Responsibility

Patience is required to coach and mentor them and to help them learn from the mistakes they will undoubtedly make along the way, trust will be required to delegate responsibility to them and to gain their loyalty, and investment will be required in training them to ensure they have the skills necessary to succeed.

Is there such a thing as a 'born leader'? I am sure there is, but for most of us the leaders and managers in our businesses have to be developed.

Developing your own highly skilled managers and leaders who are aligned to your company values and culture is not only rewarding, but if you get it right will deliver huge improvements in key areas across your organisation, including:

- Greater staff retention
- Reduced recruitment costs
- Improved employee engagement
- Increased growth and profitability.

Adrian Johnston is management and leadership consultant at Get the Edge UK
www.gettheedgeuk.co.uk

£2.5 billion fund to support London SMEs

HSBC has launched a £2.5 billion lending fund to support small and medium-sized enterprises – SMEs – in London, as part of a broader commitment to make banking cheaper and simpler for customers.

The fund is the largest package of support to be announced by HSBC for SMEs in London and has been introduced to meet growing demand in the capital hence the increase from the £2.1 billion fund allocated in 2015.

In addition to the fund the broader package of support for London SMEs includes:

- A free banking offer of up to 18 months for start-ups and 12 months for switchers
- The introduction of year-long fixed-price £5.50 monthly account tariff, to commence at the end of a customer's initial free banking period

- A reduction in the Personal Guarantee Fee from £80 to £10 for any lending facility above £10,000
- The launch of the Business Lending Eligibility Checker – an online tool offering potential new customers a credit decision in principle for loans of up to £30,000 in under two minutes
- A free text alert service for informal overdrafts, which will help customers avoid paying informal overdraft fees and interest.

Arjan Van Den Berkmortel, HSBC's regional director for business banking in London, said: "We want to be the bank of choice for London SMEs, reinforced through our desire to lend more to local businesses, by committing the funds to do so, and by making banking easier and cheaper to help our customers grow. There is a strong desire from ambitious local SMEs to grow their businesses, and we are responding by ensuring HSBC

is providing the funds they need to realise these ambitions."

Growth

Small Business Minister, Anna Soubry has encouraged small businesses to capitalise on the services being offered by lenders to support their growth. "We have a record number of small businesses driving our growing economy and while the picture is improving, access to finance remains an issue for many of them.

"It's absolutely right that banks such as HSBC continue to develop their support for smaller businesses. I also want to see more of these businesses taking advantage of what's on offer, both from banks and alternative lenders, to help them grow, invest and create jobs for people."

HSBC's head of UK commercial banking, Ian Stuart, said: "Right across the UK there is a wide range of innovative new and established SMEs, proving that location is no barrier to



Anna Soubry MP

a great business idea. SMEs are the driving force of the UK economy and we are here to support them, whether they are a start-up or established business, focused either on the domestic market or looking to trade internationally. This fund underpins our support by putting SMEs in a stronger position to be making investments that will stimulate local economies and create more jobs."

www.hsbc.com

EU-US professionals' mobility: need for a stronger agreement?

The European Commission, in its recently announced trade strategy 'Trade for All', has highlighted Europe's need to remove obstacles for the transatlantic mobility of workers. More specifically the Commission has made a statement about visa reciprocity with the US, a trade partner of great importance for several reasons. The mobility of professionals has become more necessary in all sectors for a company to run an international business. Without the temporary movement of professionals, managers and a skilled workforce, it would be difficult if not impossible to conduct global trade and interactions between countries. On the other hand, short term mobility is



essential to fill skill shortages that hamper progress and economic growth in different sectors. The EU should therefore promote actions to increase the mobility of professionals both to and from Europe.

In this scenario the current negotiation of TTIP, the Transatlantic Trade and Investment

Partnership, between Europe and the USA is crucial. In considering the mobility issue, the 2005 US-Australia agreement is being used as a model. This implies that an annual quota of approximately 100,000 professionals from the European Union to the US would be established and US professionals would be reciprocally welcome in the EU. In establishing such a regime it is considered important not to leave out certain groups of professionals but instead to facilitate all highly skilled groups in the workforce.

More EEN
articles and
events on
page 39

WHO pushing EU member state to invest more in digitalization e-Health



According to the WHO - World Health Organisation - E-Health can be defined as "the transfer of health resources and health care by electronic means. For instance, it encompasses the delivery of health information, for health professionals and health consumers, through the Internet and telecommunications and uses the power of IT and e-commerce to improve public health services, e.g. through the education and training of health workers". E-Health has been a priority of the Commission since 2011. The objectives such as the reduction

of health inequalities and the establishment of a more "people centered" health system can be reached thanks to E-Health. Indeed, by extending: "the scope, transparency and accessibility of health services and health information, widening the population base capable of accessing the available health services and offering innovation and efficiency gains in the provision of health care" the E-Health is making health services more available for everyone and by consequence diminishes the inequalities in this sector.

However, before establishing such a system the EU needs to be sure it is settled with a strong privacy protection which implies strong governance and legal protections for users. Indeed, a weak legislation would "put lives at risk and leave e-Health open to commercial exploitation" and nowadays only six countries have a national policy on the health sector concerning the regulation of big data. To work on this project, the WHO will intensify open and active partnerships with the European Commission.

EVENTS



Wednesday 8 - Thursday 9 June 2016 MariMatch - Posidonia 2016|B2B Networking Event,

MariMatch at Posidonia 2016 is a forum for companies - as well as research and innovation stakeholders - from the maritime sector who wish to initiate or expand their international business network, technological co-operation or research partnerships at the leading international fair.

The event is being organised by the National Documentation Centre and EEN in Athens. The first event in 2014 attracted 140 participants from 16 countries, with more than 300 meetings taking place.

Location: Athens
Sector: Maritime



Tuesday 7 June 2016 Geosciences is the international B2B event for sub-surface industries

Pôle AVENIA, Geoscience cluster and EEN are organising the Rendez-vous Géosciences 2016.

This event is an opportunity for those working in geosciences, energy and environment and offers dedicated time for B2B meetings to exchange skills and demands, and to create partnerships. In 2015, 500 meetings were held by 155 participants.

Location: Pau, France



Thursday 9 June - Friday 10 June 2016 Futur en Seine: Brokerage event on Digital Innovation

The Futur-en-Seine 2016 Digital Innovation Village is the place to be for innovators, entrepreneurs and investors in the digital economy with 150 digital innovations from all around the world. There will also be a visionary conference cycle, B2B meetings, business start-up competition with prizes and two-day meetings with investors.

The B2B matchmaking event will offer SMEs, start-ups and big players in the digital industry meetings to develop innovative projects related to the digital economy.

Location: Paris, France



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

Succession planning keeps family business owners awake at night

Issues around succession planning make up four of the top ten worries keeping family business owners awake at night, according to research from Close Brothers Asset Management (CBAM), conducted by Family Business United.

The survey of family businesses found that management succession planning was a worry for 39 per cent of business owners, while 35 per cent cited engaging and developing the next generation as a concern. Ownership succession and developing responsible future owners was stated as a worry by more than

a third of business owners. The same number also highlighted identifying and maintaining family values as an ongoing concern.

Understandably, the day to day running of the business came in as the top worry for family business owners, with 40 per cent saying that continuing to develop and remain a profitable business was a key concern. Personal finances also stood out, with worries about planning for later life highlighted by 38 per cent of owners.

Outside of family businesses' immediate control, four in ten

business owners said red tape, regulation and legislation was a worry.

The family business research follows the launch of the Family Business United and CBAM Family Business Road Trip 2016. The road trip runs for six weeks covering Yorkshire, the Lake District, the Midlands, London and East Anglia and celebrates some of the UK's most successful family businesses.

Family businesses employ almost 12 million people and turn over an estimated £1.3 trillion each year, over a third of the turnover of the private sector.

Family values

Penny Lovell, Head of Private Client Services at Close Brothers Asset Management said: "UK SMEs face a multitude of challenges and family-owned small businesses can have an especially hard time navigating regulation and adapting to changing policy while remaining loyal to their unique set of family values. Beyond that, all this must be done while running a profitable business.

"Succession planning is naturally a significant concern for family businesses and requires careful consideration. Not only must owners consider developing their replacement, and ensure family values are adhered to, they also must plan for their own retirement. Taking advice early and developing a personal financial plan is crucial to alleviating anxiety and meeting long-term goals."

A full report will be published with a breakdown of all the Family Business United research findings later this summer.

www.closebrothersam.com
www.familybusinessunited.com

Top ten family business worries

- 1 Continuing to develop and remain a profitable business
- 2 Management succession planning
- 3 Red tape, regulation and legislation
- 4 Planning for later life
- 5 Engaging and developing the next generation
- 6 Ownership succession and developing responsible future owners
- 7 Identifying and maintaining family values
- 8 Extracting value from the business
- 9 Taxation
- 10 Developing effective marketing, social media and PR strategies

Asian Business Association

Celebrating Barnardo's

150 years ago Thomas Barnardo founded the charity which bears his name and which has helped hundreds of thousands of children to grow up happy and healthy. As part of the celebrations to mark the anniversary, the charity's President HRH The Duchess of Cornwall hosted a garden party at Buckingham Palace last month to thank staff,

volunteers and supporters for their hard work and commitment.

ABA chairman Vijay Goel was honoured to be invited and is pictured here at the palace with his wife Poonam and the Duchess.

www.barnardos.org.uk



Who's who on the Asian Business Association Committee – Abby Ghafoor

Abby (Abida) Ghafoor is the managing director of Arc Management Consulting Limited, London and Paris. She is responsible for the commercial arm of Asian Wealth focusing on the publication's successful business relationships with luxury brands and managing marketing across all sectors and industries in business and luxury. Abby is a Gold Award Winner, a Fellow at the

Institute of Consulting, a member of the Chartered Management Institute, and has delivered live business advice on 'Business at 10' on Sky.

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Erasmus: providing more and better opportunities to support Europe future generation

The Erasmus program began in the late 1980s to enable European students to go abroad to study or to do an internship. In thirty years more than three million students have taken part in the programme which gives a unique life experience in which students can discover another culture, learn a new language and meet people from different backgrounds and countries. This is a combination that provides them with a wide range of skills which are more and more

recognized in the international competitive work environment.

An exchange can last from three to 12 months in one of 37 countries in which the programme has 927 partners in 37. In 2014 Erasmus launched Erasmus +, a seven years programme finishing in 2020, which aims to modernise education, training, youth and sport organizations across all sectors of lifelong learning, including school education, further and

higher education, adult education and the youth sector. It has a budget of €14.7 billion, two thirds of which will be intended for the students and people who want to gain work experience.



New EU procurement rules come into force

Since April all EU Member States and their public authorities have been required to have in place legislation which implements three directives on public procurement and concessions which were adopted in 2014. The new rules will make it easier and cheaper for SMEs to bid for public contracts. The Commission says they will ensure the best value for money for public purchases and will respect the EU's principle of transparency and competition. They also allow for environmental and social considerations, as well as innovation aspects to be taken into account when awarding public contracts, so that public procurement encourages progress towards particular public policy objectives. The revised rules cover over 250,000 public

contracting authorities, and are designed to promote the free movement of goods and services. SMEs will benefit from the simpler procedures for contracting authorities which will open up the EU's public procurement market, prevent 'buy national' policies and promote the free movement of goods and services. As a result, contracting authorities will obtain better value for money. Internal market Commissioner Elzbieta Bienkowska said the new rules would help ensure that taxpayers' money that goes into the public purchase of goods, works and services is well spent. They will "further simplify public tender procedures and render them more flexible to the benefit of SMEs in particular. They also encourage the shift towards an energy and



resource efficient economy alongside the well-established objective of achieving the best quality-price ratio."

Members' noticeboard



■ **CrowdScreen** is an innovative, cloud-based social media visualisation tool which allows the bespoke display of your audience's social comments and live interactions. CrowdScreen features a unique moderation engine allowing only the approved comments to be shown, other features include Q&A, polling and donations. This past month we've been at the 25th The Publican's Morning Advertiser at Battersea Evolution, headline sponsors Sky were exceptionally pleased with the social media results which generated over 2100 interactions, creating a social reach of over 600,000 users.



■ **Science Museum to host TEDxLondon 2016**
The Science Museum is set to host TEDxLondon on 17 June 2016. The local, self-organised TED-like experience will explore ingenuity with speakers including Al Murray, Francesca Beard, Professor Stephen Hawking and Professor Lucie Green. Hosted by broadcaster Lauren Laverne, the event is set to take place in the museum's IMAX theatre. 17 speakers and performers from across science, technology, education and the arts have already been confirmed. For more information visit tedxlondon.com.



■ **Wilson Perumal & Company** has launched its new culture assessment tool, yardstyk™. This solution helps organizations identify traits in their company culture that make them susceptible to the growing risks and costs associated with the complexities of modern communication, competition, regulation, market globalization and technology. The assessment tool will benchmark users' performances against those of high-reliability organizations. The product and methodology can be used by enterprises in a range of industries, as the risks and costs of complexity have been felt by every sector from finance and housing to manufacturing and energy. www.wilsonperumal.com.



■ **Private Members Club Website Get A New Lease Of Life**
The Victory Services Club (VSC) website has been given a brand new look. Updated to include some of the latest features in web design, the new site gives online visitors an enjoyable experience that matches that offered at the club itself. VSC is a private military members Club located in the heart of London. The event rooms at the Club can cater for a variety of functions including conferences, meetings, exhibitions, receptions, award ceremonies and many more. For more information visit www.vsc.co.uk.



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



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Join Operational Accounting Systems Limited (o-a-sys) for a BBQ lunch on Tuesday 14th June as we showcase Pegasus Opera 3 at The Podium, ArcelorMittal Orbit, London, E20 2AD.

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



The show must go on – the Art of Event Management

Any examination of the UK event management sector has to include some hard numbers, mainly because the contribution that it makes to the UK economy is often unseen – or worse, overlooked. This is a great shame as it contributes so many economic benefits for the UK, ranging from both export and inward investment, infrastructure development, creative enterprise, innovation and professional development for a large and varied workforce.

THE fact that some 8,000 students each year complete degree courses in event management is one measure of the success the sector has in attracting new and ambitious talent that recognise the many opportunities that this vibrant and increasingly confident part of the creative industries offers. Latest estimates suggest that the British events industry is worth over £39 billion to the economy through direct visitor spend and that conferences, meetings, incentive

travel and exhibitions contribute over £21 billion to government tax revenues when taking into account the overall value of these sectors to GDP. Translating this into jobs means that the sector supports 25,000 businesses, mainly small and medium-sized enterprises, which supply a huge variety of goods and services that in turn creates employment for a workforce of over 530,000 diverse and skilled professionals.

Enough of the numbers already

– this isn't about painting with numbers; it's suppose to be about the art of event management. The links that bind events in all their variety to our local culture and heritage are strong and true and it is here that we find the artistic and creative imperatives that make event management such an exciting and challenging career choice these days. Rooted in very traditional skills, the range of events that are delivered by often world class British event production

“Latest estimates suggest that the British events industry is worth over £39 billion to the economy through direct visitor spend.

agencies are all focussed on the same thing, no matter what the event itself is. That is delivering a



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unique and inspirational experience for all the participants. In a world where we are digitally connected 24/7 and overabundance of choice has become a challenge in itself, 'real' experiences are becoming even more valued. The experience economy gives us a global platform to showcase the expertise, capabilities and skills of the UK.

From the annual county fair to a new literary festival, major music

concerts to sporting events, the demands of event management reflect the rich diversity of events across the spectrum. This is also what has given the sector such a resilient profile over the last few years. The worse days of the recession impacted on the corporate and public sector, which led to more innovation in recreational events and subsequent growth to offset the downturn.

The latest business surveys show an increase in both confidence and investment, with more share of marketing budgets being allocated to events once again. As with many other businesses, the events sector has responded to the challenges of the recession with a sharper focus on measuring effectiveness and demonstrating value for money and return on investment. At the heart of this is the timeless reliance

on one thing that events of every type have in common – the chance for people to share and enjoy creative solutions to often complex communication challenges.

Just take a moment to think about that. From family gatherings to celebrate together at a wedding or even grieve together at a funeral, someone has to be responsible for organising the day, arranging all the details, getting the right

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Why Love Matters

Don't they say that the three most important requirements in any successful relationship are trust, commitment and communication? (We'll leave out the intimacy bit for the time-being!). Wouldn't it be great if you had those things in the relationship you enjoy with your venue of choice?

You would need to be sure that you can trust your venue to deliver in accordance with your requirements time and time again. It would be even better if they not only committed to that, but actually gave you an assurance of that. At CEME Conference Centre you can trust us to deliver 'Gold standard' conference and meeting solutions not just consistently, but with a commitment to constantly strive to exceed your expectations.

No venue can expect to exceed client expectations if they have not listened intimately to what their client is telling them (intimacy had to come up right?). In this regard, communication is everything. Right from your



initial enquiry we will ensure that we listen intently, communicate clearly and confirm promptly exactly what you have asked for. You can rest assured that our conference facilities and services will deliver. In fact we exceed the expectations for 2/3 of all our clients and we'll follow up with you to make sure that this has been your experience too - our 'Assurance of Excellence'.

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words prepared and making sure that everyone is there that should be. From the youngest to the oldest the day has to work for everyone. Now scale that up into your professional world when it's not just family and friends but colleagues, employees, bosses, stakeholders and shareholders that

might be participating. The devil is always in the detail and that is when the artistry of event management becomes critical. Like artists there are a multitude of styles to choose from, working in a multitude of mediums and combining many different influences to create the finished masterpiece. This is where

the work of EVCOM and other trade associations becomes a vital source of insight and information for clients and commissioners alike.

This is hard evidence that as business confidence grows, many communication professionals that want to see what best in class looks and feels like and want to engage with the cutting edge of creative content development and delivery are willing to join our association. The reasons are clear too – they want to learn more, network with potential suppliers and understand the latest developments and trends within the sector. Having the opportunity to share best practice remains one of the key purposes of associations like EVCOM, where their well established awards programmes not only celebrate creative excellence but also enable potential clients to discover new solutions to key communication challenges that they face.

Above everything else it is perhaps the richness and variety of the impact that a thriving event sector can have for the country that is its most distinctive feature. Some of these are obvious, such as the clear links with Britain's tourism experience and the international export of our event management and production skills. Less obvious is the creative enterprise required to deliver a vast array of different types of events week in and week out. These often feature the exchange of information and knowledge, leading to educational discovery, greater social and cultural awareness and in many cases vital support to other key industry sectors – IT, finance, pharmaceutical, scientific,

“The devil is always in the detail and that is when the artistry of event management becomes critical

automotive and manufacturing. It is a constant work of art.

However, unlike the tortured soul working alone in a garret studio, the artistry of event management in Britain rests on our instinct and ability to combine and collaborate as blended teams of experts to bring the show to life. From the venue management that supply the spaces – and we have some of the most iconic event venues in the world at our disposal – to the teams that lug in the tonnes of equipment required to create the experience, from the designers that create the sets to the head of audio that blends the soundtrack with the lighting designers colour palette, from the front of house staff that welcome guests to the serving staff that graciously feed and water them – it requires everyone to have a single minded fix on the quality of the experience. From the content development team to the perfectly chosen host, that speech to those perfect images the art of event management is alive and well here in Britain. We should be proud of our world class reputation and the expertise we bring to this most vibrant part of the creative industries. We are live. There is no second chance in the immediacy of the here and now. Cue show in five, four, three, two, one. Go lights.



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Luxury hotel opening in the historical heart of Madrid

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

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

as the spectacular central staircase and a small private lounge, Gran Meliá Palacio de los Duques will offer 180 rooms and suites. The hotel has 9 meeting rooms with natural light for events, measuring more than 800m² and with space for up to 705 people. Guests can enjoy the exclusive RedLevel Service, offered by Gran Meliá Hotels & Resorts, designed to provide a boutique experience within the hotel. Neutral and relaxing colours have been used throughout the hotel including oak floors, Italian furniture designed by Molteni creating luxurious and functional spaces. Many of the rooms and suites overlook Madrid's rooftops, the Teatro Real and the Palacio de Oriente. The hotel will also feature an Asian-style wellness area, the Thai Room and



beautifully manicured gardens. It will boast a gourmet restaurant, a wine cellar with a selection of Spanish products and a signature cocktail-bar.

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

painter. The five star property will feature reproductions of some of Velazquez's most famous paintings. His exquisite artwork will be showcased throughout the guestrooms and public areas.

i For more information visit www.melia.com

Four cylinder turbo 'boxer' engines with more power, more torque, greater efficiency

The new Porsche 718 Boxster: the definitive mid-engined roadster

In the twenty years since its debut, the Porsche Boxster has established itself as the benchmark roadster. Today, a new generation of the mid-engined two-seater is unveiled, powered by a newly-developed range of flat four cylinder 'boxer' engines with turbocharging. At the same time, a new designation is introduced; 718 Boxster and 718 Boxster S.

These new models continue the tradition of the Porsche 718 mid-engined sports cars that won numerous races in the 1950s and 1960s, powered by four-cylinder 'boxer' engines. It also sits neatly beside the established sports car icons with numbered identities – 718 Boxster, 911 Carrera, 918 Spyder, 919 Hybrid.

More powerful yet more fuel efficient, the centrepiece of the new model series is the 718

Boxster which develops 300 hp (220 kW) from its turbocharged 2.0-litre engine. The 718 Boxster S has a 2.5-litre engine, which develops 350 hp (257 kW), its greater power literally boosted by its use of a turbocharger with variable turbine geometry. In fact, Porsche is now the only manufacturer to offer this technology in production cars with petrol engines, both in the 911 Turbo and 718 Boxster S.

The considerable power gain of 35 hp (26 kW) compared to the previous Boxster models is matched by the impressive efficiency of the new turbo engines. The new 718 Boxster models have fuel economy improvements of up to 13 per cent.

Complementing the more powerful engines is new suspension tuning and updated brakes, ensuring the characteristically dynamic and emotive Boxster driving

experience remains distinctive.

The exterior design of the new model line has also advanced comprehensively. The vehicle has been completely revised, except for the luggage compartment lids, the windscreen and the powered convertible roof. Inside, a newly-designed dash panel frames the cockpit. In addition, the latest generation of Porsche Communication Management (PCM) with state-of-the-art touchscreen and mobile phone preparation included as standard. The navigation module is available as an option.

Besides the advanced design, the enhanced standard equipment of the new 718 Boxster makes the new generation models even more attractive.

The new Porsche 718 Boxster and 718 Boxster S are available to order today from Porsche Centres in the UK and Ireland. First deliveries will be in the Spring.

The 718 Boxster is priced from £41,739.00 RRP and the 718 Boxster S from £50,695.00 RRP. (Irish prices are €67,963.00 and €86,057.00 respectively)

Customers will also be invited to explore the potential of their new car, and further develop their own skills behind the wheel, by participating in a bespoke driving experience around the tracks at the recently-extended Porsche Experience Centre, Silverstone.

i For more information visit www.porscheeastlondon.co.uk



PORSCHE



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



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