

London

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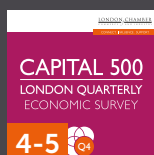
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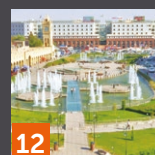
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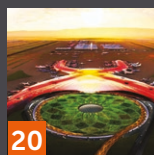
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Katharine McGee tracks some bumper coverage

Front cover photo of Prime Minister Theresa May sets out her Brexit vision at Lancaster House

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LCCI urges London-bound rail services move to TfL

Following the news that Transport Secretary Chris Grayling MP has decided not to hand over the running of suburban rail services to Transport for London (TfL), LCCI has said that the move is a backward step.

The Chamber has repeatedly called for the move in an effort to improve reliability and punctuality for commuters and avoid damaging the economy.

LCCI chief executive, Colin Stanbridge said: "We are extremely disappointed in this decision by Chris Grayling. Under the previous government we had seen the



real possibility of coming to a sensible arrangement where the man-

agement of London-bound rail services was transferred to TfL.

"We had hoped that this could be done so as soon as possible to deliver real improvements in frequency and reliability.

"Instead we are left in the same intolerable situation where passengers are subject to delays and cancellations with horrendous costs to the economy.

"Many people have little choice but to live outside London because of housing prices and are forced to rely on commuter trains offering a substandard service day in day out."

Damaging

December's Southern rail strikes emphasised the case for devolution and a bigger transport role for the Mayor, as well as damaging the economy. Commenting on the industrial action in the run-up to Christmas Stanbridge said: "These strikes are highly damaging to the economy with staff being delayed or not even able to get into work at all. And at this time of year there is undoubtedly an effect on retailers and the night time economy as people may be reluctant to travel into central London.

Collaboration needed to boost apprenticeship take-up

The main barriers to businesses in London employing apprentices are lack of resources, an absence of knowledge of the legal requirements or an inability to find those with the right skills, *an LCCI report has found*.

The findings come from a recent ComRes poll after a previous survey had discovered that at the end of 2015 only six per cent of businesses surveyed employed an apprentice.

In addition 77 per cent of businesses surveyed in 2015 not only did not currently employ an ap-

prentice but had never done so and did not intend to in the future.

LCCI chief executive Colin Stanbridge said: "We were very concerned to note the low take up of apprentices in London as we believe they have a central role to play in closing the widening cross-sector skills gaps across the UK.

"This is why we commissioned the new research and now that we are more aware of the reasons behind business reluctance the government needs to educate businesses of the benefits of hiring apprentices."

You're not hired!

The latest survey into the reasons behind the lack of apprentices found:

- Over a third of London businesses say that not having the financial resources to train and manage an apprentice is one of the main barriers to their hiring
- A similar number said they did not have the necessary human resources available
- Not knowing what the legal requirements are to hire an apprentice affected 23 per cent of companies polled
- Over a fifth said not being able to find apprenticeship candidates with the necessary skills to fulfil their businesses' needs was a barrier
- 16 per cent did not know where to go to hire an apprentice.

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Responding to business

Robert Halfon MP Minister for Apprenticeships and Skills heard the concerns of LCCI members on the apprenticeship scheme – and other labour-related issues – when he appeared at an LCCI policy breakfast at the Goring Hotel last month. Seen here (left) with LCCI chief executive Colin Stanbridge he briefed delegates on the government's priorities for investment in training and careers advice and responding to businesses' skills needs.

ADVERTORIAL

Tulips or Gold?

In March 1637, a new investment class was all the rage as 'tulip mania' gripped the imagination of Western Europe. Investment in tulip bulbs was frantic, due to their novelty, rarity and profit potential, but the bubble quickly burst.

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Shock and soar



The results of LCCI's 2016 Q4 economic survey – for details see page 5 – were launched last month at Capita Plc's Gresham Street premises writes **Thomas Wagmaakers**.

Expert panellists included Andrew Hawkins, executive chairman of ComRes, Cebr economist Vicky Pryce, City A.M. reporter Mark Sands and Richard McCarthy CBE, senior director of strategic services at Capita Plc. Event chairman Colin Stanbridge, commented: "It is clear that businesses, after the initial shock of the referendum, have demonstrated their resilience and underlying strengths, as demonstrated by the uptick in most indicators of London business performance."

Andrew Hawkins agreed that most indicators of business performance and confidence had been on an upward trajectory during the previous quarter, but emphasised that many of them remained in negative territory. Also, most indicators bounced back to similar levels as in the last poll before the referendum, following an overall decline in the previous quarter.

Vicky Pryce added that the trends for the Capital 500 survey "pretty much echo the data for the economy as a whole. The economy has been doing better than expected as little has changed [following the referendum], but growth has been unbalanced".

Indeed, the quarterly economic survey of the British Chambers of Commerce (BCC), which the LCCI results feed

into, found that across the UK businesses had remained resilient, and that many firms were expecting continued growth in the months ahead.

Based on the on the latest findings, LCCI listed four pressing policy needs:

1. The government should boost airport capacity by seeking best use of existing infrastructure through airfield, terminals and rail-link enhancements in the London airports system.
2. The government should task the independent Migration Advisory Committee with maintaining a separate 'Shortage Occupation List for London' (as Scotland has) to access the skills and talent necessary to ensure the long-term sustainability of the capital's economy.
3. London's business rates could be 'de-coupled' from the national valuation system, whereby an increase in London's rateable values would not inevitably lead to significant increases in business rates.
4. London will need greater powers to accommodate forecasted population growth. Retaining more London generated taxes and securing new competencies are key.

Richard McCarthy stressed that action must now be taken, with the public and private sectors working together to restore confidence and boost the economy in 2017.

Thomas Wagmaakers is senior policy researcher at LCCI



The Capital 500 Q4 2016 launch panel. From left to right: Andrew Hawkins (ComRes), Mark Sands (City A.M.), Vicky Pryce (Cebr), Richard McCarthy CBE (Capita Plc).

[Click/tap for more info]

Now is the time to rise to the economic challenge

Businesses need government support to continue to weather an uncertain storm, new research from London Chamber of Commerce and Industry (LCCI) has found.

The latest Capital 500 Quarterly Economic Survey carried out by ComRes on behalf of LCCI found that businesses had shown resilience following the uncertainty delivered by the referendum, but LCCI believes a boost is still needed from the government.

This should include support to deal with airport capacity constraints, rising business costs, and pressing skills shortages, all which are vital for London to remain globally competitive.

LCCI chief executive Colin Stanbridge said: "In 2017 we expect Article 50, the starting gun for negotiations on the UK's relationship with the EU, to be triggered. Much remains uncertain and with so much happening in the wider world, be it a new administration in the US or elections in Europe, and with lower growth and inflation a possibility in 2017, it has never been so important to focus on efforts to strengthen the foundations of London's economy and its ability to deal with the challenges."

Key findings

• Domestic

Domestic demand figures bounced back during Q4 2016, but remain negative overall as more businesses reported a decline than an increase in domestic sales and orders.

• Export

Export demand continued to decline during Q4 2016, with both sales and orders reaching their lowest recorded Capital 500 level. The balance figures for both export sales and export orders saw a one point drop, and have now been declining for three consecutive quarters.

• Labour market

The Capital 500 employment figures picked up during Q4 2016, following record lows in the previous quarter. The balance for employment levels over the last three months remained negative but increased by four points compared to Q3 2016. Expectations for the next quarter also improved as, on balance, four per cent of businesses expect their

workforce to grow, up two points on last quarter.

• Recruitment and training

Following a decline during the previous two quarters, there has been an increase in the number of companies planning to invest in training during Q4 2016.

• Business costs

For all analysed business costs, more companies reported an increase than a decrease during Q4 2016. By far the largest cost increases were reported for energy and fuel: the balances for the cost of energy and fuel both rose.

• Cashflow and investment

Capital 500 companies' cashflow position remained negative during Q4 2016, but improved compared to last quarter. On balance, two per cent of businesses reported a decrease, and the balance figure is now back on the same

level as in the last poll before the Referendum.

• Business confidence

Capital 500 companies' expectations for the next 12 months stabilised during Q4 2016. The balance figures for both turnover expectations and profitability expectations remained overall positive.

While micro businesses, on balance, remained pessimistic about their company's prospects a more positive figure was recorded for larger businesses.

• Economic outlook

Following five consecutive quarters of declining balance figures, there has been an uptick in expectations for the UK as well as the London economy, although both remain in negative territory.

www.londonchamber.co.uk/Capital500



Congestion charge – reform needed

Responding to the London Assembly Transport Committee report 'London Stalling' released last month, LCCI chief executive Colin Stanbridge said:

"There is no question that congestion in London needs to be seriously addressed on a number of levels and this report is potentially a very welcome contribution to the debate with some good ideas.

"We have said that the



congestion charge no longer serves the purpose for which it was created and would not oppose targeted charging in

principle. However our concern would be that businesses are not used as a money-spinner and any new scheme takes into account the economic value of a journey, meaning that the use of public transport is encouraged but businesses are not punished when alternatives are not available. Excessive new congestion charging on delivery vehicles will end up reflected in prices that customers will pay."

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What is the government plan for Brexit?

On 17 January 2017, the Prime Minister presented a 12-point Brexit plan in which she outlined a 'clean break' for the Britain from the EU. She aimed to give 'clarity and certainty' to both businesses and the rest of the EU and she warned that a UK 'half-in, half-out' of the EU was not an option. The Prime Minister's Brexit plan is to:

1. Provide certainty about the process of leaving the EU.
2. Allow the UK to take control of its own laws. Once the UK has left the EU, UK laws will be made in Westminster, Edinburgh, Cardiff and Belfast.
3. Strengthen the Union between the four nations of the UK.
4. Deliver a practical solution that allows the maintenance of the Common Travel Area with the Republic of Ireland.
5. Control the number of people who come to Britain from the EU.
6. Protect rights for EU nationals in Britain and British nationals in the EU.
7. Retain and strengthen employee rights.
8. Leave the EU Single Market and gain free trade access to European markets through a new free trade agreement with the EU.
9. Build new trade agreements with other countries.
10. Make the UK the best place in the world for science and innovation.
11. Co-operate with other European countries in the fight against crime and terrorism.
12. Bring about an orderly Brexit with

a phased process of implementation.

The Prime Minister also pledged that both Houses of Parliament would vote on the final Brexit package once it has been agreed.

What will be the impact of the Supreme Court Brexit ruling?

On 24 January (just after *LBM* went to press) a panel of 11 Supreme Court justices will have decided whether to reject or allow a government appeal against a High Court ruling which blocked the royal prerogative being used to trigger the UK's exit from the EU without Parliamentary approval. If they allowed the appeal, the government will be required to take a bill through Parliament before Article 50 is invoked. This could delay the Brexit proceedings although it is unlikely that they will be prevented altogether because the majority of MPs have indicated that they will

support the moving of Article 50.

Supreme Court to deliver Brexit ruling on 24 January

■ www.theguardian.com/politics/2017/jan/18/supreme-court-to-deliver-brexit-ruling-24-january

Will the UK continue to have access to the Single Market post-Brexit?

A key part of the Prime Minister's Brexit strategy is for the UK to leave the Single Market. She would however strive for the freest possible trade with European countries.

Brexit: UK to leave Single Market, says Theresa May

■ www.bbc.co.uk/news/uk-politics-38641208

Brexit and the EU Single Market

■ www.lawyersforbritain.org/eu-deal-single-market.shtml

What new trade agreements could the UK sign with other countries?

The UK will be able to participate in new trade agreements with non-member countries from the day after exit. The process of negotiat-

ing new trade deals can be lengthy but Brexit Secretary David Davis is confident that the UK will sign "a lot" of free trade deals with countries around the world on the day it finally leaves the EU.

"A LOT of things to sign" David Davis boasts of post-Brexit trade deals in April 2019

■ www.express.co.uk/news/politics/755343/Brexit-news-David-Davis-House-of-Commons-statement-free-trade-deals-April-2019

Lawyers for Britain - Brexit and international trade

■ www.lawyersforbritain.org/int-trade.shtml

How will UK control immigration from the EU?

The government's inability to limit the numbers of immigrants from the EU and the consequent social pressures for many UK communities as a result of uncontrolled immigration contributed to a 'Leave' vote in last year's In/Out Referendum. Ministers are said to be drawing up plans for a two-tier system of UK border controls for EU citizens as the government prepares to tighten migration rules in the wake of Brexit. The Prime Minister is considering a system based on work permits and new automated security checks for EU citizens travelling to the UK.

Brexit: Immigration controls will not be up for debate in EU 'divorce' talks, says David Davis

■ www.independent.co.uk/news/uk/politics/brexit-david-davis-rules-out-immigration-controls-eu-negotiations-a7476376.html

UK work permits at heart of Brexit immigration plan

■ www.ft.com/content/031d6ae6-dbf2-11e6-9d7c-be108f1c1dce

Next steps – key Brexit dates

- 24 January 2017: Supreme Court delivers ruling on whether the PM has the power to trigger Article 50 using a royal prerogative, rather than by an Act of Parliament.
- 31 March 2017: Deadline set by the Prime Minister for invoking Article 50 by notifying the European Council of the UK's intention to leave the EU.
- 30 September 2018: Date by which EU's chief Brexit negotiator, Michel Barnier, wants to finalise the terms of Britain's exit from the EU.
- 31 March 2019: Date by which the Prime Minister wants to conclude Brexit negotiations.
- May 2019? The UK formally leaves the EU after Brexit is ratified by all other EU Member States.

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ARE YOU READY FOR THE LEVY?

The Apprenticeship Levy is a new government initiative coming into place from April 2017. The aim is to improve and develop new vocational skills, to further increase the quality and quantity of apprenticeships across England.

The government has committed to 3 million apprenticeship starts in England by 2020. This levy will support both new apprenticeships along with upskilling the existing workforce and aims to give something back to employers who are proactive about training apprentices.

Free2Learn at Work is a pioneering organisation with a wealth of experience in training, recruitment and developing the next generation of business. Our team of specialists are ready to help employers understand more about the Apprenticeship Levy and how best to prepare for it.

Book your free consultation with Free2Learn at Work today and discover what we can do for you.

Government priorities for Brexit revealed

Last month Prime Minister Theresa May set out the 12 negotiating priorities for Brexit as part of Britain's plan in leaving the European Union.

At a packed Lancaster House before an audience of cabinet colleagues, foreign ambassadors, press and selected guests, including LCCI chief executive Colin Stanbridge, the PM revealed some key details about her approach to the most important government negotiation for a generation. This would lead to a "positive and constructive partnership between Britain and the European Union" and would provide the "opportunity to make Britain stronger ... fairer, and to build a more global Britain too."

"We have at least some colouring now on the previously blank Brexit canvass with single market membership to be ended."

– Colin Stanbridge

There was a need for a "smooth, orderly Brexit" argued the Prime Minister and it was in "no-one's interest for there to be a cliff edge for business or a threat to stability" as the relationship with the EU changed. Her priorities included free trade with European markets and new trade agreements with other countries, signaling the end of the UK's single market status and, most likely, its participation in the Customs Union.

Brightest

The protection of workers' rights was a further priority as were the rights of EU nationals in Britain, and British nationals in the EU. She would ensure that the UK could control immigration but was clear that "we will continue to attract the brightest and best to work or study" here.

Commenting on the Prime Minister's speech, Colin Stanbridge said: "We have at least some colouring now



on the previously blank Brexit canvass with single market membership to be ended. A Whitehall assessment on the impacts of that would be very interesting – hopefully by the time of the Budget.

"We look forward to more detail on the special customs arrangements the PM hopes for. Clarity on barrier-free arrangements is critical to business."

Mindful

On immigration, Stanbridge said that the Prime Minister needed to be mindful that London and the wider UK will not just need very highly-skilled professionals but also many workers to undertake the tasks and roles that maintain the economy on a daily basis be that in hotels, transport or retail. "London will need a flexible migration system – we have advocated that existing EU national employees in London should have permanent residency while a dedicated capital work-permit system could be tailored to cater for the future migration that London will need".

Peril

Mayor of London Sadiq Khan took a dimmer view and claimed that the Prime Minister's plans were designed to paper over party political cracks and could "rip Britain apart".

Writing in the London *Evening Standard* the Mayor warned that "if we continue on this path – towards a 'hard Brexit' – we risk having to explain to future generations why we knowingly put their economy, their prosperity and their place on the world stage in such peril."

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Never forget – the UK is open for business



Nigel Rowley
Managing Partner

Don't get me wrong. We are in uncharted territory. We are in a position that as businessmen, many of us never believed that we would be in, but it is not a position that is as dire as people would have you believe.

How can I say that? I am Managing Partner of a London Law Firm, but also Chairman of Mackrell International made up of 94 Law firms around the world, 5000 lawyers. Inevitably I've received emails from all over the world in the course of the last few months, many asking whether there is turmoil in the United Kingdom.

But as businessmen, we know there is no turmoil.

So what do I say to my international colleagues? I tell them to Ignore what the journalist's say, what the politicians say and concentrate on what business says. We are all business people. We are all in business and no matter what happens in relation to the European Union, whether the United Kingdom is the only country to exit, whether other countries follow suit, the reality is we all remain in business and business will continue.

We remain one of the largest economies in the world. We have massive trading with European countries, with the US, with Asia, in fact with

"London will always be one of the world's principle centres for international business. Its pre-eminence as a commercial and financial centre will not be interrupted"

everywhere. Business will ensure that continues. Ignore any suggestion that we are in a dire position as there is nothing to substantiate that. Those are headlines; they sell newspapers, but look at the underlying facts. We are business men. You are business men. Business goes on.

We see this from the inside and let me tell you, things are busy and it's been busy since the vote because the UK remains open for business.

There are many examples of business flowing into the UK, into companies, into mergers and acquisitions, into property, into investments; business is talking.

As one of my US colleagues put it, "London will always be one of the world's principle centres for international business. Its pre-eminence as a commercial and financial centre will not be interrupted"

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New London board to support business, jobs and growth

Mayor of London Sadiq Khan has announced the new membership of London's Local Enterprise Partnership (LEP), which will boost jobs and support economic growth in the capital.

The new pan-London LEP, called the London Economic Action Partnership (LEAP), brings together the Mayor, London Councils and business leaders across all the city's main sectors.

It will provide strategic oversight of the Royal Docks Enterprise Zone, which has the potential to deliver up to 40,000 jobs and 4,000 homes in east London, the London Growth Hub, the new online gateway to business support in the capital, and London's European Structural and Investment Funds.



The Mayor will chair the new board, with deputy mayor for business Rajesh Agrawal (above) taking on the role of co-deputy Chair alongside another co-deputy from the business community. The deputy mayor for planning, regeneration and skills, Jules Pipe, will also sit on the board, with the remaining members drawn from the London boroughs and businesses. There is also a new place for a trade union representative.

Expertise

The eight new business members – half of whom are women – bring a broad range of expertise in economic development as well as significant experience covering sectors from innovative tech start-ups to high-street retail, commercial land owners and creative industry.

Mayor Khan, said: "This new business-led partnership provides a fantastic opportunity to ensure growth funding is invested in a way



Mayor's
Brexit advisers
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which makes a real difference to London's economy.

"London is open for business and I look forward to working with

the members of LEAP to take forward my new economic development strategy for the capital, generating the jobs and growth we need

to keep London prosperous."

Newly-appointed LEAP business member Natalie Campbell, founder of A Very Good Company, said: "I am looking forward to working alongside LEAP's impressive line-up of entrepreneurs and business leaders to improve the lot for London's small businesses.

"SMEs employ around 2.5 million people across the capital and it is therefore of vital importance to Londoners that the sector thrives."

Exciting

LEAP replaces the London Enterprise Panel and aims to be a more representative, streamlined, and business-led body. This includes an increase in the number of business representatives, of which half are now women. There is also greater representation from London's entrepreneurs and small businesses, with one member nominated to represent and engage with the SME business community.

In addition to overseeing current growth funding, confirmation of the funding allocation to LEAP from the £492 million for London and the south east in the Autumn Statement will be announced by government in due course.

Who's on board

In addition to Sadiq Khan, Rajesh Agrawal and Jules Pipe the currently named members of LEAP are: Sir Robin Wales, Mayor of Newham; Cllr Claire Kober, chair of London Councils and Leader of LB Haringey; Cllr Peter John, deputy chair of London Councils and leader of LB Southwark; Cllr Teresa O'Neill, vice-chair of London Councils and leader of LB Bexley; Megan Dobney, regional secretary for South East Region TUC; and business representatives Natalie Campbell, Dr Celia Caulcott, Professor Greg Clark, Alexandra Depledge, Angus Knowles-Cutler, John Newbigin, Colette O'Shea, and Simon Pitkeathley.

Sadiq Khan growing on London businesses

Mayor Khan appears to be winning round businesses according to a new LCCI report.

Last December's poll of more than 500 businesses, conducted by ComRes for LCCI showed that London businesses are more likely to think that Mayor Sadiq Khan is pro-business (39 per cent) than anti-business (16 per cent), while one third (31 per cent) say that he has a neutral attitude towards businesses.

While the proportion who see him as pro-business is unchanged from the first quarter of 2016, the proportion who see him as anti-business has dropped and the proportion who think he is neutral towards business has risen.

LCCI chief executive Colin Stanbridge said: "No doubt in one sense the Mayor will view this as good news as it is certainly an improvement on business perception of him before the election.

"However Mayor Khan can't be resting on his laurels as a third of businesses still think he is neutral and 16 per cent believe he is anti-business. While fewer business leaders now see him as anti-business, the proportion who see him as actively pro-business is unchanged, suggesting that business leaders are still cautious about his credentials.

"There have been several good decisions on his part including bringing forward transport infrastructure projects

such as the night tube and the Bakerloo line extension and well as backing the expansion of London City Airport

"We are also pleased that he has taken on board our proposals for a London work permit and London Visa in the wake of the referendum. All of these are essential to ensure London remains globally competitive, especially at a time when businesses are uncertain about the future.

"However we would question his hesitancy to back a third runway at Heathrow.

"Therefore he's not making a bad start but I'm not sure he has quite yet fulfilled his pledge to be the 'most pro-business mayor ever'. There's still a lot left to play for."

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Tapping into Brexit advice

Mayor Sadiq Khan has appointed a panel of business leaders, investors and academics to advise him on the risks, challenges and opportunities for London following the vote to leave the European Union.

Ranging across London's key economic sectors, members of the panel include Sir George Iacobescu, chairman and chief executive of the Canary Wharf Group, Sherry Coutu, executive chair of the Scaleup Institute, and the former European Trade Commissioner Lord Mandelson.

They will be joined by Baroness Vadera, chair of Santander UK, Xavier Rolet, chief executive of the London Stock Exchange Group, and Julia Onslow-Cole, partner at PwC.

Business minds

The Brexit Expert Advisory Panel will provide on-call advice and guidance to the Mayor. It includes leaders from sectors including financial services, technology, science and the media.

The Mayor said: "This expert group of advisors will allow me to tap

into some of our top business minds as negotiations progress."

Since the referendum result in June, he has been working with business to ensure their needs are met during the forthcoming Brexit negotiations.

The Mayor is holding a series of monthly face-to-face meetings with the Secretary of State for Exiting the European Union, David Davis MP. As these meetings progress, the Brexit Expert Advisory Panel will provide insight and expertise to the Mayor as he pushes for a proper, sensible solution to the complicated challenge of leaving the European Union in a way that protects London and the UK's economy.

Pro-business

Khan continued: "I have promised to be most pro-business Mayor that London has ever had – and now I'm delivering on that promise. For the last six months, I have been speaking to businesses of all shapes and sizes about what they need from the forthcoming Brexit negotiations.

"We need to strike a deal that safe-

guards London's position as the best city in the world to do business and this expert group of advisors will allow me to tap into some of our top business minds as negotiations progress.

"Securing privileged access to the single market, maintaining a world-class financial sector and ensuring London can continue to attract global talent are all recurring themes from my conversations with business – and I look forward to working with this panel as we aim to strike a deal that works for the capital."

Interconnected

Panel member and City of London policy chairman Mark Boleat said: "London's success is based on the incredible number of interconnected businesses and sectors that support each other. If one sector suffers, the knock-on effects to London's whole economy could be substantial. The Mayor understands this and I'm pleased he'll be using his meetings with David Davis to ensure that Government understands this as well."

Fellow Panel member Professor

Alice Gast, President of Imperial College London, said: "London is a global innovation powerhouse, but we should be ambitious to do more. It is vital that the capital has access to the talent and market conditions needed to create the jobs, prosperity and discoveries that will improve the lives of all Londoners. I look forward to working with the Mayor and this expert group to develop pragmatic proposals to make Brexit work."

Global success

Vanessa Kingori, Publisher of British GQ, said: "London's creative, media and retail businesses have achieved amazing global success and I look forward to working with the Mayor to ensure this continues."

Sherry Coutu, Executive Chair of the Scaleup Institute, said: "I'm confident London can continue to be the digital capital of Europe and I am honoured to be working with the Mayor to ensure tech businesses maintain access to the talent, funding and markets they need to scale up."

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Kennedy honoured



Businessman and former LCCI Council member Patrick Kennedy has been awarded an honorary degree by the University of West London (UWL) to mark his contribution to business and the civic life of the London Borough of Ealing.

Kennedy has served as president of the Ealing Chamber of Commerce and was also elected to represent residents at Ealing Council. In addition, he has spoken up for local businesses at Westminster as a member of the Parliamentary Club and is well known for his charitable activities.

At the ceremony to mark this

much-deserved recognition he said: "I firmly believe in giving back to the community and encouraging others to develop their talents to the highest degree. I am honoured to have been awarded this degree by UWL."

In the main picture Kennedy is flanked by Chris Humphries CBE, a former director general of British Chambers of Commerce and now pro chancellor and chairman of the board of governors of UWL, and University chancellor Laurence Geller CBE.

www.uwl.ac.uk

German business wary of a hard Brexit

A majority of companies of the German-British business community believe that in the medium term Brexit will be negative for their business, according to a survey by the German-British Chamber of Industry & Commerce. Only 11 per cent think that a Brexit will be positive for their business, with the remainder saying either that the effect would be neither positive nor negative (12 per cent) or that they do not know (21 per cent). Among those saying the impact would be negative, more think the impact would be 'very' rather than 'fairly' negative (32 per cent and 24 per cent, respectively).

"substantial uncertainty continues to be felt in the business community, even if the sentiment towards a Brexit is not as negative as it was before the referendum"

Uncertainty

According to Dr Ulrich Hoppe, director general of the Chamber, these results show, "that substantial uncertainty continues to be felt in the business community, even if the sentiment towards a Brexit is not as negative as it was before the referendum."

Respondents were asked follow-up questions about the impact of a soft or a hard Brexit on their likely future investment in the UK. Thirty eight per

cent said in case of a soft Brexit the effect would be fairly positive or very positive and only 14 per cent said the effects would be fairly negative to very negative. For nearly half the companies the effect would neither be positive nor negative. The picture changed completely when asked about the consequences of a hard Brexit. For more than two thirds of companies this would have a fairly negative or very negative effect. Only a handful of companies viewed the effects of a hard Brexit as fairly positive or very positive for their future investment in the UK.

Crucial

Respondents identified a few key issues for the upcoming negotiations, most importantly a smooth transition period to ensure stability on the currency markets (80 per cent). This is followed by the desire to continue to be able to easily employ workers from the European Union (66 per cent) and continued access to the single market (64 per cent). Common standards on trademarks and patents are also important for 40 per cent of the respondents. A sector-specific

analysis shows that passporting rights are crucial for financial services, and access to European research funding and a common framework for pharmaceuticals and medicines is hugely important for that particular industry.

Chamber Council chair and partner at law firm Nabarro LLP, Patricia Godfrey, commented: "The relationship between Germany and the UK is central to a successful Brexit negotiation. The findings show that the German-British business community favours a soft Brexit and a smooth transitional period. Any hard Brexit will be a major blow to their confidence with 68 per cent saying it would have a negative impact on their business. We hope politicians on both sides take note of our findings."

The German-British Chamber of Industry & Commerce conducted 195 online interviews with its members and German subsidiary companies in the UK. Fieldwork was conducted between 30 November and 7 December 2016. www.ahk-london.co.uk



Dr Ulrich Hoppe

ADVERTORIAL

Cyber versus Traditional Espionage

"Both traditional and cyber espionage continue to pose a threat to British interests, with the commercial sector very much in the front line"
– Centre for the Protection of National Infrastructure (CPNI)

CYBER-CRIME encompasses a broad range of illegal activities including computer viruses, Malware, DOS attacks and hacking. While there is little doubt that the frequency of these types of intrusion is on the increase, there is a danger that organisations may be leaving themselves open to attack from cyber and more traditional espionage methods, such as the use of covert listening devices, phone hacking, dumpster diving, honey traps and in particular to the ever increasing "insider" threat.

Traditional espionage techniques are being utilised to facilitate many of the cyber-attacks we are reading about in today's news. Illegal intelligence gathering via illicit surveillance devices or through the retrieval of documents from rubbish bins can yield an incredible amount of sensitive information that can then be used to implement a cyber-attack. The recruitment of a disgruntled employee, deployed to steal information or plant a listening device often totally

undetected, has also been widely reported.

Chances are your company is most likely already a target from corporate espionage activity. It affects share prices, undermines confidence and compromises client security and confidentiality. When companies lose control of proprietary information, there can be serious consequences.

Reviewing and improving your organisation's security practises and conducting regular bug-sweeps are effective ways of ensuring long term protection from corporate espionage. Remember, information comes in many forms and the confidentiality of it is key. A security programme that includes all security disciplines including physical, personnel, operational and technical is the only effective solution. Firms need to look at their defences to see that their information is protected and employ a level of countermeasures appropriate to the risks and potential losses that it faces.



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Infrastructure boost for Kurdistan

Biwater have been contracted to deliver water and wastewater treatment solutions for the cities of Erbil (below) and Sulaimani in the Kurdistan Region of Iraq. Works will alleviate the current strain on existing infrastructure and reduce the region's reliance on dwindling groundwater reserves to deliver long-lasting environmental benefits.



As a part of this project, Erbil will be provided with a state-of-the-art water treatment plant, while Sulaimani will benefit from water treatment plant upgrades and the construction of cutting-edge wastewater treatment works and sludge treatment facilities.

At a signing event in London last December, Alastair White, deputy chairman of Biwater, acknowledged the support of UK Export Finance (UKEF), the Department for International Trade and HM Government teams in Erbil and Baghdad who have been instrumental in bringing the project to fruition.

The London-based event was arranged to mark the signing of a loan to fund the project's development works, which will include all relevant site surveys, social and environmental impact assessments and detailed designs. Development works will run for a period of 6-12 months before construction.

Solutions

"Since Biwater was founded in 1968, we have delivered many large international water projects across the globe, including strategic turnkey solutions throughout the Middle East. The signing of this contract in Kurdistan is a major landmark in providing technological and financial solutions that address complex water-related challenges in the region," said Sir Adrian White, CBE, Biwater's chairman.

The loan for the work is being financed by UKEF. JP Morgan is acting as the facility agent and mandated lead arranger for the initial loan on behalf of UKEF for the Kurdistan Regional Government.



Louis Taylor, chief executive of UK Export Finance (left) and Alastair White, deputy chairman, Biwater

Benefits

Rt Hon. Greg Hands MP, Minister for Trade and Investment, said, "This is great news for Biwater and for British exports, and I am delighted that UKEF is financing this hugely important contract. It shows what is possible when British technical excel-

lence receives the right government support at the right time. The project will bring much needed benefits to Kurdistan and also offer substantial opportunities for supply chain companies based here in the UK."

Welcoming the water project and the loan agreement, Kurdistan Prime Minister Nechirvan Barzani said, "This is a significant step that will help improve the daily lives of the citizens of Erbil and Sulaimani. It is also the first time the UK government has provided a direct loan to the KRG to boost our infrastructure. We hope this initial loan will pave the way to attracting finance for the next stage of this important project. We also appreciate the high-level backing this project has received from the UK government,

"This is a significant step that will help improve the daily lives of the citizens of Erbil and Sulaimani."

highlighting the close and fruitful relationship between the UK and the Kurdistan Region."

biwater.com



LCCI's India mission follows in Prime Minister's footsteps

More than two dozen companies from four countries travelled to India last November for a five-day trade mission in the wake of the visits of Prime Minister Theresa May and London's deputy mayor for business for London, Rajesh Agrawal.

Led by Vijay Goel, as the then LCCI Asian Business Association chairman, delegates included representatives from a whisky distillery company, a law firm, chartered accountants and Public Health England.



See page 29 for Asian Business Association event at the Indian High Commission

Companies from Greece, Italy and Lithuania completed the line-up in a cross-Europe mission which was co-organised with the Federation of Industries of Northern Greece, Sicindustria, a branch of the leading business federation in Italy, and the Public Institution Lithuanian Innovation Centre. The mission is part of the European EAGLE project to enhance co-operation between European trade promotion organisations for an improved SME trade promotion service.

Some of the group were visiting India for the first time, while others were looking to develop already-existing links.

Collaboration

Kajane Chartered Accountants, based in Edgware, were reaching out to Indian businesses looking to expand into Europe. Media production company ArtTravel carried out market research and sought collaboration, sponsorship and distribution channels with the aim of creating short digital motion pictures on tourism and arts.

Mission delegates were introduced to key business contacts, dis-



Vijay Goel addressing an ASSOCHAM meeting

tributors, agents, partners, buyers and sellers, and briefed by government officials and business support organisations.

Networking

The mission included business-to-business meetings in Mumbai, Bangalore and New Delhi organised by The Associated Chambers of Commerce and Industry of India (ASSOCHAM). There was also a networking reception and client hospitality with locally invited businesses in Mumbai, hosted by the Bombay Stock Exchange.

Vijay Goel said: "The mission strengthened trade links between Indian companies and those visiting from the UK and elsewhere in the EU.

"Whatever happens politically in the next few years the mission is about building business ties and understanding ways of working for the benefit of all."

"Whatever happens politically in the next few years the mission is about building business ties and understanding ways of working for the benefit of all."

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What's in a name?

Quite a lot actually.

For most businesses, the one thing that keeps people coming back year in year out is the name or brand that your customers recognise. But, did you know that unless that brand is protected by a trade mark registration it is difficult to claim the name as yours on a nationwide basis.

Say for example, you're a barber called SWEENEY TODD, then the goodwill in your name is restricted to a fairly local geographic area. That is fine if your business only intends to trade locally. However, if you want to expand and franchise your name nationally you really DO need to obtain a registered mark.

The same applies if you export. If you want to export your business to the USA, then you'll need a US trade mark. Indeed, the only way you can get protection from copying in many overseas locations is to have a registered right. So, if 2017 is the year you want to start exporting (and for many businesses Brexit will offer opportunities for sales in a wide variety of new locations) then start to ask the following questions now:

- Do I have proper trade mark cover in all the necessary classes?
- Have I registered a word mark a logo mark or both?
- Do I have trade mark cover in all the countries in which I intend to trade?

Whilst it is quite easy to obtain registration for a trade mark in the UK, registration overseas is a different kettle of fish and you're strongly advised to seek some advice and help to get it right. If you don't you can lose your rights in parts of the world and see your reputation damaged by third parties offering poor quality good under your brand. If you think this may apply to you then don't hesitate to give Virtuoso Legal a call.

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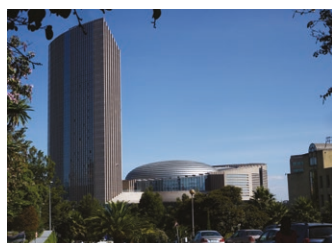
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Chinese 'gifts' help put Ethiopia on right track



**Peter Bishop's
Addis Ababa diary**

Addis Ababa (Amharic for new flower) is home to the African Union (AU) and United Nations Economic Commission for Africa (UNECA), reasons for it often to be referred to as the diplomatic capital of Africa as well as the administrative and commercial capital of Ethiopia. I was in town in early December with Martin van der Weide, my World Chambers Federation colleague from the Netherlands, to speak at various import/export sessions during African Trade Week – see box below.



Since I was last here, in the early 90s to set up an international trade centre, the Organisation for African Unity has transitioned into the AU (above) and is based in a 20-storey, \$200 million, state-of-the-art complex – “China’s gift to Africa” – towering above the sprawling city. The Union’s original objectives included “to rid the continent of colonisation and apartheid” but now the focus is on “the empowerment of African states in the global economy” and addressing “the multifaceted social, economic and political problems facing the continent”. In their endeavours they are fortunate to be assisted by PACCI – the Pan Afri-

can Chamber of Commerce and Industry, joint-organisers of the trade week – who are bringing the business community’s influence to bear, critical if the objectives are to be achieved.

The population of Addis has grown from under two million in 1992 to around 4.5 million now (figures are a bit hazy) and there are some shiny new shopping malls alongside the amiable chaos of the areas of the city that I recognised. Street signs were



never Addis’ strong point (rare and, when or if discovered, often misleading or downright contradictory) and I fear that the situation hasn’t

been helped by a new set of street names that were introduced in the early 2000s, partly at least replacing colonial names with African ones. The maps of the city are very basic so it is good news that British designer Kirsty Henderson has created a new, illustrated one, too late for my trip alas, which can be accessed at www.mapofaddis.com



Not all names have been changed. Merkato (or mercato) – reputedly the biggest outdoor market in Africa, it certainly has a huge array of goods for sale – and the bustling Piazza, linguistically at least recall the Italian occupation of Abyssinia. They appear to make up the main tourist attractions though mainly, I guess, for the huge numbers of aid and

Trade wins

PACCI – the Pan Africa Chamber of Commerce and Industry – was a prominent private sector partner in Africa Trade Week in Addis Ababa, joining forces with the African Union Commission, UNECA, the African Development Bank and the Africa Export-Import Bank to address what is a key issue for the continent – trade development.



Growth in trade needs a basis of efficient facilitation procedures and two sessions run by PACCI, the first chaired by their engaging president Dr Appiagyei Dankwa (also boss of the Ghana Chamber of Commerce and Industry) on the single window and electronic business standards for handling imports and exports, addressed this in impressive depth.



The second session focussed on the reality that global supply chains demand more efficient licensing and customs processes and faster, more efficient movement of goods to improve trade performance. Other sessions featured the impressive PACCI executive director Kebour Ghenna, a well-known businessman and writer and founder of the educational social enterprise Initiative Africa. Sessions were coordinated by the tireless Leul Wondemeneh, business development manager, and the equally efficient PACCI team, all striving to represent the African voice of business and create jobs, growth and prosperity.

African chambers in over 50 countries have varying degrees of involvement in trade



facilitation, only some issuing certificates evidencing origin of goods, but all have a role to play connecting suppliers with foreign buyers and business partners. Chamber representatives from around the continent were also keen to make progress on the creation of a Continental Free Trade Area – CFTA – which has been mooted for a number of years but has yet to make a significant leap forward.

www.pacci.org



trade visitors in Addis for AU and UNECA events. They are also likely to visit the National Museum to see casts of Lucy, a fossilised hominid, who walked the earth 3.2 million years ago and St George Cathedral, dedicated to Ethiopia's patron saint who slew a dragon-like creature to save a damsel in distress – sound familiar? An Addis football team and a local beer share the cathedral's name though the beer's popularity is under threat from competition from a new Heineken brewery expansion which was inaugurated in November.



Traffic in town was as chaotic as I remembered and congestion meant that the three-mile taxi ride to the AU from my hotel near UNECA could take up to an hour. The situation would be even worse without the light rail system which was introduced in 2015. Chinese-built, financed and operated, it consists of two lines running along 20 miles



of central Addis with over 30 new stations. The old railway station remains a transport centre with ranks of buses in attendance as well as a market stall of khat (or qat or chat), the native plant which looks like sprigs of privet hedge and has been chewed for soporific effect in the Horn of Africa since time immemorial.



Outside town the Addis-Djibouti rail line has been up-and-running for freight traffic since October 2016. Linking the 8,000 ft high Ethiopian capital with the Red Sea through 466 miles of challenging terrain, it is the first fully electrified cross-border railway line in Africa, a continent that, with much British engineering involved, once boasted an enviable rail system. This new line, which is due to eventually take passengers, has been built and financed by ... yes you've guessed it, the Chinese!

Trading places



Sajid Mehmood Raja, Commercial Counsellor at the High Commission for Pakistan, visited LCCI last month to discuss ongoing trade promotion and facilitation activities. He is pictured on the left with his trade development colleague Muhammad Afzal Mushtaq.



How will you deliver growth in 2017?

The best leaders know that growth cannot be achieved by the few leaders around the management table. We need everyone on board to help us deliver what our customers and shareholders demand. Only covering the people management basics will lead to mediocre business performance.

So let's start this series of articles with the "Six Fundamentals of Fast Growth"; to get our mind-set firmly on growth.

1. Have an Engaged Leadership Team

As leaders, we're attached to our people. Fact is if you don't have the right people around the table to deliver, it isn't going to happen. We assume managers should be engaged as a duty, sadly it doesn't work like that. If only 47% of UK MD's are engaged (Achievers 2016), what luck do the rest of us have?

2. Engage your Workforce

Not only do disengaged employees cost you money, they make up to 100 more errors a year than engaged staff. Do you want to risk losing customers this year? Engaging your staff is simple if you do it for the right reasons.

3. Have a Fit for Purpose Organisational Structure

This cannot simply be made up on a flipchart. If the 'operating

model' isn't designed to engineer issues out of the business, your managers won't have time to focus on growth; they will spend hours fire fighting operational issues daily.

4. Have Clear Roles and Responsibilities

The consequence of a lack of clarity is that things get dropped, often clients and this is often a major root cause of conflict in today's organisations.

5. Have Values and Embed Them

Values correlate to bottom line growth. If you don't tell your people what you stand for they will assume profit and you will turn them off.

6. Have a Strategy

Most companies have no strategy and no plan on paper. You'll never meet a financial plan without a strategy and clear plan. Then communicate it.

Whilst there is a direct cost here, it's an investment for growth in 2017.

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Thoroughly modern world traders



by Mavis Gold

Almost since time immemorial, and certainly since the Middle Ages, Livery Companies have played a prominent part in the life of the City of London. There is nothing unusual in the concept of a trade association. However, what is unique about Livery Companies is their promotion of goodwill and fellowship amongst members. This is combined with the many charitable contributions they make and their support for education and their own industry trade.

Expansion

Over the centuries, expansion of trading areas and several changes in monarchy and parliament created a long hiatus in the establishment of any new Livery Companies, with the last founded in 1746. Then, in 1926 under the reign of King George V came the first of the 'modern companies' – the Honourable Company of Master Mariners, Company No. 78. Until that date, some 77 of the 'ancient companies' had continued to exist. After many years of earlier dispute and at a time when their influence could change government, their order of precedence was established in 1515 with the Mercers' Company as No. 1. These ancient companies, or guilds, were responsi-

ble for the management and quality of all of London's trading activities and, whilst this is no longer necessary, they and the modern companies continue to be involved in the activities of the Corporation of London. Every year, members elect the Lord Mayor and the Sheriffs, and then continue to support the Mayor throughout the year, continually promoting the City of London.

Diverse

Although formed in 1985, it took the Worshipful Company of World Traders until the year 2000 to become Company No. 101, receiving its Royal Charter from the Queen in 2015. This modern company is one of the most diverse in the City with members drawn from every

aspect of world trade. World Traders are probably best known for their flagship event – the annual Tacitus Lecture sponsored by CET – which attracts some 900 people to Guildhall to hear prominent speakers talk about matters relating to both the UK and international trade. In addition, the company has a full calendar of events throughout the year with annual dinners and business lunches, alongside thanksgiving and carol Services. World Traders also have many unique opportunities for members and their guests to gain new experiences – some as unusual as Swan Upping on the Thames with the Queen's Swan Master, a ride in a helicopter with RAF Benson, a visit to the Thames Gateway, a tour of the Champagne Houses of Reims, and



a guided tour with lunch at Lloyd's Insurance Market. Over the years, World Traders have also undertaken many overseas trade missions, often accompanying the Lord Mayor on his travels.

Continuity

The City of London Livery Companies provide us with a sense of history and continuity in an ever-changing world. Yet, if they are to continue to exist, they must also appeal to newcomers. The Worshipful Company of World Traders welcomes new members from both the UK and worldwide, provided they are involved with world trade and are able to partake in at least some of the company's activities. Potential members are advised to study a little of the history of the Livery Companies and to be interested in and willing to participate in events. It is important to understand that they will also have to become a Freeman of the City of London, accepting the general belief that 'the livery is for life'.

The Company's motto is: 'Commerce and honest friendship with all'.

Mavis Gold is a Liveryman at the Worshipful Company of World Traders

www.world-traders.org

Master trader

The current Master of The Worshipful Company of World Traders is Robert Woodthorpe Browne MBE, a linguist and reinsurance industry professional. Founder of the African Insurance Organisation, he has worked in Latin America, the Middle East, North Africa and Asia. After the collapse of communism in Central and Eastern Europe, he helped to establish a viable insurance profession in Russia and its former satellites.

Aside from his involvement in politics – he is a member of the Bureau of Liberal International – and World Traders, Woodthorpe Browne is a council member of Chatham House, and a board member of the British German Association.



It is that time of the year again when the big players from the property and construction sector descend on Les Palais des Festivals in Cannes for le marché international des professionnels de l'immobilier – MIPIM

MIPIM is the world's largest property exhibition, attracting over 23,000 delegates from around the world and for the fifth time the LCCI will have a significant presence at the Expo. President Tony Pidgley CBE (chairman of the Berkeley Group), along with LCCI chief executive Colin Stanbridge and Mark Collins (chairman of UK Residential at CBRE and LCCI property and construction chairman) will be in situ for the week ensuring significant visibility, focus and support for the Chamber and its partners. Between them they will host a full range of high profile LCCI networking events offering multiple opportunities to make new business contacts.

London (like Paris and Berlin) has its own designated marquee area next to the beach at the side of the Palais.

LCCI's MIPIM mission

The London Pavilion showcases all the current major London developments and projects and includes a conference area, terrace bar and fascinating model of the capital.

Last year the Chamber engaged with big names from business and politics, including Sir Edward Lister, then deputy mayor for policy and planning and Boris's right hand man along with the Housing Minister Brandon Lewis.

High profile

This year promises to be even bigger and better. Members that are joining LCCI in Cannes as sponsors have embraced the opportunity to get their brand out to the high-calibre MIPIM audience in a cost effective way. Their logos are emblazoned on LCCI's interactive flagship stand, located in one of the most high profile areas of

the London Pavilion.

Partners in 2017 include the Berkeley Group, CBRE, Mitsubishi Electric, Essential Living (one of the biggest names in the fast-developing private rented sector), leading creative designers Wagstaffs Design, global architects AHR, national construction consultants Bruce Shaw, multi-disciplinary practice Calfordseaden, industry training providers University College of Estate Management, and top transport planners Vectos

LCCI will also be using MIPIM as a platform to be the voice of London business. With London's population expected to reach nine million by 2020 and ten million by 2030 (megacity status) there will be many challenges in meeting the needs of this future population as well as attendant opportunities. LCCI will be focussing on the key areas of hous-

MIPIM facts

MIPIM 2017 is expected to attract; 23,000 delegates, 2,600 exhibitors, 90 countries, 350+ keynote speakers, 5,300 investors, 3,800 CEOs and chairmen and 100+ conference sessions.

ing, skills, devolution and transport in getting policy messages over to the influencers who congregate at MIPIM for four-days of back-to-back meetings, appointments and events. www.mipim.com

mipim
The world's property market

MIPIM runs from 14 – 17 March 2017 For more information on how to get involved this year or next, contact Angela Reed, sponsorship and promotions manager at LCCI areed@londonchamber.co.uk

Pride ahoy



P&O Ferries are spending £8.5 million on upgrading the two ships on its Hull-Zeebrugge route in a move which guarantees the future of the combined tourist and freight service into the next decade.

The *Pride of York* and the *Pride of Bruges* – two 32,000 ton sister vessels which can carry up to 880 passengers on their overnight sailings to and from the continent – will benefit from the major investment in their physical infrastructure and passenger areas. The objective is to provide first class eating, drinking and shopping areas for freight customers and tourist passengers to enjoy during the 12 hour voyage.

P&O Ferries is a leading pan-European ferry and logistics

company, sailing on eight major routes between Britain, France, Northern Ireland, the Republic of Ireland, Holland and Belgium. The company operates 20 vessels which carry more than 10 million passengers, 1.6 million cars and 2.2 million freight units every year. Together with its logistics division, P&O Ferrymasters, the company also operates integrated road and rail links to countries across the continent including Italy, Poland and Romania. A P&O Ferrymasters-owned rail terminal in the northern Romanian city of Oradea, which will facilitate the onward movement of goods to Britain from the Silk Road, became operational in 2016.

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Croatia – scope for greater trade and investment



by Davorka Žanić Dražić

Croatian and British bilateral trade and investment activities have intensified in recent years but there remains a lot that can be achieved on both sides.

Potential for significant growth exists in many sectors. These include IT, where there is already a number of highly-successful Croatian London-based start-ups, shipbuilding (cooperation already operating well), energy (especially in renewables), infrastructure (the new Zagreb Airport is to open next month), pharmaceuticals, automotive (including electric cars), timber and food processing industries, and tourism including niche areas such as nautical, health, and conventions. Indeed in the tourism sector Croatia saw an a 20 per cent increase in the number of British tourists in the first half of 2016 making the Brits the fifth largest group of foreign tourists in the country. Overall, the UK is the ninth largest investor and the eleventh largest trading partner to Croatia.

Croatia believes that the UK decision to leave the EU will not have a negative effect on mutual economic cooperation and that we should continue to develop our relationship thereby opening numerous new opportunities – as identified by Foreign Secretary Boris Johnson in his visit to Croatia last year.

Direction

Following an increase of 2.9 per cent in GDP in the third quarter of 2016 – the highest since Q2 2008 and the fastest rate among the EU members states) – the government have projected a 3.2 per cent growth rate for this year, expecting it to increase to five per cent by 2020. Growth trends cross all and, combined with lower deficit, have improved Croatia's ranking in 2017 global competitiveness assessments. In December last year Standard & Poor's global ratings revised its outlook for Croatia's sovereign credit rating to stable from negative, the first time for nine years.

With this as background and de-



The new Zagreb Airport terminal opens next month



The Croatian Rimac Automobili is becoming a global leader in electric vehicle technology

spite many challenges ahead, Croatian PM Andrej Plenković is confident that Croatia is moving in the right direction. With the reforms mentioned below, an important message of political stability is being sent to the world, and optimism restored or maintained.

Reforms

From the beginning of this year the Croatian government has implemented new tax reforms to create a better business environment. One measure has reduced the corporate tax rate from 20 per cent to 18 per cent, with a greater reduction for eligible small

businesses and farmers. The government will also continue with the rule simplification and accelerate administration system and court procedures, as well as carry through reforms in the education system to make the labour market more effective.

Investment

Croatia has a favourable geo-strategic position (three major Pan-European corridors pass through the country), a modern transport infrastructure, clean soil, unpolluted sea (washing up over a thousand islands), and rich sources of fresh water – all convincing reasons to take investment possibilities seriously. Moreover, foreign investors established in Croatia are entitled to compete for EU funds under equal conditions as national ones and experience lower operating costs than those in the majority of other EU member-states, making it an ideal business partner in the larger European market. It is also blessed, as many British tourists know, with an enviable quality of life and an amazing cultural heritage.

Davorka Žanić Dražić is the economic affairs counsellor at the Embassy of the Republic of Croatia to the UK

<http://uk.mvep.hr/en>

British-Croatian business

Croatian wine proved a big hit for guests at last year's LCCI Changing Places evening reception held at the Croatian Embassy.

Over 100 company delegates – LCCI members and representatives of the British-Croatian business community – were welcomed by former LCCI chairman Mark Adams OBE and heard from Nicola Byrne, founder of event sponsor RiskEye, and Croatian Ambassador HE Ivan Grdešić.

www.riskeye.com



East London wharf returns to cargo handling

A strategically important protected wharf in East London is set to return to operation after its acquisition by the Port of London Authority (PLA).

Peruvian Wharf in Newham will be developed as a centre for low-carbon transport of building materials in East London. The wharf has been protected since 1997 under the Mayor of London's policy to safeguard strategically placed wharves for cargo handling. The PLA completed the acquisition of the site after a long battle over the wharf's planning status, subsequently acquiring the site when the former landowner didn't reactivate it for cargo-handling.

"We've fought long and hard to get Peruvian Wharf back into use," explained PLA chief executive, Robin Mortimer. "It's ideally

placed to service East London's growth, underlining the importance of retaining strategically located sites for cargo handling.

"The river will play a key role in servicing the construction of at least 260,000 new homes and communities, offering 360,000 jobs. This will help keep tens of thousands of lorries off London's roads every year, reducing air pollution and improving local people's quality of life."

Operational

The PLA has paid more than £3 million for Peruvian Wharf. They will initially complete a new access road to the site, prior to letting it on a long-term lease to the Brett Group, the independent construction and building materials group. Brett will develop an integrated terminal on the site, which

"Over two million tonnes of cargo are moved between wharves on the Thames each year."

is expected to be operational late in 2017.

Deputy mayor for transport, Val Shawcross welcomed the news. "Over two million tonnes of cargo are moved between wharves on the Thames each year. This keeps more than 150,000 lorry trips off London's roads, reducing congestion and pollution. We look forward to seeing Peruvian Wharf back in use and serving construction projects in East London as soon as possible."

Fifty wharves on the Thames



have been 'safeguarded' for cargo-handling use by the Secretary of State for Transport, following the advice of the Mayor of London and the PLA. Peruvian Wharf is one of three currently vacant wharves promoted within the PLA's recently published Thames Vision, to be brought back into long-term use. The others are Hurlingham Wharf in Hammersmith & Fulham (currently being used for the Tideway project) and Orchard Wharf in Tower Hamlets.

www.pla.co.uk

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Mexico-UK trade – more important than ever



by Laura Atkinson

Mexico is the second largest country in Latin America, has a population of over 120 million, and is positioned between the United States and Central and South America. It is the gateway to the Pacific Alliance, a trading bloc of Chile, Columbia, Peru and Mexico – the most advanced and open economies in the region.

Alliance

Britain has enjoyed a strong bilateral relationship with Mexico for centuries. The UK was the first European great power to recognise Mexico's sovereignty following its War of Independence in 1810. Just 15 years later 130 Cornish miners sailed to Mexico to work the main Hidalgo mines bringing with them the latest technology and British culture. Today, British technology, expertise and culture is still highly valued in Mexico and the two countries have a strong alliance. The UK currently enjoys free trade with Mexico through the European Union.

Recently, Mexico has been in the spotlight for less desirable reasons, with US President Donald Trump (as he now is) publically threatening protectionist trade policy. Consequently there are campaigns in Mexico encouraging consumers to look beyond their neighbours in the north. Furthermore, the UK and Mexican governments have both expressed a desire to establish a cutting-edge bilateral trade agreement after the UK leaves the EU.

Winners

Mexico is very much open for business, with 12 Free Trade Agreements with 46 countries and an aggressive reform agenda that covers sectors including education, telecommunications and energy. The latter includes both renewables and oil and gas. Last year, the Mexican government launched its wholesale electricity market and held three auctions that were dominated by renewable companies. British Chamber member Zuma Energía, funded by UK based Actis, were one of the

big winners in the most recent auction.

In oil and gas Mexico has held several rounds of bids to develop various oil fields with private companies. Last December, BP won two

- The growing renewable energy sector in which Mexico has the ambitious target of sourcing 35 per cent of its energy from renewable sources by 2024
- Pharmaceuticals – one of the



VUHL: Mexico's first super car: the car is Mexican, 50 per cent of the components are British

blocks as part of consortia bidding for deep water projects in the Gulf of Mexico.

The British government is now placing a high priority on trade with Mexico. The country was Lord Price's first overseas destination as Minister for Trade and Investment to attend a meeting of the Senior Business Leaders Group, established during Mexican President Enrique Peña Nieto's visit to the UK a year earlier. Mexico represents a vast area of opportunity, as only 0.7 per cent of Mexican exports (\$4.3 billion) currently go to the UK.

Opportunity

Other areas of opportunity and synergy for British businesses in Mexico include:

UK's largest export industries to the country

- Machinery and engines, both in the automotive and aerospace sectors, are growing thanks to government incentives and an affordable and highly-skilled labour force
- Construction; Mexico spends about five per cent of GDP on infrastructure with extensive plans in place to invest over £65 billion in motorways, passenger trains, ports and airports.

Confident

In these times of change and uncertainty, British companies can be confident that the Mexican market will have opportunities open to them. While not always the first export market that comes to mind, the opportunities can be deeply rewarding.

The British Chamber of Commerce in Mexico has been helping British companies open dialogue with Mexican firms for over 95 years and welcomes communication with UK firms to discuss how they can help in the market.

Laura Atkinson is the manager of BritCham Business in Mexico
info@britishbusiness.mx
www.britishbusiness.mx

On the runway



A new airport in Mexico City designed by Mexican architect Fernando Romero, British architects Foster + Partners and Netherlands Airport Consultants is expected to open in 2020.



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.

France

Ref: BRFR20161123001

SME manufacturer is looking for partnership for aluminium casting of large parts under subcontracting agreement. Company specialises in development and production of vessel propulsion system and is now looking for companies able to supply under subcontracting single large size aluminium cast parts.



substances which support the cultivation and breeding, is looking for innovative producers of fertilisers, pesticides and construction chemicals to distribute these products within the Polish market.

Germany

Ref: BRDE20161111001

SME supplier of premium shoe and clothing laces is searching for an experienced European manufacturing partner to produce laces in various colours, lengths, materials etc. in order to expand their business internationally.



Romania

Ref: BRRO20160919001

Company with a large variety of products, already an exclusive distributor for a prestigious Italian fruit producer, is looking for producers of excellent fruit and fruit products. The company is willing to explore



Spain

Ref: BRES20161216002

Design and manufacturer of architectural fountains and related irrigation systems is looking for installers of ornamental fountains in public spaces in cities, parks and gardens.



Poland

Ref: BRPL20161220002

Company experienced in the field of fertilisers and agricultural chemicals, including



new opportunities to import from quality fruit producers in Europe.

Ireland

Ref: BOIE20161108001

A long-established precision engineering company has developed an extensive range of jet nozzles for use in industrial drain cleaning and would like to develop a commercial agency or manufacturing agreement with manufacturers and distributors of parts to the drain and sewer cleaning sectors.



Greece

Ref: BOGR20161122001

Producer of aluminium doors and windows offers a wide range of products suitable for indoor and outdoor solutions in small and large scale. Distributors are sought in all countries.



Portugal

Ref: BOPT20160120002

SME specialising in developing and manufacturing special machines for press welding resistance, spot resistance welding, wire cutting and straightening, cutting and other machines is looking for companies to represent their products under a commercial agency agreement.



Belgium

Ref: BOBE20161123001

Manufacturer of a flexible storage system seeks distributors in the field of warehouse equipment with established contacts in industry and factories. The company specialises in reusable textile packaging systems for the B2B industry and has become the European market leader.



Sweden

Ref: BOSE20161130001

An award-winning design company has developed a patented earplug that protects from harmful noise, while preserving superior sound quality and feeling. The SME is looking for partners distributing primarily to major retail chains, design and concept stores and pharmacies in the UK.



Israel

Ref: TOIL20160412001

Start-up offers a set of billing and rating solutions (per-pay and post-pay) that make customer billing and charging easy and quick. The company is looking for a technical cooperation and commercial agreement with agile integrators in ICT among other sectors.



ADVERTORIAL

Write This Down!

The Kauffman Center for Entrepreneurial Leadership found that businesses who have a written business plan experience 50% more sales growth. They also have 12% higher gross profit margins.

Beyond the stats, here are four reasons we've found for why written business plans are a good idea:

1) They get you back on track

Periodic reviews of your plan (yearly, if not quarterly) can clearly identify where you've deviated. You can then decide to change track or course-correct to the right path.

2) They weather uncertainty

"But nothing ever goes according to plan." Of course they don't – but your plan is not set in stone. It is a guide that helps you pivot around problems while staying in the right general direction.

3) They help you step back

With a plan only in your head, your business needs your constant

intervention. A written business plan explains your vision, forming a foundation for you to eventually take a well-deserved break.

"Even if you are unsure at first, try writing down your business goals. When the road is clear, you may just find it easier to accelerate."

4) They identify where model not mindset is the problem

Our clients often think the business stagnates when the owner isn't good enough. Usually untrue! A business plan helps shed light on where the business structure is the problem, not the owner themselves.

Even if you are unsure at first, try writing down your business goals. When the road is clear, you may just find it easier to accelerate.

i Visit londoncoachinggroup.com/ planning to attend an intensive on creating a business plan and executing it effectively.

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February 2017

02/02/17 Time: 09.30-11.00 LOCAL MEMBERS AND NON-MEMBERS

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

07/02/17 Time: 12.00-14.00 PATRON AND PREMIER PLUS MEMBERS

Changing Places Lunchtime Networking**Venue:** Mint Leaf Lounge and Bar, 12 Angel Court, London EC2R 7HB**Nearest station:** Bank**Sponsored by:** Travelers**Patron Member, Premier Plus Member and Member's Guest:** Complimentary**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

08/02/17 Time: 11.00-11.45 LOCAL MEMBERS AND NON-MEMBERS

Maximise Your Membership**Venue:** Holiday Inn London-West, 4 Portal Way, Gypsy Corner, London W3 6RT**Nearest station:** North Acton**Local Member, Member's Guest and Non-member:** Complimentary**Contact:** Donna Subero **Tel:** 020 7556 2394**Email:** dsubero@londonchamber.co.uk

08/02/17 Time: 12.00-14.00 ALL MEMBERS AND NON MEMBERS

Connect 4 Lunch**Venue:** Holiday Inn London-West, 4 Portal Way, Gypsy Corner, London W3 6RT**Nearest station:** North Acton**Patron Member, Premier Plus Member, Local Member, Member's Guest and Non-member:** Complimentary**Contact:** Donna Subero **Tel:** 020 7556 2394**Email:** dsubero@londonchamber.co.uk

09/02/17 Time: 09.30-12.00 MEMBERS AND NON-MEMBERS

Workshop: How to Create a One Page Business Plan to Elevate your Business in 2017**Venue:** AMP House, 6th Floor Meeting Room, Dingwall Road, Croydon CR0 2LX**Nearest station:** East Croydon**Patron Member, Premier Plus Member, Local Member and Member's Guest and Non-member:** £15.00**Contact:** Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

21/02/17 Time: 09.00 - 16.30

MEMBERS AND NON-MEMBERS

International Business Training: Export Documents**Venue:** etc.venues, The Hatton, 51-53 Hatton Garden, London EC1N 8HN**Nearest station:** Farringdon**Patron Member and Premier Plus Member:** £354.00**Local Member and Non-member:** £414.00**Contact:** Enea Desideri **Tel:** 0207 203 1822**Email:** edesideri@londonchamber.co.uk

22/02/17 Time: 09.00-11.00

MEMBERS AND NON-MEMBERS

Perfect your Elevator Pitch**Venue:** Coventry University London Campus, University House, 109-117 Middlesex Street, London E1 7JF**Nearest station:** Liverpool Street**Patron Member, Premier Plus Member, Local Member and Member's Guest:** £15.00**Non-Member:** £39.00**Contact:** Samantha Shepherd **Tel:** 020 7203 1965**Email:** sshepherd@londonchamber.co.uk

23/02/17 Time: 18.00-20.00

PATRON AND PREMIER PLUS MEMBERS

By Invitation Only**Venue:** Bluebird Chelsea, 350 Kings Road, London SW3 5UU**Nearest stations:** Sloane Square and South Kensington**Sponsored by:** Travelers**Patron Members and Premier Plus Members paying the 13+ employee subscription rate - Complimentary**

You are welcome to bring a guest or colleague with you (if you are bringing a guest, they must be from a company with 13+ employees). Space is limited and places will be allocated on a first-come first-served basis, a maximum of two places per company applies. Telephone bookings will not be accepted.



March 2017

01/03/17 Time: 12.30-14.30

ALL MEMBERS

Time To Talk Business**Venue:** Docklands Sailing & Watersports Centre, 235a Westferry Road, Millwall Dock, Isle of Dogs, London E14 3QS**Nearest station:** Crossharbour**Patron Member, Premier Plus Member, Local Member and Member's Guest:** Complimentary**Contact:** Samantha Shepherd **Tel:** 020 7203 1965**Email:** sshepherd@londonchamber.co.uk**How to book your place(s) at a London Chamber of Commerce event**

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

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

07/03/17 Time: 18.00-20.00

ALL MEMBERS

Changing Places Evening Networking**Venue:** Browns Butlers Wharf, Tea Trade Wharf, 26 Shad Thames, London SE1 2YG**Nearest station:** London Bridge**Sponsored by:** Travelers

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

Contact: Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

08/03/17 Time: 12.00-14.00

ALL MEMBERS AND NON MEMBERS

Connect 4 Lunch**Venue:** Metro Bank, 234 King's Road, Chelsea, London SW3 5UA**Nearest stations:** Sloane Square or South Kensington

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

Contact: Donna Subero **Tel:** 020 7556 2394**Email:** dsubero@londonchamber.co.uk

14/03/17 Time: 10.00-12.30

ALL MEMBERS

One of a Kind Networking**Venue:** Hampton By Hilton, 30 Dingwall Road, Croydon CR6 2NB**Nearest station:** East Croydon

Patron Member, Premier Plus Member and Local Member: £20.00

Contact: Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

15/03/17 Time: 08.00-09.30

PATRON AND PREMIER PLUS MEMBERS

Cereal Networking**Venue:** Pitcher & Piano, 28/31 Cornhill, London EC3V 3ND**Nearest station:** Bank**Sponsored by:** Travelers

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

Contact: Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

16/03/17 Time: 18.00-20.00

MEMBERS AND GUESTS

Italian Evening**Venue:** Amerigo Vespucci, 25 Cabot Square, Mackenzie Walk, Canary Wharf, London E14 4QA**Nearest station:** Canary Wharf

Patron Member, Premier Plus Member, Local Member and Member's Guest: £15.00

Contact: Samantha Shepherd **Tel:** 020 7203 1965**Email:** sshpherd@londonchamber.co.uk

21/03/17 Time: 09.00-16.30

MEMBERS AND NON-MEMBERS

International Business Training: The Export Sales Guide to Minimising Risk and Maximising Profits**Venue:** etc.venues, The Hatton, 51-53 Hatton Garden, London EC1N 8HN**Nearest station:** Farringdon

Patron Member and Premier Plus Member: £354.00

Local Member and Non-member: £414.00

Contact: Enea Desideri **Tel:** 0207 203 1822**Email:** edesideri@londonchamber.co.uk

21/03/17 Time: 17.45-20.30

MEMBERS AND NON-MEMBERS

Networking Training: How to Work a Room**Venue:** etc.venues (Fenchurch Street), Fenchurch Place, London EC3M 4PB**Nearest stations:** Tower Hill and Fenchurch Street

Patron 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

24/03/17 Time: 13.00-17.45

ALL MEMBERS

Spring Racing Day**Venue:** Lingfield Park Racecourse, Racecourse Road, Lingfield, Surrey RH7 6PQ**Nearest station:** Lingfield

Patron Member, Premier Plus Member, Local Member and Member's Guest: £48.00

Contact: Linda Saran **Tel:** 020 7556 2393**Email:** lsaran@londonchamber.co.uk

31/03/17 Time: 08.30-10.30

MEMBERS AND NON-MEMBERS

Spring Prestige Breakfast**Venue:** Searcys The Gherkin, 30 St Mary Axe, London EC3A 8EP**Nearest stations:** Liverpool Street, Bank and Aldgate

Patron and Premier Plus Member: £54.00

Local Member: £78.00

Non-member: £102.00

Contact: Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk**April 2017**

25/04/07 Time: 19.00-23.30

MEMBERS AND NON-MEMBERS

Asian Business Association (ABA) Dinner with guest speaker Rt Hon Dr Liam Fox MP, Secretary of State, Department for international Trade & President of the Board of Trade**Venue:** London venue TBC**INDIVIDUAL PLACES**

Patron and Premier Plus Member: £180.00

Local Member: £210.00

Non-member: £238.00

TABLE OF 10

Patron and Premier Plus Member: £1,800.00

Local Member: £2,100.00

Non-member: £2,380.00

Contact: Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

*Members are welcome to bring a non-member guest to a Changing Places/Cereal Networking event. Please note that non-member guests are only able to attend one Changing Places/Cereal Networking event per year. If they wish to attend more than this they will need to join the London Chamber of Commerce.

Cold calling

The Icebar, off Regent Street, was the venue for the Chamber's New Year networking event last month. Following drinks and canapés in the Wolf Bar, guests were kitted out for a descent to the actual ice bar – formed from the crystal-clear waters of the Torne river in northern Sweden – where cocktails were enjoyed in five degrees below zero.



LCCI events highlights



Asian Business Association (ABA) Dinner

Rt Hon Liam Fox MP, Secretary of State, Department for International Trade will be our



guest speaker at the ABA Dinner on Tuesday 25 April. Key figures from business, central and local government, high commissioners, life peers and Asian entrepreneurs will be in attendance at this black tie event. Tickets start from £180.00 inclusive of VAT per person.

Changing Places Lunchtime Networking

The next networking reception will be hosted at Mint Leaf Lounge, Angel Court on Tuesday 7 February from 12.00pm – 2.00pm. Sponsored by Travelers, this complimentary event is open to Patron and Premier Plus members only.

Clay Pigeon Shooting

Join London Chamber of Commerce and Industry (LCCI) at the renowned Holland & Holland Shooting Grounds for a fun and exciting day of clay pigeon shooting on Friday 2 June from 9.30am – 3.00pm. The event can be enjoyed by both novice and experienced guests and is the perfect way to network and entertain clients in an informal setting. Open to Patron and Premier Plus members and their guests at £198.00 per person inclusive of VAT. Tickets include all tuition, safety equipment, cartridges, clays, gun hire, breakfast, refreshments and a three course lunch.

Changing Places Evening Networking

Our bi-monthly flagship networking receptions are regularly attended by up to 100 members from a wide range of industry sectors. Browns Butlers Wharf will play host on Tuesday 7 March. Sponsored by Travelers, this complimentary event is open to members only.

Cereal Networking

Aimed at members from a variety of different business sectors and companies, ranging from SMEs to the big corporates, the next breakfast will take place on Wednesday 15 March from 8.00am – 9.30am at Pitcher & Piano, Cornhill. Sponsored by Travelers, this complimentary event is exclusively open to Patron and Premier Plus members only.

Networking Training

This workshop is ideal if you are new to networking or have some networking experience but are not getting the results you need from the events you are attending. Taking place on Tuesday 21 March at etc.venues – Fenchurch Street; tickets start at £66.00 inclusive of VAT per person.

Prestige Spring Breakfast

Embrace morning networking in style at Searcys The Gherkin, 30 St Mary Axe on Friday 31 March from 8.30am – 10.30am. This event will provide high-level networking opportunities over a glass of fizz and breakfast whilst enjoying panoramic views of the City. Open to all members and non-members prices start at £54.00 inclusive of VAT per person.

Spring Cricket Day

Join the LCCI team and watch Surrey vs Middlesex in the Royal London One Day Cup on Friday 5 May at The Kia Oval. 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.

Annual Golf Day

Book now for the LCCI golf day on Thursday 13 July at Royal Blackheath Golf Club. Guests will enjoy a day of high-level networking and 18 holes at the oldest golf course in England. Breakfast, refreshments and a post-round meal will be provided. You are welcome to enter a corporate team of four or book individual places and we will organise you into a team. Handicap limits are 24 for Men and 36 for Ladies. The day is open to all members with prices starting at £139.20 inclusive of VAT per person.

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Rob Griggs looks back on key LCCI policy initiatives in 2016

US political scientist Francis Fukuyama famously posulated that with the end of the cold war and rise of liberal democracy across the globe, we might have reached the 'end of history'. If 2016 is anything to go by, from Brexit through to Trump's victory in the US, there is plenty of history still to come.

More than ever in 2016 it was vital that LCCI continued to make the case to policy makers about what London's businesses need to thrive in these unprecedented times.

Challenges

We started in January with a mayoral hustings at the London School of Economics and Political Science, chaired by our chief executive Colin Stanbridge. It was the first occasion that the main candidates to replace Boris Johnson as Mayor of London debated together, with Sadiq Khan and Zac Goldsmith the frontrunners. In front of a packed audience of LCCI members and students, candidates set out how they would meet the challenges facing the capital, and support its business community.

Making the case

The debate coincided with the launch of Towards a Greater London, our 20-step agenda setting out LCCI's priorities for the new Mayor, once in office. Amongst these were more devolution to the capital, greater investment in our transport infrastructure, a reformed migration system and commitments to help London's emergency workers handicapped by the housing crisis.

Boost

So how did we do? In May we welcomed the new Mayor overturning the position of his predecessor by giving the go-ahead to London City Airport's £300 million expansion plan, which will provide an essential boost to short term airport capacity as we await Heathrow's third runway. Similarly, having campaigned for years for more river crossings in East London, Sadiq Khan's commitment to the Silvertown tunnel is excellent news, tempered only by the lack of additional road crossings in current plans.

We know though that only through more devolution will the capital be able to secure and fund the

infrastructure – the housing, bridges and digital infrastructure to name but three – it needs to grow. Following our call Sadiq Khan reconvened London Finance Commission, on Colin Stanbridge sits as a Commissioner, which will shortly be publishing its updated findings around what fiscal powers London should be granted. The new Mayor is marching in lockstep with LCCI in calling for more devolution, and the battle for 2017 will be persuading Whitehall that devolution's time has come.

Endorsed

In June, LCCI published a report called Living on the Edge: Housing London's Blue Light Emergency Services. In it, we highlighted an underplayed aspect of the housing crisis; that over 50 per cent of our emergency workers are living outside the city limits, often due to high housing costs. Several of our recommendations were endorsed by Lord Harris as part of his review on behalf of the Mayor looking at London's preparedness to respond to a Major Terrorist Incident. The Mayor himself welcomed our proposal that an updated

London Plan should formally identify the need for specialist emergency services worker housing as an important planning issue.

Uncertain

No review on 2016 could ignore the generational event that happened in June, as the UK voted to leave the European Union. LCCI quickly set out to understand the implications and priorities for London businesses, set out in our October report, London Business & Brexit. It was apparent that access to skills is a top issue for London businesses; both the future status of businesses' existing and valued EU employees – many of whom remain uncertain about their future – and also the impact that any crackdown on migration would have on businesses unable to find the right skills within the UK.

In light of this, LCCI built upon an idea floated within Towards a Greater London for a 'London Visa' in our November report called Permits, Points and Visas: Securing Practical Migration for post-Brexit London. There is a strong case for London having more control over migration to ensure the capital continues to

continued on page 34

ADVERTORIAL

Business for sale?

BORN OUT of one man's need to sell a business, BusinessesForSale.com started in the mid-1990s as an online bulletin board.

Since those early days BusinessesForSale.com has grown into a truly global service that connects over a million business buyers and sellers each and every month.

For 20 years the site has been helping business brokers and private sellers market their listings. From cafes to construction businesses, some of the most exciting business opportunities have included the makers of Big Ben's clock, a Chinese toll road, a crocodile farm in Thailand and even a tropical island!

Natalie Greenfield bought an online gardening business after finding it listed in 2008 and then used BusinessesForSale.com to sell it in 2010.

She says, "Because we found Plantabox on BusinessesForSale.com that was our reason to go back to it. As far as I can recall it was easy to use, easy to enter all the information."

Tim Warner sold one of the branches of his education

"It took approximately 3-4 months before we had a buyer and in that time we had around 10 -15 email enquiries via the site."

business Educ8 and liked the site so much he went back to list a second business for sale.

He added, "we used it again, because we had another business for sale. I did dip my toe in the water and try an alternative site and we had very few enquiries come back from it."

The site lists over 68,000 business opportunities in 130 countries.

i Sell online now:
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We help more than 1,500 owners sell their businesses every month



"Within days of posting I had lots of interest from real buyers and within a few weeks I had sold the business. Incredible!"

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LCCI in the news



by Katharine McGee

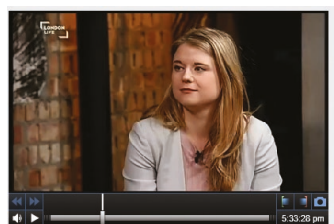
Ongoing Brexit worries, chaos on the transport network and the impending threat of new business rates all continued to whet the media's appetite for comment from London Chamber of Commerce and Industry across all platforms.



Highlights included chief executive Colin Stanbridge being interviewed live on BBC breakfast (above) and Sky News, while policy director Sean McKee appeared on Channel 5 (below), policy manager Siwan Puw was on Radio 5 and Radio 2, and LCCI made the front pages in *City AM* and the *Evening Standard*. A Chamber policy call was also endorsed in the *Evening Standard* comment section.



One of the policy topics that shows no sign of abating since the Chamber's report launch is that of the proposed London Visa. With Mayor Sadiq Khan warning the government that he would fight for a 'London-specific solution' following the work of LCCI, the story was reported on *City AM*'s front page.



The issue was revisited by the *Evening Standard* and *City AM* with Chuka Umunna MP and a cross

KHAN STEPS UP FIGHT OVER VISA FEARS

MARK SANDS

LCCI's new report on the government's plan to introduce a London-specific visa system has been widely covered in the media. The report, which was published last week, argued that the government's plan to introduce a London-specific visa system would be a "disastrous" move for the city's economy.

MPs and peers call for new visa powers for cities

MARK SANDS

@MSands

A CROSS-PARTY group of 24 MPs and peers is demanding the government investigate a regionally-led immigration system for the UK.

The panel of MPs, which is led by Labour's Chuka Umunna, argues regions and cities should gain control of local visa rules.

This would mimic a system already in place in Canada, where all 10 provincial governments can set requirements to meet, for example, labour shortages.

The MPs argue a move away from a one-size-fits-all policy would allow the regions most in need of foreign workers to establish a system suitable for

detoxify the debate around immigration which for business will be a good thing, because they will look to migrants filling skills shortages.

It comes as part of a package of measures designed to improve the current regime and boost integration.

Other suggestions include a requirement for migrants to have either learned English, or be enrolled in compulsory classes upon arrival in the UK, and a requirement for local councils to draft formal plans to support integration.

The call comes as business groups continue to push for a London visa.

This week the London Chamber of Commerce and Industry launch its latest quarterly economic survey with a reiterated demand for visas to be off-



The Chinese are helping out London's economy

THE retailers' results from Christmas are in, and a succession of them are reporting upbeat sales: M&S, Tesco, Morrisons and John Lewis. It's all part of an optimistic economic story that runs counter to the gloomy prognostications that followed the referendum. Mark Carney, Governor of the Bank of England, who had predicted a possible recession, now says the immediate risks from Brexit have diminished and the threats to financial stability are greater in Europe than for Britain. None of which should be taken as proof that we have surmounted the risks, just that the economy has proved robust in a way that economists did not predict. There will be bad effects from the weakness of the pound on prices, which will certainly affect retailers, but we should be grateful that for now, at least, London is booming. And not just spending: the labour market remains relatively strong and so do wages.

Firms call for separate business rates in London

Properties should be 'uncoupled' from national system to avoid huge tax hikes, companies say

By Ashley Armstrong and Alan Towey

LONDON properties should be uncoupled from the national business rates system to prevent companies in the capital being treated as a cash cow, the city's firms say.

Businesses in London could be forced to hand over an extra 40pc during the next five years under a revaluation which has led the *London Chamber of Commerce and Industry* to call for the capital to have a separate business rates system or risk a "profound" impact on the capital's economy.

The extra rates would force small, independent shops, bars and restaurants, which are already reeling from rocketing rents, to close down or move to cheaper locations, the *LCCI* has warned.

Property values in London have soared since the last revaluation in 2008, meaning that many businesses will be hit with rocketing bills, under the

could be as much as £885m a year because of a revaluation due in April, as companies across the city face an average rise of 10pc.

Few other areas have seen values rise so significantly, with the result that businesses in the capital will pay disproportionately more than elsewhere in the UK.

St Pancras Station will face the biggest jump in rates, paying £10.1m a year, an increase of £2.1m or 21pc over the next five years, exclusive analysis for *The Daily Telegraph* by CVS, the business rates specialist, has found.

The Royal London Hospital in Whitechapel will also be facing a £3.6m jump in its rates bill over the next five years while the demand on the BBC for broadcasting House in Portland Place will rise by £10.5m. Harrods, Selfridges and John Lewis will also face steep rises, CVS calculated.

Some West End retailers, and office

Government needs to do more to strengthen apprenticeships in UK

WILLIAM TURVILL

@wturvill

THE GOVERNMENT is being urged to do more to encourage businesses to take on apprentices.

A poll for the *London Chamber of Commerce and Industry (LCCI)* found that 77 per cent of businesses do not currently employ an apprentice, never have and do not intend to in the future. Six per cent of the more than 500 London businesses quizzed did employ one.

Some 35 per cent did not have the financial resources to train and manage an apprentice, naming it as one of the main barriers. Meanwhile, 33 per cent did not have the necessary HR; 23 per cent were not aware of the legal requirements; 21 per cent could not find the necessary skills; and 16 per cent did not know where to hire an apprentice.



Just six per cent of the London businesses quizzed employ an apprentice

party-group of parliamentarians calling for a regionally led immigration system. Subsequently policy manager Emily Follis (left) was also interviewed on London live about the need for EU migrant workers in the capital.

Strikes

Commuter transport difficulties dominated the run-up to Christmas and the start of the New Year with more strikes on Southern trains as well as a 24 hour tube strike the same week as Southern walkouts.

LCCI was continually called on to comment on the disruption to businesses and to offer potential solutions. This included Colin Stanbridge being interviewed live at Piccadilly Circus by BBC breakfast correspondent Ben Thompson, a programme watched by 1.5 million viewers per day, followed by a studio interview on Sky News. Policy director Sean McKee spoke on 5 News on the same topic while Rob Griggs conveyed the Chamber's position on London Live.

One of LCCI's main concerns

throughout travel disruption and the ongoing Brexit uncertainty is that London is seen to be open for business. This was also part of Theresa May's Christmas message reported on the *Evening Standard*'s front page and it was LCCI that the paper chose to quote as welcoming the sentiment and encouraging businesses, Londoners and visitors.

Concern

The business rates revaluation, due to come into force in April, continued to raise concern. LCCI's views on the subject, formulated along with researching business views were frequently in the news. This included a comment on the north-south divide in the *Telegraph*'s main paper as well as the lead story in the business section calling for London's rates to be decoupled from those nationally. A further story on the subject placed in *City AM* revealed a third of London businesses could be paying more in the charge than they paid in.

With the housing crisis never far away from the headlines, a call from LCCI to review the 2014 stamp duty reforms was reported in the *Sunday Times* and *Evening Standard*, and also received an endorsement in the *Standard*'s editorial comment, backing a review.

Twist

Another twist in the Brexit tale saw the UK's ambassador to the EU Ivan Rogers resign some months before planned. Colin Stanbridge was quoted in the *Evening Standard* the following day saying that the background of Rogers' replacement was not important, but getting the right person in place to get the job done was crucial.

The next few months will see the fallout from the Prime Ministers first speech on her Brexit Plans as we move towards the triggering of Article 50. With the reaction largely positive Colin Stanbridge gave his initial thoughts to the BBC, welcoming the fact that we now had some clarity, but also stressing that London already suffers from a skills shortage with EU migrants making up a vital part of London's workforce – see article on the PM's speech on page 7.

Katharine McGee is press and media relations manager at LCCI

Shining a light on **Durham**

Durham County Council is encouraging businesses to consider Durham as a place for investment, as it showcases the county as a thriving area for development and innovation.

LEADER of the council, Cllr Simon Henig, said: "We're proud of our innovative approach to attracting investment – from taking equity shares in Atom Bank as part of a deal which saw the firm relocate to a former council building, or the creation of the £20m Finance Durham initiative to fund businesses – we are looking to secure a bright and prosperous future for the county."

The council also works closely with Business Durham, the county's economic development company working on behalf of the authority, to ensure businesses get the support they need from starting-up to relocating and expanding in the county.

One such business is ResQ, a customer contact company that had reached full capacity at its site in Hull and chose to expand to the Durham seaside town of Seaham.



Nic Marshall, CEO of ResQ which relocated to Durham for expansion

Chief Executive Officer Nic Marshall said: "If you had to draw the perfect site for a call centre, you'd draw what was available to us at Seaham and the people there had exactly the kind of attitude

we were looking for. Attitude is more important to us than skills because, if people have the right attitude, we can give them the skills they need."

A positive workforce and perfect

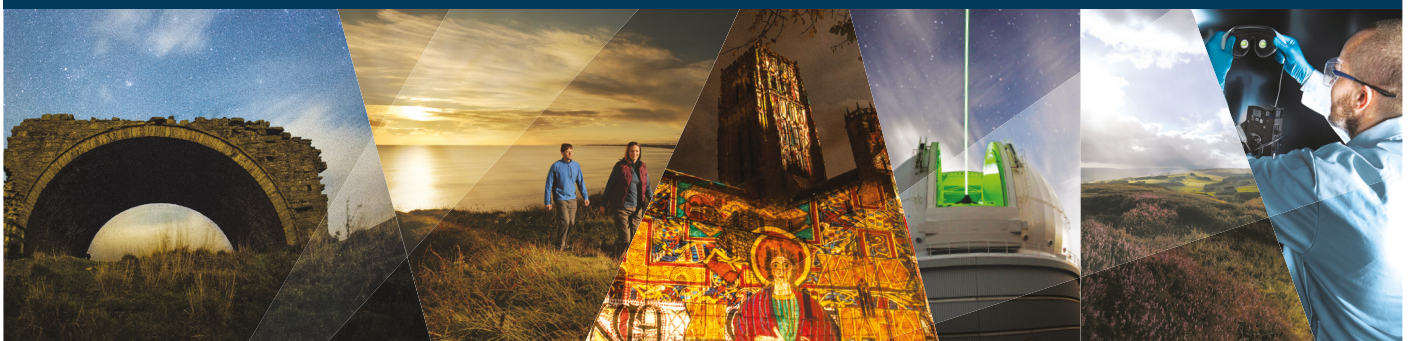
facilities were underpinned by the openness and flexibility of Durham County Council and Business Durham. Mr Marshall said: "The attitude was 'What can we do to help you?' It was so refreshing. Of course, there were barriers, but there was always a will to find ways to overcome them."

ResQ is just one example of how the council is looking to establish itself as a business beacon and Cllr Henig said: "We are proud to have been praised for our innovation and can-do attitude and there has never been a more exciting time to be doing business here. As a location to expand in or relocate to – there is no county more beautiful or inspiring than Durham."

i Find out more at
www.durhamplaceoflight.com

See Durham shine at
DurhamPlaceofLight.com

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Shining a light on Durham

An innovative and inspiring place where beacons of the business world come to put their work in the spotlight, where the brightest minds come to study and where residents and visitors delight in our breathtaking landscapes and cultural heritage.

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Shining a light on Durham

Two minute interview



Jay Blake, brand manager, space-pod



Who are you?

My name is Jay Blake and I am the brand ambassador for space-pod, a leading office refurbishment company. Born in Hong Kong and educated in the UK I am married with two girls who are 13 and 11 years respectively.

What is your connection with the London Chamber of Commerce?

space-pod are members of the Chamber and I have the privilege of maximising this membership by visiting networking events, speaking to other members and building relationships.

What was your first job in London?

I was 17 or 18 and I got a job doing telemarketing for a company that promoted working in the Eastern bloc (as it then was). I was based in a little building next to Embankment station. My lasting memory of working there is the team leader shouting out: "What's Monday?" and the rest of us groaning back: "The best day of the week" before we all headed to the local pub for a lunchtime drink.

"Building relationships and trust are two of my greatest passions, whether that is face-to-face or through the power of social media."

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

Joining the team at space-pod at the beginning of November 2016. When you find a job that fits you rather than trying to mould yourself into a position, you know you will make the best of it. Building relationships and trust are two of my greatest passions, whether that is face-to-face or through the power of social media. I have been heard to say that having this much fun while working is almost unheard of.

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

... having to take my own bread to networking events. The joys of being gluten intolerant means it's always safer to have my own rather than worry about the effects other bread might have on me."

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

Sir Richard Branson is an obvious choice I guess, but as a dyslexic with a entrepreneurial spirit he particularly inspires me.



How is your business reacting to Brexit?

As I understand it, lots of organisations put office refurbishment projects on hold due to Brexit. Things are starting to move and while 2017 will still be a year of much change we are looking forward to an exciting future.

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

The ability to find your way across town utilising a variety of different forms of transport makes getting across London so much easier. I am a recent convert to Google Maps and the way it enables me to use tube, bus (and my own leg-power) to get around. My only requirement for improvement would be an increased frequency of buses.

What is your favourite and least favourite thing about London?

My favourite thing is the pace. I like being able to connect with a variety of people and fill days when I am in town with meeting them. My least favourite thing is travelling at peak times which is why I get in early and leave early or late, avoiding the rush hour.

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

Verbal communication, not that you can necessarily force that on people. I love meeting new people, and just travelling around our fabulous city provides opportunities to make new friends and, from time to time, new business contacts. Smile at people and say hello! You never know, they might just need someone to talk to and it might end up in amazing opportunities for you both.

www.space-pod.co.uk



Indian winter

Deputy High Commissioner Dinesh Patnaik welcomed Asian Business Association members to India House before Christmas at an event which featured the impressive business and investment opportunities in Andhra Pradesh, one of the most vibrant Indian states.

The evening was sponsored by digital media specialist Here and Now 365 whose managing director Manesh Tiwari gave the vote of thanks, and Khukuri beer.

www.ap.gov.uk | www.hereandnow365.co.uk | www.khukuribeer.com



Kotecha joins fashion start-up

LCCI board member Nish Kotecha has joined Fabacus, a London fashion tech company backed by



New Look founder Tom Singh. In his role as chief financial officer Kotecha will head up a £10 million fundraising drive for global expansion, seeking investors from the UK and overseas.

Fabacus provides retailers with the technology to see where goods are, what they cost and whether they are ethically manufactured. It has secured more than a dozen contracts with High Street chains and has ambitions to become the 'salesforce for fashion'.

Kotecha is a former chairman of the LCCI's Asian Business Association and his stellar career has included time at JP Morgan, Lehman Brothers and investment group Sphere Partners which he founded.

<https://fabacus.com>

Who's who on the Asian Business Association committee **John Athwal**, managing director, Premier Decorations Limited

John Athwal is managing director of Premier Decorations Ltd, UK's number one importer of Christmas decorations, which he founded in 1987. In 2010 he was awarded the prestigious 'Asian of the Year' Award. Premier Decorations has been winner of the best Christmas Supplier for many years. Recently Athwal has started his own property portfolio. Additionally, he works tirelessly for his chosen charities - he is on the organisational committees for Make-A-Wish Foundation and The Fence Club.

www.premierdec.com



Asian Business Association factfile



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

Objectives

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

ABA services

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

The ABA also provides practical advice and help for Asian businesses through information and targeted campaigns. It works in close partnership with the Mayor of London's office and has produced reports on the contribution of Asian businesses to London's economy.

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

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

Follow ABA on Twitter @LCCI_ABA



Baglioni Hotel London

by Rachael Bourke

Staying in Town



Set in the heart of London facing the picturesque Kensington Gardens, this 5-star hotel offers a sanctuary of tranquillity in the midst of the hustle and bustle of the capital.

From the moment we arrived in the newly-refurbished, contemporary Italian chic reception area, we were made to feel at home as we were greeted by the concierge and by the hotel manager herself, Silvia Bonetti.

Grandeur

We were shown to our room, the junior suite, which was decorated with the same warm Italian décor as the rest of the hotel. Brown and cream interior flowed throughout the rooms; from the main living area, with its sofa and chaise lounge, beautifully draped curtains, and on into the king-sized bedroom. The bathroom featured the same grandeur as the rest of the suite. Two gold-plated sinks, a walk-in shower and large bath. We were delighted by the complimentary Prosecco chilling on ice with a selection of authentic Italian homemade truffles ready for us to devour.

After sampling some of the deliciously rich chocolates, we headed downstairs for the spa treatments we had booked prior to our stay. The moment we entered the newly renovated Baglioni Spa, designed by the luxury Italian interior designers Rebosio+Spagnulo, we felt an immediate sense of relaxation and calm. I had opted for the aroma massage which was exactly what I needed after a long and stressful week.

Once the treatment was finished, I floated back to my room to dress for the evening. Then it was on to the bar area for a cocktail before our dinner reservation at the hotel's Brunello restaurant, home to Michelin-starred chef Alberto Rossetti. Whilst enjoying our elegant and Italian-inspired cocktails, we were greeted by the restaurant manager Giuseppe who poured us a glass of one of Italy's finest sparkling wines, Ferrari. Its 'metodo classico'



process is akin to that of the finest Champagne houses. Whilst enjoying our array of drinks, Giuseppe returned with a platter of savoury treats. He explained that this was the custom in Italy where after work friends and colleagues would meet in bars for an aperitivo of drinks and nibbles before heading home to their families. Our aperitivo comprised large arancini balls, frittata squares, olives stuffed with meat and coated in breadcrumbs, bruschetta, and Parma ham with melon in fresh bread rolls.

Tradition

After demolishing these 'nibbles', we were led to our table in the restaurant to continue our dining experience.



The first notable thing was the contemporary décor infused with tradition. The elegant gold colouring set against a sophisticated grey tone provided a stylish yet classic feel. For starter, I enjoyed smoked salmon served with avocado cream and lime. Although light and fresh, there certainly was no skimping on the quality or quantity of the ingredients. We were then treated to an amuse bouche –

roasted red onion filled with a delightfully tasty goats cheese mousse sprinkled with an olive and anchovy crumb, a surprising but welcome addition to our meal. For the main, I ordered the sea bass fillet au gratin with pistachio and a truffle sauce, truly delicious. My companion had the beef medallion fillet with a large Tuscan ravioli on top which oozed a rich red wine sauce when cut into.

Feeling incredibly sated, we then took ourselves to our suite for a good night's sleep. In the morning we decided to brave the rain to walk off some of the previous night's food. As I was leaving the hotel with my umbrella, the concierge approached me to ask whether I would prefer one of the hotel's larger golf umbrellas instead. When I accepted he offered to take mine back to my room to save me the trouble of carrying it around. It was these little touches that made you feel like a valued guest.

After our scenic walk around the gardens, we returned for breakfast. The choice was vast and varied. Juice that had been freshly squeezed, a range of cereals, fruit and yoghurt, homemade bread and a selection of Italian meats and cheeses and these were just for starters. There was also the option to order from the à la carte – eggs cooked any way you wanted, smoked salmon, or a full English breakfast. This may be an Italian hotel, but they certainly know how to do a full English!

Quality

Our time to leave the Baglioni came too soon. Even as we were departing the service remained the same 5-star quality we had received throughout the entire stay. Silvia even took time out of her busy schedule to say goodbye.

In summary, I was completely absorbed in the true Italian experience. From the elegant décor, to the genuinely friendly and welcoming staff, and the authentic gastronomic dining experience, Baglioni epitomises luxurious Italian living.

Wake up call

Steph Caller of LCCI member company Zebrative won a gold medal at the Wakeboard World Championships in Mexico at the end of last year adding to her haul of silver and bronze at previous elite events.

Wakeboarding is a highly-skilled water sport which involves riding a thin board over water and combines the use of water skiing, snowboarding and surfing techniques. Zebrative is a dynamic creative agency founded by Steph in 2010 which offer clients online and offline design and marketing services.

www.zebrative.co.uk



SPONSORED COLUMN

A New Duty of Good Faith in Commercial Contracts?

As English law currently stands, there is no general overriding principle of good faith in contractual performance. There are a number of relational contracts in which the UK courts have been prepared to imply a duty for parties to act in good faith e.g. employment contracts, insurance contracts and joint venture agreements. Over the last few years, the UK courts have been forced to consider the question of an overriding principle of good faith in all commercial contracts. The first time this was considered was by Mr Justice Leggatt in the case of *Yam Seng Pte Limited v International Trade Corp Ltd* [2013] EWHC 111 (QB). In paragraph 148 of his judgment, he highlighted that the basis of a duty of good faith is the presumed intention of the parties and meaning of their contract, and the recognition of this would not restrict them in pursuit of their own interests.

It is clear that the UK courts are prepared to find that where an agreement confers a contractual discretion upon a party, that discretion must be exercised in good faith and

not arbitrarily or capriciously. This approach has been most recently confirmed in the case of *Braganza v BP Shipping Ltd* [2015] WLR 1661.

However, there has been judicial reluctance to recognise a general obligation of "good faith" in all commercial contracts e.g. in *Hamsard 3147 Ltd v Boots UK Ltd* [2013] EWHC 3251 (Pat) and *Greenclose Ltd v National Westminster Bank plc* [2014] EWHC 1156 (Ch). This reluctance appears to be based on a fear that if such a general principle were established, it could be used to undermine agreed contractual terms rather than to support the same.

Given that many other jurisdictions such as France, the U.S., Canada and Australia have an overriding doctrine of good faith in all commercial contracts, there is an argument that the UK should follow suit to provide greater coherence and certainty to this aspect of commercial law. It would also provide yet another advantage to those out of the jurisdiction seeking their agreements to be governed by English law.

Ruhi Sethi-Smith

Ruhi has a broad commercial dispute resolution practice which includes cross border litigation. Ruhi's cases have included breach of contract, dishonest assistance, damages for loss of reputation, sale of goods, freezing injunctions, repossession actions, consumer credit claims, conspiracy claims, defamation actions, enforcement claims, charging order applications, corporate insolvency, company law claims, shareholders' rights, restitution, professional negligence and public authorities litigation.

Ruhi's clients include FTSE listed companies, large national banks, large national insurance companies, property development companies, logistics companies, large building suppliers, hire companies, pharmaceutical companies, NHS trusts, local authorities, professional regulators, liquidators, administrators, surveyors, accountants and company directors.



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Brands need a 360° digital cross-border strategy



Alexander Görtz takes a brief look at e-commerce in 2017

Predatory competition and shrinking margins in retailing are a constant driver of process optimisation. Effective concepts for digital structures in the digital arena are vital for business survival.

Especially in the digital world of 'everywhere commerce', brands and retailers must be highly in-tune with their customers' demands. Customer expectations in the e-commerce age are higher than ever owing to today's transparency in the vast media landscape, as well as the integration of big data. It is not possible with yesterday's methods to achieve a creative, successful customer experience that generates sales.

Lifestyle

Customers have long embraced the online lifestyle: second-screen and mobile devices are standard. This makes cross-border expansion essential for any sales strategy. Retailers need to be present on all Europe's marketplaces.

A successful cross-border strategy is a key component for an excellent customer experience. Just like China or the US, the economies of Germany, France, Switzerland, Spain, Italy and Scandinavia feature digital marketplaces. They account for 54 per cent of total global e-commerce. Participation here is vital for any business.

Brands with an 'everywhere' strategy in online business often achieve double-digit growth figures in Europe. Implementing an omni-com-

merce strategy on marketplaces such as Amazon, ebay, Zalando, Otto, Rakuten, cdiscount, bol – also outside Europe, Alibaba and TMall – is a condition for sustained growth.

Mature

The key indicators on Europe's e-commerce market are excellent: sales are increasing, along with user numbers. There is plenty of scope for more business, above all

featuring a data hub (PIM), online shop, ERP/mail-order software and a CRM application, can easily take the next step to a successful cross-border platform.

Firstly, the company decides on its target country, then tailors its range to the market. The usual time-to-market period is 3 – 4 months. "Don't make me think!" sums up what customers want from the presentation of product data, content, media, attributes,



Photo by Robert Scoble



Photo by Coolinsar

in cross-border trade. E-commerce has come of age with mature, reliable systems and processes. This has transformed it into a major economic factor. B2C trade in Europe has already generated more than 2.5 million jobs, and 4.2 billion packages were shipped in 2015. This volume is set to double by 2020.

Manufacturers or retailers with an existing e-commerce system,

description, price, packaging and service information. All this is vital to generate a clear buying impulse.

Trust

Data must be localised (navigation, category, topics, cross-selling, price, legal disclaimer/website information, general terms and conditions of trade, payments, etc.) to match the preferences and condi-

"Brands with an 'everywhere' strategy in online business often achieve double-digit growth figures in Europe."

tions of each country. This is crucial to building trust among customers.

Advanced standard APIs (application programming interface), strong scalability and easy updating ensure an efficient integration process and smooth daily operations.

Most transactions are on a CPO (cost-per-order) basis, ensuring that marketing, sales and controlling departments can permanently track selling costs.

Customer-care competency is as integral to brand awareness as the product itself. It boosts customer loyalty and ensures successful customer relationship management. It is, therefore, essential to have an after-sales service in place, enabling customers to access support in the local language. Another important trust-building feature is a national returns address. Everywhere-commerce is perceived as trustworthy when it reflects the look and feel of the country's way of life.

Brand ambassadors

Payment processes must be secure and bidirectional, and exactly reflect returns procedures. After a customer has finally accepted his purchase, he often acts as a multiplier by posting an evaluation on the marketplace and in social media. This turns customers into brand ambassadors, whether they are in the UK, Germany, France, or anywhere else in the world.

All this is relevant for an effective long-tail touch-point strategy to optimise customer-lifetime value throughout the value creation chain. The key factor is how customers perceive the retailer.

Alexander Görtz, is managing director of Innobrand eCommerce
www.innobrand.co.uk

[www.magnetic-london.co.uk/
augmented-reality](http://www.magnetic-london.co.uk/augmented-reality)

Thriving in 2017 – leading business teams through uncertain times



by Carol Pearson

As 2017 gets underway, it's likely that the change and economic uncertainty predicted in the Chancellor's 2016 Autumn Statement will impact business leaders and employees alike, creating ambiguity, pressures and stress in professional and personal lives. This is the time to ensure teams have the support required to perform at their very best so that they and the company are successful.

My experience points to two key drivers of performance – well-being and engagement. Employees who are well and are fully engaged in their jobs, have been identified as 'thriving' as indicated in the Well-being and Engagement Framework (Grant & Spence 2012). Thriving employees are motivated, productive, positive forces. They have the energy and resilience to withstand changes and uncertainty.

Well-being incorporates aspects of physical, emotional and psychological well-being, including being physically fit and healthy, sleeping well and having positive relations with others.

The health of our managers and employees is crucial to their performance and impacts everyone from work colleagues, clients, and family relationships. In reality, many employees fall short of experiencing high wellbeing. They may come to work and function, but increasingly are quietly struggling with stress and health challenges.

Most leading companies invest in developing the skills, knowledge and competencies of their leaders, but few help to build and sustain their capacity, energy and wellness which is often taken for granted.

Engagement can be described as a state of high energy, strong involve-

Characteristics of thriving employees

Engaged:	Interested, highly motivated, productive
Sense of purpose:	Doing meaningful work
Relationships:	Feels strong bonds and connections
Optimism:	Optimistic yet realistic perspective
Self-esteem:	Confident, positive feelings about self
Vitality:	Healthy, energized, rested
Autonomy:	Independence, internal locus of control
Positive emotions:	Happy, grateful, joy, hope

ment and high sense of commitment to the performance of work functions. Engaged employees go above and beyond and are willing to give discretionary effort. They bring their hearts and minds into their jobs.

Factors influencing engagement include doing work that allows employees to use their strengths, a positive work environment, and having a career and development plan. Employees not working in their strengths zone are likely to be disengaged, don't look forward to going to work, achieve less on a daily basis and have fewer positive and creative moments. Disengaged employees may coast along at work, just doing enough to get by or may become negative or cynical.

Four keys to help business teams thrive

- 1. Communicate a clear vision:** your vision for your business provides meaning and motivation for your team and a sense of connectedness in working towards a shared goal. Recognition and feedback will help leaders understand the impact they are having on achieving the Company goals.
- 2. Strength management:** companies that embrace the idea of aligning people's strengths and passions with the right projects and teams get amazing results in both employee commitment and pro-

ductivity. Know your employees' strengths and incorporate them in their work. By focusing on getting employees to do more of what they do well they'll feel more engaged, confident, motivated to go the extra mile and inspired to deliver higher quality work.

- 3. Career planning:** ensure team members have a career and development plan. The ability to develop, grow and progress in a job provides challenge and motivation that benefits not only the individual but also the company.
- 4. Effective communication:** in uncertain times it's important to share what you know and what you don't know about how the company is affected. Silence just leads to speculation. State the facts in a balanced

way and explain as far as you can the options and implications you are considering. Remember to check in with your team on a regular basis to see how they are feeling and respond accordingly.

- 5. Work/life balance:** to be happy, productive, healthy and have recovery time, employees at all levels need work/life balance. Ensure employees take annual holidays, are able to attend important family events and consider curtailing business emails at weekends except in cases of emergency
- 6. Positive and healthy work environment:** cultivate a positive climate, build positive relationships, facilitate positive communication and connect people to a positive vision. Encourage healthy behaviours such as holding walking meetings, offer standing desks, provide healthy snacks in meetings. Set a good example by making time to exercise and taking care of your own health and well-being.

Carol Pearson is an accredited executive coach
www.pearsonpractice.com

Beer for sale



The contents of the historic Mortlake Brewery in Richmond, London, are to be sold via private treaty and online auction by auctioneer and valuer Eddisons in association with CBRE, drawing a line under the iconic site's continuous use as a brewery since 1487. The Mortlake site, famous as the home of Watney's Red Barrel and Pale Ale beers until the 1980s, was one of eight huge London breweries still operating in the mid '70s, which between them generated one in every five pints of beer drunk in Britain.

For the past 20 years the brewery

produced vast quantities of Budweiser, with more than 60,000 bottles of lager an hour processed by its bottling line for distribution in the UK and across Europe. The plant's yearly brewing capacity was 235 million litres.

Developer Reselton bought the brewery site in 2015 for £158 million. Dartmouth Capital Advisors are developing plans for a mixed scheme consisting of residential, community, recreational and commercial use on the site next to the River Thames.

www.cbre.com

continued from page 25

have access to the skills its businesses need to thrive. It's an idea that has now been backed by the London Mayor, a cross-party group of MPs and other business groups. On a crucial part of the post-Brexit agenda for London, LCCI has led the way.

Resilience

Alongside all this work our Capital 500 quarterly economic surveys continued, providing policy-makers with an authoritative signpost of the capital's economic health. Now with

nearly three years of data, the surveys reveal fascinating insights about the impact of Brexit, and shine a light on the resilience of our businesses.

2016 was a particularly busy year for LCCI's influencers, but one not short of successes. No doubt 2017 will surprise us again but, whatever happens, LCCI will continue to make the case for London to be the best place in the world to setup, run and grow a business.

Rob Griggs is head of the public affairs team at LCCI

Protect the health of your business

by Tracey Usher

In most areas of business, risks abound. In particular, risks to safety must be managed, ill health prevented, and compliance with the law maintained. This can be achieved by implementing some simple steps to identify the sources of risk and imposing measures to manage them.

Principally, understanding legislative requirements is key for all businesses. Ignorance is not a permissible defence. Both employers and employees can face prosecution for failing to adhere to regulations, with a potentially unlimited fine and jail sentence.

Impact

In February 2016, new health and safety sentencing guidelines came into force. Tougher penalties for health and safety breaches were introduced which are now proportionate to the seriousness of the offence. The new law supports the notion that fines need to be high enough to have real

economic impact which will bring home to the offending organisation the importance of achieving a safe environment.

As a business, to avoid falling foul of the law and any chance of being directly affected by the new guidelines, you should have a robust health and safety management system in place that both protects your employees and the public from ill health and injury.

As an example, the colder weather brings with it an increased risk of slips and it is important that you do all you can to minimise this for your employees and guests. Were you aware that you must ensure that primary pavements and pedestrian routes leading from your car park to your door are cleared and gritted as appropriate?

Focus

With almost 20 per cent of all non-fatal workplace injuries occurring from slips, trips or falls, this should be a key area of focus at this time of year. With a simple management process, which in-

“As a business, to avoid falling foul of the law ... you should have a robust health and safety management system in place that both protects your employees and the public from ill health and injury.”

cludes regular assessment, this risk can be significantly reduced.

In fact, in many cases, the change required is one of culture, rather than process. By changing your culture and increasing staff engagement through training and inclusive development of your new health and safety procedures, you can make a measurable and positive difference.

In order to make the workplace a danger-free environment where everyone's wellbeing is ensured, all employees should have a thorough understanding of the fundamental aspects surrounding health and safety in the workplace. Under Section 2 of the Health and Safety at Work Act 1974, employers have a duty to provide training for their employees to ensure, so far as is reasonably practicable, their health and safety at work.

Tracey Usher is director of client support and training services at Food Alert Limited. The company is offering a complimentary training needs consultation to businesses during February 2017 which is an opportunity to discuss your requirements at a 'face to face' meeting which will be arranged at a mutually convenient time and place. For more information contact: training@foodalert.com or call 020 7244 1908 www.foodalert.com

ADVERTORIAL

Law firms join forces to make new partnership

Nabas International Lawyers joined City based Cubism Law on 1st October 2016, which is the beginning of a promising partnership.

NABAS INTERNATIONAL LAWYERS is a London based law firm specialising in a range of services but with a core speciality in immigration and working with commercial business to and from Latin America. Nabas International has been connecting UK and Latin American businesses since 2004 and became a key player in the expansion of Latin American businesses and individuals entering in the UK and Europe, and vice versa. Nabas International has an extensive network of worldwide connections and has particularly deep links in Brazil, Colombia, Portugal, Ireland, Italy, Spain and the USA. All Nabas lawyers are multi-lingual and dual qualified.

Cubism Law started in 2006 and now numbers 36 partner level lawyers and practices covering the full range of private, commercial and corporate work. Cubism Law is one of the first UK law firms to provide its services via a corporate (rather than partnership) structure.

Herman Santiago, Head of Global Client Relations of Nabas International, said:

“Our managing partner, Vitoria Nabas, and our team always enjoyed being part of the innovative thinking of today's modern legal and consulting process. Linking efforts with Cubism Law prepares a foundation for an identity that past, present and future clients can depend on for support, rely to use its combined host of expertise, and create new opportunities in a changing legal and business services environment. We are excited on this move into a future of new professional purpose where our clients and team can share in an expanded set of services and collectively along with Cubism strive for further levels of excellence.”

Andrew Pena, director of Cubism Law, said: “We are excited to welcome Nabas on board which fits with our strategic vision of identifying and adding proven and established practices to our expanding range of core services. In today's global marketplace we see more and more clients and corporates requiring specialist immigration advice - it is often the first step of an entrepreneur's journey of expanding their business into a new market. We

are also excited by the opportunity to leverage Nabas' extensive network of international contacts which will open new and exciting markets for our firm and clients. It is also a big step towards fulfilling our ambition to become the No 1 UK firm in the Hispanic market”

As a new collaboration of expertise and skill Nabas International Lawyers and Cubism invite you to come to us with your legal and business affairs and matters that require advice on a personal or commercial level.

1 www.remondis-aktuell.com/en/022014/service/the-beginning-of-a-promising-partnership



Phone: +44 (0)207 252 0106
www.nabaslegal.com

The future of HR



by Ben Holt

One of the best things about working for an innovation centre is the chance to see the future of a wide range of different industries emerging before your very eyes. I was reminded of this towards the end of 2016, when Sussex Innovation Croydon hosted its first special interest group – Innovating HR.

A group of senior HR professionals were invited to a morning session packed with new ideas, discussion and debate. The aim was to bring together innovators with specialists in this field, to share knowledge and create new business opportunities together. The session would feature presentations from four of Sussex Innovation's members, who each brought their own unique perspectives on employee wellbeing and development.

Influential

The keynote speech was delivered by Clodagh O'Reilly of IBM who was recently voted the fifth most influential person in the future of HR by Node XL. She introduced the topic of emerging technologies through the prism of the famous William Gibson quote: "the future is already here; it's just not evenly distributed."

"None of the topics we explore today are radical," she said, "but we as HR professionals have work to do in order to make them universal – to stop them from feeling like science fiction."

The stage was set for four innovators to talk about the workplace challenges that their companies are addressing to help organisations attract and retain better skilled and more motivated staff.

Development

Mark Arneill, director of learning transfer software company Lentum, discussed the need for better tools to



track employees' professional development and continuously appraise their skills and strengths. Mark highlighted the statistic that "currently, only 10-20 per cent of employees' learning and development ends up being applied in the workplace," and suggested that this is often due to training programmes being poorly communicated between line managers and their teams.

Essential

Ravi Daswani, director of Genie Teams, described his journey from running sales teams at Facebook

to co-founding a company dedicated to helping teams work more effectively. Pointing out that "understanding personalities is the most essential component of building successful teams," Ravi explained how Genie Teams' platform maps the psychological strengths and weaknesses of individuals onto specific project requirements.

Luke Fisher, director of Thankso, emphasised that large organisations could be doing more to unlock the potential of their employees to deliver recognition programmes and idea generation. His company's

"Millennials expect to have access to better information, they expect greater transparency, and they expect more crossover between their work and their life as a whole."

suite of workplace communication tools is designed to nurture a positive culture of employee engagement, "curating lots of small ideas from your workforce to deliver big improvements".

Finally, Frank Mukahanana explained why he has moved on from the successful peer-to-peer lending platform he founded to launch Savvney, a consultancy delivering workplace personal finance education. Describing personal finance as "the next frontier for workplace wellbeing", Frank explained that financial stress is something that many people are too embarrassed to bring up at work, but which causes 46 per cent of us to worry, and one in five to lose sleep.

Crucial

I believe that these kinds of emerging approaches to hiring, retaining and developing staff will begin to have a serious impact on the bottom line. In an evolving workforce with increasing numbers of digital natives, managing people is becoming more crucial to the success of businesses than ever before. Clodagh O'Reilly says: "Millennials expect to have access to better information, they expect greater transparency, and they expect more crossover between their work and their life as a whole. This is why finding meaningful work that suits their abilities and aptitudes is so important to them. If their company can't give them that, they'll go somewhere else."

Ben Holt is director of Sussex Innovation Croydon, a business incubation network for entrepreneurs, start-ups, scale-ups and corporate innovators.
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Why it's important to innovate HR practices

- 75 per cent of people quit their boss, not their job - a culture of recognition builds relationships and highlights problems before it's too late
- £30,000 is the average cost to replace a member of staff
- 78 per cent of job seekers say that recognition and sense of purpose and achievement are more important to them than salary.

Digital transformation – the human element



by Hannah Brady

Competition and disruption are rife within the world of business and the increasing presence of smart devices, cloud technology and big data is creating something that giants of industry are calling *Digital Transformation*.

According to a Microsoft research report 44 per cent of all business leaders think their existing business models will cease to exist within the next five years. The report assessed whether digital transformation is the age of innocence, inertia, or in fact, innovation. It took a deep dive into current market trends and gets people thinking about the potential disruptions that their business could face. Maybe you fall into the 44 per cent of business leaders that see their business models completely changing?

Engine and fuel

One of the key drivers behind digital transformation is, of course,

the tech industry's beloved cloud. A technology that many of us are becoming increasingly familiar with. I heard a phrase at a Microsoft event that got me thinking about cloud slightly differently... *"Cloud is the engine, data is the fuel."*

Microsoft's new narrative is accurate, but when you think about it, those two ingredients alone do not create digital transformation. Consider this: once the 'vehicle' is ready, who has to drive it? It's your users!

Despite their importance to the success of business cloud migrations, users are often considered too late in the process, which can create new challenges once your cloud solution is in place.

Adoption

So here are some tips on how to maximise user adoption and enthusiasm when migrating your business to the cloud.

"What is in it for me?" is one of the first questions that you should be able to answer when it comes to enforcing big change into your business and it is important to know the answer right from the beginning. Think about how using cloud technology is going to make things easier for your users and how it will enable them to achieve more. When it comes to change, people like to know why it is happening and how it

will benefit them, so make sure you are prepared to tell them.

Motivations

Understanding your users is key to answering the above, you need to understand your users and their motivations. Learn to appreciate how they like to work, what they need to do their jobs, and what they desire. Having this knowledge is gold during a cloud project. If you know what your users want and need, you can tailor your solution towards those desires. The beauty of the cloud is its flexibility.

Transformation

Culture is "the ideas, customs, and social behaviour of a particular people or society" and it is absolutely key to the success of business transformation. A common frustration amongst businesses is that change doesn't happen quickly enough, but remember, your culture is unique to your business and it has taken time to develop, so it will take time for it to change. Understand your existing culture and make sure that your vision of its future is clear in your mind.

Intuitive

Yes, a cloud migration is a big project and it requires a lot of thought and consideration, but fear not! There are people within

your business that can help with the speed of adoption amongst users. These are your early adopters. They are intuitive with new technology, enthusiastic about change, and they work using technology that you want to promote throughout the business. Make them your change champions, centre them in the internal promotion of your cloud solution, and encourage them to educate and support their peers. And then... breathe.

Solution

Yes, cloud technology can increase user productivity, reduce operational costs, and help keep business data safe, but to maximise your investment you must find the right solution for your business and its users. It is important to remember that for users, the cloud might be a new tool. Learning to use a new tool requires skill, and developing a skill requires time to learn.

Look at it this way. You wouldn't give a 17 year-old the keys to a new car and a copy of the highway code, and 48 hours later let them drive it on their own. A similar theory should apply when asking users to use new technologies.

Hannah Brady is a marketing and PR executive at ACS Office Solutions
www.acs365.co.uk



Ecuador joins EU-Colombia/Peru trade agreement

Trade Commissioner Cecilia Malmström has signed the Protocol of Accession of Ecuador to the EU's Trade Agreement with Colombia and Peru. A pro-development agreement that will open up markets on both sides, increase stability and predictability for trade and investment in both directions, and promote inclusive and sustainable development. The agreement will eliminate tariffs for

all industrial and fisheries products, increase market access for agricultural products, improve access to public procurement and services, and further reduce technical barriers to trade. Once fully implemented, the savings for EU exporters will be at least € 106 million in tariffs annually, and Ecuadorian exports will save up to € 248 million in removed duties.

This asymmetric agreement

is tailored towards the developmental needs of Ecuador. The tariff-cuts will be implemented only gradually over 17 years, with the EU liberalising almost 95 per cent of tariff lines upon entry into force, and Ecuador about 60 per cent. According to the Commission's estimates, the impact on the Ecuadorian GDP would be significant. The agreement will allow Ecuador to benefit from improved

access for its main exports to the EU, such as fisheries, cut flowers, coffee, cocoa, fruits and nuts. Bananas will also benefit from a preferential rate, but a stabilisation mechanism will be in place allowing the Commission to examine and consider the suspension of preferences if an annual threshold is reached, as is currently the case for our trade deals with Colombia, Peru and Central America.

Digital Single Market

The European Commission proposed updated legislation to ensure stronger privacy in electronic communications as well as policy and legal solutions to unleash EU's data economy, as foreseen in the Digital Single Market strategy presented in May 2015. The package will additionally include new data protection rules for EU institutions and set out the Commission's strategic approach to the issues concerning

international transfers of personal data. First Vice-President Timmermans said on the data protection initiatives: "Our proposals will complete the EU data protection framework. They will ensure that the privacy of electronic communications is protected by up to date and effective rules, and that European institutions will apply the same high standards that we expect from our Member States." Vice-President for Digital

Single Market Andrus Ansip said on data economy: "In Europe, data flow and data access are often held up by localisation rules or other technical and legal barriers. If we want our data economy to produce growth and jobs, data needs to be available and analysed. We need a coordinated and pan-European approach to make the most of data opportunities, building on strong EU rules to protect personal data and privacy." The

proposal for ePrivacy Regulation aligns the rules for electronic communications with the new world-class standards of the EU's General Data Protection Regulation. Meanwhile, the Communication on achieving the European data economy is addressing unjustified restrictions to the free movement of data across borders as well as several legal uncertainties and prepares the ground for next steps.

Malta takes over EU presidency for the first time

Malta took over the EU presidency on 1 January, taking over the rotating presidency from Slovakia. For the next six months the island state will play a key role in setting the agenda, finding compromises and addressing a range of challenges such as the migration crisis and the likely start of the UK's Brexit negotiations.

The presidency of the Council

rotates among EU member states every six months. During this 6-month period, the presidency chairs meetings at every level in the Council, helping to ensure the continuity of the EU's work in the Council. The priorities of this first-ever Maltese presidency will be driven by the objective to restore trust in the EU, need for a dialogue and reflection

on the EU's future as well as the pertinent issues relating to migration, security and economy. During the next six months, the presidency will focus on six key areas: migration, single market, security, social inclusion, Europe's neighbourhood and maritime sector. Maltese MEP Marlene Mizzi said: "Having the EU presidency for first time is always challenging for

smaller countries and having the presidency in such a turbulent time will make the work more difficult."

"The next six months must be about putting citizens at the heart of the EU agenda", she added. "Europe needs to start listening to its people and acting on their concerns and aspirations."

EU funds Warsaw Metro extension

In line with the objectives of the Energy Union's low-emission mobility strategy, the EU is investing over €432 million from the Cohesion Fund in the

extension of the Warsaw metro. Cities are hubs of growth and innovation, but also home to major challenges, not least air pollution and traffic congestion.

With Cohesion Policy investments, the European Commission is delivering on the EU-wide goals of low-emission mobility and better quality of life for commuters.

The major project adopted today for Warsaw will fund the extension of the Metro Line 2, linking the Eastern part of the city to the West.

How **education** is transforming prisoners' lives

Novus, part of LTE group, is the UK leader and innovator in offender education, skills and employability interventions that reduce reoffending and divert people from criminal behaviour, allowing them to make a positive contribution to society.

THE organisation, a not-for-profit social enterprise and the biggest provider of its kind in the UK, currently delivers in 64 custodial and community sites across England, working with employers including Virgin Trains, The Pret Foundation and Barclays, and educating 65,000 offenders annually.

Providing its learners with the skills, qualifications and knowledge needed to get a job when they are released, and seeing them thrive in their post-prison lives, is what makes Novus tick. In London, Novus is taking forward an integrated regional approach to improving the volume and quality of contacts between the prison service, Novus, partners and employers in the region, in order to increase the number of offenders who find work.

Working with employers will improve offenders' prospects in the job market - ensuring that Novus courses are relevant to employers' needs, and overcoming employers' resistance to employing ex-offenders. It will contribute directly to reducing re-offending, and will benefit the offender, offenders' families, and the communities to which they return.

Chris Horton, Director of Operations for Novus, said: "We have seen some wonderful employment outcomes for our learners, from which we take great encouragement. They galvanise us to help even more people to find a job upon release and thrive in the world of work, which reduces reoffending and makes for a safer society.

"We have formed very strong links with the catering industry that offer employment opportunities for our learners on Release on Temporary Licence (ROTL) or release. These include restaurants, bakeries, catering companies, coffee firms, cafes, pubs and market stalls."

Novus works closely with Bad Boys Bakery and there has been



Chris Horton, Director of Operations at Novus, pictured collecting the Eric Hill Memorial Award from the Worshipful Company of Environmental Cleaners at the ceremony in London. Novus was given the award due to the large amount of learners who gained cleaning qualifications.

"We have been calling for Apprenticeships to be made available to offenders for some time, so we were delighted with the introduction of the pathway and look forward to further influencing the development of the government's vision."

some excellent partnership work with London caterer The Social Pantry, led by entrepreneur Alex Head, and charity Key4Life, in supporting learners at HMP Brixton who are on ROTL.

Novus equips learners with the right tools to meet the needs of employers - including completing elements of frameworks - which perfectly positions them for an Apprenticeship. The organisation's

employment brokers nurture and develop the relationship between the employer, candidate and prison to support this outcome. Positive relationships with some of the biggest businesses in the UK have helped many learners secure prominent positions.

Mr Horton added: "During our 25 years in the justice sector we have worked with many prisoners who begin their sentences having

had absolutely no education. Even those who are fully committed to being rehabilitated come up against obstacles on the path to a crime-free future. However, I firmly believe the government's new Apprenticeship Pathway is about to set offenders on the road to success.

"We have been calling for Apprenticeships to be made available to offenders for some time, so we were delighted with the introduction of the pathway and look forward to further influencing the development of the government's vision."

Novus has established a relationship with Wandsworth Council for the recruitment of 18 to 30-year-olds for construction Apprenticeships for the Nine Elms Project. Metroline has also committed to working with Novus to enable offenders to access their vacancies.

Novus is also working on Apprenticeship links with a bakery for people aged 18-24 to learn a trade, and its work with the Pret Foundation has led to the placement of offenders in the Pret internal Apprenticeship programme.

Mr Horton continued: "We recently received a thank you from one of our former learners from HMP Send. Our new partnership with highways service provider CVU got her back into work when she was released. She became a valued member of the Highways and Maintenance team after being given a three-month contract, which is likely to lead to a full-time position in February."

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NOVUS
FOUNDATIONS FOR CHANGE

EVENTS



■ Tour d'Europe provides a great opportunity for buyers to meet European food and drink producers. Past editions have proven to be very successful, giving food and drink producers the opportunity to meet with buyers from Belgium, Netherlands, Northern Europe and Scotland to showcase their products. In this event, Italian food and drinks buyers and international producers will gather in Palermo, Sicily and benefit from pre-arranged one-to-one meetings.

Location: Palermo, Italy

Registration Deadline: Friday 31 Mar 2017



■ This event will bring together Spanish enterprises in the agrofood sector from La Rioja and importers and distributors from Austria, China, France, Germany, Netherlands, Poland and the United Kingdom. During day one, companies will maintain business meetings previously established on the agenda with European distributors and importers.

The second day will be dedicated to visits to those companies previously requested by importers. The Enterprise Europe Network in the Regional Business Federation of La Rioja is the promoter of the event, co-organised by Enterprise Europe Network.



■ Enterprise Europe is organising a free matchmaking event at Ecobuild, the world's biggest exhibition for sustainable construction. The free matchmaking event provides an opportunity to meet potential business and technology partners during pre-arranged, 30-minute meetings and to create real opportunities between companies that are active in the construction sector and in energy efficiency. This is an excellent opportunity for specifiers, suppliers, contractors and distributors to discover new and innovative products and services from the international marketplace and a chance for product manufacturers, service providers and sub-contractors to meet construction professionals including architects, contractors, distributors, agents, builders' merchants, research centres, and universities.

Location: London, United Kingdom

Registration Deadline: Friday 03 Mar 2017



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

Members' noticeboard

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■ Magnetic London Creative Services Ltd

Magnetic are going global! In order to continue meeting our global client's demands, we are opening a branch in Barcelona. Magnetic has always been committed to providing unrivalled service when transforming brands. Expanding into this new territory will allow us to be able to continue meeting our international client's needs, through enhanced communication channels and improved language capabilities. We're so excited about this move and can't wait to start offering our design services to the Catalan market and beyond.

■ Hopwood PR Raises £25k with 25 Events for its 25th Birthday



Property PR specialist Hopwood marked its 25th anniversary with

25 bruising challenges to raise £25,000 for charity. Dani Griffiths, 21, was knocked unconscious from a husky-drawn sled in the Arctic. Vickie Tebbutt and Addie Kenogbon skydived from 14,000 feet. MD Duncan Hopwood cycled across the Alps bandaged after crashing in Grenoble en route from London to Monte Carlo. Hopwood PR provides media relations, social media and web services for clients including architects, developers, engineers and training providers.

■ Simon Inc Ltd



It's nice to end a year with a bit of good news, and at Simon Inc we were delighted to hear that on 2nd December we (along with VSG and our client The Mall) won the highest level of recognition – platinum – at the Loo of the Year awards! The award was for new

toilet and baby changing facilities at Luton Mall. Simon Inc designed the environmental graphics, signage and wayfinding. Needless to say we are flushed with success. www.simoninc.co.uk

■ Kelvin Hughes Limited X-Band and S-Band radar from a single radar head



Choosing the right radar sensor for a Vessel Traffic Service (VTS) or Coastal Surveillance application can be challenging, and balancing the correct technologies with budgetary restrictions often leads to compromising on the radar frequency band selected (X or S-Band). Kelvin Hughes has addressed this problem with the SBS-900-4.

The SBS-900-4 features SharpEye™ technology and can be deployed as a single radar site or as part of a radar sensor network. Designed in accordance with industrial standard protocols, it makes the work of any system integrator as easy and low-

cost as possible.

For further information, please visit: www.kelvinhughes.com/maritime/vts-radar.

■ Mint Leaf Restaurant and Bar



Visit Mint Leaf (EC2R and SW1Y) and enjoy a business lunch or intimate dinner in the restaurants with new set menus created by Head Chef Rajinder Pandey using the finest authentic ingredients. You can choose either the a la carte or set menus available for any special occasion! There are lots of unique experiences available. For more information visit www.mintleaf.london.com

■ Mobile World Congress Brokerage Event 2017

Take advantage of the Mobile World Congress Brokerage Event, the best place for mobile industry networking, business opportunities and deal-making. The brokerage



takes place in Barcelona from February 27th to March 1st. Start cooperating with international organisations, establish new connections and build productive relationships to accomplish your future innovative projects. At last year's edition, up to 1700 meetings took place, between over 400 participants from 33 countries. Register now, sign up for at least two international meetings and you'll get a FREE Exhibition Visitor Pass: www.b2match.eu/mwc2017

■ Clockjack Deliveries Ltd



Clockjack Deliveries – the restaurant delivery specialist -

has launched a new menu. The update expands on brand's focus on free-range rotisserie chicken, and includes exciting new protein packed vegan and vegetarian options. They've introduced platters, meal boxes and hotpots perfectly designed for working lunches, catered events and group orders. Open 7 days a week with delivery to offices and event spaces throughout the City and Central London. LCCI OFFER get 20% off first-time orders, see member offers for details.

■ The Mandeville Hotel

The Mandeville Hotel has revived the entire Fifth Floor into the French Riviera. With Maison Christian Lacroix interiors, guests can enjoy a couture treat in the centre of London with a selection of



brehtaking new rooms, each of them telling a different story of the wonderfully decadent Riviera. Enter a tropical, lush and luxurious room designed with palm trees and colourful handcrafted fabrics in the Jardin Exotique room. Or the light, airy and romantic Classic Lacroix room, with inspiration from Lacroix's hometown of Arles, combining French and Spanish cultures in one very comfortable and luxurious space.

■ Brexit affects international deals for one in five UK businesses

A survey of 200+ European businesses, commissioned by Eggcelerate (www.eggcelerate.com), shows that Brexit impacted one in five UK-based companies. The way Brexit affects SMEs isn't an absolute: it depends on where they are in their journey. We advise companies to see this as an opportunity and invest, be it in commercial expansion or innovation, but to do it in a flexible, focused way. For further information, please contact Stefano Maifreni, founder of Eggcelerate, via stefano@eggcelerate.com.

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Capital

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The Citizens Trust proves life can **begin at 50**

A recent report by Business in the Community, estimated that around 1 million mature, experienced workers have been pushed into unemployment by a combination of redundancy, ill health or early retirement.

WITH so much emphasis on young unemployed people, the issues faced by older jobseekers are often swept under the carpet. A recent survey from Totaljobs discovered that 88% of 51-60 year-olds believed that putting their date of birth on their CV made it harder to get a job, while a further 73% believed they had been rejected for a job purely because of their age.

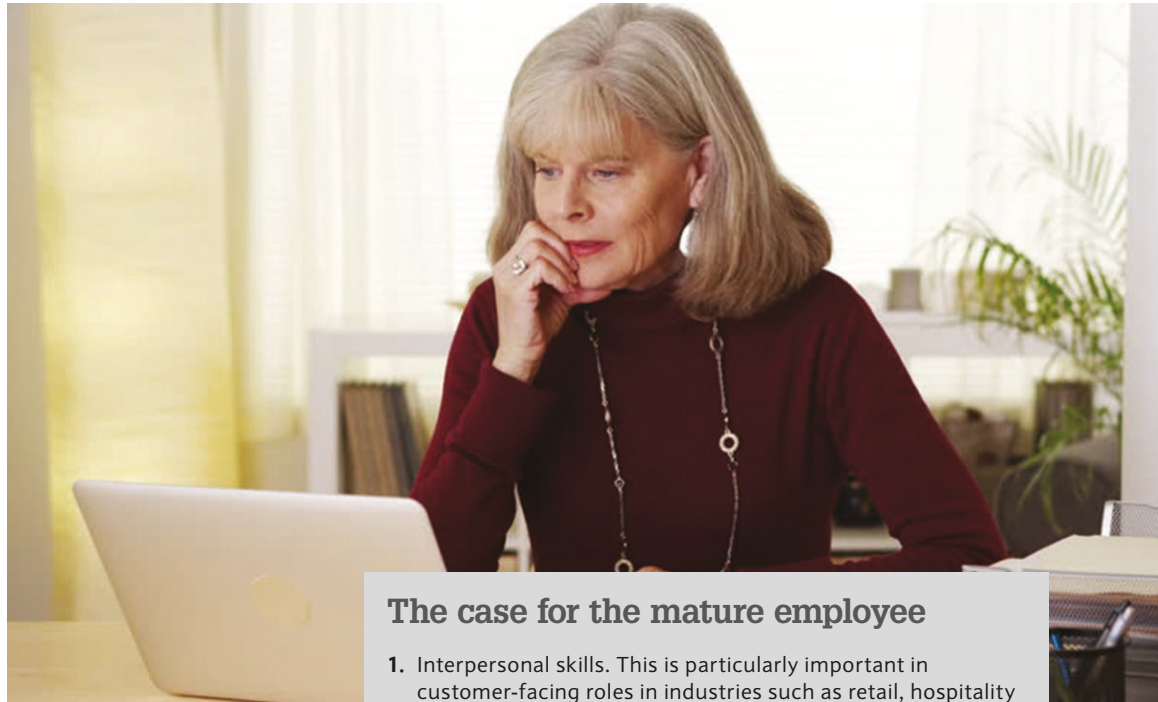
The Citizens Trust is a registered charity helping disadvantaged people start life afresh by finding the right employment. The Trust is working in partnership with the Department for Work and Pensions and G4S Employment Services on an exciting new project called Journey2Work, supporting older workers across London into the labour market.

The Citizens Trust works with employers from a range of business sectors with varying staff requirements. All agree that they want employees who are honest, responsible, dependable, focused and loyal. As one employer pointed out: "You can spend hours placing ads, pre-screening and interviewing, hiring and training, only to find that your new employee turned out not to be the reliable worker you hoped for or, after a few months, announces that 'something better has come along'."

So where can you find a dependable, responsible employee with the right skills and qualities, but is not scanning daily job alerts for a better position?

More and more employers are finding the answer in a mature workforce. Large multi-national companies like banking groups Lloyds and Barclays, UK-wide companies such as coach operator National Express, retailers B&Q, and hospitality chain JD Wetherspoon are in the forefront of corporate initiatives to widen the age diversity of their employees.

But, as JD Wetherspoon's



recruitment manager Sarah Carter says, it isn't just a matter of corporate responsibility; a diverse workforce means that staff can interact with customers of all ages. Sarah explains: "One of our more mature employees said he felt he had a great rapport with our customers, because some of them are more comfortable talking to staff their own age. We still get people ringing up saying: 'I'm 50 – am I too old for a bar manager job?' The answer is absolutely no way!"

The Citizens Trust welcomes enquiries from employers in all sectors, interested in finding out how mature workers can help their business. We thoroughly assess all our clients and make sure they are up to date with current work skills and we provide training tailored to your business needs with in-work support if required. We also arrange work tasters for short term trial periods when both parties can see how they work together.

The case for the mature employee

- 1. Interpersonal skills.** This is particularly important in customer-facing roles in industries such as retail, hospitality etc. Employers in these industries find that mature staff inspire confidence through good communication skills and tend to have a better knowledge of the products and services on offer.
- 2. Personal stability.** Mature people are generally now more interested in stability, while younger workers are more likely to keep one eye on the career ladder.
- 3. Loyalty.** Older workers tend to stay in employment by choice and are typically more satisfied with their jobs.
- 4. Work ethic.** Employers agree that a major difference between younger and older employees is in work ethic. In surveys, the overwhelming majority (75%) agree that mature people show a far greater work ethic, with many younger employees lacking the same motivation and commitment.
- 5. Flexibility.** Younger employees can be less reliable and flexible, having to juggle work with family commitments. One employer of a large call centre, for example, says he prefers older workers, knowing they can be relied upon to cover evening shifts.
- 6. Strong networks.** Older workers have had time and experience to meet people from which they (and your business) can benefit.

1 To find out how The Citizens Trust can help with your staffing needs, contact Jess Begum on 020 8566 1206

[Click/tap for more info]

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HSF health plan – a benefit to save you money, every day!

LCCI Member company employees can now benefit from a new health cash plan.

At HSF health plan we provide schemes that help people with their everyday healthcare and now the 'everyday' is more important now than ever. With HSF health plan you get an extensive range of benefits to help with everyday health care costs, access to a real Doctor 24 hours a day and exclusive discounts and offers on everyday shopping, fitness and days out plus much more.

Getting money back for visits to the dentist, optician, physiotherapist, chiropodist and many more helps with

the household budget, but HSF health plan's saving ethos doesn't stop there. There are other ways to save! HSF health plan now includes HSF Perkbox, which provides a vast selection of discounts and special offers. For example, our health cash plans start at £52 a year. With every plan, you get HSF Perkbox, which gives you 5% discount at Sainsbury's. With an average weekly grocery bill at £100 you would get £5 off a week, giving a saving of £260 a year. Minus the £52 for the plan, you would still save £208 a year!

When it comes to things like accessing a GP, there can be a long wait: we hear every day that GPs are under huge

pressure to provide services against an impossible budget. Worryingly, the average projected time to see a GP is going to lengthen over the next 12 months. Within a HSF health plan, you can also access elements of healthcare such as a GP advice line, giving you an immediate point of contact to get medical advice. And this is available 24 hours a day, all your round.

I For more details, contact HSF health plan on 0800 917 2208



Three tips to maximise your collaboration software

Monicac Visconti-Patel, Senior Director, EMEA and Marketing



WHEN it comes to business support software, collaboration is very much the flavour of the month. Many workers use instant messaging or file-sharing tools to boost productivity and cut down on email to complete projects and tasks quicker and easier.

Something we've noticed is that many companies aren't getting the most out of their collaboration tools. From buying the right software to understanding how to navigate the interface or menus, here are three tips to make the most out of collaboration software.

Learn the menus and shortcuts

With most collaboration tools, there is a whole host of shortcuts so you don't have to navigate menus. From sharing files to starting a new group chat, the click of a couple of buttons is often quicker than trying to work your way through a complex menu.

And when it comes to menus, learning your way around is absolutely vital to getting all the efficiency benefits from the software. Choosing a tool that allows you to customise or favourite your group chats can help you to find the conversation you want quickly and easily.

Make sure it is compatible with your other software

Whether you have Google Drive or Dropbox, if your other collaboration tools can interact and extract data and files from each other, then you're going to save so much time. Do your homework to find the right piece of kit that helps you create a smart, unified communications solution will give you the most benefit from your investment.

Make calls directly from your collaboration software

Unified communications solutions that use the internet for video and audio calls are often compatible with CRM tools to allow staff to call customers directly from the software.

If you want to make a call directly from your CRM software then you need to make sure the product you choose is compatible with your unified communications solution.

I Please contact us for more information
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From a definitely different view

PESTANA Chelsea Bridge Hotel and Spa ranks within the top 150 hotels in London and is perfectly suited for business, meetings and events or city breaks. The hotel's ideal location allows guests to enjoy easy access to the city's major attractions, and at the same time, opportunity to relax in the tranquil surrounds of Battersea Park alongside the river Thames.

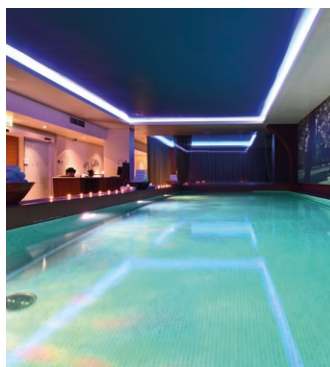
Its 216 luxury 4* rooms provide spacious, modern accommodation which includes separate bath/shower and exceptionally large, comfortable beds. For additional privacy and space, the suites and exclusive Club Lounge provide deluxe accommodation with separate lounge, bathrooms fitted with TV and separate shower room and complimentary drinks and canapés served daily.

The hotel's popular Atlantico Restaurant offers a superb full English breakfast buffet, as well as its famous 'tapas' buffet dinner and chef's menu of specialties. The designer SPA includes heated pool with a relaxation lounge, sauna and steam rooms, as well as

professional therapists to tailor-make a beauty treatment to suit your needs.

With easy access to London's most famous shopping districts in Sloane Square, Kings Road and Knightsbridge, the hotel is also well-connected to all the major train connections via Victoria, Sloane Square and Queenstown Road stations, as well as popular bus routes to Oxford Circus, Kensington Palace, Nottingham, Hyde Park, Buckingham Palace, Marble Arch and many more.

To book your stay with Pestana Chelsea Bridge, visit www.pestana.com



Air Astana takes delivery of its first Airbus A320neo

AIR ASTANA, Kazakhstan's flag carrier, has taken delivery of its first A320neo at Airbus headquarters in Toulouse in the presence of airline executives and Government officials. The aircraft, which is leased through ALC, is part of a deal announced during Le Bourget airshow 2015 for 7 A320neo Family aircraft. In total Air Astana has ordered 11 A320neo aircraft that will join airline's Airbus fleet, which already includes 13 A320 Family aircraft, operated on the airline's domestic and international network.

Air Astana's A320neo is powered by Pratt & Whitney engines and features a two class cabin layout, seating 16 passengers in business class and 132 in economy. The new aircraft entered commercial service at the end of November and are already in operation within Kazakhstan and on airline's international network such as China, Turkey, India, Russia and UAE.

"The A320 Family has proven to be a success in service with



Air Astana over the past ten years, for its passenger appeal, low operating costs, reliability and safety record," said Peter Foster, President and CEO, Air Astana. "The A320neo Family offers significant improvements in all of these areas".

"We congratulate our long

standing partner on their first A320neo delivery, which makes Air Astana the first operator of the world's most advanced single-aisle aircraft in the CIS. We are confident that Air Astana will benefit greatly from the commonality with their existing A320 Family fleet as

well as from its unprecedented fuel efficiency and unbeatable passenger comfort" said John Leahy, Airbus Chief Operating Officer, Customers.



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Aviation and the rise of the megacity

How to connect all of Britain to global growth

PEOPLE ARE attracted to megacities because they are looking for possibility and opportunity. Whether it's Tokyo, Delhi, Shanghai, New York or Buenos Aires, megacities give everyone the possibility to change their lives.

London, as the great megacity of Europe, is no different as young people arrive each day with a bag on their back looking for a new opportunity. After three centuries as the busiest trading port in the world, there is still opportunity in London. For 350 years we had the busiest sea ports in the world as we traded with the four corners of the globe.

Heathrow is a strategic national asset for the UK, making it easier



for businesses, entrepreneurs, exporters and their exports to get to global markets. Over a quarter

of the UK's exports go through Heathrow and it's the doorway for inward investors and tourists to

come here to spend their money.

But Heathrow has been operating at full capacity - 480,000 annual movements - for ten years. We are the most efficient two-runway airport in the world, with a plane arriving or taking off every 45 seconds. Indeed, we do more with our two runways than most airports do with 3, 4 or 5.

The global economy is changing. All of global growth is in Asia, North and South America - places you can only get to by air. These continents contain the megacity powerhouses that Britain needs to get to, such as Chongqing or Wuhan we had barely heard of 10 years ago. Places you can only get to by air.

After years of delay, politicians have recognised this is a serious

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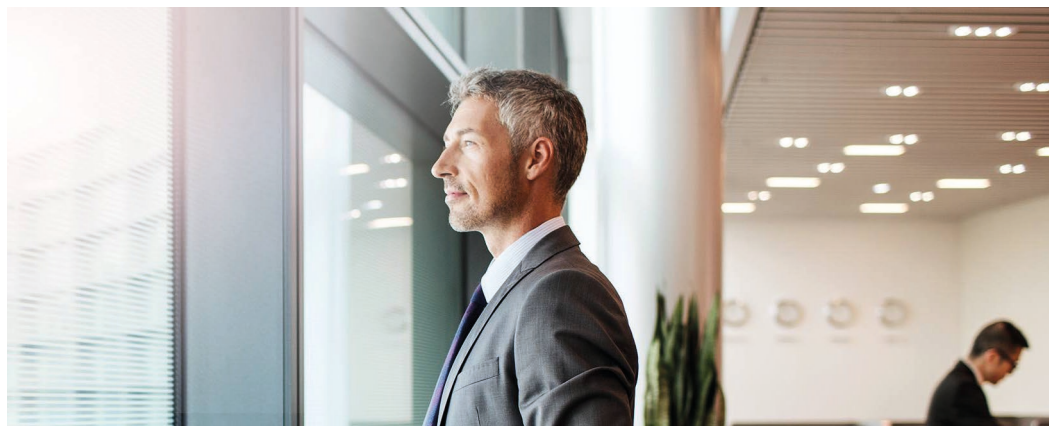
PARTICIPATION in PartnerPlusBenefit saves our members worldwide millions of pounds every year. Whether your business relies on daily air travel or you only need to fly once a year - PartnerPlusBenefit membership is free and cuts your company travel cost from the very first flight. Your small or medium-sized company could be earning BenefitPoints whenever you or any of your colleagues fly with one of our 10 airlines (Lufthansa, Air Canada, All Nippon, Austrian, Brussels, Eurowings, LOT, SWISS, TAP Portugal, and United Airlines) to well over 500 destinations all around the world.

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UNITED 



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issue and two years ago the UK Government established an Airports Commission to recommend how to keep the UK as an aviation hub. In December, the Commission began a three month public consultation, creating an opportunity for business to have their say. After an overwhelming show of support from Chambers across the country, that consultation is now closed, a final recommendation is due just after the next general election and Heathrow is ready to increase the UK's air capacity and build on the success of the last fifty years.

The Airports Commission has confirmed that only Heathrow can connect all of Britain to global growth, delivering up to £211bn to the British economy and up to 180,000 jobs while reducing noise for local residents compared to today thanks to improved aircraft technology.

Britain is in a global race to win more business from the new and emerging megacities of the world than our European rivals. The big questions are who can build the strongest exports? Who can attract the most inward investment? Who can attract the most tourists?

There is huge demand from overseas airlines to offer a daily



direct service to Heathrow. But if airlines can't fly here, they opt instead to "hub" from Paris, Amsterdam or Frankfurt. Only last month the Chief Executive of Japan's All Nippon Airways announced his airline would look at expanding routes through Germany rather than the UK, if congestion at Heathrow is not resolved.

He is not alone - I heard the same message from airlines on a recent trip to China and Korea.

The consequence is that to get to those growth markets, we will increasingly have to go through France or Germany.

France, Germany, the Netherlands and the Middle East want the economic growth that could be Britain's. By adding one new runway at Heathrow, we will have more capacity than Paris, Amsterdam or Frankfurt.

An old Chinese proverb says "The best time to plant a tree is 20 years ago. The second best

time is today". We need to seize this opportunity to keep Britain at the heart of the global economy for future generations and allow London to remain the great megacity of Europe. Each of us needs to write to the Commission by February 3rd to express our support for Heathrow and build momentum with politicians to make the right decision for Britain after the election - to expand Heathrow, and connect all of Britain to global growth.

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London Stansted Airport unveils plans for new £130 million arrivals building to transform the passenger experience

- **New 34,000m² building to support growth to 35 million passengers a year**
- **Designed to enable full use of Stansted single runway**
- **Improved immigration facilities and re-configured check-in to cater for growing passenger numbers**

LONDON STANSTED Airport has unveiled plans for a new £130 million arrivals building to significantly improve the passenger experience. The building is the latest phase in the multi-million pound transformation programme by MAG to support future growth at the airport and attract new passengers and airlines.

Stansted is currently the busiest single terminal airport in the UK with up to 5,000 departing passengers alone passing through its doors every hour at peak times. With passenger numbers expected to increase over the next decade, particularly with runway capacity constraints at other London airports, Stansted is submitting a planning application for a new arrivals building designed to deliver new facilities to enhance the overall passenger and airline experience.

The plan focuses on providing the airport with a high quality environment to support its continuing growth, from today's 24 million passengers a year to the current planning limit of 35 million. The facility is designed to ensure that in the future the airport could make full use of its single runway and serve around 43 million passengers a year, as set out in Stansted's 2015 Sustainable Development Plan.

The proposed 34,000m² building spans three levels and would be delivered inside the existing footprint of the airport, and located adjacent to the current terminal and the Radisson Blu Hotel. It will include plans for a larger



immigration and baggage reclaim area, new retail facilities and a public forecourt to create a relaxing and welcoming environment for passengers. This facility will enable the current terminal building to be reconfigured and dedicated entirely to departing passengers, creating more space at check-in, security and within the international departures lounge.

The bespoke arrivals building allows the airport to minimise operational disruption during construction and will incorporate the latest sustainable technologies. The design complements the existing terminal's unique

architecture, created by Lord Norman Foster over 25 years ago.

Subject to the relevant planning consents and approvals, it is expected the arrivals building will take up to three years to complete with other improvements to the existing terminal due to be finished by 2022.

Stansted Airport's CEO, Andrew Cowan, said:

"The planning application and concept design for the new £130 million arrivals building marks the latest phase in Stansted's transformation and enables us to support further growth over the next decade and give our

London Stansted Airport in numbers:

- 24 million passengers per annum
- **Fourth largest airport in the UK**
- 50:50 ratio between UK and non-UK passengers
- **180+ destinations and 18 airlines**
- Third biggest cargo hub in the UK – carried 250,000 tonnes in 2016
- **Most European destinations of any UK airport – 2nd most in Europe behind Munich**
- 11,600 people employed on site across 200+ on airport companies
- **MAG has spent £150 million improving the terminal facilities since acquisition in 2013**

passengers the facilities that they want.

"Since MAG acquired the airport in early 2013, we have turned Stansted into one of the UK's fastest growing airports. It has always been our vision to invest in its infrastructure to create the best experience for our growing number of passengers and airline customers and have already invested over £150 million to update our terminal and satellite facilities, created 1,000 more jobs, added over 40 new destinations and increased passenger numbers by nearly seven million.

"Stansted is thriving as a national asset, forming a key component of the UK's aviation infrastructure at a time when airport capacity in the country is at a premium. Our investment will boost competition and enable the airport to play a bigger role in supporting economic growth, jobs and international connectivity across the East of England and London.

"Subject to planning consent, the next stage will be to develop our concept designs in conjunction with our stakeholders and business partners ahead of awarding any contracts for the construction works."

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If there is one thing that is certain following the Brexit referendum, it is the need to develop existing – and forge brand new - trading links with non-European markets. The UK's airports will play a key role making these connections happen, but to get the best deal, business needs a competitive network of airports.

Competing airports – more choice, lower prices

The UK is fortunate in that at least two of its airports currently have extensive long haul networks, with both Heathrow and Gatwick offering more than 50 long haul routes. The competition between the two airports continues to grow which provides increasing choice and drives down airfares. With the vast majority of cargo going in the hold of passenger planes, cheaper airfares also make it cheaper for UK businesses to export goods by plane – the fastest route possible.

Following the introduction of new fuel efficient aircraft that can fly longer, more cheaply, other UK airports are also putting on more direct flights to long haul destinations. This also boosts competition and makes it cheaper to get airfreight to market.

Forty per cent of UK trade by value travels by air yet to help ensure the UK flourishes in a post-Brexit world, trade to these long haul destinations must grow substantially, and this will require a



commensurate increase in flights serving these locations. Forecasts suggest that passenger demand will be enough to support the required increase, but it is vital that all major UK airports can benefit from this growth.

Long haul routes, cargo and balanced UK growth

Recent findings demonstrate the important connection between long haul air routes and

trade. The amount of cargo an airport exports has been shown to be driven principally by the number of long haul routes it serves rather than anything else, including the airport's location, cargo handling infrastructure, or even costs.

This is encouraging for the UK's other major airports as growth in their long haul network can be matched by growth in their freight volumes. It is also good news for businesses outside the south east as more cargo can be flown out directly from local producers.

Manchester Airport can now proudly boast that its largest cargo markets are the Far East, North America and the Middle East. Glasgow says it has had a significant increase in traffic on its Emirates and Virgin long-haul routes and Birmingham reported a 27 per cent jump in its long haul passenger totals.

These direct long haul flights are encouraging more balanced economic growth across the UK. After Brexit, it is vital that the

long-term economic interests of the home nations and regions is represented in the country's vision for growth. Ensuring that the UK has a competitive network of airports – with their own choice of direct long haul routes to market – can help make this happen.

UK airports and competition policy

The Government set a precedent of delivering more competitive airports when the Competition Commission forced three airports under BAA to be sold. The idea was that increased competition between airports would have a positive effect on capacity and route development, service levels and pricing. And so it has proved.

Airport investment, especially at Gatwick, and the number of direct international routes increased. Airport charges generally remained steady, while at Gatwick they fell to among the lowest in Europe.

The Commission's decision ranks as one of the most successful UK industrial policy decisions of recent times and this success must be capitalised on to foster more and balanced growth across the UK and boost international trade post-Brexit.

Airports across the country have done a great job growing their long haul networks, and effective competition with Heathrow must continue to ensure cost-effective access to the international export market for all the UK.

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London Luton Airport

“London Luton Airport and its passengers deserve better rail links.”

– Nick Barton, CEO London Luton Airport

2017 will be an important year for the UK's airports and the passengers who use them

WE are expecting a Parliamentary vote to decide the fate of the new Heathrow runway, which will provide much needed air capacity in the South East when it's built in the next 10 to 15 years.

For the millions of passengers who travel to and from London each year this will provide some relief. But more can, and should, be done to meet demand in the immediate term whilst the new runway is being built.

Other UK airports need to be able to play their part in providing additional capacity. But as the Transport Select Committee has found, the capacity of airports' rail links are one of the biggest limiting factors for their growth.

London Luton Airport (LLA) is a clear example of this. Although we are the fastest-growing major



London airport we are the only one without a dedicated Express-style rail service to and from Central London.

There is a chance to change this. The East Midlands rail franchise is in the process of being retendered with the new

franchise beginning in 2018.

We are calling on the Government to introduce four fast trains per hour from Central London to Luton Airport Parkway rail station as part of the new franchise agreement. Our call has received strong support from

the business community; the proposals have been endorsed by the CBI, FSB and easyJet.

We are currently investing £110million in an ambitious redevelopment project which will boost our annual capacity by 50% to 18million passengers by

2020. The benefits of this project will be brought about far quicker if our rail links are improved.

Business travellers form an important part of our customer base. We know how important a quick and convenient journey is for these passengers and introducing four fast trains per hour will make a big difference when travelling to and from the airport.

We are being supported in our efforts by Luton Borough Council (LBC), which is investing £200million in a light rail link which will operate 24 hours a day and replace the current shuttle bus from Luton Airport Parkway station to the terminal building.

This will in turn mean the total journey time from London St Pancras could be less than 30 minutes - less time than it takes to get to either Stansted or Gatwick.

However, this can only happen by introducing four fast trains per hour on the East Midlands line.

As well as our passengers, the DfT and Train Operating Companies will benefit too.

Introducing more fast rail services from London simply requires amendments to the current timetable and no new infrastructure, meaning there is effectively no cost to the public purse.

According to independent economic research the increased number of passengers using these services could generate an additional £110million in revenue for the rail industry.

What's more, the economic benefits to the whole country will be significant. LLA's



redevelopment is set to add an extra £1billion per year to the UK economy by 2030 and create over 10,000 new jobs. Improved rail connections will help accelerate that growth.

LLA isn't an isolated case either. The Airport Operators Association has recently found that a 5% improvement in average journey times to and from airports could generate £1.9billion for the UK economy and support an additional 32,000 jobs.

By introducing four fast trains per hour we can not only help to alleviate some of the capacity pressure in the South East and provide an economic boost to the country, but also ensure that passengers' journeys are as fast and hassle-free as possible. This should be an easy decision for the Government to make.



How to organise the perfect event

Organising a perfect event is a huge challenge. Depending on the type of event you are organising, the time necessary for the preparations might range from several days to several months.

All venues are very different and listening to the client's requests is very important.

1. Plan

"Consider your audience when scheduling your event. To maximise attendance ensure that your event is held on a day and time that is suitable for everyone. Perhaps that's a slow time in your industry for example teachers during the summer holidays, or a midweek event when people are likely to be working.

For every event, you should set two goals: what you hope to accomplish, and what you hope your attendees will accomplish. These planning tips will help to focus your efforts and provide a meaningful experience for all involved.

At this stage also consider budgets. Set out a budget for each aspect of your planning, for example; developing the project, printing of invitations, venue booking, catering etc."

2. Invitations

"First impressions count, so ensure your invite represents your organisation as professional as possible, ensuring the invite is engaging. Your invitation should communicate the basic information about your event and be branded clearly.

Draw up a contact list with names and contact details for each person you are inviting and keep a record of when the invitations are sent and a record of all responses received."

3. Choose an appropriate location

"The success of the event depends on the venue and where it will be held. The location is important both for you as an organiser and your guests. The look and the standard of your chosen venue are of huge importance since it shows your taste and the prestige of your event.

It is worth paying attention to convenient access to the venue for your guests and ensure you have all equipment you need is at hand.

4. Promote Proactively

"To ensure a successful event, invitations may not be enough to ensure optimal attendance. Raising awareness of the event through social media, advertising, and marketing helps to ensure the message about your conference and will help build momentum to the big day. If you have a guest speaker, you could also consider using a Twitter #Hashtag to encourage questions in advance.

Build a database of people who enquire about the event and keep them informed of other events you hold in the future."

5. Feedback

"There is always opportunity to improve on your event. Post-event activities can reveal useful information about what worked and how you can improve your next event.

Track those who attended vs. those who did not. Send a timely follow-up communication to include highlights of the event, pictures and overall summary and perhaps conduct a post-event survey of attendees to capture their experience at the event."



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Robert Halfon

Apprenticeships and Skills Minister Robert Halfon

As Apprenticeships and Skills Minister I want to transform the skills base of our country, increase our economic productivity and ensure employers get the skilled workforce they desperately need

OVER the past 20 years we have seen a decline in investment in home-grown training and skills. This is simply unacceptable and it is why this government is bringing in a raft of apprenticeship reforms so people across Britain can gain the skills they need for a successful career and businesses have the talent they need to grow.

We have been making huge strides towards Britain becoming an apprentice nation – with nearly 900,000 people

on an apprenticeship scheme – the highest figure on record. In the London area alone, in 2015/16 there were over 46,000 apprenticeship starts, more than doubling since 2009/10.

I have been clear since my appointment as Apprenticeships and Skills Minister that apprenticeships should be more responsive to the needs of business and 2017 is going to be an important year in achieving this.

It is great to see that in the London region, health, public services and care have seen the largest increase in the number of apprenticeship starts from 2014/15 to 2015/16. Our apprenticeship levy will build on this by boosting our economic productivity, increasing our skills base further and giving millions a rung up on the ladder of opportunity.

So, what do you need to know about our reforms:

We know that nobody understands the skills employers need better than the employers themselves. That is why we are placing them in the driving seat. Through our trailblazer Initiative, groups of employers are designing new apprenticeship standards that set out the skills, knowledge and behaviours that they know are essential.

Coming into force in April this year, the levy will also give

Continued on p62

Hands on-rewards



Higher and Degree Apprenticeships are opening up new routes into industries demanding raw talent

EMPLOYERS HAVE been aware of a skills gap in surveying for some time, and despite fears over a post-Brexit slump, there is still a need for new blood in many professions.

To counteract these problems, last year the UK government launched its Higher and Degree Apprenticeships scheme. This programme aims to deliver practical skills alongside the advanced knowledge required to work in specialist areas.

An example of this is the chartered surveyor degree apprenticeship run by London South Bank University (LSBU). With ties to the construction industry stretching back over 100 years, and as the first university to achieve RICS accreditation for its courses, LSBU is well placed to deliver the scheme. Alison May, apprenticeship manager at LSBU, explains: "Alongside a degree programme studied once a week on campus, apprentices follow a course of work-based learning projects, supported by a 'master' in their workplace. It takes five years to complete a full degree, or three years if the student already holds an HNC or equivalent qualification. Apprenticeship culminates in a final assessment which, in the case of quantity surveying, is RICS chartered membership.

"With the introduction of an apprenticeship levy this April for large employers, and a favourable funding model for small and medium-sized enterprises (SMEs), Neil Weller, managing partner at Troup Bywaters & Anders, explains the benefits further: "We see this as a way of tackling the growing skills gap, and a valuable addition to the graduate route into the profession, with the added bonus of gaining work experience along the way. It also fits well with our ethos of being a practice that works hard to nurture talent and to promote from within." Weller's experience is echoed by the Skills Funding Agency, which reports that 90% of apprentices stay in employment, and 75% will take on more job responsibility after completing their placement.

From September 2017 London South Bank University will be offering Higher and Degree Apprenticeships in;

- **Management**
- **Engineering**
- **Construction**
- **Health**
- **Housing**



**London
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From September 2017 London South Bank University will be offering Higher and Degree Apprenticeships in:

- Housing
- Management
- Engineering
- Construction
- Health

To find out how apprenticeships can benefit your organisation, call the LSBU Apprenticeships Team on **020 7815 7395** or email **apprenticeships@lsbu.ac.uk**



[Click/tap for more info]

Continued from p60

businesses more control of the apprenticeship training they buy. Paid by employers that have a wage bill of more than £3 million, the levy will ensure employers have the right people to help them grow and compete on the world stage.

All businesses, no matter if they are big or small, should be able to gain from an apprenticeship. That is why for those smaller businesses that do not pay the levy, the Government will pay 90 per cent of the costs of training. Employers with fewer than 50 employees who take on apprentices between 16 to 18 years old will also get 100 per cent of their training costs paid for by the government. That is all training costs covered.

We want to encourage employers to take on young people. That is why they will not have to pay more to give a 16- to 18-year-old their first step on the career ladder and why we are giving both employers and providers an extra £1,000 for every young apprentice they take on.

We have also increased funding for science, technology, engineering and maths (STEM) apprenticeship routes by 40 per cent at Level 2 to encourage more people to undertake training in these vital subjects. This will be essential in this government's plan to fill any skills gaps for businesses around the country.

It is essential we continue to help those from disadvantaged backgrounds. Through the levy, we are investing £60 million

in supporting the training of apprentices from the poorest areas in the country as well as providing an additional £150 a month for training providers to give extra learning support to an apprentice with learning or other disabilities to ensure social mobility for all.

Through the levy, £2.5 billion will be invested in apprenticeships across England by 2019-20, that is double the amount spent in 2010-11.

We are also full steam ahead and working hard to ensure apprenticeships are the highest quality they can be. That is why we have been working hard to make sure the Institute for Apprenticeships is up and running by April 2017. Independent and with employers at its heart, the Institute for Apprenticeships ultimate goal will be to give employers a stronger role in the apprenticeship system, ensuring they and employees get the skills they need to succeed.

In January, for consultation, we published strategic guidance which sets out draft advice from the Government to help the Institute take forward the programme of reform. This, alongside our other apprenticeship reforms, will ensure a strong employer voice at the heart of the new organisation.

Finally, I want to mention one of the highlights of the year for apprenticeships – National Apprenticeship Week. Taking place in March this year, I hope to be traveling around the country alongside the National



“...the Government will pay 90 per cent of the costs of training. Employers with fewer than 50 employees who take on apprentices between 16 to 18 years old will also get 100 per cent of their training costs paid for by the government.”

Apprenticeship Service, seeing some brilliant apprentices and businesses across many diverse fields of employment.

The week is designed to celebrate the positive impact

apprenticeships and traineeships have on individuals, businesses and the economy. With the theme being ‘ladder of opportunity’, this is a fantastic opportunity to showcase the amazing work of employers and their apprentices. There really has never been a better time to be an apprentice – and throughout the week we will be highlighting how apprenticeships give people a chance to climb up the career ladder and get on in the world of work.

Our reforms will boost the prestige of apprenticeships, mean widespread quality provision which will address our nation's skills needs, help those from disadvantaged backgrounds and will provide the boost we need to become a world leader on apprenticeships and help make Britain a country that works for everyone.

Case study

Haymarket Media Group is a privately owned global media company, headquartered in London. The group owns publications in the consumer and business sectors, both print and online, and also runs events and exhibitions linked to these publications. The company employs 2,000 people across the world, with just under 1,000 working at its Twickenham office in West London.

Two years ago, in response to concerns about a growing ‘skills gap’, particularly in digital, the Haymarket Skills Academy was established to introduce a more structured work experience

programme for the company. This is now the hub for all its work with young people to help the business develop a pipeline of future talent for their company.

In collaboration with local schools and colleges and ‘Achieving for Children’, a not for profit organisation set up by Kingston and Richmond Council, the Academy is committed to taking on a minimum of two Year 10-13 students from each school in the borough throughout the spring and summer months. In addition, there is usually at least one additional work experience student, who has come via a

direct application, working in the business at any point in the year.

Danielle Tracey, Skills Academy Business partner said:

“We really welcome young people who want to get involved. A young person can only really understand the working environment by going into a company and experiencing it for themselves. Work experience is a great opportunity to absorb the business environment and find out what kind of role will suit them and, perhaps more importantly, what will not.”

i www.haymarket.com

i Find out more about what an apprenticeship can offer your business: www.getingofar.gov.uk/

Not just a new tax – Leveraging the Apprenticeship Levy to give a high return on investment

Don't let the Apprenticeship Levy be just another tax burden on business.

AT The College of Haringey, Enfield and North East London (CONEL) we believe you can leverage your levy payments to a high rate of return on investment within a very short time.

Government commissioned research on Employer Investment in Apprenticeships and Workplace Learning found that employers are able to recoup their training costs within one or two years of the completion of training – even less for some intermediate roles and for existing employees.

We also know from our 30 years' experience this can be recouped in half the time for existing employees taken into Apprenticeship training and we can reduce this further through high income generating and add-on skills delivered very early in the training programme, which give increased income generation and improved productivity. CONEL really understands, like you, that Apprentices should never "just make the tea" and every employee needs to be a productive member of staff from the day they start working.



At CONEL we're very proud of our Apprenticeship programme and last year worked with 370 organisations to train over 1,000 apprentices.

Our overall Apprenticeship achievement rates are very high and we were ranked the best college in London, and among the top 20 nationally, for employer satisfaction in the FE Choices survey in 2016.

Last year our own survey also



revealed 95% of employers were very happy with the training we provide and 97% saw an immediate improvement in employee skills and increased productivity.

"We began working with CONEL to help ease the shortage of apprentices in the dry lining industry and have been very impressed with the quality of training provided at the College and the pool of talent

coming through," said Mark Hoey, Regional Construction Director at Conneely Group.

"We are proud to have employed 30 apprentices in 2016 and looking forward to continuing the relationship with CONEL into 2017."

One of the key benefits that our employers have identified is that Apprenticeships increase the inflow of skills to the workforce, ensuring that future skills needs are met.

Our Apprenticeship programme offers training in accounting, business, childcare, cleaning, construction, customer service, engineering, hairdressing and beauty, health and care, horticulture, hospitality, ICT and computing and management.

We also offer Pre-Apprenticeships in accounting, ICT and computing, dry wall lining and rail track engineering.

1 If you're interested in starting an Apprenticeship scheme with your company, call us today on 020 8442 3442 or go to www.conel.ac.uk.

Take on an Apprentice with us today!

The College of
Haringey, Enfield
and North East London



The CONEL Team is looking forward to your call

At The College of Haringey, Enfield and North East London we have over 30 years' experience working with employers. Last year we worked with 370 businesses to train over 1,000 Apprentices.

We offer Apprenticeships in:

- Accounting and Business
- Childcare
- Construction
- Health and Care
- Engineering
- Computing
- Hairdressing
- Teaching

Employer Survey 2016

- 95%** of businesses satisfied with our training
- 97%** saw improved skills and increased productivity
- 92%** saw improvement in standards
- 93%** employers would recommend us

Call us on **020 8442 3442** or visit www.conel.ac.uk/job.

[Click/tap for more info]

Croydon College can help you!

FINDING the right apprentice for your company can be a daunting task, but at Croydon College there is all the help you need to smooth the path and ensure that employers have motivated, enterprising, work-ready apprentices for their businesses. The college has extensive links with a wide range of businesses and industries and our lecturers bring 'shop floor' expertise to their teaching.

Croydon College is one of the largest Apprenticeship training providers in the South with around 5000 learners and 700 apprentices working in a range of companies from small SME's to large Multinationals. The college has a great reputation and lots of experience in recruiting, assessing, interviewing and managing apprentices.

But why take on an apprentice?

- **82%** of employers take on apprentices to build the skills capacity within their businesses.

- **75%** of apprentice employers say the programme has helped cut recruitment costs.
- **80%** say that apprenticeships will play a bigger part in their future recruitment policy.
- **88%** of apprentice employers believe they lead to a more motivated and satisfied workforce, leading to greater loyalty and quality.
- **80%** of employers feel that apprenticeships reduce staff turnover.
- **81%** of consumers favour companies that employ Apprentices.
- **81%** of apprentice employers say they make their businesses more productive. The average apprenticeship completer increases business productivity by £214 per week.

Changes to apprenticeships in 2017

In April 2017 the way the Government funds Apprenticeships in England is changing. A new Apprenticeship



Levy will be implemented and is a new Payroll tax on UK employers designed to support the creation and funding of three million Apprenticeships by 2020. The levy will apply to any company where the salary bill is £3 million or more regardless of whether they already employ apprentices or not.

Croydon College is fully

equipped to provide you with the right level of guidance, advice and support to help you make the most of your levy. For more information contact Tom Collins - Assistant Principal Employability & Apprenticeships (APEA)

Tel - 020868 65700 Ext 5910
Mobile - 07805 757439
Email: collit@croydon.ac.uk

**Figures from Employer Guide to Apprenticeships. Sources: British Chambers of Commerce, Populus research commissioned by the National Apprenticeship Service and Productivity Matters and Centre for Economic and Business Research, 2013.*



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Contact our advisors today!
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T: 0800 652 0784
W: croydon.ac.uk

Are you ready for the Apprenticeship Levy? London South East Apprenticeship Company can help

2017 is a big year for apprenticeships – with fundamental changes taking place to the way they are funded and managed.

THE new levy, being introduced by the Government in April aims to encourage employers to take on apprentices as a way to meet skills needs within their businesses.

Any business with a payroll bill of £3m or more each year will have to pay the levy. They will then be able to access the levy pot to use for all training and assessment costs related to apprentices.

With such complex changes afoot, many businesses are understandably apprehensive. However, help is at hand; London South East Apprenticeship Company is supporting employers through the maze of reforms, highlighting the many benefits to having an apprentice.

Introducing an apprentice into a business is a smart business move. They bring fresh ideas, enthusiasm and new skills with them – helping employers keep up to date with advances in technology and innovative working methods.

London South East Apprenticeship

Company offers free workshops, explaining the levy in more detail. It also has expert consultants on hand to talk through specific business needs and prepare costed workforce development plans which will maximise return on levy investment for employers. Simply give the team a call on 020 8295 7070 or email apprenticeships@lsec.ac.uk.

In March, just before the introduction of the levy, the annual celebration of apprenticeships – National Apprenticeship Week – will take place. A host of events will be taking place around the region, including:

Monday 6 March - 6pm-8pm: Visit the London South East Apprenticeship Company stand at the Bexley Borough Apprenticeship Event – Bexley Council – Civic Centre, Bexleyheath (open to all) **Wednesday 8 March** - 8.30am-12.30pm: 'Prepare for your Apprenticeship' - Holly Hill Campus Bexley (invite only) **Thursday 9 March** - 10am-2pm: Apprenticeship Fair - Greenwich Theatre, in partnership with SE London Chamber of



Commerce and Royal Borough of Greenwich (open to all) **Thursday 9 March** - 10am-2pm: Have a Go Construction Skills – in partnership with Berkeley Homes East West Thames, Kidbrooke Skills Centre, Kidbrooke (invite only) **Friday 10 March** - 10am-1pm: 10 Years of National Apprenticeship Week Celebration - in partnership with SE London Chamber of Commerce, Royal Borough of Greenwich, Knights Dragon and GLLab (invite only).

For further details call London South East Apprenticeship Company on 020 8295 7070

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SOUTH EAST
APPRENTICESHIP
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THE EXPERTS**

We can help you prepare for the introduction of the apprenticeship levy.

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BOOK YOUR APPOINTMENT WITH A LEVY EXPERT TODAY:

Call 020 8295 7070, email apprenticeships@lsec.ac.uk or or visit www.LSEC.ac.uk/employers

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The Brave New World of Apprenticeships – **Are You Ready?**

By Richard Goodwin Managing Director, The JGA Group

MORE THAN nine hundred thousand people participated in an apprenticeship programme in 2015/16. Sounds like a good score. So why is the government changing a winning formula?

One problem is that apprenticeships are perceived by most people to be GCSE equivalent college-based packages of recruitment and training for young people. They're seen to be designed to provide engineering firms and the like with a long term tailor-made workforce at reasonable cost (and with government funded benefits).

In fact, according to the House of Commons Library's review of apprenticeship statistics, 44% of Apprentices are aged 25 or higher. Apprenticeships are predominantly aimed at roles with relatively low formal skill levels, with business administration, health and social care and retail accounting for 71% of all apprenticeship starts. Furthermore, in London the bulk of on the ground provision is delivered by private sector providers like us – The JGA Group

Nevertheless, mentoring and developing a young inexperienced apprentice can take a lot of a manager's time and is a contributor to high national failure rates. And that's what the government is aiming to rectify.

In May 2017, the world of apprenticeships changes! A series of measures mean that all well organised firms should look again at what apprenticeship training can do for them.

Large companies will shoulder a mandatory pay roll tax called the Apprenticeship Levy to reserve funds which can only be spent on...apprenticeships.

Just as importantly the nature of apprenticeships will be redefined, with graduates able to take an apprenticeship for the first time. Just imagine, university graduates will have funded job-specific training. This can be framed as a graduate training programme (or indeed an existing graduate training programme may be re-purposed to utilise the Levy funding).



Similarly, the Levy can be used to upskill your existing workforce, and to prepare your staff for their next career move. Stop thinking about an apprentice as a sometimes unpredictable young recruit and consider it as a package of valuable bespoke training for long serving staff whose skills you want to develop, but have never quite had the funds to do so. The training need not be at the traditional Level 2 -- new-style apprenticeships will be available up to Level 7 (equivalent to a master's degree) and some include a university degree.

The third major change is the introduction of new delivery rules. Large qualified organisations will be able to count their own in-house training

as part of an apprenticeship. This could be technically a sub-contract from a registered provider (I know this sounds odd but in the context of a highly quality controlled industry like funded training it does make sense). Large organisations may even wish to register as providers themselves, but beware the reputational risk. Firms such as Citroen UK, Next and Pearson have all been rated "Inadequate" by Ofsted in recent years.

Finally, if you are a small company which has in the past been asked for a substantial financial contribution towards the cost of an apprenticeship then you will be pleased to know that from May your contribution will be reduced to only 10% of the

value of the apprenticeship. The absolute amount of this of course depends upon the complexity and level of the apprenticeship. There remain other government funded financial incentives as well.

If you have worked with an apprentice before and found that the academic commitment was taxing then don't be afraid to try again. In today's world most apprenticeships are determined by subject-specific frameworks, such as business administration. In the new world post-May 2017 this changes entirely to new Standards which have been designed by industry to match the needs of specific jobs, such as Events Management Assistant, Digital Marketer or Adult Care Worker. You might find that the new way of doing things better matches your needs.

It's time for us all to wake up and prepare for the new world of apprenticeships, which is dawning in May 2017! At JGA, one of London's leading apprenticeship providers, we're gearing up for it. Let us know if we can help you get the most out of the new opportunities it will offer.

Richard Goodwin
Email: apprentices@jga-group.co.uk
Call: 0208 426 2666
www.jga-group.com



JGA Apprenticeships



"Our Apprentice saved us £6000 by reducing the amount of paper we use in the office!"

"She worked hard to prove herself over and over again. Once she learnt a task, she suggested positive changes. She has not only been very helpful but also brought a new energy and enthusiasm to our company".



Apprentice with her mentor

"Our Apprentice learnt the business inside out. Our clients sing his praises" Bouygues UK



What did you want to achieve from taking on an Apprentice?

"We chose to take on an Apprentice as we thought it will be a good way to train and retain an employee. Being an Apprentice meant that Raymond was keen to learn and prove himself. He knows many aspects of our business now and is a key member of the team. He is very much liked by staff and our clients."



Apprentice with his Manager and mentor

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JGA

Developing Futures

Supporting clients to victory

Medco Services - Winner of National Apprenticeship Award 2015



Imran Dhanji, MD of Medco Services enthused, "the apprentices have brought flexibility, gender balance and have helped push social media to the forefront at Medco. I employ them for the long term, to grow into highly skilled roles."



Money Back PPI - Silver Award Winner for the best apprentice employer of 2016



Melanie Mershahi, the company owner said "I'm delighted to receive this award, which reflects the hard work undertaken by MoneybackPPI to develop the Apprentices and the benefits the Apprentices have, in turn, brought to us."

Future proof your business with an apprentice

MANY employers realise that hiring young talent is paramount to a successful business. They have many fresh new ideas, understand the digital world that we work in and are keen to impress and work their way up the career ladder.

So how do you find the right person with the right skills and motivation? The most cost effective, efficient and practical method of recruiting and training a young person is through an apprenticeship.

Apprenticeships involve on the job learning with additional training and assessments, allowing young people to gain a qualification at the same time. They can be tailored to meet your business needs. For employers this means that a young person will train in the ways and methods of your business as well as gain valuable industry skills and

knowledge. Apprenticeships are ideal for new and existing employees and are now a viable alternative to university for many young people.

For example, Matt is 19 and is currently undertaking a Business Administration Apprenticeship with a local SME; Proteus Waterproofing. "University wasn't for me. I am three months into a year-long apprenticeship and my primary role is manning the reception. I am really enjoying it. I'm the main point of contact for anyone who either visits the business or rings up".

Office Manager, Rozalind is very pleased with Matt's progress; "Matt is a very confident young man. He is doing well at interacting with his colleagues at all levels and as a result is well received as part of the team. His communication skills really are his strength. He is never intimidated by people on the



phone or in person. He is always very punctual and well presented, which is particularly important for his role as front of house."

"The apprenticeship programme is a fantastic opportunity to get new members of staff who are energetic and have good ideas to input to your business. Any

organisation going down this route needs to be prepared to give their time to an apprentice – it's a two-way street."

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Apprenticeships are great for business.

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- Increase employee satisfaction, loyalty & reduce staff turnover

For more information on how an apprentice could benefit your organisation contact
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Tackling Systemic Cyber Risk **One by One**

ALL BUSINESS need to manage their risk. Most successful businesses have become excellent at managing risk – from understanding, prioritising, safeguarding against and having a plan to mitigate all manner of risk. Cybersecurity is a risk that all business struggle to manage. The risks are difficult to quantify and the threats can be difficult to recognise. Keeping systems up to date, deploying security software and protocols, managing network access and vulnerabilities is a huge challenge.

How do you quantify cyber risks for your business? It's a difficult question to answer and the answer largely depends on your business. What losses would your organisation sustain if there was a major data breach? What type of financial hit would happen if your email or website went down for a day or longer?

The Global Cyber Alliance is committed to addressing systemic cyber risk. We believe that

“The average cost of a breach to a large business is £1.46 million – £3.14 million and to a small business £75,000 – £311,000”

through taking concrete action we can create positive change. We encourage business to do the same. By taking the time to understand the risks and what you, as a business owner can do to defend against the threats and manage your risks, you will be more agile and able to respond when the threats appear.

Year after year cybersecurity risks increase. The breaches occur more often and the losses increase. There is not an industry or size of business that is safe from the threats. According to the PwC Information Security Breaches Survey 2015 (www.pwc.co.uk/assets/

[pdf/2015-isbs-executive-summary-digital.pdf](#)) 90% of large organisation's suffered a breach in 2015 and 74% small businesses suffered a breach. The average cost of a breach to a large business is £1.46 million – £3.14 million and to a small business £75,000 – £311,000. And most businesses suffer from more than one breach – on average 14 for a large organisation and 4 for a small. The losses suffered add up quickly.

For a large business the losses can skyrocket into the millions. While the losses for a small business may not reach those number, the damages can be just as, if not more,



devastating. For many small businesses these types of losses can mean the end of business.

One of the most common, prolific threats is phishing. Phishing is a social engineering attack in which a fraudulent email message is sent and appears to be coming from a legitimate organisation or user. The goal of this attack is to either steal personal identifiable information (i.e. usernames, passwords, bank or credit card information), to commit fraud (false wire transfer requests) or to infect systems with malware, such as ransomware or a keylogger. Everyone with an email address has seen a phishing email – they appear to come from a trusted source such as your bank and use urgency and fear to get you to give up credentials. In days gone by they were relatively easy to identify due to gross spelling errors and bad grammar but in recent years have become much more sophisticated and more difficult to spot.

Everyone, every business is at risk of being phished. According to the 2016 Verizon Data Breach Investigations report (www.verizonenterprise.com/resources/reports/rp_DBIR_2016_Report_en_xg.pdf), phishing continues to be one of the primary ways in which organisations are breached.

The criminals behind phishing have become cunning. Now it can be difficult for users to determine legitimacy of email messages. Gone are the misspellings and poor grammar. Spammers now do an impeccable job of recreating legitimate looking and sounding messages. Everything from the graphics, email address and relationship between the apparent sender and the intended recipient are recreated to appear genuine.

The damage from phishing can be twofold. First there is the damage to the victims – those who fall prey to the fraudulent email. Second, brands being used to commit the fraud are also damaged. Trust in the brand being spoofed is diminished.

All this begs the question: what can be done? One answer: DMARC.

What is DMARC? DMARC (Domain-based Message Authentication, Reporting & Conformance) is an email authentication protocol that protects brands against spoofing and also protects the inbox against receiving fraudulent email. Depending on how the

“Phishing continues to be one of the primary ways in which organisations are breached...”

policies are set, spam and phishing messages will be quarantined or deleted before ever reaching their destination. It is free. Any organisation can set it up and use it to protect their brand and email against phishing.

DMARC provides brand protection against spoofed emails which can lead to increased customer confidence and trust. Inboxes are protected against receiving fraudulent and potentially dangerous email. In addition to protection, DMARC provides a reporting mechanism to allow organisations to review legitimate and questionable email, those that originate from an unauthorised source. All of this and it is free. No license or fee is required to use DMARC.

Many trusted organisations are already using DMARC. By joining the ensemble of organisations already deploy DMARC it you are

opting in to a higher level of protection for your business by protecting both your brand and your business against harmful email.

To enable DMARC you must go through process to implement the appropriate policies. Many large organisations use solution providers to manage this process and collect the reports. We applaud and support these efforts – use of DMARC protects brand, inboxes and the more organisations who use it, the better the entire eco-system will be.

Global Cyber Alliance recognises that some of the barriers to DMARC implementation are that use of a solution provider isn't a financially viable option for many small to medium sized business and that it can be confusing to set it up on your own. We have strived to make the process easy by developing a tool that any business, government or organisation can use to implement the process. Along with the DMARC tool, more information is available to learn how DMARC can protect your business. Visit www.globalcyberalliance.org to set up DMARC for your organisation today.

i All are welcome to join forces in our mission to mitigate and eradicate cybercrime. Visit www.globalcyberalliance.org to learn more.



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For your safety

i Ray Zamfir,
Managing Director,
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Protecting our **historic** and **listed buildings**

With many historic and listed buildings not benefiting from modern forms of protection, they are often subject to the detrimental effects of damp. The challenge when dealing with buildings of special architectural or historic interest is to maintain structural and aesthetic integrity, whilst still achieving the desired effect.

Meeting Listed Building Requirements

WHEN TREATING damp in historic and listed buildings, it is important that any products meet with the stringent Listed Building Requirements. Many products require surface preparation techniques that are unacceptable due to the detrimental effect on the structure, which are often irreversible.

However, some products, such as damp proofing membranes, can still be sympathetically applied with little preparation and minimal fixings. Once installed, the membrane provides an impervious barrier between the damp surface and the new internal wall, preventing moisture and vapour from affecting internal finishes. When supplemented by drainage, this is one of the most effective forms of protection.



Figure 1: Newton cavity drain membranes were effectively applied to the interior vaults of the Grade 1 Listed Royal Courts of Justice, London. Here we can see the completed system, prior to the application of the internal finish.

Damp Proofing Walls Above Ground – Rising Damp

If completely dry and untainted internal surfaces are required, membranes are the ideal products for providing a barrier between the damp construction and internal finish. The air gap created by the studs of cusped damp proof membranes provides an equilibrium of moisture-laden air, maintaining the natural state of the structure and prolonging its longevity whilst protecting internal finishes from damp. Internally applied damp proof membranes should be installed to approximately 200mm above the highest evidence of rising dampness so as to allow the natural vapour drive to continue unimpeded through the walls above the treatment.

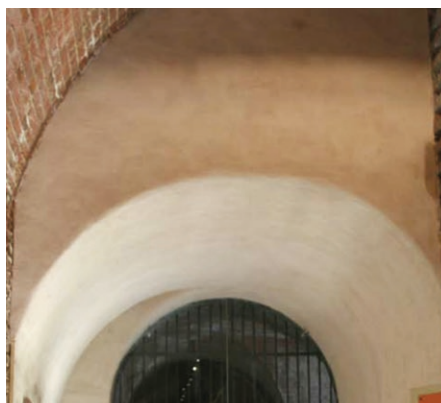


Figure 2: This dry, clean internal finish at the Grade 1 Listed St George's Hall in Liverpool was achieved through the application of Newton meshed damp proofing membranes in order to act as a damp barrier. Here we can see the membrane both pre- and post-application of the wall finish.

Damp Proofing Walls Above Ground – Penetrating Damp

Penetrating damp should be treated externally at the source of the water entry. Water in its liquid state can only pass through a wall if there are defects large enough to accommodate it, so it is these defects that require repair.

Many old walls were designed to be dampened by wind-driven rain with the expectation that they would dry out before any moisture reached the internal surface. However, persistent rain means that this can sometimes happen and it shows as penetrating damp.

The solution is specially formulated external treatments, which penetrate into the wall materials, block the capillaries and prevent moisture from entering. Breathability also allows residual moisture to exit, resulting in damp-free internal walls that are dryer, warmer, and have a dramatically reduced probability of internal condensation.

Treating Areas Below Ground

Subterranean areas will always be subject to penetrating damp due to the natural watercourses within permeable soil, which channel the water like pipes. Saturated soil develops a head of pressure surrounding the subterranean structure, leading to water ingress through gaps and joints in the construction. Habitable or useable below ground areas therefore need to be waterproofed.

For historic and listed buildings, cavity drainage systems are ideally suited for this application. When installed by qualified contractors, the systems depressurise and collect water that enters the structure, before removing it safely. Internal finishes are isolated from the water, leaving a dry and habitable space for the occupier even in the most demanding situations.

Newton recommends that our structural waterproofing and damp proofing systems are installed by one of our nationwide network of Newton Specialist Basement Contractors (NSBC). NSBCs have been trained by Newton and offer full professional indemnity on design and insurance backed guarantees on installation.



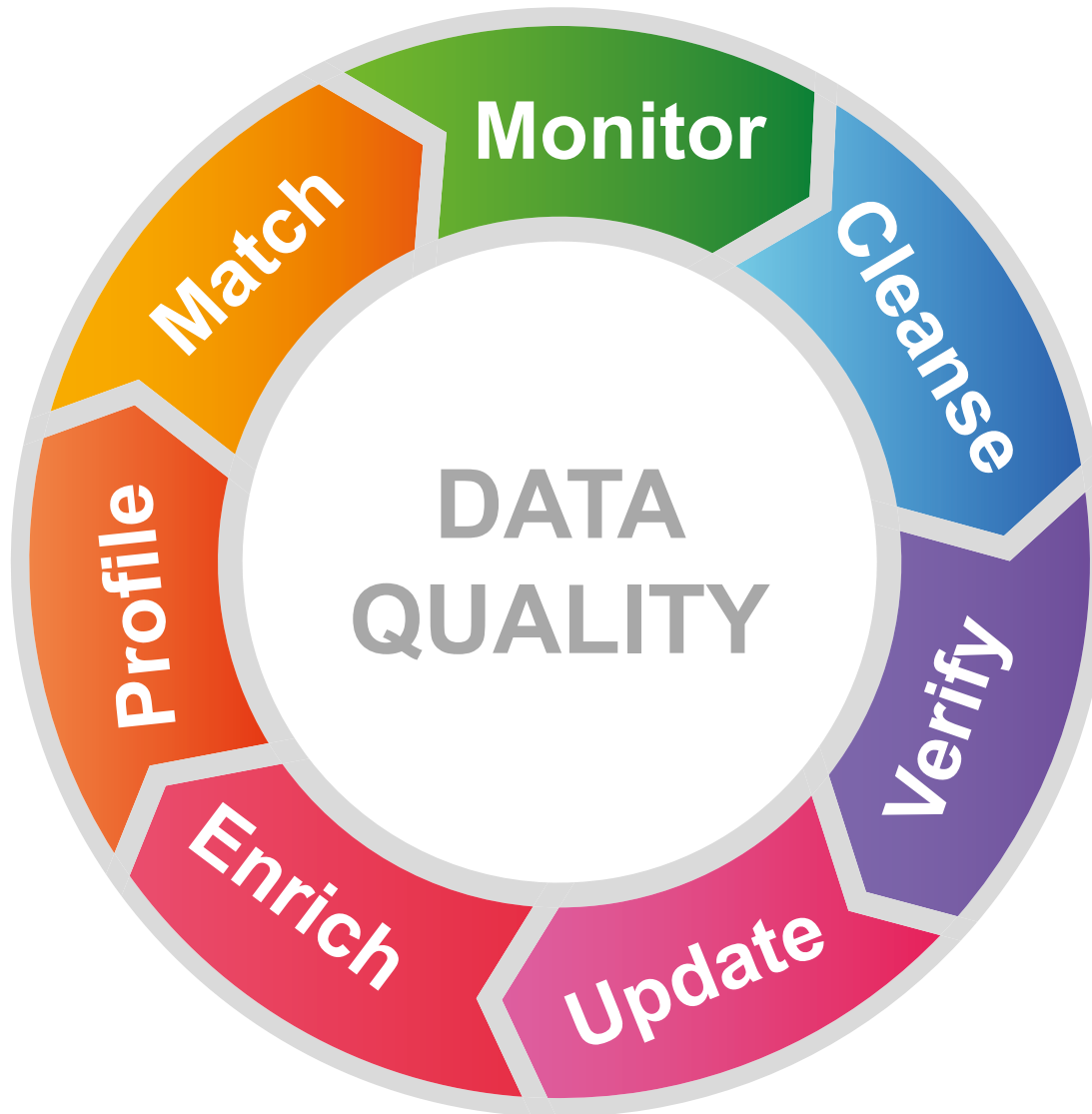
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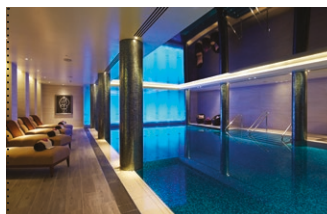
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If you are a member of LCCI with an offer for other members, contact Jo Cass on: 020 7203 1713 or membersoffers@londonchamber.co.uk



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- The code: LCCI OFFER 2017

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■ Are you crisis ready? A recent survey showed that over a quarter of crises reached international media outlets within an hour and that a year after a crisis, 53% of companies had not yet seen their share prices recover. PLMR is an award winning Westminster based PR and political lobbying agency providing crisis communications and media training to clients across a range of sectors including legal, transport, infrastructure, energy, education and leisure & tourism.

Offer to members

We are offering members a 20% discount on crisis communications audits. We will review your current processes and put together tailored crisis protocols for your organisation – ensuring you are prepared to deal with the unexpected and your reputation is protected.

Contact

Email Francesca.dobson@plmr.co.uk
or call 020 3463 0815 mentioning LCCI.
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■ Innov8 Safety Solutions is hosting a special seminar on the Construction (Design and Management) Regulations 2015 (CDM 2015) for London's construction professionals. The event will provide a comprehensive update on CDM 2015 and will include a review of the various site safety responsibilities of clients, principal designers, designers and principal contractors to achieve compliance with the regulations. Innov8 Safety Solutions is part of Lucion Services. www.lucionservices.com.

Offer to members

The free half day event is being held on Wednesday 8th February at The Wesley Euston Hotel & Conference Venue starting at 9.30am.

Contact

For further details and to reserve your free place at the seminar please contact charlotte.wright@lucionservices.com

[Click/tap for more info]



TD¹⁷

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