

London

Issue 127 | July/August 2016

Business Matters

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LONDON CHAMBER
COMMERCE AND INDUSTRY

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

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Manchester M1 3LD
Tel: 0161 236 2782
www.excelpublishing.co.uk

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Turning Brexit into opportunity

With the UK having voted to 'leave' the EU, London Chamber of Commerce and Industry (LCCI) has said that the government should now work to maximise opportunities to boost UK trade internationally.

LCCI chief executive Colin Stanbridge commented straight after the referendum decision was known:

"While the UK electorate has made its choice it is notable that London voted quite differently.

As Ministers now contemplate the UK's future outside the EU, London's new mayor Sadiq Khan needs to be involved in that planning - to help harness the resources necessary to sustain long-term economic growth.

Government must look to maintain the capital's position as a world-leading place to do business.



That means having the pull factors that will attract global companies to invest and locate in London whether that is around business environment, strategic infrastructure or skilled staff. We need to turn the result of the referendum into a time of opportunity for Britain.

International trade has long been a critical component of Britain's economic well-being. Now more

than ever there is a pressing need to encourage and support British businesses to engage in international commerce and help build a strong and prosperous UK economy.

In the new landscape, the government needs to develop a national strategy for exports and growth to coordinate departmental activity and ensure appropriately resourced support is delivered to

UK businesses looking to trade overseas.

One element of that strategy should be to ensure London has the infrastructure to compete and that includes aviation capacity to connect to far-off key markets. Therefore it is now an absolute priority that Ministers take a decision on expanding both Heathrow and Gatwick".

London Business Agenda for Brexit

With a new Conservative Party leader – and the next Prime Minister – due to be announced in mid-September, London Chamber of Commerce and Industry will be working over the summer to probe London business views, concerns and expectations of the forthcoming 'Brexit' negotiations the UK government will engage in.

Since the referendum result, the Chamber has been very clear that as the only English region to vote to 'remain' within the EU – and given the capital's role as the engine of the UK economy – the Mayor of London has to be involved in the UK negotiations to protect and promote London's

interests – the future relationship with the single market and a flexible immigration policy to fill sector-specific skills vacancies being key.

LCCI met with new Mayor Sadiq Khan's chief of staff to offer support ahead of the autumn negotiations. The Mayor's office is keen to understand how London's businesses are viewing the new landscape, what they are concerned about and what they really need to be delivered from the Brexit talks.

There are a broad range of issues that businesses may be anxious to have clarity on. Through the summer LCCI will be hosting a series of member

roundtables and commissioning polling to gauge the London business mood – with the intention of providing Mayor Khan, and London MPs, with the *London Business Agenda for Brexit*.

LCCI will also be setting up a help desk to inform and advise members on the practical aspects of doing business in the new environment. This will be informed by the outcome of the negotiations but, whatever the details of the outcome, the Chamber will ensure it continues to promote and facilitate cross-border trade with missions, events and the issue of export and import documents.



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London needs its Financial



by Colin Stanbridge

It is clear from the referendum result that London is in quite a different place from the rest of England. However, while knee-jerk responses around the capital getting its own arrangements with the EU or becoming some sort of city state are outlandish, it is now apparent that London does need to have more control over its finances.

Britain will now look to make its way in the world outside the EU, however the economic burden of paving that way ahead will fall most heavily on London. That being the case then it is common sense to make sure that London is enabled to operate successfully and so in turn, drive wider UK future growth and prosperity.

Currently the Mayor of London has control over only 7 per cent of taxes raised within the capital yet the Mayors of equivalent global cities such as New York or Tokyo 50 per cent and 70 per cent of local tax

“Britain will now look to make its way in the world outside the EU, however the economic burden of paving that way ahead will fall most heavily on London.”

revenues respectively.

In our greatly changed political landscape our Mayor's weak fiscal position cannot continue. The case for change and the means to achieve that are clear.

Enhancements

The capital's business sector, welcomed the 2013 proposals of the London Finance Commission, chaired by Tony Travers, for Westminster to increase London control of local tax revenue from seven per cent to around 13 per cent. Hardly

a revolutionary request but enough, as all of London's political leaders agreed, to begin making a noticeable difference in what and how the Mayor could advance enhancements in key infrastructure like transport, housing or broadband. Additional revenue could help boost Mayoral efforts to project London's presence on the international stage with more overseas trade missions to forge new trade links and attract inward investment.

Renewal

New Mayor Sadiq Khan should now commission an update of the London Finance Commission final report to provide an understanding of potential financing options.

Long before the EU referendum was even a thought, London Chamber of Commerce and Industry advocated more power to for London to grow – for the simple reason that the capital is forecast to reach a population of 9 million by 2020 and then become a megacity by 2030. The existing devolutionary settle-

ment needs renewal.

Retaining more London generated taxes is crucial, but greater devolution to London must be about more than just money. Securing new competencies will be key.

The referendum result indicated that for many in England and Wales migration was a cause of concern. However in London it is not. Londoners know that successive waves of migrants have made London the success it is today.

It is crucial to the future of the London economy that the capital continues to have a flow of migrant workers to help our capital thrive. Without them success cannot be guaranteed, without their work and efforts our city would slowly grind to a halt.

Growth

London businesses need access to a diverse, skilled workforce. Enabling more businesses to recruit workers from overseas will help. That is why we believe a new 'London Visa' could give the capital the ability to attract the people from the rest of the world,



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Independence Day

with specific skill-sets, to contribute to London's growth.

The London Visa could be developed and underwritten by the Mayor of London and the main long-established, business organisations on his Business Advisory Council. This would provide a collective body that could guarantee a third-party sponsorship route for registered sector-specific firms with recognised

skills deficiencies.

Keeping London an economic success has always been vital not just to us who live and work in the capital but to the whole country.

Now, as we face into the future, outside the EU, it is more important than ever that policymakers in Whitehall carefully consider what they can do to ensure the UK prospers, not falters, in the years ahead.

As a first step they can move relatively easily to grant London just a little more autonomy in tax retention. Once that is achieved and working successfully then consideration can be given to the case for more.

To prosper in the post referendum world the UK needs economic certainty. To secure that London needs to be given more control over its destiny.



Photo by Konstantin

Colin Stanbridge is chief executive of the London Chamber of Commerce and Industry

Prospering outside the EU

London Mayor Sadiq Khan and London & Partners, the capital's promotional and economic development company, stepped in quickly after the referendum result to reassure business.

The Mayor said that he believed that Britain would be better off within the EU but that the British people had spoken and their democratic will should be fulfilled. He praised David Cameron for his dignified exit and agreed with him that Britain could survive and prosper outside the European Union.

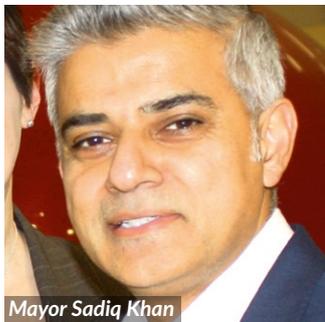
"I want to send a clear message to the British people and to businesses and investors around the world this morning - there is no need to panic.

"I still believe that our country is better off within the European Union, but there is no doubt that London will continue to be the successful city it is today. Our city and our country will continue to be the best place in the world to do business. And we will continue to look outwards and trade and engage with the entire world - including the European Union.

"Although we will be outside the EU, it is crucial that we remain part of the single market. Leaving the single market of 500 million people - with its free-trade benefits - would be a mistake. I will be pushing the government to ensure this is the cornerstone of the negotiations with the EU. It is crucial that London has a voice at the table during those renegotiations, alongside Scotland and Northern Ireland.

"We all have a responsibility to now seek to heal the divisions that have emerged throughout this campaign - and to focus on that which unites us, rather than that which divides us."

"I want to send a particular mes-



Mayor Sadiq Khan

sage to the almost one million Europeans living in London, who make a huge contribution to our city - working hard, paying taxes and contributing to our civic and cultural life. You are welcome here. We value the enormous contribution you make to our city and that will not change as a result of this referendum."

Global

Gordon Innes, chief executive of London & Partners said that the vote did not change London's fundamental position as the world's pre-eminent business city and as one of the most desirable cities in the world in which to live, work and build a global business.

"London is the leading centre in Europe for technology and life sciences. We have more universities ranked in the world's top 100 than any other city and attract thousands of international students from all over the world. London is a world-class centre of creativity and innovation and a cultural powerhouse, with 215 museums, 857 art galleries and 245 live music venues."

Innes said that the vote did not alter London's position as one of the world's truly global cities, a city which is open, welcoming and cosmopolitan.

Addressing what should happen

next Innes said: "The process and timeline for leaving the European Union and the terms on which this will be achieved will now be negotiated. This is a matter for UK government and Parliament and it will take a number of years.

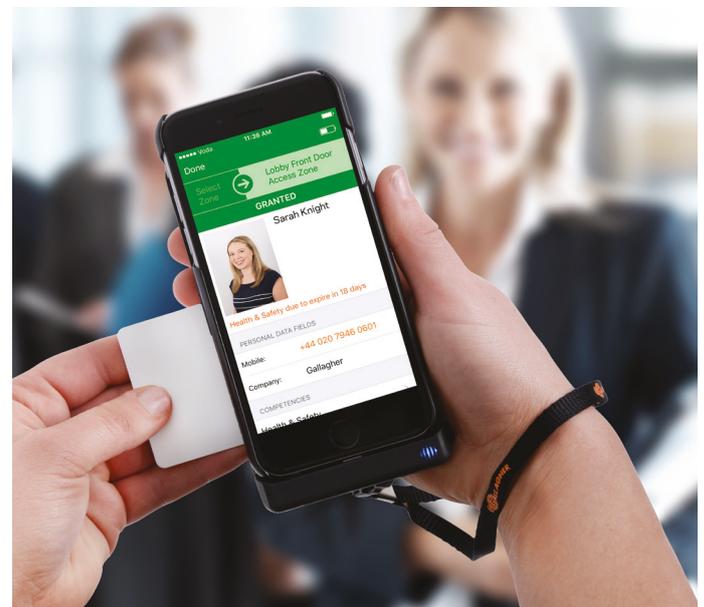
Equitable

"It is in the interests of the EU member states and institutions

for the exit process to be smooth and equitable, and there is no evidence to suggest that this will not be the case.

"I am confident that London will remain a world class centre for international business during, and after, the UK's exit from the EU. I am also committed to continuing to support growth in our great city."

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Making London an even better place for business



by Tony Pidgley

London is a world class city, a great place to live and work. I cannot think of a better location to do business. But this has become a year of change and uncertainty.

That's why the London Chamber of Commerce and Industry has published 'Business Agenda 2020' – twenty ways for the new mayor to deliver jobs and growth in the capital.

Sadiq Khan has taken office as the number of people living in the capital reached its highest level since 1939. London will achieve 'megacity' status by 2030 with over 10 million residents. So the new Mayor has four years to make some big decisions and prepare us for a new era.

I think the challenge is clear. It revolves around housing, skills and transport.

Housing

First, we have to fix the housing crisis. Chronic undersupply impacts on both employees and employers. We need more land and more builders. Let's have the courage to face into the debate over the greenbelt and have a review of the status of poor quality land which does not benefit the community in any practical way. This could identify many plots of land that small developers could build on.

At the London Chamber, we

would like to see City Hall establish a Small Developers Panel to help deliver the additional supply at prices that people can genuinely afford.

Building these homes also depends on closing the skills gap. The construction skills crisis is very well documented, with the elephant in the room being that 20% more workers are required to deliver just the current pipeline of infrastructure projects alone, and more workers are retiring from the industry than there are young people joining. And the problem is just as acute in science, engineering and manufacturing.

Part of the challenge is simple. It's about communication. We have to reassure young people that apprenticeships can lead to excellent pay and security. We need to show them that a career in construction is exciting and demanding and something you can be passionate about.

Skills

The London Chamber is calling for every schoolchild to have high quality careers advice from year seven and for City Hall to secure primary control over the Skills Funding Agency budget.

Now I appreciate that all of us want to improve the domestic skills base. But the reality is this is a long-term project and the skills gap needs attention now. So while it might be difficult for politicians to support immigration, London also needs talent and ideas from abroad.

That is why we should promote a

'London Visa' - third party sponsorship facilitated by well-established organisations - to underpin non-EEA worker cover for smaller businesses with specific, recognised skills shortages.

Clearly, a lot of business and commerce is online these days. But the London Chamber has found that many of London's smaller firms face real challenges in sustaining an online presence. Furthermore, almost a quarter of London firms have no active online presence at all.

So we think the Mayor must also lead efforts to boost digital capability. Digital infrastructure is a critical part of keeping London connected and competitive and all developers and landlords should be actively encouraged to fit high-speed connections into every new development.

Transport

Above all, Sadiq's team has to keep London moving. Overcrowding and congestion are a curse on everyone. London is actually awash with international investors and pension schemes looking for secure investments. The Mayor must now persuade them of the benefits of backing strategic infrastructure projects in rail, road and air.

Crossrail 1 will bring 1.5 million more people within a 45 minute commute of jobs in the West End, the City and Canary Wharf and deliver a 10% increase in the number of 18 to 24 year olds living within 30 minutes of central London universities.

Crossrail 2 would open up an incredible corridor of land for new development and the Mayor must work with business to secure the future of this project.

None of these things are easy. But we have a history in London of overcoming the odds. Part of the answer lies in securing the autonomy to grow. That means retaining more of the taxes generated by London and acquiring new powers for City Hall.

The obvious place to start is with an update of the London Finance Commission report on the potential for greater financial devolution. It makes no sense to me that London's Mayor keeps 7% of London taxes when New York's Mayor keeps 50%.

It would also make a difference if clusters of local authorities could drive greater economic cooperation across the capital.

At its heart, London is a great global city. We need our Mayor to be an ambassador ready to champion London companies of every size on the world stage. We need him on overseas trade missions like those we organise at the London Chamber.

The truth is, the most successful places in the world are also the most open. That is why London has been successful in the past and that is the key to our future.

Tony Pidgley CBE is President of the London Chamber of Commerce and Industry. This article was first published in *Estates Gazette*.



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International trade documentation – impact of Brexit



by Peter Bishop

Many documents used in international trade transcend trade blocs and agreements so procedures and Customs formalities will not be affected at any time by the UK's eventual departure from the EU.

I am thinking particularly of transport documentation such as Bills of Lading and Air Waybills but many others also fall into this category such as so-called 'non-preferential' Certificates of Origin (CO), issued by the LCCI which will continue to be called for by importers as before. I would expect however that in future EU buyers will call more often for these to be raised for UK shipments – at the moment this is a rarity.

Preferential CO are used to apply for lower (often zero) rates of duty for goods which satisfy origin requirements and are being shipped to one of over 50 countries with whom the EU has a free trade agreement. These 'movement certificates' or EUR forms will continue to be used, I believe, until the UK formally exits the EU and then only if no further trade arrangements have been concluded – something that is clearly not envisaged. The timing on this is hard to predict but it will certainly be years.

The ATA Carnet, often referred to as a 'passport for goods', used for materials being exported temporarily from the UK for trade fairs and exhibitions, and for samples and professional equipment, will not be affected in the medium term. We will continue to issue the documents in the UK both at

LCCI and through our authorised network who operate in accordance with the ATA Carnet Manual; and members of the global ATA chain will also continue to issue for goods temporarily coming to the UK. In the longer term, it may be that temporary exports from the UK to EU could be covered by the ATA Carnet but this is some way off.

The LCCI will keep both a watching brief on all documentation relating to cross-border trade and seek to provide input to discussions and negotiations as appropriate while involving and informing London business as necessary.

Peter Bishop is chairman of the ICC World Chambers Federation International CO Council and a former chair (2004-13) of the World ATA Carnet Council.

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Businesses beware!

If you are a UK business or an individual employing persons without permission to work in the UK then you are liable for a fine up to £20,000 per employee or a 2 year prison sentence. Your company will be listed by the Home Office in a public register and in newspapers – named and shamed.

Companies will be given an opportunity to mitigate their circumstances for a reduction or a cancellation of the penalty. They will have to satisfy the Home Office that they had taken reasonable precautions and have implemented systems to check the employee's immigration status and that such reasonable checks were breached by the employee.

It is essential that you:

- Have systems in place to check employees
- Check the validity of any documents provided
- Have systems for ongoing checks of employees' immigration status.

Make sure that you understand your duties when employing non-EEA nationals.

To employ a non-EEA national you must apply for a Home Office Sponsor License enabling you to legally employ non-EEA or a Swiss national.

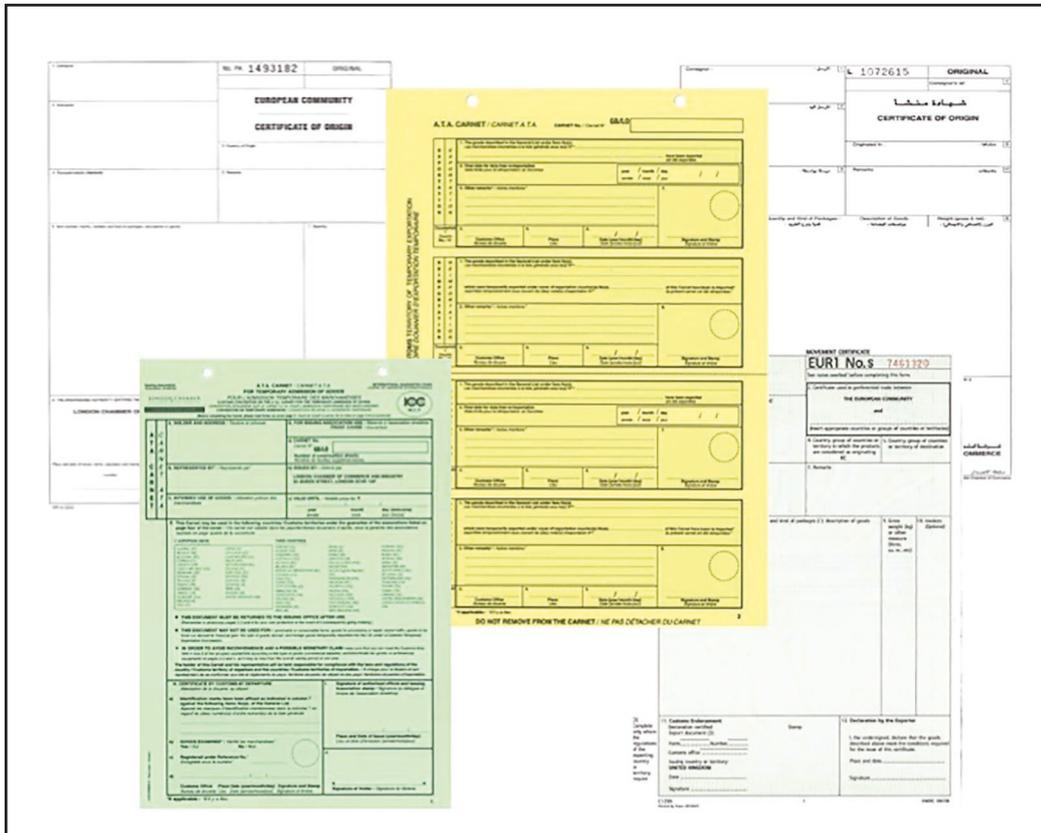
Obtaining a license from the Home Office can be an arduous process as the Home Office requires sensitive documentation and information from the business. The license is not a one-off license but a process which needs careful attention and includes the audit of your business to make sure that your procedures and processes are in line with Home Office guidance.

If you are employing Turkish citizens, there is the Ankara agreement which offers a speedier and easier Visa application process.

If you employ staff, whether they are non-EEA nationals or not, you need to ensure that you check your employees' immigration status, when you employ them and on an ongoing basis.

If you do not take these basic precautions, then you may have to suffer the full penalties that can be levied against you.

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LCCI in the news



by Katharine McGee

Before the referendum fall-out achieved near-total domination of the news channels, the main focus was on the new Mayor with the media scrutinising his every move and asking the LCCI for his verdict on Sadiq Khan and his team.

From opinion pieces and letters, to television appearances and insightful comments, LCCI has spoken to the media on behalf of businesses on a wide variety of issues including business rates, infrastructure and pollution.

Watchful

Since Sadiq Khan became Mayor of London in early May the LCCI has commended several announcements, called for caution on others and kept a watchful eye on whether some key priorities, set out before the election, will be delivered.

Transport announcements have been high on the agenda with the date of the start of the night tube revealed. LCCI policy manager Siwan Puw was interviewed live outside Oxford Circus on *London Live* where she said that while the delay was regrettable, the benefits to the economy and London as a 24-hour city were vital.

Mayor Kahn also announced he would remove objections to selling City Hall land needed for London City Airport to expand. Reporting on the story *City AM* quoted LCCI chief executive Colin Stanbridge who said: "London City Airport has the potential to increase capacity in the short term so this move is certainly a step in the right direction but must not deter the government from making a decision about airport expansion in the South East."

And to show he was also concerned about pollution Mayor Khan talked about plans to fast track a further pollution charge in the form of the Ultra Low Emission Zone (ULEZ). In the *Financial Times*, Colin Stanbridge said: "For small businesses the cost implications could be great", adding that "the good thing is the consultation rather than firing from the hip."

River crossing

LCCI head of public affairs Rob Griggs spoke to BBC London about the need for another river crossing

London Chamber of Commerce and Industry urges Cameron to back Heathrow expansion

JAMES HICKERSON

A TOP business group has urged the government to back Heathrow after the EU referendum following pledges from Gove that it would make concessions to get the green light for a second runway.

The London Chamber of Commerce and Industry (LCCI) said that airport expansion must be the priority after 23 June, adding that government should respond to the recommendations of the Airports Commission.

Last year, the independent

Airports Commission, headed by Sir Howard Davies, said Heathrow should be expanded, but with severe environmental restrictions. LCCI chief executive Colin Stanbridge said: "The government has been 'on hold' for the past couple of months. And as a result many big decisions have been delayed."

"There are no more excuses to delay a new runway decision - and one of the most crucial decisions for the sake of London and the UK economy."

"The referendum result is due on Friday 23 June, and this should be followed by a clear

decision on which airport location will be allowed to expand."

The push from the business group comes after Gatwick was an open letter to Prime Minister David Cameron, promising to passenger fares and accelerate timetable if it is picked ahead of Heathrow.

The pledges we are making - represent a fair deal for passengers, taxpayer and local community. Critically they guarantee that UK's next runway can actually be built and operated legally so Britain can grow." the letter

for East London, following the news that Tower Bridge was to be closed for three months. He said that a new crossing would "unlock" the housing and economic potential of the area.

Mayor Kahn criticised his predecessor Boris Johnson for "leaving the cupboard bare" in terms of housing. Director of policy and public affairs at LCCI, Sean McKee responded in the *Evening Standard* saying: "To get the most out of London's finite land, our new mayor 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."

Campaign

Away for mayoral decisions, there has been a host of other issues to campaign for in the media.

LCCI were mentioned by *City AM* in an article on Heathrow, calling on the government to push ahead and deliver expansion after the airport accepted the Davies Commission's conditions.

And the subject was again a hot topic in both the *Evening Standard* and *City AM* under the headline: 'London airport expansion: London Chamber of Commerce pushes for Heathrow decision' as the Chamber reflected that the government was in stagnation and called on it to make a decision on Heathrow a priority following the referendum.

Opposing MPs Wes Streeting (Labour) and Mike Freer (Conservative) wrote a joint opinion piece in *City AM* in which they referenced LCCI as backing Heathrow expansion.

Meanwhile policy manager Siwan Puw wrote an opinion piece in the *Local Government Chronicle* on the issue of business rates, warning that the cost of doing business in London is set to soar as business rates are re-evaluated in October. She wrote: "London's high streets in particular face a significant threat with many businesses facing the prospect of having to move to more affordable boroughs, nearby regions or even

stop trading altogether."

LCCI also featured in the letters pages of the *Financial Times* calling for more power in the devolution quest saying that the "devolution revolution" needed to be more than a soundbite.

And while LCCI did not campaign to remain in or to leave the EU it still provided a platform for

debate with speakers from opposing camps, chaired by deputy City editor of the *Evening Standard*, Russell Lynch. This resulted in Sky News filming a case study featuring Will Tyler of Octink who explained how the result would affect the firm.

Katharine McGee is press and media relations manager at LCCI



Chamber connections



As *London Business Matters* went to press at the end of June former LCCI policy and public affairs executive Stephen Crabb MP was on the point of entering the Conservative leadership race following the resignation of Prime Minister David Cameron.

Working at the Chamber for four years either side of the Millennium, Crabb was an effective and highly personable policy adviser whose efforts were much appreciated by member companies and colleagues alike. On leaving the LCCI he became a marketing consultant and studied for an MBA at London Business School to add to his degree in politics from Bristol University. He was first elected to Parliament in 2005.

Stephen Crabb was appointed Secretary of State for Wales and a member of the Cabinet in July 2015. The MP for Preseli Pembrokeshire garnered more than the usual quota of column inches for such an appointment as the press picked up on the fact that he was the first bearded Conservative cabinet minister since 1905. Since March 2016 he has been Secretary of State for Work and Pensions.

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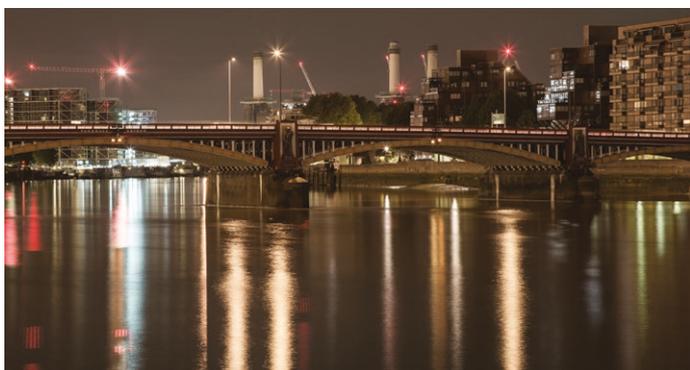
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Run Simple

Lighting up London's bridges



Mayor of London Sadiq Khan has announced ambitious public art project spanning London's most celebrated bridges, from Albert Bridge in Chelsea to Tower Bridge in the City.

The new Mayor is calling for submissions to create a permanent light art installation on 17 bridges across the city.

The aim of The Illuminated River is to encourage new investment and use of the river, bridges and riverbanks at night. Once complete it will become the world's longest free, permanent outdoor river gallery.

The project is in keeping with the Mayor's plans to appoint a Night Czar to help protect London's live music venues, clubs and pubs. This includes the introduction of a 24-hour weekend Tube service on key lines from August.

Khan, said: "It is a really exciting opportunity to breathe new life through the heart of London each night. The project will throw a spotlight on the river and its banks, and extend their daytime bustle and buzz into the darker hours, supporting London's burgeoning night-time economy."

The full list of locations from west to east, is: Albert Bridge, Chelsea Bridge, Grosvenor Bridge, Nine Elms Bridge (in development), Vauxhall Bridge, Lambeth Bridge, Westminster Bridge, Hungerford

Bridge, Jubilee Bridge, Waterloo Bridge, The Garden Bridge (in development), Blackfriars Bridge, Blackfriars Railway Bridge, Millennium Bridge, Southwark Bridge, Cannon Street Railway Bridge, London Bridge, and Tower Bridge.

Hannah Rothschild, chair of the Illuminated River Foundation, said: "Even by London's standards, this project is unprecedented in boldness and imagination. We're looking for the finest artists, architects, designers, engineers, technologists and specialists to work together to help realise this exciting ambition. What matters is bold and innovative thinking to put the art back into London's greatest artery."

Shortlisted competitors will be asked to create the most forward-thinking and environmentally friendly designs that build on London's low-carbon emission drive.

The jury for the Illuminated River International Design Competition includes Lord Rothschild OM GBE (chairman of RIT Capital Partners plc, chairman of the Rothschild Foundation), Hannah Rothschild (chair of The Illuminated River Foundation), Malcolm Reading (architect and competition director), Ralph Rugoff (director, Hayward Gallery), and Justine Simons OBE (head of culture, Mayor of London).

www.illuminatedriver.london



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Birthday celebrations



Even before the referendum and political leadership struggles June

was proving to be an extraordinary month. HM The Queen's official birthday – her ninetieth – was celebrated and Cathy Scott was at the party.

Friend and I decided to be tourists for the day and join thousands of other well-wishers to soak up a unique experience. We travelled down from North London to Green Park tube, finding a good spot on the Mall not far from the front.

You couldn't miss the Queen in her vivid lime green coat and matching hat as the horse-drawn carriages made their way to Horse Guards Parade. We stayed until the last horse drawn carriage and all the military personnel had disappeared having seen a large contingent of the Royal Family. Our sightings included the Duchesses of Cornwall and Cam-



bridge, both dressed in white, travelling with Prince Harry, the Duke of York and his daughters, Princesses Beatrice and Eugenie, the Earl and Countess of Wessex with their children Lady Louise Windsor and James, Viscount Severn, and of course the Prince of Wales and the Duke of Cambridge who rode on horseback

in their ceremonial uniforms.

Where now to go for a cup of coffee before the fly past? Chamber member The Stafford was the ideal choice: quiet, out of the way, and round the corner! Then back to the palace to see the RAF's best – including two Spitfires, four helicopters and, of course, the Red Arrows. It just



remained for us to toast the Queen's ninetieth birthday with champagne over a late lunch. Where better than The Goring, another LCCI member, and also just round the corner?

Cathy Scott is executive assistant to the chief executive's office at the LCCI

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Team Khan: who's who in the

Siwan Puw profiles the men and women who will be joining Mayor Khan in City Hall.

The 2016 Mayoral election saw London elect its first Muslim mayor. During the campaign Sadiq Khan, as the Labour nominee for the mayoral race, pledged to be the "most pro-business Mayor" the capital had ever seen. Here we take a look at his senior staff appointments who will be helping drive forward his agenda.

Joanne McCartney – Statutory Deputy Mayor



It is required by law that a Deputy Mayor be appointed from among the Assembly Members. As the incumbent, Roger Evans AM, was a Conservative member it was expected that the new Deputy Mayor under Khan would be a Labour politician. And so it was. McCartney has been the Assembly Member for Enfield and Haringey since 2004 and sits on the Transport and Economy committees. Previously she worked as a barrister specialising in employment law.

James Murray – Deputy Mayor, Housing

One of the first appointments made by the new Mayor – and one of the most high profile – Murray (right) has been brought in from Islington Council where he worked as the Executive Member for Housing and Development. Even though Murray has only been in position since late May, he has already met with and heard from LCCI members at our recent Property and Construction Summer Reception. He has a reputation within the housing sector for enforcing strict affordable housing targets, which aligns with one of the Mayor's key manifesto pledges to make 50 per cent of all new homes in London 'genuinely affordable'.

Val Shawcross – Deputy Mayor, Transport and Chair of Transport for London



Having stood down from the London Assembly at the 2016 election, after a brief hiatus Khan has brought Shawcross back to City Hall as his Deputy Mayor for Transport. Shawcross served sixteen years as an Assembly Member, eight of which as chair and deputy chair of the transport committee, and will now be tasked with steering the TfL efficiency programme and upholding the Mayor's pledge to freeze fares. It will also be her responsibility to improve the conditions of London's roads by reducing congestion and improving conditions for cyclists and pedestrians.

Sophie Linden – Deputy Mayor for Policing and Crime



Linden will be stepping down as Deputy Mayor of Hackney Council to take up the role of Deputy Mayor for Policing and Crime. During her time at Hackney Council she had lead responsibility for crime and community safety, having served previously as a Special Adviser to Lord David Blunkett at the Home Office. She will be responsible for overseeing the Metropolitan Police, and has spoken of the importance of education and mental health services as a crime prevention mechanism.

Fiona Twycross – Chair, London Fire and Emergency Planning Authority (LFEPA)



First elected as a Londonwide Assembly Member in 2012, she was re-elected in 2016. During her first Assembly term she acted as the Labour Group leader on the LFEPA before being asked by Khan to act as its chair. In addition to her new appointment, Twycross chairs the Assembly's important Economy Committee and sits on the Regeneration Committee. She previously worked as Head of Governance for Diabetes UK.

Lord Adonis – Chair of the Crossrail 2 Board (proposed appointment)



Widely rumoured to be joining the new Mayoral team as Deputy Mayor for Transport, Lord Adonis has instead been proposed as chair of the Crossrail 2 Board. A seasoned politician, Adonis brings a wealth of expertise from his time spent in Parliament and extensive experience from his current role as chair of the newly founded National Infrastructure Commission. This appointment is subject to approval by the London Assembly and Transport for London Board.

David Bellamy – Chief of Staff



Up until the election Bellamy served as Khan's campaign manager and will continue as his right-hand man. His background is in software engineering, having led software development teams at Experian, so he brings with him extensive experience from the private sector.

Lord Toby Harris of Haringey – Chair of the Terror Preparedness Review



The new Mayor has appointed Lord Harris to undertake a review of London's preparedness to respond to a major terrorist incident. He will assess the ability of each London agency to cope with





new Mayoral administration

multiple simultaneous incidents in the capital, as seen recently in Paris and Brussels.

STOP PRESS

Rajesh Agrawal – Deputy Mayor for Business



As *LBM* was going to press it was announced that Rajesh Agrawal was taking on the business portfolio. Agrawal is well known to the LCCI having been a member of the Asian Business Association for a number of years.

Born and educated in India, Agrawal is a financial technology entrepreneur. In 2005 he founded RationalFX, the UK's first online

currency exchange system at real time prices. RationalFX has processed over \$4 billion for its tens of thousands of customers from across Europe.

He later launched Xendpay, the world's first global, cloud-hosted, multilingual online payment transfer system. Agrawal is a patron of several charitable organizations including The Prince's Trust and Cherie Blair Foundation for Women.

LCCI awaits the first meeting of the mayor's proposed London Business Advisory Board now that the Deputy Mayor for Business has been announced.

The Mayor is yet to appoint senior advisors (some of which may be deputy mayors) for art and culture, environment, and community relations. It has been suggested that this reflects an attempt to avoid the pitfalls encountered by his predecessor Boris Johnson who, having appointed quickly, found several of his senior team having to step down within his first few weeks in office.

Standard fare

Pippa Crerar, City Hall editor at the *Evening Standard*, gave a recent meeting of the LCCI Council her expert view on how new Mayor Sadiq Khan would tackle the challenges for London.

The experienced journalist shared her insights on the sort of Mayor he would be, how he would work with Westminster, his top team, and who else, like LCCI and its members, could help in his objectives for London.



Getting the business view

LCCI is always keen to hear from companies across the capital. The Chamber's policy and public affairs team works on behalf of business to influence national and local government to ensure London is a great place to do business. If you are concerned about how government policy is or might affect your business get in touch at policy@londonchamber.co.uk.

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London pulls them in

London & Partners have announced that 2015-16 has been another record year for foreign direct investment into London. The capital's inward investment agency has helped to attract a record 289 overseas businesses from 44 countries to set up or expand in London. These businesses have created 6,337 new jobs and are contributing £127 million of net economic benefit to the London economy.

Creation

The USA remained London's most important source market, accounting for almost a quarter of all projects and a third of all job creation. China and India were the second and third most important markets in these categories.

The ICT sector accounted for a third of all projects and 22 per cent of job creation. Successes included Chinese technology giant Huawei's new global finance centre and

"London is an established world leader in finance, creative industries and business services. It is a great place to live and work in ..."

Glassdoor, the 'TripAdvisor for HR'. Lifesciences and healthcare, creative industries, retail and financial and business services were also important sectors for jobs and growth.

The results underline London's position as the leading, global hub for business and correlate with a recent EY Attractiveness Survey which ranked London as the leading European destination for foreign direct investment. EY also



According to the report, London outperforms its rivals on economic potential, business friendliness, access to human capital and lifestyle.

Talent

Commenting on the figures, Mayor Sadiq Khan said: "London is an established world leader in finance, creative industries and business services. It is a great place to live and work in and that is why the capital attracts the very best organisations, talent and investment from across the globe.

"I have pledged to be the most pro-business mayor yet and I will champion London's industry, heritage and culture at home and abroad to make the case for further inward investment and ever more global business."

highlighted the strength of London's booming technology sector, which investors now see as second only to Silicon Valley.

London has also maintained its status as fDi Market's 'European City of the Future', a position which it has held since 2006. Ac-

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Increasing engagement in your SME

Only 36% of employees report being highly engaged*, so creating a culture with highly engaged workers is a priority for SMEs.

We've picked four indicators to help you judge whether your employees really enjoy their jobs:

- **Recognition:** Every employee needs some praise to ensure they feel valued therefore lowering turnover.
- **Feedback:** Employees want to feel part of a company so both positive and constructive feedback is vital to achieve this.
- **Personal Growth:** Allowing employees to excel at work and also outside of the office is important. People are motivated by autonomy, mastery and purpose.
- **Satisfaction:** A happy employee will be satisfied by their work environment, wage and benefits.

How can your SME apply an engagement programme?

Frequent surveys: conducting short, regular surveys will help you to gain insight into your company's culture, what your employees' value and what engages them.

SMEs winning at employee engagement

Here are three ideas from the top three winners of The Sunday Times Best Small Companies to Work For 2016:

1. Paragon Interiors Group, provides perks such as free breakfasts, bacon butties on Fridays, curry nights and social events, where partners are all invited.
2. Phaidon International, a recruitment firm, give their staff fun extras including the "king or queen for the day" incentive, which rewards the month's top biller with a limousine ride to work, free meals and a massage.
3. Educ8, a vocational training provider in Wales provides external training for their staff and quarterly "gr8 days" when a morning of business information sharing is followed by lunch and an activity such as rock climbing or bowling.

If you'd like some advice on how to engage your employees then contact us enquiries@bradfield.co.uk

**What's killing UK productivity? By Red Letter Days for Business (September 2015)*

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

Growing beyond borders

In June leading global accountants Crowe Clark Whitehill hosted the latest in their series of business growth events with a seminar at the Royal College of Physicians focussing on international trade.

The firm's chief executive David Mellor welcomed delegates and introduced speakers (l to r): Thomas Sapsted, international trade adviser at UKTI London; Jane MacKay, tax partner at Crowe Clark Whitehill; Geoffrey de Mowbray, co-chairman of BEXA and founder of Dints International; Nigel Bostock, international liaison partner at Crowe Clark Whitehill; and LCCI deputy chief executive Peter Bishop.

www.croweclarkwhitehill.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.

Portugal

Apiculture company located in protected landscapes produce sells several kinds of organic honey. All of them are produced in protected zones and are entirely biological. The company is looking for partners in Europe for distribution and marketing their products.
REF: BOPT20151217003



Poland

Producer of paints, construction chemicals, products for creative interior design, wood protection and decoration, designed for DIY customers and renovation companies, is looking for distributors able to develop the brand in their local market.
REF: BOPL20151109003



Spain

A Barcelona-based company is offering an innovative and fashionable self-drying umbrella to distributors in Northern Europe. They are also looking into commercializing the product as a marketing merchandising item.
REF: BOES20160602001



Czech Republic

Producer of raw food (snacks and confectionery) that is 100 per cent organic, vegan, gluten-free, lactose-free, without any added sugar, and full of essential nutrients. The products, based on their own recipes, are not cooked, baked, pasteurized or roasted. The ingredients are cultivated and dried at temperatures below 42°C. The company seeks distributors devoted to promotion and sales of healthy and organic food.
REF: BO CZ20160504001



Latvia

Specialist in the manufacturing of various structures from organic glass and plastics wants to establish new partnerships in the European market to distribute their products. The company is interested in establishing a commercial agency or distribution service agreement.
REF: BOLV20160304001



Brazil

Manufacturer of antiseptic liquid soap is looking for commercial partners and distributors interested in distributing its product in the EU market, but also worldwide.
REF: BOBR20151202001



Finland

Company in the cleantech sector has developed a solution that collects energy from the heated shower water thus creating 40 per cent of energy savings in the households. The solution is easy to install, either during building phase or renovation projects. The company wishes to cooperate with energy efficiency companies and is looking for partners in the United Kingdom. The cooperation would be in the form of a commercial agency agreement.
REF: BOFI20160523001



Romania

Importer of different types of insecticides and deracination products is looking for other similar products under a distribution agreement, in order to complete its range.
REF: BRRO20160510001



Lithuania

Retail and wholesale company which has 20 years' experience and working in Lithuanian market is expanding its activities and looking for a range of systems for the domestic market for heating, air pumps, air-conditioning and related products. They are offering agency and distribution agreements in the Lithuanian market.
REF: BRLT20160518001





From the Gulf of Mexico



Peter Bishop's Texas and Chicago diary



Texas exports more than any other American state – €290 billion in 2014 – so I guess I shouldn't have been surprised when the State Chamber of Commerce got in touch to arrange a presentation on certificates of origin at their annual conference. I knew of course that oil would be a major foreign currency earner but what else did they export and where to? Answers: coal, electronics and computers, chemicals, machinery and transportation equipment. Main markets: Brazil, Canada, Mexico and the Netherlands.

Its economy is doing very well despite the drop in oil prices. If it were a country the Lone Star state would be the tenth biggest economy in the world, having recently leapfrogged Canada and Russia who have diversified less. It also strongly believes in the free market. State Governor Greg Abbott has said: "Texas leads the nation as a beacon of individual liberty and economic opportunity."



This philosophy, combined with its vast size (as big as France plus half of Germany) and natural resources, has resulted in 1.2 million net new jobs since 2007 (out of a US total of 2.1 million), state capital Austin being the fastest growing



city in the States, (Dallas is second and Houston fourth), and up to a thousand people moving in to the state every day – it is estimated that its 26 million population will grow to 45 million by 2040. As well as being the top exporting American state for the last 13 years running, Texas has also recorded major growth in technology, finance, manufacturing and sustainable energy –

the land of oil rigs is also now the land of wind turbines. If all that sounds boastful remember the Texan saying: "It ain't bragging if it's true!"

Over 50 Texan chambers were represented at the conference with Galveston (just outside Houston) the oldest, having been established in the nineteenth century. Chambers have quite a history in

Texan exchanges

Three hundred Texas Chamber of Commerce Executives (TCCE) gathered in Corpus Christi on the Gulf of Mexico in June for their annual congress. The three-day event featured an exhibition, inspirational speakers, excellence awards honouring chambers and staff, and 'education' sessions which included certificates of origin, hence my involvement as a speaker on behalf of the International Certificates of Origin Council of the World Chambers Federation.

The annual conference has been going nearly as long as the 110 year-old TCCE and is clearly a popular event in the diary. This year's theme was adapting to industry changes and getting ahead of a shifting business climate. Aaron Cox, vice president of chamber relations and member engagement said: "We are going to talk about leadership, and not only the dynamics of leadership but leading through change because all our communities and cham-



The board of Texas Chamber of Commerce Executives

ber organisations are experiencing change."

Cox and his team, including Paula Romano, member engagement director, working with TCCE chair Eddie McBride and the committee and ably supported locally by the Corpus Christi Chamber,

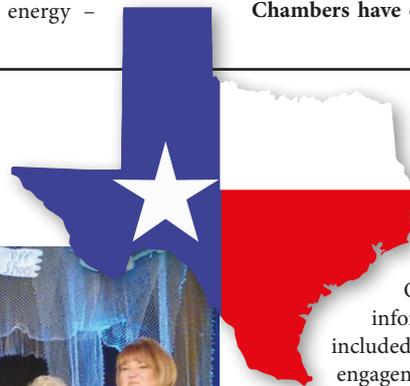
scored a major success with their programme. Accomplished violinist Kai Kight used music as a metaphor to teach business leaders to change the way they think, and had the audience spellbound with a number of his own compositions, one of which paid homage to Mi-

chael Jackson. Other topics which informed delegates included effective board engagement, campaigning, education, accountability in the workplace, healthcare, sponsorship, data management, and serving women and minority-owned businesses.

Change was a theme in many sessions and Aaron Cox pointed out: "Our world is experiencing change, and it is never-ending. But as associations we will change our model based on the way people communicate and interact. It may be a little or a lot but the dynamics of the environment in which we do business will certainly shift over the next several years."

Some things don't change though. Outside the conference and exhibition venue networking continued one evening on McGee beach where Texan hospitality was put to the test and passed with flying colours.

Peter Bishop





to Lake Michigan



the US. The first was in Charleston, North Carolina in 1773 (over sixty years before the first British one), the same year that a newly-formed chamber further up the east coast led a protest against the British-imposed tax on tea. That's right, the Boston Chamber and the Boston Tea Party.



The Mississippi river at St. Louis



"If it were a country the Lone Star state would be the tenth biggest economy in the world."



The conference schedule didn't give me a lot of time to look around Corpus Christi but from my hotel window I could see USS Lexington (above), the world's oldest aircraft carrier, which saw service in the Pacific in WW2 and is now a naval aviation museum. I moved on to San Antonio where the Alamo mission found notoriety in an earlier conflict – the war with Mexico – and then to Dallas, scene of perhaps the second-most famous assassination of the 20th century. In the news, following the Orlando shootings, I noted that the US Senate had rejected plans to tighten gun controls and in a souvenir shop saw on sale a joke pair of wooden revolvers to adorn one's front porch and which bore the legend: We don't dial 911.



Much to my Texan colleagues' surprise (or even shock) I had taken the Greyhound to San Antonio and then travelled by Amtrak to Chicago. The journey took me through Little Rock, Arkansas where the Clintons once held court, across the Mississippi river to St. Louis, Missouri, the 'Gateway to the West', and past Springfield, Illinois, home to Abraham Lincoln. What a way so

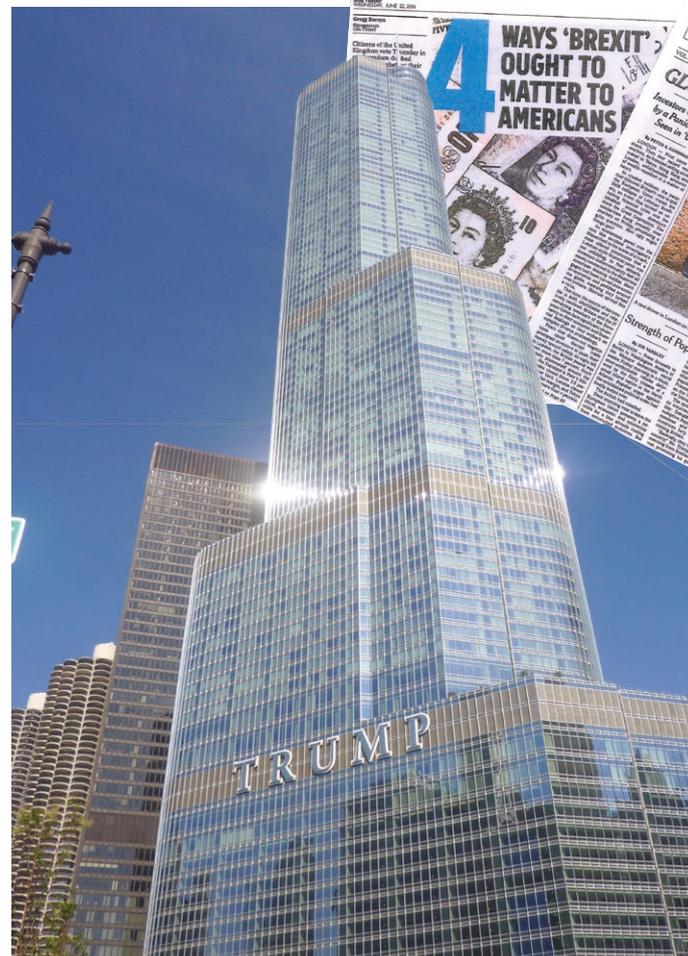
see America, through the windows of a top deck observation car, chatting with locals!

The Willis (formerly the Sears) Tower is the tallest in Chicago but it doesn't match the shorter Trump Tower, shinily dominating the centre of the city, overlooking the Chicago river. In Texas I had noticed a single Trump car sticker ("no one bothers, they support him anyway") and in Chicago I saw just one 'I like Hillary' badge. Not for the same reason though. True Clinton had won (just) the Illinois state primary against Bernie Saunders but the real power in its main city lies with Mayor Rahm Emanuel, re-elected last year, and formerly President Obama's White House chief of staff.

Emanuel looks after a truly stunning city. Like San Antonio it has developed its waterside with a riverwalk much used by tourists and residents. But Chicago also has the vast Lake Michigan and its beaches to provide a fresh dimension, as well as a buzzing Navy Pier, the acclaimed Art Institute of Chicago, the Loop overhead rail system (riding it is

like being on a film set), and skyscraper architecture to delight amateur and professional alike.

Plenty to do then but a lot to distract as well. I spotted a newspaper headline: "US stocks increase, investors hope Britain stays". Oh yes, the referendum. *USA Today* ran a piece: 4 ways Brexit ought to matter to Americans. What were they? Weakening of America's



largest trading partner; unrest in the stock market; loss of national security benefits; and bruised worldwide economic growth. And then the result came through. *The Wall Street Journal*: Cliffhanger British vote sends markets on wild ride. *The New York Times*: Global shocks after upheaval in Britain. And the *Daily Herald*, Chicago's largest daily newspaper. What now for Britain? I flew back from O'Hare International to find out.



Top tips for exporting to new markets



by Aarti Ravi

The UK has always been a nation of exporters, from its products and services to its language, culture and music. However, according to the Confederation of British Industry, UK is performing poorly when it comes to SME-generated exports compared to exporting countries of comparable size.

Many small businesses worry that shipping overseas is not worth the time and effort. But UK Trade & Investment estimates that value of exports (EU and non-EU) increased to £24.9 billion in March this year, demonstrating the undeniable opportunity for SMEs who are willing to expand to new markets, whether in the EU or further afield.

On 24 June, the EU referendum resulted in a majority vote to leave. As a result, trading in the EU could see growing complexity in the coming years. The UK will transition from its current economic and trading relationship into a new, as yet unknown position. Therefore, it is not possible to quantify the effects, but there is the likelihood that new customs procedures will be implemented by UK and EU governments to allow for goods transported between the markets to come and go from the UK. UPS will closely monitor changes in applicable laws and provide brokerage, customs clearance and other services, along with our global integrated shipping network. Our aim is to ensure our customers have the least possible complexity when importing to, or exporting from, the U.K. and Europe.

Every business has, and will continue to have, the capacity to

export, it's simply a case of putting the right processes in place. There are a number of steps that businesses can take to start exporting, and thereby join the thousands of other UK SMEs who are successfully shipping their products across the globe.

Research

There is no substitute for visiting potential markets and experiencing the local culture first hand. Getting to know your target market will be hugely helpful when preparing your delivery strategy, as it provides priceless insights into a market's trading values. You can travel on your own or you can take part in an organised trade mission.

Governments and industry groups often organise trade missions, which provide an excellent opportunity for business owners to further explore a specific market. They can include useful activities such as 'meet and greets' with potential trade partners, as well as the opportunity to connect with local businesses, speak with other businesses about similar experiences, and assess the competition. This year UPS has already led two trade missions in partnership with Enterprise Nation, one to Ireland and a second to Germany, which include focused educational sessions in addition to networking opportunities – see below for LCCI's current missions.

Rules and regulations

It's necessary to identify what the local laws and regulations are when exporting to a selected market. Although there is 'free movement' of goods within the EU, in some cases, paperwork may still be required for customs purposes to ensure that products can move across borders. And, while the US is a relatively



open market, regulations and licensing requirements can vary on a state-by-state basis.

Regulations are also subject to change and it's vital to remain up to date on these changes. This due diligence can help SMEs avoid expensive customs holdups and late deliveries. The recent change to the de minimis threshold for shipments to the U.S. is a great example, as UK businesses stand to benefit from an increase in the lower limit on imported items, making it easier to do business with the U.S. A great tool to help you keep on top of all rules and regulations is the UPS Export Toolkit.

Prepare for growth

Be sure to map out your supply chain from the start. Don't underestimate the importance of how you will produce, warehouse and distribute your goods. The internet is a great leveller, especially for small businesses, because it can put you in touch with customers around the world. However, you do need to have the process in place behind the scenes to reach these customers quickly and at a reasonable rate.

Partnering with a logistics provider can be a good way to get the flexibility you need to react quickly to shifting market needs. Gillo Industries Group, a world-leading manufacturer of paramotor aircraft and engines, worked with UPS to meet these logistics needs. Gillo now uses

a fully automated system that helps them reduce transportation time and errors. It also allows them to keep their customers informed during the entire export chain with on-screen visibility and notifications, giving customers peace of mind.

Partnering with a logistics company can also be useful for SMEs that are just starting to ship internationally. Services offered through UPS Today enable SMEs to guarantee that their overseas customers will receive items quickly and at a competitive rate. This can help differentiate you from your competitors.

Returns

Remember, it's not just about getting your products to your customer. If someone from overseas is buying a product online they need to know they can return it easily if the product is not quite right. Returns are important in creating a positive customer experience and can play a significant role in driving purchases, repeat customers and brand loyalty. A key way that retailers can make returns more convenient for their customers is to prepare for them when the product is initially shipped. A strategy that is particularly valued by consumers is providing a pre-paid return label with the delivered product, just in case they change their mind.

So, while entering an unfamiliar market can be daunting, if done correctly it can be incredibly rewarding and profitable. By seizing new export opportunities and selling internationally to the EU and beyond, these business can build their own success and contribute to the broader economic success of the UK.

Aarti Ravi is startup and small business manager at UPS
www.ups.com

LCCI trade missions

■ **United Arab Emirates (multisector, priority given to women in business)**
Saturday 3 September –
Thursday 8 September 2016
Fully booked



■ **United Nations, Geneva**
Monday 3 – Wednesday 5 October 2016
Register your interest with Vanessa Vlotides –
Tel: 0207 203 1838
vlotides@londonchamber.co.uk



■ **India**
Monday 7 – Friday 11 November 2016
Register your interest with Ruma Deb –
Tel: 020 7203 1949
rdeb@londonchamber.co.uk





Trade, tax and geopolitics



ICC UK brought together a stellar cast of business gurus and commentators last month at a global debate on tax, trade and geopolitics introduced by their chairman Sir Mike Rake and moderated by British Chambers of Commerce President Nora Senior. Sir Martin Sorrell, chief executive of WPP, Carolyn Fairbairn, director general of the CBI, Robert B Koopman, chief economist at WTO, and Richard Meddings of Deutsche Bank made up the panel which discussed:

- What business and governments could do to restore confidence in world trade. Do the measures taken to tackle corruption and tax evasion go far enough?
- Are we facing the return of geopolitics and how is the unstable security landscape affecting economic growth at home and in emerging economies?
- In or out of the EU, what role should the UK be playing on the global stage?

www.iccwbo.uk



Carolyn Fairbairn



Robert B Koopman



Sir Martin Sorrell

Save time & money by getting legal advice direct from a barrister



Welcome to the first in our series of barristers' advice columns. 7BR is a leading barristers' chambers with a specialist team of employment law experts available for direct instruction by both individuals and businesses seeking support in legal matters.

In this column we address the prominent topic of dress codes, using two case examples which have dominated recent headlines: First, the case of a receptionist required to wear high heels at work. Employers are entitled to require employees to look smart and fit in with their company image and brand. This may impose different requirements on men and women. For example, men may be required to wear ties but women not.

However this only goes so far. A requirement to wear high heels at work is likely to be regarded as indirectly discriminatory unless it can be justified. This is because whilst some men may wear high heels, most do not and a policy requiring employees to do so discriminates against women since wearing high heels over a prolonged period may cause physical damage. In addition high heels, when not a

genuine requirement of a role, may be regarded as objectifying women. A requirement on men to wear ties is unlikely to do either of these things.

The second case, ongoing in Europe, involves a Belgian employee dismissed for wanting to wear her headscarf at work. This is at a preliminary stage. An advisory opinion provided for the Court was that where a company has a clear and consistent policy applied to all employees which prohibits the manifestation of religious or political affiliations then a ban on headscarves is justifiable. This is only a provisional opinion and the judgment of the court may in due course give greater prominence to manifest religious freedom.

It's interesting that neither case is clear cut and the issues raised look set to appear increasingly frequently in both UK and overseas courts.

7BR experts host breakfast debates and evening seminars covering topical cases and common issues faced in Employment law throughout the year.

For more information or to sign up to receive updates on upcoming events please email bbateman@7br.co.uk.

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London's blue plaques – connecting the past with the present



by Alexa Michael

This year sees the 150th anniversary of the London blue plaques scheme, set up to commemorate the links between notable men and women of the past and the buildings in which they lived and worked (and in some cases, were born or died in) and which still stand today. Over 900 official plaques have been put up throughout Greater London by English Heritage and its predecessors since the scheme began in 1866.

The idea of erecting a plaque to commemorate the life and works of a famous person on a building in a public location was conceived by Liberal MP William Ewart, Henry Cole, an English civil servant and inventor, and the Society of Arts (now the Royal Society of Arts), which initially ran the scheme. It was later administered by the London County Council and then the Greater London Council but has been the responsibility of English Heritage since the latter's demise in 1986.

Standard

The original plaques were blue but plaque-makers created brown, terracotta, green, bronze, lead and stone plaques early on in the scheme's history. Various shapes, such as squares and rectangles, were also used. The blue roundel that is used today only became standard after World War II. To be 'official', a plaque must bear the name of one of the four successive bodies that have run the scheme.



Individuals from all backgrounds have been celebrated under London's blue plaque scheme, including writers, artists, actors, doctors, scientists, engineers, industrialists and entrepreneurs, lawyers and politicians. The first blue plaque was

awarded to the poet Lord Byron in 1867 but his house in Holles Street, near Cavendish Square, was demolished in 1889. Today the site is occupied by a John Lewis department store but a Westminster City Council plaque pays homage to Byron. The oldest surviving plaque belongs to Napoleon III, the last French emperor. The French imperial eagle is depicted on the plaque which was erected in 1867.



Only 18 London houses carry two plaques, so this is statistically unusual. Examples of double commemorations include 20 Maresfield Gardens (Sigmund Freud and Anna Freud - below) and 29 Fitzroy Square



(George Bernard Shaw and Virginia Woolf). Blue plaques celebrate the relationship between people and place, so English Heritage only awards them if there is a close link between a person and a surviving building. It no longer fixes plaques if the original building associated with a person has been demolished (or is changed beyond recognition) because the strongest connection between person and place will have been lost.

Significance

Blue plaques don't carry any legal status to protect buildings but they do raise awareness of their historical significance and so can help to preserve them. For example, the homes of Oscar Wilde in Chelsea and Van Gogh in Stockwell were preserved because of the historic associations celebrated by their blue plaques.



There is just one blue plaque in the City of London – except that it isn't blue but terracotta and commemorates Dr Samuel Johnson who wrote the Dictionary of the English Language, published in 1755. It was put up in 1876 by the Society of Arts in Gough Square, just north of Fleet Street. Outside London, many local councils and civic societies run similar plaque schemes. English Heritage piloted a national project between 2000 and 2005 but found that other organisations were already covering much of the work, so it was decided to focus solely on London. Similar schemes have been pioneered around the world.

Nominations

The blue plaque scheme depends on nominations from the public to English Heritage. To qualify, a nominee must have been dead for at least 20 years. There can only be one blue plaque per person and no more than two per building. At least one building associated with the individual must survive within Greater London (but outside the City of London, which has its own scheme). In addition, the building must exist in a form that the person would have recognised and be visible from a public highway.

Nominees are subject to strict historical research in order to be shortlisted. English Heritage's Blue Plaques Panel of experts meets three times a year to decide the shortlist. Proposals may be rejected for several reasons, for example, if a subject is deemed to have insufficient historic significance or if there is only a tenuous connection to a London building. It usually takes two to three years from shortlisting to unveiling a blue plaque because English Heritage has to work through a shortlist and then obtain consent from the current building owners. It may also be necessary to obtain Listed Building consent. The unique blue plaques take several months to man-

ufacture, being handmade by skilled craftspeople and kiln fired twice.

London legends

Famous London business people who are commemorated with blue plaques include Walter Bagehot (1826-1877), the writer, banker and economist at 12 Upper Belgrave Street in Belgravia. In 1860, he became editor of *The Economist*, a position he held until his death. His most famous work is *The English Constitution*, a learned account of the workings of government.

Sir Jack Cohen (1898-1979), the founder of Tesco Stores, is commemorated at his childhood home at 91 Ashfield Street, Whitechapel. Furniture designer and retailer Sir Ambrose Heal (1872-1959) is remembered with a blue plaque at The Five Court in Pinner where he lived between 1901 and 1917. The Lansdowne Club in Mayfair carries a blue plaque for upmarket department store owner Harry Gordon Selfridge (1858-1947).

The contribution of William Hesketh Lever, 1st Viscount Leverhulme (1851-1925), who founded the soap and cleaning products company Lever Brothers with his brother James in 1885, is recognised with a blue plaque at Inverforth House in Hampstead where he lived for his entire life. He began by manufacturing Sunlight Soap and later headed a business empire with many famous brands such as Lux and Lifebuoy. He was also a noted philanthropist.

Investment bankers John Pierpont Morgan (1837-1913) and Junius S. Morgan (1830-1890) have a joint blue plaque at 14 Princes Gate in Kensington where they lived from 1858 onwards. An earlier banker and philanthropist, George Peabody (1795-1869), was given a blue plaque at 80 Eaton Square in Belgravia where he died.

Commemorative plaques are of interest to people of all ages and backgrounds in London, both residents and visitors. If you would like to celebrate a prominent individual who doesn't already have a plaque, contact English Heritage.

www.english-heritage.org.uk

Alexa Michel is a business information executive at LCCI

Threat to London's emergency service

More than half of London's emergency service workers live outside London, raising concerns about London's preparedness to respond to major incidents.

A new LCCI report *Living on the Edge: Housing London's Blue Light Emergency Services*, launched in June, found that high housing costs mean that a total of 54 per cent of frontline 'blue light' police, fire and paramedic staff now live outside London and have to commute into the capital.

Blue light workers interviewed for the report said lengthy travel times and inevitable travel delays, added to the stress and strain of shift working - and could impact on the emergency services' response.

LCCI has made six recommendations to the Mayor from changing planning guidelines to providing rental deposit loans to the Mayor becoming the landlord for emergency services housing.

LCCI chief executive Colin Stanbridge said: "The findings, and in particular some of the comments from members of the emergency

services, do give one cause for concern.

"The report has found that a majority of London's main 'blue light' emergency services workers live

outside London. As London moves towards becoming a 'megacity', the preparedness of 'blue light' emergency services is a matter that the new Mayor - and the new Assem-

bly - will want to comprehensively examine."

Fiona Twycross AM, chair of the GLA London Resilience Forum welcomed the report and its practical implications. "In the event of a major incident it is the dedicated staff from our blue light services who we will rely on, so we owe it to them to take action.

This is an issue high on my agenda as newly appointed Chair of the London Resilience Forum. I look forward to working with relevant agencies to address this issue".

In preparing the report LCCI heard how earnings in the NHS had gone up by three or four per cent compared with travel costs of 35 per cent and housing costs of a third. In addition, subsidised travel for police officers has been discontinued for new recruits after 2014.

Representatives from the blue light services said that in some cases London workers were better off employed elsewhere. The Metropolitan Police Federation said that travel times together with long shifts contributed towards "huge stress levels".

Living on the edge - recommendations

The Mayor of London should:

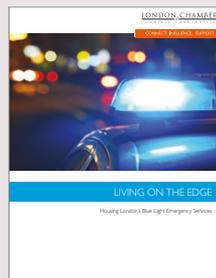
- ask the London Resilience Forum to consider how London's preparedness may be impacted by a majority of 'blue light' emergency services workers living outside London.
- explore the feasibility of Rental Deposit Loans for full-time, permanent, operational staff in the London Fire Brigade and London Ambulance Service.
- consult local authorities on an alteration to the London Plan to identify the need for emergency services housing as

an important planning issue.

- consider assuming an Owner - Landlord position for housing stock for London 'blue light' emergency services workers.

A dedicated unit should be established within the Mayor's new 'Homes for Londoners' agency to act as an intermediary to secure, commission or build homes specifically to rent to emergency services workers.

Homes for Londoners should work with the London boroughs to bring local authority empty homes back into use for London emergency services workers to rent.



Business Transformation through Big Data

Course dates:
5th - 9th September 2016

Venue:

The University of Liverpool in London
33 Finsbury Square
London EC2A 1AG

Delegate Fee:

1 day course - £400
2 day course - £800

Courses:

- Programming for Big Data
- Statistics for Big Data
- Principles of Big Data
- Social Media to Business Intelligence
- Geographical Data Science

For more information, please contact:

Louise Hobson
E: l.hobson@liverpool.ac.uk
T: 0151 795 4241
www.liverpool.ac.uk/london/cpd



LIFE CHANGING
World Shaping

July 2016

01/07/16 Time 10.00-12.00 ALL MEMBERS AND NON MEMBERS

Philippines Roundtable**Venue:** London Chamber of Commerce, 33 Queen Street, London EC4R 1AP**Nearest stations:** Bank and Cannon Street**Patron Member and Premier Plus Member: Complimentary**
Non Member: £10.00**Contact:** Olivia Ronayne **Tel:** 020 7203 1823**Email:** oronayne@londonchamber.co.uk

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

06/07/16 Time 12.30-14.30 ALL MEMBERS

Time To Talk Business**Venue:** Charlton Events, Delaware North at Charlton Athletic Football Club, The Valley, Floyd Road, London SE7 8BL**Nearest station:** Charlton**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Samantha Shepherd **Tel:** 020 7203 1965**Email:** sshepherd@londonchamber.co.ukEAST LONDON CHAMBER
COMMERCE AND INDUSTRY
(Incorporating Docklands Business Club)

07/07/16 Time 08.15-09.30 ALL MEMBERS

Capital 500 Quarterly Economic Survey Quarter 2 2016**Venue:** RadcliffesLeBrasseur, 85 Fleet Street, London EC4Y 1AE**Nearest station:** City Thameslink**Patron and Premier Plus Member: Complimentary**
Local Member Complimentary**Contact Events Team Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

13/07/16 Time 07.45-09.00 PATRON AND PREMIER PLUS MEMBERS

Cereal Networking**Venue:** Jamies Wine Bar, 1 Fleet Place, Holborn Viaduct, London EC4M 7RA**Nearest station:** City Thameslink**Patron and Premier Plus Member: Complimentary****Contact Events Team Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

13/07/16 Time 12.00-14.00 ALL MEMBERS

Connect 4 Lunch**Venue:** DoubleTree by Hilton Hotel London - Ealing, 2-8 Hanger Lane, Ealing, London W5 3HN**Nearest station:** Ealing Common**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Donna Subero **Tel:** 020 7556 2394**Email:** dsubero@londonchamber.co.uk

14/07/16 Time 18.00-20.30 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-member: £49.00*****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

21/07/16 Time 09.30-11.00 LOCAL MEMBERS AND NON-MEMBERS

Maximise Your Membership**Venue:** London Marriott West India Quay, 22 Hertsmere Road, Canary Wharf, London E14 4ED**Nearest station:** West India Quay**Local Member, Member's Guest and Non-member: Complimentary****Contact:** Samantha Shepherd **Tel:** 020 7203 1965**Email:** sshepherd@londonchamber.co.ukEAST LONDON CHAMBER
COMMERCE AND INDUSTRY
(Incorporating Docklands Business Club)

22/07/16 Time 19.00-21.00

Asian Business Association Reception**Venue:** House of Lords, London SW1A 0PW**Nearest station:** Westminster**By Invitation Only****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk**How to book your place(s) at a London Chamber of Commerce event**Visit londonchamber.co.uk/events to book your place/s on any of the above events following the instructions below.

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

27/07/16 Time 12.00-14.00

ALL MEMBERS

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

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

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**Patron Member, Premier Plus Member and Member's Guest: £39.60****Contact Events Team Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

August 2016

03/08/16 Time 12.00-14.00

PATRON AND PREMIER PLUS MEMBERS

Changing Places Lunchtime Networking**Venue:** University of Liverpool in London, 33 Finsbury Square, London EC2A 1AG**Nearest stations:** Liverpool Street and Moorgate**Patron Member, Premier Plus Member and Member's Guest: Complimentary****Contact Events Team Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

03/08/16 Time 12.30-14.30

ALL MEMBERS

Time To Talk Business**Venue:** Leyton Orient Football Club, The Matchroom Stadium, Brisbane Road, Leyton, London E10 5NF**Nearest station:** Leyton**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Samantha Shepherd **Tel:** 020 7203 1965**Email:** sshpherd@londonchamber.co.uk

EAST LONDON CHAMBER
COMMERCE AND INDUSTRY
(incorporating Docklands Business Club)

09/08/16 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-member: Complimentary****Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran.croydon@londonchamber.co.uk

CROYDON
CHAMBER
OF COMMERCE & INDUSTRY

17/08/16 Time 08.30-10.30

ALL MEMBERS AND NON-MEMBERS

LCCI Prestige Summer Breakfast**Venue:** Sky Bar, Grange St Pauls, 10 Godliman St, London EC4V 5AJ**Nearest stations:** City Thameslink, Blackfriars and St Paul's**Patron Member 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

24/08/16 Time 18.00-20.00

ALL MEMBERS

Make Your Own Bellini Evening**Venue:** G&Tea Lounge Bar, London Marriott Hotel West India Quay, 22 Hertsmere Road, London E14 4ED**Nearest stations:** West India Quay and Canary Wharf**Patron Member, Premier Plus Member and Local Member: £17.00****Contact:** Samantha Shepherd **Tel:** 020 7203 1965**Email:** sshpherd@londonchamber.co.uk

EAST LONDON CHAMBER
COMMERCE AND INDUSTRY
(incorporating Docklands Business Club)

25/08/16 Time 12.00-14.00

ALL MEMBERS

The Grapevine Network**Venue:** Holiday Inn Express London – Croydon, 1 Priddy Yard, Croydon CR0 1TS**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

CROYDON
CHAMBER
OF COMMERCE & INDUSTRY

September 2016

07/09/16 Time 12.30-14.30

ALL MEMBERS

Time To Talk Business**Venue:** TBC**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Samantha Shepherd **Tel:** 020 7203 1965**Email:** sshpherd@londonchamber.co.uk

EAST LONDON CHAMBER
COMMERCE AND INDUSTRY
(incorporating Docklands Business Club)

15/09/16 Time 18.30-20.30

PATRON AND PREMIER PLUS MEMBERS

Women in Business – An Inspiring Networking Evening with guest speaker Julie Meyer MBE, Chairman and Chief Executive, Ariadne Capital**Venue:** London Capital Club, 15 Abchurch Lane, London EC4N 7BW**Nearest stations:** Cannon Street and Bank**Patron Member and Premier Plus Member: £30.00****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

20/09/16 Time 09.00-16.30 ALL MEMBERS AND NON MEMBERS

International Business Training: VAT on International Transactions**Venue:** ETC Venues, Garfield House, 86 Edgware Road, London W2 2EA**Nearest station:** Marble Arch**Patron Member and Premier Plus Member** £354.00**Local Member** £414.00**Non-member** £414.00**Contact:** Olivia Ronayne **Tel:** 020 7203 1823**Email:** oronayne@londonchamber.co.uk

22/09/16 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

29/09/16 Time 12.00-14.00 ALL MEMBERS

The Grapevine Network**Venue:** Jurys Inn, Wellesley Road, Croydon CR0 9XY**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

29/09/16 Time 18.00-20.00 ALL MEMBERS

Changing Places Evening Networking**Venue:** The Exhibitionist Hotel, 8-10 Queensberry Place, London SW7 2EA**Nearest station:** South Kensington**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

October 2016

04/10/16 Time 12.00-14.00 PATRON AND PREMIER PLUS MEMBERS

Changing Places Lunchtime Networking**Venue:** Mint Leaf Restaurant and Bar, Suffolk Place, St James's, London SW1Y 4HX**Nearest station:** Piccadilly Circus**Patron Member, Premier Plus Member and Member's Guest: Complimentary****Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

05/10/16 Time 12.30-14.30 ALL MEMBERS

Time To Talk Business**Venue:** Holiday Inn Express London – ExCeL, 1018 Dockside Road, London E16 2FQ**Nearest station:** Royal Albert**Patron Member, Premier Plus Member, Local Member and Member's Guest: Complimentary****Contact:** Samantha Shepherd **Tel:** 020 7203 1965**Email:** sshpherd@londonchamber.co.uk

12/10/16 Time 17.45-20.30 ALL MEMBERS AND NON 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

13/10/16 Time 08.15-10.00 PATRON AND PREMIER PLUS MEMBERS

Property and Construction Breakfast Club with guest speaker Donagh O'Sullivan, Managing Director, Galliard Homes**Venue:** CBRE, Henrietta Place, London W1G 0NB**Nearest station:** Bond Street**Sponsored by:** Bond Bryan Architects, CBRE, Middlesex University and Willis Towers Watson**Patron Member and Premier Plus Member:** £45.00**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

26/10/16 Time 09.00-16.30 ALL MEMBERS AND NON MEMBERS

International Business Training: Export Documents**Venue:** ETC Venues, Garfield House, 86 Edgware Road, London W2 2EA**Nearest station:** Marble Arch**Patron Member and Premier Plus Member** £354.00**Local Member** £414.00**Non-member** £414.00**Contact:** Olivia Ronayne **Tel:** 020 7203 1823**Email:** oronayne@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.

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- All prices are inclusive of VAT
- For free events book by following the instructions under each event's entry on our online events diary



LCCI events highlights

■ Transport Dinner

Join leading representatives from the transport industry at this prestigious event to hear **Rt Hon Patrick McLoughlin MP, Secretary of State for Transport**



discuss transport strategy and the transport issues affecting business in the capital on **Wednesday 2 November**. The event will be held at the iconic five star hotel, **The Berkeley** and provides the opportunity to make new business connections and strengthen existing relationships. Tickets start at £220 per person, inclusive of VAT.

■ Women in Business

This evening reception celebrates women in business who have positively contributed to the business landscape, inspiring change. We are delighted to be joined by **Julie Meyer MBE, Chairman and Chief Executive, Ariadne Capital**, who will talk about her remarkable career journey. Taking place on **Tuesday 15 September** this event is for Patron and Premier Plus members only at £30.00 inclusive of VAT.

■ Property and Construction Breakfast Club

Don O'Sullivan, Managing Director, Galliard Homes will be our keynote speaker at the breakfast on **Thursday 13 October**. Sponsored by **Bond Bryan Architects, CBRE, Middlesex University – BIM Management and Willis Towers Watson**, the event is open to Patron and Premier Plus members only at £45.00 inclusive of VAT per person.

■ Summer Breakfast

Embrace morning networking in style at our inaugural 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 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 Lunchtime Networking

The next lunchtime reception of the year will be hosted at **University of Liverpool in London** on **Wednesday 3 August** from **12.00pm - 2.00pm**. This complimentary event is open to Patron and Premier Plus members only.

■ Cricket at The Kia Oval

Join the LCCI team and watch **Surrey v 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.



ADVERTORIAL

Top tips for tech start-ups

Early stage technology-based companies are being urged to take advantage of a series of tips published by a Centre for Innovation in the East.

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]



The Stafford London

by Jo Wallis

Staying in Town



Tucked away in a quiet part of Mayfair, stretched across numbers 16-18 St. James' Place is The Stafford, a stunning 5-star hotel full of charm and character, with an interesting history dating back to the 17th century.

Number 17 was most famously owned by Lord and Lady Lyttelton, ancestors of Diana, Princess of Wales and her brother, Earl Spencer. A few doors away is the official Spencer family residence: London's most magnificent eighteenth-century aristocratic palace.

The Stafford was founded in 1912 incorporating numbers 16 and 18 to form the stately red-bricked building it is now.

Heart of Mayfair

The most scenic way of reaching the hotel is a short walk from Green Park tube station (Piccadilly line) via the Queen's Walk, a path which runs alongside Green Park itself, and then through an unassuming alleyway which leads directly to the hotel's entrance. The hotel can also be accessed from St James' Street, just off Piccadilly.

The hotel is situated in the heart of Mayfair in an area that showcases the very best of British design and products – think Fortnum and Mason, round the corner in Jermyn Street. Buckingham Palace and St James' Palace are also a few steps away, making The Stafford a fantastic base from which to explore.

First impressions are that of a traditional, quintessentially English hotel. With friendly doormen who show you into an elegant reception area. The service is top class and more than meets expectations of a leading 5-star hotel.

Courtyard

The Stafford is made up of 105 bedrooms and suites which are split across three buildings: the Main House, Carriage House and Mews Suites. I was fortunate enough to stay in a Junior Mews Suite situated within the hotel's private



cobbled courtyard.

Decorated in subtle gold, white and coffee colours with cedar wood furniture, the suite was elegant and lavish, but homely at the same time. Junior suites consist of a very comfortable king-sized bed, adorned with monogrammed, luxurious linen. A widescreen HD TV and iPod docking station are available in a comfortable seating area alongside a working desk with complimentary stationary.

There is a spacious, luxurious en suite bathroom with a separate bath and shower and elegant 'his and hers' sinks with luxurious Floris toiletries, bath robes and slippers.

The American Bar



The hotel has a number of very special features – one of which is the American Bar (open daily for breakfast, lunch and dinner) which is an institution in itself. The bar is home to a fascinating collection of American memorabilia with previous guests' items such as baseball caps, model planes and

ties hanging from the ceiling and signed celebrity photographs covering the walls.

I recommend ordering a pre-dinner signature cocktail from the extensive menu. I sampled the vodka-based Spitfire cocktail which was served with a selection of complimentary bar snacks including delicious green olives, crisps and Japanese crackers.

The Lyttelton



Named after the former owners, The Lyttelton is an elegant, light, beautifully decorated restaurant with a serene, tranquil feel.

For a starter, I chose the leek and potato soup with black pudding and a poached egg. An unusual combination which worked very well. For main, I dined on melt-in-the-mouth, slow-roasted pork belly and celeriac fondant with apple purée. For dessert, I recommend the white chocolate crème brûlée with dark chocolate ice cream and milk chocolate espuma which was stunning.

The Lyttelton has been awarded two AA Rosettes for culinary excellence. I was served by restaurant manager, Maciej Ratajczyk whose recommendations were very helpful and who was attentive to dietary needs offering a variety of alternatives to suit.

The meal was accompanied with some delicious wine carefully chosen to accompany each course and expertly chosen by the hotel's master sommelier Gino Nardella. Don't miss a visit to the unique, 380-year-old Wine Cellars where Gino can be booked for a wine tasting or wine pairing session. The cellars can also be reserved for private dining events.



During World War II, The Stafford served as a club for American and Canadian officers stationed overseas and now houses a small museum with an interesting, authentic collection of items from the conflict.

The next morning, I was more than happy to be back in The Lyttelton for a hearty breakfast where a variety of delicious breads, cheeses, meats, cereals and fresh fruit were on offer. I chose The Stafford English Breakfast which was perfect.

Oasis

Whether meeting clients for a business meeting over lunch in The Lyttelton, or post-work cocktails in The American Bar, The Stafford offers a calm oasis away from the hustle and bustle of the city. For the wow factor, an event in the Wine Cellar would certainly be an unforgettable experience. The Stafford is a unique, special hotel, in a great location with so much to offer – a first class hotel with a first class offering.

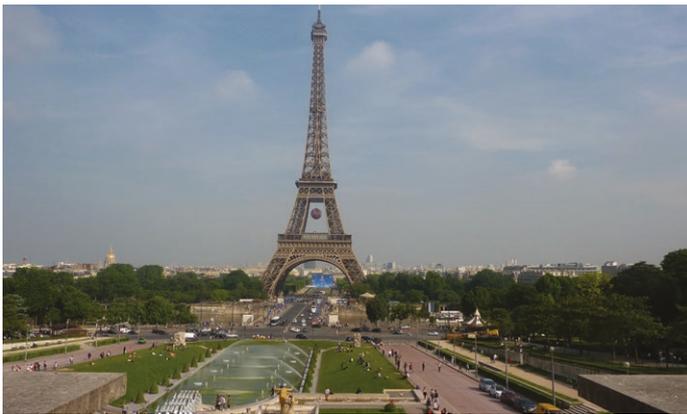
London and Paris

Mayor of Paris Anne Hidalgo was quick off the mark to congratulate Sadiq Khan on his election in London and the two civic leaders subsequently joined forces to discuss greater cooperation between the two capital cities on counter terrorism as well as issuing a joint appeal to EU legislators to help cut pollution.

While Mayor Khan went on a round-Britain trip to boost the 'Remain' vote in the EU referendum, Mayor Hidalgo was facing floods and strikes in Paris in advance of France's hosting of the UEFA Euro football tournament. Plenty of Brits were making the trip and P&O Ferries announced a surge in bookings for travel across the English Channel.

It ultimately ended in tears

for England with an ignominious defeat by Iceland, a country of 330,000 people and a part-time football league. At one time things were looking good – for English soccer and business. If England had beaten (and not drawn with) Slovakia in the last group stage game, they would have been lined up for a Saturday match about which prospect LCCI chief executive commented: "There is certain to be a significant boost to the capital. England playing on a Saturday would be ideal for London's economy because of the event greater increase in numbers going out to watch the game and the amounts they will spend. A primetime sporting event will have that effect, and England is the biggest draw of all." Ah well, it just wasn't to be ...



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Two minute interview

Heather Matthews, managing director of Little's



Photo by Caroline Grancycome

Who are you?

I am the managing director of Little's, a fifty years old global chauffeur drive company with headquarters in Scotland, and a large London client base.

What is your connection with the London Chamber of Commerce?

We have been a member of other Chambers and have found their network hugely beneficial, and we recently joined the London Chamber to make new contacts in London. Our London business development manager, Neil Barton, is keen to meet other Chamber members and tell them about our company and the services we offer in London and worldwide.

What was your first job in London?

I have never lived in London, but have been travelling to London to meet with clients for the past 25 years, mainly in the City and Canary Wharf.



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

Last year I was one of eight finalists at the Scottish Business Awards for Female Business Leader of the Year, and six weeks later my company won Scottish Family Business of the Year. This was the culmination of three years' work by myself and my staff as we launched a new brand identity, a new website and an innovative client portal in 2014 and 2015.

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

I don't hate anything about my job. I am lucky to have such a great product to offer to our valued clients but I suppose my job is sometimes made more difficult when clients assume that chauffeur drive is comparable with a taxi. This happens particularly with new customers who are unfamiliar with the level of service we provide, which is enhanced by a large office team providing 24/7 back up and support to clients, and chauffeurs on the road. Chauffeur driven cars are a business tool, mainly used by corporate clients, who need an efficient and discrete method of transport. Once clients use us, they quickly see the difference.

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

Tom Hunter is a Scottish entrepre-

neur whom I greatly respect, particularly in terms of his philanthropic and social enterprise ethos.

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

We work very closely with destination management companies and saw an increase in the requirement of chauffeur driven cars, MPVs and coaches from them over the period of the London Olympics. It introduced new destinations such as Weymouth, Portland and Lee Valley to the UK and international sporting community, which in turn further increased our reach across the country.

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

I find the transport system in London very efficient. I tend to fly into London City Airport, and find the city very accessible by train or car from there. I think that the extended tube hours will benefit the city, as long as engineering works are carried out at considered times.

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

The licencing system for chauffeur cars in London can be cumbersome, but I understand the need for regulation in this area as it is important to protect clients from unscrupulous operators.

What is your favourite and least favourite thing about London?

I love the small parks and green spaces which I come across when I have spare time between meetings, often I can sit on a bench and feel as if I am not in a bustling capital city. I would say my least favourite thing would be the lack of time everyone has, and the

"I have strong family values and a work ethic which means I value integrity above all else."

way people rush about and push past each other on the tube.

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

The constant roadworks and road closures make our job more difficult, particularly on the main access points such as London Bridge. I think an assessment of major junctions and roads in the city now that so many high-rise buildings are being built in a relatively small area would benefit the whole city.

What drives you (no pun intended) and keeps you doing what you do each day?

I have strong family values and a work ethic which means I value integrity above all else – it is part of the inheritance from my father who started the business in 1966. I am not in it for the short term, I believe in building relationships and taking a holistic view of my business to try and ensure we are still around in another fifty years.

www.littles.co.uk



Tackling construction skills shortages



by Brian Smith

There is a lack of skilled labour in UK construction that is proving to be a problem across all sectors of the industry. It is a problem that has been building for decades and its cause has many roots. Foremost amongst them is a lack of foresight among educators and employers in creating vocational training programmes and other initiatives which spur the development of a workforce sufficiently large enough to service the needs of the UK construction industry.

Many companies already are committed to the traditional approach of training students at colleges and in apprenticeship programmes. Those are relationships that should be encouraged, supported and expanded. But our industry should also be challenged to think outside-the-box for solutions to our construction skills shortages.



Photo: posed by model

Initiative

Last year MACS Plasterboard Systems, working closely with HM Prison Highpoint in Suffolk (a Category-2 prison with 1,300 inmates), embarked on a bold and exciting new initiative to train prisoners for post-incarceration careers in construction.

The reasons for doing this were

simple, and the potential benefits clear. Prisoners are a potential source of labour to a UK construction industry that is short of workers. Preparing prisoners for employment after release benefits the UK taxpayer - the annual cost to the UK Exchequer from ex-prisoners re-offending is £13 billion per year.

“An important part of keeping offenders from re-offending is to give them the tools and confidence of getting into the workforce.”

That figure came directly from the Prime Minister, who earlier this year announced sweeping prison reforms which are designed to give prison governors much more flexibility in running their respective prisons.

After careful consultation and planning with the HMP Highpoint Governor, MACS was asked to come into the prison and train prisoners (on-site at Highpoint) for careers in construction after release from the prison system.

“The idea to create the in-prison training scheme came to me after

Continued on page 31

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A marriage of equals



Sarah Jones argues that the power shift between big brands and startups is a new force for good

We love entrepreneurs at my communications agency. Of course we're very proud to have worked with some of the world's biggest brands, but startups are increasingly leading the innovation stakes and disrupting whole industries from the bottom up. For professional storytellers this is a very exciting space to play in.

And we're not alone. As an agency with clients on both ends of the scale we have witnessed a palpable shift in power between the two. Where the end goal of many startups was once to attract corporate investment, the past few years have seen this blossom into a two-way relationship – with corporates beginning to understand that the true value of the startup generation is more than monetary.

Collaboration

This is something of a new frontier from a communications perspective. Historically, the conversation has centred on two angles: startups were either disrupting or securing investment. Now a third angle, collaboration, is increasingly relevant. The PR wins from each camp are obvious: corporates can appear forward-thinking and inclusive while entrepreneurs benefit from brand power and fame by association. However, in an increasingly transparent world, this must not be merely a badging exercise by either party.

In 2013 when Dell once again became a private company, Michael Dell announced that the company was "the world's largest startup". This was a calculated choice of words, given the timing at the start of the post-recession entrepreneurial boom, but it was far from a token statement. Today, the 'Dell for Entrepreneurs' programme runs across six markets and "entrepreneurial behaviour" is now a key performance metric for Dell employees.

Shift

But it's not just about showcasing inclusivity. The past decade has seen a huge cultural shift, partially

recession-fuelled, towards chasing passions instead of pay-cheques. The pre-millennial dream of a stable corporate job and a decent pension scheme has been replaced by a generation that champions entrepreneurship, work-life balance and innovation that drives social change. Corporates must align themselves with this movement or risk alienating future talent.

Of course, this is far more than a communications piece. In a 2014 survey by KPMG, 88 per cent of corporate respondents felt that interaction with startups was essential for their innovation strategy. In the wake of young tech companies like Uber, Airbnb and Spotify supplanting traditional business models, big companies are waking up to the importance of innovation to stay in the game. By their very nature, startups are innovative and solution-focused, and forward-thinking corporates understand that they are well placed to harness technology to revamp their business models and defend and grow market position. Working with startups allows businesses to develop and test new technologies and service solutions at a lower cost and with less risk to their core operations.

Recently, I was at the launch of

the not-for-profit accelerator, Mass-Challenge, where a spokesperson from their sponsor IBM gave a speech. Addressing the hundreds of startups in the room she openly admitted that "we cannot innovate as fast as you can. We need you to drive innovation in our enterprises."

Leverage

The challenge for businesses now is to understand how to leverage these partnerships effectively. Investment will always be an attractive proposition for a startup but, with the advent of crowdfunding, reliance on purely financial input has diminished somewhat. The growth of the corporate accelerator is an indication of this new, more discerning startup. Research by innovation charity Nesta found that nearly one third of European accelerators were run or supported by corporates at the start of 2015 – a figure continuing to rise. The programmes, which provide a blend of mentorship, training, work space and legal services (as well as opportunities for funding) are in many cases more valuable to a startup than financial aid. Importantly, working with big businesses gives startups the opportunity to test their products for market; as numerous reports sug-

gest, the majority of startups fail simply because there is no market for their product. And here is where things get interesting for medium sized businesses: a lack of big budget doesn't mean SMEs don't have something interesting to offer startups, and the opportunities to benefit from innovation remain the same on a smaller scale.

In 2014, Digital Genius was selected by Unilever's Foundry programme to develop a solution for Knorr's problem of promoting product to African and Asian markets that communicated via SMS instead of the internet. The solution, in which customers could text their available ingredients to Chef Wendy, an algorithm-based technology that replied with recipe recommendations, garnered global praise. As more of these success stories roll in, corporate/startup collaborations will continue to gain pace. One thing is certain, startups and global brands alike are waking up to what they can gain from each other, which goes far beyond the financial.

Sarah Jones is a leading light at apple tree communications
www.appletreecomunications.com

Housing London: 2020 and beyond

London is not just the UK capital but one of the world's greatest cities and an economic powerhouse on the international stage. However with a population surging toward nine million by 2020 and ten million by 2030, London is facing a challenge around housing affordability – to buy and to rent – alongside noticeable skills shortages.

This situation is already impacting on both employers and employees. If unchecked what will this mean for job creation, economic growth and future prosperity?

The WhatHouse? New Homes Debate in partnership with the London Chamber of Commerce and Industry (LCCI) and Show House magazine will discuss these

pivotal challenges in an event to be held at the Emirates Stadium, London, home of Arsenal Football Club on Tuesday September 20th.

Influential and respected leaders from the fields of housing, politics and transport will debate the issues that are key to London's future, in front of an invited audience from the housebuilding and new homes industry.

Solutions

The debate will seek to identify practical solutions to help policymakers and decision-takers to be in a strong position to provide housing for London 2020 and beyond.

There will be panel sessions looking at the housing legacy of Boris Johnson, as well as how the

new Mayor Sadiq Khan will meet the challenges, as well as keynote addresses from some of the most influential names in housing, planning and transport.

The Emirates debate will also feature workshops around key issues such as liberating more land and empowering more housebuilders - talking to developers, politicians and other major stakeholders.

The WhatHouse? New Homes Debate in partnership with Show House magazine and London Chamber of Commerce and Industry
@ Emirates Stadium, London – Tuesday 20th September 2016

www.showhouse.co.uk

Tackling construction skills shortages (continued from page 29)

I attended The Employability Fayre at HMP Highpoint” in 2014, explains MACS Chief Executive Tom McLoughlin.

The event is part of the Prison’s attempt to have employers consider hiring ex-prisoners, a move that helps reduce the huge recidivism rate of offenders.

“An important part of keeping offenders from re-offending is to give them the tools and confidence of getting into the workforce,” says McLoughlin. “It was a no-brainer, the construction industry has a skills shortage and there is a job opportunity for those prisoners who want to take it.”

Intensive

MACS created two-day training modules at which a team of four MACS instructors enter Highpoint prison and conduct the intensive hands-on course, specially designed to give inmates basic skills which will enable them to find employment as a general labourer on virtually any construction job site in the country.



MACS also advise the inmates while still incarcerated on how to obtain CSCS cards. That means in theory that the very next day after his release from prison, an ex-prisoner (with a CSCS card) can be working and earning.

The training modules have been greatly received both by prisoners and prison staff since its launch in January. Each of the modules have been heavily over-subscribed.

“This new initiative created by MACS at Highpoint is offering real employment opportunities for prisoners on release and help-

ing ensure that they have the skills to turn their lives around and not create more victims on release,” explains Steve Phillips, head of reducing re-offending, HMP Highpoint

The initiative was the brainchild of McLoughlin, but its success would not have been possible without the participation, support and encouragement of industry suppliers Saint Gobain, British Gypsum and Gibbs & Dandy. Materials and tools for the modules are donated by these firms free of charge.

Partnership

“We’re committed to supporting industry by delivering quality skills training. These skills provide people with a life-long trade that our country needs. Working in partnership to achieve this means we can do more, and we can go quicker,” explains Mike Caldecott of Saint Gobain UK and Ireland.

“Through our work at Highpoint Prison we’re able, through our strong partnership with MACS, to help rehabilitate individuals back into local communities to support those communities with the newly developed skills that our industry needs.”

Each training module at HMP Highpoint can accommodate eight inmates, each of whom will be equipped with a complete set of tools. MACS is currently in discussion to extend this initiative to other prisons within HM Prison service.

Brian Smith is communications director at MACS Plasterboard Systems

www.macsplasterboards.co.uk



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Q...

I’ve got a trade mark registration so I’m protected and I don’t need to think about it any more

A...

Yes and no.

Firstly, for a trade mark registration to remain valid and enforceable the mark as registered must be in use in connection with the goods and/or services covered by the registration. So, if the registration covers a mark that has since been altered, for example a logo has been updated, then it is likely that you need to file a fresh application to protect the new version of the mark (and allow the old registration to lapse when due for renewal).

Secondly, it is rare for a business not to develop and extend the range of its goods and services and/or its geographical scope. However it is quite normal for traders to forget to consider that this may well mean that the trade mark protection which they have is no longer sufficient. It is important that the scope of trade mark protection is reviewed on a regular basis so that it can be extended or replaced as the business develops.

Finally, law develops over time and it may well be that the way in which your trade mark has been protected is not now appropriate. For example it was a common practice to register logo marks in black & white, or grey scale, in an attempt to cover all colour versions. As a result of recent case law this is not now always appropriate and it may well be a good idea to file an application to protect the mark in the colours in which it is used.

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



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Business 'ill-equipped' to deal with disabled customers' complaints

Businesses still struggle to deal adequately with complaints from disabled customers and are risking unnecessary litigation and reputational damage due to an absence of common sense policies and procedures, according to a leading disability consultant.

Tracey Proudlock, founder of inclusive design consultancy Proudlock Associates, believes there is still a significant disconnect between disabled customers and businesses when it comes to resolving complaints, with a more considered, collaborative approach called for to avoid pain on both sides.

The claim was brought into sharp focus in June as the Supreme Court considered the Paulley v First Group case, where a wheelchair user was denied access to a bus where the dedicated wheelchair space was already taken by a sleeping child in a buggy. If the Court upholds the original deci-

sion that Paulley was discriminated against it will leave the door open to many more costly claims from dissatisfied disabled complainants. Typically, costs for businesses falling foul of the goods and services provisions of the Equality Act run into five figures in addition to costly reputational damage.

Fallout

"Business has taken great strides in recent years to give disabled customers the service they deserve but when things do go wrong, many still don't know how to best deal with the fallout," commented Tracey Proudlock, herself a wheelchair user.

"The reality is, complaints from disabled people should be dealt with in a category of their own. If handled sympathetically, the vast majority of complaints can be resolved quickly and efficiently without the need for litigation, which is rarely a satisfactory outcome

"Business has taken great strides in recent years to give disabled customers the service they deserve but when things do go wrong, many still don't know how to best deal with the fallout."

for either party, regardless of the result.

"With the 'purple pound' worth around £221 billion in the UK alone, giving disabled customers the service they deserve isn't merely the right thing to do, it makes great business sense. The First Group case exemplifies the chal-

lenges companies can face when disabled customers aren't afforded the rights they deserve and should serve as a potent reminder that the provisions of the Equality Act simply can't be overlooked, regardless of how unusual the circumstances might be."

To help businesses better get to grips with complaints from disabled customers, Proudlock Associates is launching Resolve, a service to help companies work with disabled complainants who believe they have been partly or wholly denied access to a service or experienced poor accessibility. The firm will work with complainants to reassure them that the issue will be dealt with swiftly and efficiently and help businesses put in place more consistent and better communicated policies to avoid recurring issues and the threat of litigation.

www.proudlockassociates.com

Investing in young people

Capita Shareholder solutions, part of Capita Asset Services, has become the first company in London to be presented with the Investment in Young People Award (IiYP).

LCCI patron member, Capita has demonstrated a clear, long-standing programme of activity, working with local schools to offer support at careers events and taken young people through a planned work experience programme. The company also employs a large number of young people on its Career Launch and Apprenticeship programmes where they continue their work based training.

The award was presented to Justin Cooper, chief executive officer of Capita Shareholder solutions by the Mayor of the London Borough of Bromley, Councillor Ian Payne, at a ceremony which heard from three of Capita's own young employees who were first introduced to the company through its engagement with local schools.



Opportunity

Justin Cooper said: "Personal and career development is something that we are passionate about within our business and this is magnified through the work that we do with local schools and colleges. We strongly believe that if we

give young people the opportunity to grow and evolve within their role in the organisation, they will enjoy a full and successful career at Capita. We have hugely benefited through our investment in young people and receiving this award will hopefully raise people's aware-

ness of our commitment to nurturing future talent."

The event was attended by LCCI schools project consultant, Helen Gray, who is exploring how Capita can support LCCI in its Young Chamber initiative. Young Chamber is working with schools, initially in the Croydon area, to better connect Chamber members with young people through activities such as CV workshops; careers events and inspirational talks.

The IiYP Award is available to companies that have demonstrated their support for young people in their transition from education into employment and further training.

www.iityp.co.uk

Get involved

To support or get involved with Young Chamber, contact Helen Gray: hgray@londonchamber.co.uk

How did they do it? The entrepreneur's guide to entrepreneurship

The most obvious example of entrepreneurship is starting a new business, but there's clearly more to it than starting up. Considering that more than half of all new businesses fail within five years, the dream of founding the next big thing may be hard to realise. With this in mind, business resource Growth Business organised a myth-busting event for small and medium sized business owners, *Battle of the Backers*, to tackle topics as varied as which finance option may suit them best, to how to vote in the then-impending EU referendum.

Battle of the Backers opened with a fast-paced EU referendum debate moderated by LCCI chief executive Colin Stanbridge. Making the case for SMEs to vote to remain in the EU, the debate featured Laura Sandys, former MP and current chair of the European Movement campaign, and Diego Zuluaga, financial services



research fellow at the Institute of Economic Affairs. On the Brexit side, former MP and current chair of S&U plc, Anthony Coombs was joined by current Councillor for Oxfordshire, Tom Hunt, official spokesperson for the campaign group Vote Leave.

"Starting the event with an EU referendum debate was a great way to rev up the audience a day ahead of the vote. There's so much noise out there on which way to vote, the fear is that SME owners may not

have all the facts they need to vote for what's best for business," said Stanbridge

Innovation

Closing out the *Battle of the Backers*, the entrepreneurs' panel featured four very different business leaders, from a thriving pan-European financial services business to an eighteen-month-old start-up that has made headlines for innovation. The panel comprised banker-turned-entrepreneur and

business mentor, Jenny Campbell (YourCash Europe), Queens Award for Enterprise Promotion winner and tech entrepreneur Guy Mucklow (PCA Predict), London-based food tech entrepreneur Rahul Parekh (EatFirst), and restaurateur Alex Wrethman (Charlotte's Group).

From bootstrapping their business to pitching for VC funding, the entrepreneurs shared which mode of finance helped push their businesses past growth obstacles, along with what made them get out of bed every morning, and the traits every entrepreneur should develop if they're planning on scaling their businesses.

Colin Stanbridge, who chaired the panel, said: "Every business has a unique growth story, so it's great to hear how each of these founder CEOs started their companies, and their journey from then to now."

www.growthbusiness.co.uk

ADVERTORIAL

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clerks and conference facilities. Barristers are therefore able to offer lower rates and, increasingly, can offer fixed fees.

Second, it is often the case that a legal matter may necessitate having a barrister involved at some stage in the case. Hiring a barrister directly avoids duplication in those cases.

What kind of work can DPA barristers do?

They can do most of the work a solicitor can do including giving advice, drafting court documents and providing representation in court.

Where can you find a DPA barrister?

Many barristers at Goldsmith Chambers, operating in the Temple, London, are DPA qualified.

i To discuss with a clerk about how a barrister might help your business, call 0207 353 6802 or visit www.goldsmithchambers.com.



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A fresh take on complexity costs



by Alex Szekely

For the last two decades, the pursuit of growth has created massive complexity in companies and, with it, massive complexity costs. In fact, complexity costs are today the biggest single determinant of cost-competitiveness. The only good news about this is that competitors may be carrying as much or more complexity cost as you are, and hence the opportunity – learn how to effectively remove complexity and you can regain competitive footing by creating a cost advantage over your competitors.

For many companies, attacking complexity can result in a 15-30 per cent reduction in costs in significant portions of their business. But few companies have earnestly tackled the issue of complexity costs. They may view their complexity as an intractable problem. Many do not fully appreciate the size of the prize that can be won by engaging in this war and most are lacking the battle strategies critical to identifying and removing complexity costs.

Framing the problem correctly is more important with complexity than almost any other business issue. Here, then, are six key principles that should inform your approach:

There is good and bad complexity; reduce the latter and make the former less expensive to deliver

The fact that some complexity is good means you can't just focus on eliminating stock keeping units (SKU), parts, vendors and dealers. While these are important to controlling costs, it is only half the answer. Reducing complexity costs is not just about reducing the amount of complexity in your business. It is also about reducing the cost of delivering good complexity – making complexity less expensive.

Complexity is a multi-dimensional issue and must be viewed as such to be understood in its fullness

Complexity is a systemic problem – one that is dispersed in origin and affects everything inside the system. Therefore, the approach to tackle



this also needs to have a systemic – or integrated – perspective. The best way to address a systemic issue is by taking a broad view but focused actions. Unfortunately many companies get this backward – taking a narrow view and looking at one facet of the issue, and then trying to push broad actions. This doesn't work. Complexity is the result of the interactions of many different parties. Typically many companies think first of SKU or product complexity but that's just a part of the issue. There is also product, process, and organisational complexity. Each of these is a critical dimension but even more significantly is how they interact. This is where the costs reside.

Piecemeal approaches will not move the needle on cost reduction; don't nibble at the edges of the issue

In 'peacetime' it is not uncommon to see myriad diverse cost-reduction programmes across an organisation. Most of these nibble at the edges of cost management and do not address some of the core structural issues. In order for a company to find and sustain significant improvements in their cost structure, a company needs to make some big changes in the way things are done. A cost-reduction strategy that focuses on doing the same things, the same way, but cheaper, is likely to lead to disappointing results.

Unlocking the benefits requires 'concurrent actions'

Given the systemic nature of complexity, unlocking the benefits requires a coordinated combination of

actions. To achieve big savings, you need to understand how the three dimensions of complexity (process, product, and organisation) work to trap costs in the business, and then you need to attack complexity with an integrated campaign.

For example, consider the pharmaceutical company that was looking to reduce its factory footprint and distribution network. As it examined the various factors involved, such as geography, channels, portfolio, and volumes, the focus soon became how to best rationalise the footprint assuming the same or near-same portfolio of products. This is a decision-trap – assuming an element is fixed and designing around it – but all-too-common.

Complexity costs creep in incrementally, but you need to remove them in chunks

Consider a typical product portfolio: over a number of years it has grown bloated with line extensions, new products, and new brands. The answer is not to trim the bottom five per cent of SKUs. That will do little to free up capacity, cost, and focus; but when you can cut deep enough to cut a brand, close a warehouse, cease a productivity-draining process, then you will see substantive cost savings. The takeaway is that when addressing complexity costs, recognise that there are pivot-points at which fixed or semi-fixed costs are released. These points represent the staircase of cost targets that can release substantive benefits.

This need not be a long academic exercise

Throughout your efforts, we urge

“...when you can cut deep enough to cut a brand, close a warehouse, cease a productivity-draining process, then you will see substantive cost savings.”

you to focus on leveraging 80/20 thinking. Taking out complexity costs does not and should not be a long academic exercise. Ensure that you are not embarking on a months-long programme that is long on analysis but short on insights. It is important to get a more grounded view of the drivers of complexity cost, but a broader view with less detail is more important than diving deep into any one area. Do enough to develop a battle strategy, and constantly ask: what do I need to know to move forward on this? It is possible to quickly develop hypotheses as to the drivers of complexity cost, which can then be validated, and this is faster than an exhaustive, bottoms-up approach.



Bertrand Russell (above) said “the greatest challenge to any thinker is stating the problem in a way that will allow a solution”. This is absolutely the case with complexity costs. By correctly framing the issue you will not only see better results from your cost reduction efforts, but faster ones too.

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Going for growth

East London Chamber of Commerce member GetSet for Growth has won the SME Finance award at The Great British Business Show 2016.

The award is specifically designed to honour the most innovative financial product or service currently available on the SME marketplace. Nominees were judged on their capacity to assist economic growth and the level of financial assistance they offer to SMEs in order for them to reach their full potential; exactly what GetSet was brought to the market to do. Its innovation in providing both strategic market and finance expertise was a critical factor in winning the award.

Funded by J.P. Morgan, GetSet for Growth East London is just one of the projects that operates across the UK. Funded through the Regional Growth Fund, SMEs in the



West Midlands, West of England, South West, The Solent and East of England can also gain access to this inspiring, growth enabling expertise.

Offering free specialist marketing, business and finance training to ambitious businesses with the potential to grow, GetSet delivers support through expert master-

classes, seminars and 1:1 advice and coaching.

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into new markets and up-skilling business owners so they feel better equipped to plan and manage their growth opportunities in the future.

If you are looking to grow your business and would like access to the support GetSet for Growth has to offer, register your details. www.getsetforgrowth.com

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Should I work with a freelance graphic designer or a creative agency?



Flavilla Fongang considers the factors to be taken into account when making the decision

The complexity of the project

A freelancer is usually specialised in one or two areas to be an expert in this field, where the agency employs a group of individuals with different set of skills. When the agency receives a new project, it becomes a collaboration of expertise and knowledge in marketing, branding, copywriting, consumer behaviour, colour analysis, web, digital, SEO, design and so much more.

So if your job is simple design work, it is best to choose a freelance graphic designer. Plus, it will also cost you less. However, if your job is complex, such as a full branding, web design or advertising campaign project, work with a creative agency that has the right set of skills to deliver across platforms. With a creative agency your work is allocated to a team of experts and each specialist handles an allocated task. The project comes together efficiently and faster.

The expertise

A freelance graphic designer focuses on its expertise which is design. However, when a creative agency takes your project, the team

will take into consideration marketing and branding before starting the design process. They have the time and capability to implement the best practices for all areas of your web design & development for example (psychometric analysis, user-experience, data management, usability, SEO, accessibility or architecture).

The dependability

When you hand over your project to a freelancer you rely on an individual and risks of non-completion of your project can be affected by personal issues (e.g. illness or family issues). When you hand over your project to a creative agency, you work with a group of individuals. If one individual is unavailable, this doesn't affect the completion of your project as someone else can take over.

The budget

As mentioned, freelancers usually have one or two core skills which means you will need to hire different freelancers for different projects. In the longer term you will need to act as the project manager for all these different freelancers. It will end up being time-consuming and more expensive because of revision costs and delays. For a small project, a freelancer could be just right; but for complex and important projects it is best to work with an agency. With a

creative agency, you have your project manager – one point of interaction – who will manage every aspect of your project. The project manager is usually your creative director and will ensure visual and message consistency. With a number of companies you pay for an agreed quote not by the hour. Your project gets completed more effectively and faster because the team of experts can communicate with each other throughout the realisation. This means fewer errors, and savings on revision fees.

Small creative agency versus large creative agencies

Working with large agencies doesn't necessarily mean better results. Many of them outsource to smaller creative design agencies because of work volumes or to make a larger profit margin. Their core team focuses on the major projects and they use partners, contractors and freelancers to manage other projects. Certain boutique creative branding agencies focus on creativity and customer service excellence, building long term relationships and results.

Good design is an investment and it will provide a bottom line return on your investment. A creative agency offers a much broader set of

“The biggest mistake entrepreneurs make is to choose cheap and inexperienced graphic designers on freelancer websites to launch their business without defining their marketing strategy.”

skills than any freelancer can offer. Choosing to work with a freelance graphic designer or a creative agency will depend of the importance of your project. For a branding/re-branding or website creation, work with a creative agency as design skills won't be sufficient to effectively complete this project. For a small project, flyer or brochure, work with a freelance graphic designer and ensure your marketing representative manages the content.

The biggest mistake entrepreneurs make is to choose cheap and inexperienced graphic designers on freelancer websites to launch their business without defining their marketing strategy. Your brand defines the value of your services and products. Effective branding is crucial for a successful brand launch.

To succeed you need to invest in fields that are crucial for the success of your business, such as branding. Expertise comes at a cost that shouldn't be from the bargain basement. The cost of hiring an inexperienced graphic designer can have a longer-term negative impact on your business. If your business decisions are always made based on getting the best deals, you are not here for the long run.

Flavilla Fongang is managing director of 3 Colours Rule, a boutique creative and branding agency
www.3coloursrule.com



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■ **Welcome Translations** is a corporate members of the Institute of Translation and Interpreting, we can provide professionally acknowledged translation services. The ITI is the only independent professional association of its kind. Our membership provides valuable benefits for our clients. We can obtain advice when necessary on your behalf. It enables us to stay abreast of changes and developments in the language industry, provide certificates of translation and Apostille.



■ **University of East London** UEL alumnus Mahyar Rahmantalab has secured a £20,000 investment package after triumphing

at the University's annual E-Factor business ideas contest for UEL students and graduates. His winning idea, Pomegranate, is an innovative platform connecting local producers with influential chefs. The package included funding, business support and business space at the Knowledge Dock business centre. In a Dragons' Den-style final showdown, the entrepreneurs each presented their ideas to a judging panel of industry experts in front of a packed audience.



■ **Opus International Consultants** with offices in London has appointed Julian Moore as an Associate Director to strengthen their Water Management Team. Julian's specialisms include; flood risk assessment & mitigation, environmental impact assessment, infrastructure appraisal and water resource management. Julian has particular expertise in advising on the flood risk and drainage aspects associated with site acquisition and the planning, design and construction stages of development projects. Opus is a leading international multi-disciplinary infrastructure consultancy with a global team of over 3,000 engineers and designers at the forefront of award-winning and innovative projects. In 2016, Opus scooped the "Company of the Year" award at the New Civil Engineering100 Awards.



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■ **Share Radio** lands Financial Broadcaster of 2016 accolade Share Radio's Georgie Frost scooped the Headline Money Financial Broadcaster of the Year 2016 award, with colleagues Sarah Pennells, who picked up the Santander Media Award for Financial Broadcaster of the Year in 2015, and Ed Bowsher also nominated. Share Radio's Editor-in-Chief, Donald Leggatt, said: 'To win one Financial Broadcaster of the Year is great, but to win two successive awards in six months shows that Share Radio is achieving real editorial success.' For advertising opportunities, please contact the Share Radio sales team on 020 7798 1960.

■ **Director of OASIS Group** Elected as President of PRISM International Every year PRISM International, the global trade association for information management



companies, elects a board member as President. Claire Gallagher, the Director of Acquisitions and Integrations for OASIS Group Information Secured, the fastest growing and most dynamic Records and Information Management (RIM) company across Europe, was elected to the position this year. She is the first female to step into the position in PRISM's 36 year history.

■ Cyprus High Commission Trade Centre

Request for proposals for the Science and Technology Park in Cyprus The Ministry of Energy, Commerce, Industry & Tourism has announced the call for tender for the development and operation of the Science and Technology Park in Limassol. The tender requests proposals from interested strategic investors for the leasing of government land of approximately 328.000 sq.m., for a period of 50 years. The final submission date for tenders is the 29th of July 2016. For further information, please contact Mrs. Lefki Theodorou, tel. +357 22867233, email: ltheodorou@mcit.gov.cy or Mr. George Hajipapas, tel. +357 22867311, email: ghajipapas@mcit.gov.cy.



Liverpool in London invites you to our forthcoming Summer Business Club. An evening with a panel discussion from the Tech & Digital markets will highlight the importance of the industry in supporting the wider business community. Panel; Google, BIMA, Digital Catapult, and Invest Liverpool-Creative & Digital. **Date:** Wednesday 13 July 2016 **Location:** University of Liverpool in London, 33 Finsbury Square, London, EC2A 1AG **Time:** 6.00 - 8.00pm **RSVP to** amaher@invest-liverpool.com / 020 7947 4480 Open networking, drinks, canapés & a view of London's skyline will follow.

Build on benefits for business growth



by Brian Hall

Recent data from the British Chambers of Commerce Quarterly Economic Survey indicates the net balance of UK companies expect turnover to increase over the next 12 months, and that profitability and confidence have stabilised.

Brian Hall, however, argues that the desired success of many UK businesses will depend on the engagement of their people and their ability to attract talent.

Providing benefits which have flexibility to meet the changing needs of employees can have a positive impact on business success. Employers who show an investment in their people, and demonstrate how they value and support the wellbeing of employees, are in a far stronger position to compete for top talent in an increasingly competitive labour market.

Implemented correctly, a tailored employee benefits offering can make any business a more attractive employer while also cementing key people within an organisation. When it comes to staff motivation and retention, benefits schemes have been shown to boost employee engagement. Perhaps even more important is the fact that with more

modern benefits strategies placing greater emphasis on health and wellbeing, they also have the potential to drive down levels of absence and presenteeism and increase productivity.

Wellbeing

It is becoming more evident that providing employees with easy access to personalised support for their health and wellbeing can build a strong, resilient workforce. While this change will not happen overnight, simple measures such as providing round-the-clock access to a GP helpline or discounted gym membership, can have a long-term positive impact on workforce wellbeing.

By focusing on building resilience, employees can learn to recognise for themselves when they need to seek out help and, crucially, employers can ensure there are no barriers to them doing so.

Take the BHSF EAP for example, modelled around a new proactive approach to workforce wellbeing, the EAP is based on 'self-help' and promoting a positive workplace culture to mental health.

As well as a 24-hour helpline which offers confidential access to a telephone counselling service 365 days a year, the EAP can also facilitate workplace training and line manager support is also provided. Tailored to different working environments,

"Implemented correctly, a tailored employee benefits offering can make any business a more attractive employer."

this can cover effective stress management techniques, but even more crucial is training to help individuals recognise signs of stress in themselves and others, so they are empowered to act on situations before they get to the point of no-return.

For many organisations, the main barrier to implementing an employee benefits strategy, which successfully supports both the employees and the future success of the business, is that benefits are perceived as being too costly.

Positive

Many business owners are therefore surprised to hear benefits can actually be provided from a low cost base, and that they could be reaping the rewards of the positive impact of benefits from just a few pounds per employee per month. For example, a BHSF EAP starts from just £2 per employee per year, while providing a GP helpline is just £2.50 per employee per year.

Health screenings are available from £25 per person. A simple yet highly effective way to increase engagement with employees, screenings can be held on-site during work hours so individuals can participate at their convenience. Screening will quickly identify risk factors, and tailored expert advice can also be given to prevent future health issues or help to rectify existing problems.

This proactive approach to employee wellbeing is inexpensive when you consider it has the potential to make a dramatic difference to the long-term health of an entire workforce.

As businesses focus on growth in the improving economic climate, it is essential business leaders understand how a tailored benefits package is not an expendable cost; a modest investment in benefits can actually make a real difference to the bottom line.

Ultimately, for any organisation (no matter their size) serious about attracting and retaining the top talent, while improving engagement and productivity through employee health and wellbeing, a robust employee benefits strategy is not an optional extra but an essential driver for long-term business success.

Brian Hall is managing director of BHSF Employee Benefits
www.bhsf.co.uk

HealthBIO Partnering Event 2016

September 7th 2016.

HealthBIO is the biggest annual Finnish biotech company meeting, gathering together up to 250 people from drug development, diagnostic and medtech companies. The seminar on 6th September focuses on financing and challenges the industry faces while company case presentations also have a big role in the programme. The seminar and the networking dinner the same evening are both free of charge for attendees, but they must register in advance. HealthBIO event has been organized since 2007.

Location: Turku, Finland.

Deadline for registration: 31st August 2016



Automotive B2B matchmaking event at Automechanika

Frankfur, 15th September 2016.

The B2B matchmaking event for automotive suppliers during automechanika Frankfurt 2016 is a convenient and effective opportunity for automotive suppliers to meet potential business partners. The event is aimed at companies from the whole automotive supply chain which are interested in finding new business contacts and is organized by the Enterprise Europe



Network at the Chamber of Commerce and Industry Darmstadt and the Automotive Cluster RheinMainNeckar.

Location: Frankfurt am Main, Germany.

Deadline for registration : 7th September 2016.

Electro Mobility in Smart Cities

21st-22nd September 2016.



Electro mobility in smart cities is designed for national and international stakeholders from industry, academia and the public sector. The event consists of conference seminars, study tours and matchmaking. The pre-booked matchmaking meetings will enable attendees to find new partners for future projects and to exchange knowledge and experience in the electro mobility area. The matchmaking targets private companies as well as public authorities and research institutes/universities.

Location: Gothenburg, Sweden.

Deadline for registration: 14th September 2016.



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

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Published by:

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



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Italy-UK partnership must **remain**

AT the Italian Chamber of Commerce and Industry for the UK, we were hoping for a very different result to the UK Referendum on Europe. Indeed, together with our members and the members of the European Chambers of Commerce, we stressed the importance of a united Europe in facing many worldwide issues, not all of these necessarily economic. We of course want to continue co-operating with the British

Chamber of Commerce for Italy and the other European Chambers and Institutions in the UK, and so we shall, so that business may continue to prosper for the advantage of the economy and the people involved.

Our commitment to this mission will match the challenge presented by Brexit, and although for at least two years nothing will change in the regulatory framework, we will have to offer our contribution in the many areas that will eventually

be renegotiated. Aspects such as trade, investments and competition can be enhanced with a well prepared representation of our members' legitimate interests.

The financial markets reacted as expected to a Leave victory, although it is still impossible to draw conclusions about their future behaviour on a global scale at this precise moment. The Italian Chamber of Commerce will continue to offer its support in order to facilitate the dialogue

between Italian companies and investors. The Chamber is already working on a series of related projects which will be given maximum visibility.

The economic and commercial relationships between Italy and the UK have historically been solid and flourishing, growing steadily year on year. In fact, in 2015 exports from Italy to the UK were worth approximately € 20 million and imports € 9 million, with a growth of 7.9% and 4.8% respectively,



Leonardo Simonelli
Honorary Councillor, The British
Chamber of Commerce for Italy.



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Building bridges between Italy and the United Kingdom

One Stop Language Solutions, with a personal touch

THERE is more to a good translation service that meets the eye, and no one knows that better than Luciana Scrofani, (right) Managing Director of One Stop Language Solutions. Her clients are the top players in the worlds of politics, media and business, from the Italian government, Confindustria and the UN to name a few. "What makes our work special, what sets us apart is the human touch. I know the two cultures; I can give the best advice on how to communicate effectively," says Luciana Scrofani.

From blue chip to SMES and start-ups, for companies this is key. "Business is about making connections – says Luciana Scrofani, - but it's hard to connect in a foreign language. We're one of the UK's leading translation and interpreting companies because we know that our primary task is to help this connection, between clients and their customers, associates, partners, employees".

What is her secret? Over the course of twenty years, Luciana



Scrofani, also a simultaneous interpreter, has worked through the gruelling demands of European Summits - even of G8 and NATO meetings, and of Hollywood stars. She was therefore able to spot and hand pick the best among her peers to join her. That's how One Stop Language Solutions now offers 150 languages, with a strong reputation for providing accurate, carefully researched, flawless translations at affordable prices and interpreting services for companies, events, conferences, exhibitions or business meetings. Of course, Italian and English are closest to her heart and still at the core of her business.

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1 Find out what we can do for you by browsing our website www.onestoplanguagesolutions.com or by contacting our friendly team on 020 7297 3008 or contact@onestoplanguagesolutions.com One Stop Language Solutions Limited- 222 Regent Street London W1B 5TR

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compared to 2014.

Of the Italian Subsidiaries in the UK, 714 of these are included in the Italian Chamber of Commerce's internal database. The main emerging Italian regions are Lombardy (39.6%), Emilia Romagna (13.7%) and Veneto (13%).

The leading sectors were Machinery, Furniture/Household appliances, Clothing/Shoes and Food and Beverage, which together make up 55% of the database.

Over the past few years Italy has been in the top ranked European countries as an investor in the UK, accounting for 460 projects from 2009, and creating around 9,750

new jobs. The leading sectors for Italian companies which invest in the UK are Energy (Renewables), Advanced Engineering (Aerospace, Automotive), Creative and Digital industries (ICT). It is well known that the Italian strategic sectors also include the fashion, furniture, banking & financial services and machinery, which continue to sustain national economic growth.

Big Italian corporations have made significant investments in recent years: the acquisition of the British Profile Pharma Ltd by Italian company Zambon S.p.a.; the expansion strategy of Seda Packaging Group which invested £18 million (£5.4 million of business finance received from the

Welsh government) at Blackwood Plant; £150 million investment in Aston Martin made by Investindustrial to acquire 37.5% of the company's share capital; £167 million investment made by Sorgente UK to acquire the Queensberry House, a 22,000 sqm mixed-use scheme in the Mayfair district of London, to name but a few. As well, Tratos has just completed a new establishment in Liverpool, 20,000 sqm costing £15 million.

The UK's business environment will continue to represent a catalyst for SMEs and high-technology companies by offering them advantageous conditions in which to prosper and grow. In

the last few years many high-growth Italian start-ups were driven to establish their operations in the British ecosystem due to numerous incentives and government policies in support of Innovation such as R&D tax credits, Patent Box and above all, the presence of one of the most important financial hubs.

At this time of uncertainty, now more than ever before, we want to maintain a positive approach and work together to solve practical problems and, if possible, increase the opportunity for business as a fundamental element of economic prosperity. We encourage our members to be very proactive in achieving this common objective.



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ME by Meliá is set to launch its first luxury lifestyle hotel in the USA in vibrant Downtown Miami in Summer 2016

ME MIAMI will be located in the epicentre of the city's cultural hotspots, such as Pérez Art Museum, Miami's Adrienne Arsht Center and is within close proximity to the thriving Miami Design District, Midtown and the Arts & Entertainment community.

The luxury lifestyle hotel boasts 129 spacious rooms across 14 floors, including 3 ME+ suites, many of which feature their own private balcony with views overlooking Biscayne Bay and Downtown Miami. Situated on the 11th floor, the signature Suite ME will offer guests tropical floor-to-ceiling vistas, as well as a private bar. ME Miami's interiors will be a fusion of contemporary and innovative design with cream and grey hues, accompanied by bursts of gold and silver to reflect the city's energy and vibrant personality.

ME by Meliá hotels are renowned for their breath-taking rooftop spaces, and located on the 14th floor terrace, ME Miami will feature two swimming pools;



a main pool and infinity pool and the SkinC Spa, which offers a range of bespoke treatments and therapies. It will also offer a bar and lounge area, surrounded by sunbeds and cabanas, so that guests can take in the views of Miami's skyline.

The property will feature The ONE Group's signature STK steakhouse restaurant, providing an array of reimagined classic American cuisine for lunch and dinner, accompanied by sets from resident DJs. With indoor and outdoor dining areas, STK's

outdoor terrace will showcase views of the Miami skyline for guests to dine and lounge in style.

ME Miami provides a 24-hour fitness centre, with state-of-the-art Techogym equipment. The hotel will feature 1,026 square feet of flexible, prime meeting space available for events and conferences. It will also offer guests the latest audio-visual equipment and complimentary Wi-Fi.

ME Miami is a key addition to Meliá Hotels International's expanding hotel portfolio. This opening follows closely in the footsteps of ME Milan Il Duca (2015); ME Mallorca & ME Ibiza (2014); the flagship hotel, ME London (2013) and ME Madrid, the first ME by Meliá hotel (2006). The brand will continue to expand with ME Caracas (2016), ME Barcelona (2017) and ME Dubai (2018).

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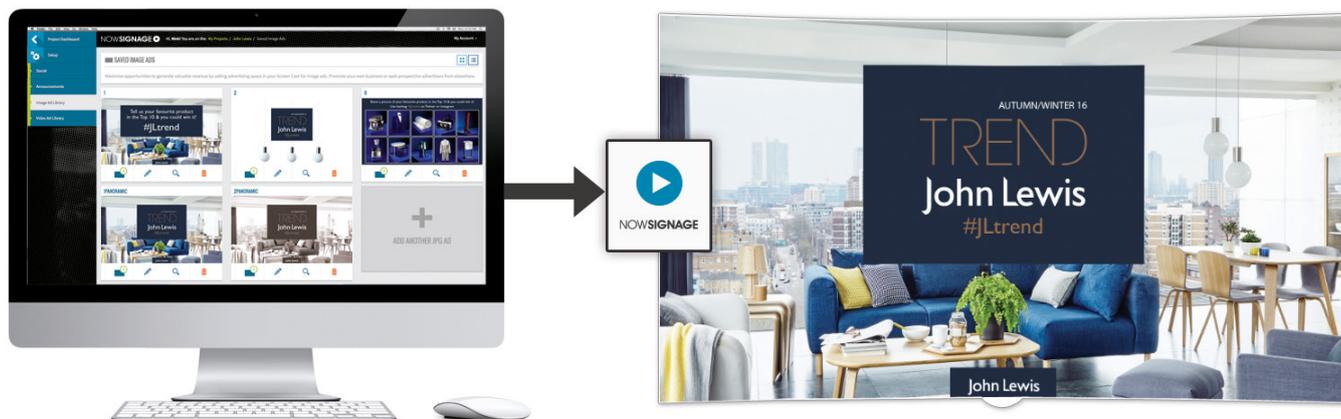
■ Lan-bridge Communications Ltd has more than sixteen years of experience in translation and interpretation. With a large staff of over 350 employees, based in China and London, we are one of the largest translation companies in China, where we have offices in nine cities and an established reputation for delivering trusted translation and interpretation services across a wide range of industries.

Offer to members

Between 14th June and 14th September 2016, all LCCI members can receive a 10% discount on Lan-bridge's translation and interpretation services. To use this offer, when you contact us, please quote the code LB2016.

Contact

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