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# LONDON

Business Matters

# ELIZABETH LINE



## Inside

National Windrush monument unveiled

Night time enterprise zones to boost the capital's high streets

A new chapter for the BBC in London

COVER STORY

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## Letter from the editor

**W**elcome to the July-August issue of *London Business Matters*, a refreshed version of the magazine in a drive to make the content more accessible and reader-friendly; and to reflect the new membership themes of the London Chamber of Commerce and Industry.

Our front cover story celebrates the opening – finally – of a significant section of the Elizabeth line and we also mark the unveiling of the moving memorial to the Windrush generation. The capital's business and cultural interests are now covered in new sections titled: London Life; Connected, Liveable London; International; London's Business Community; A Smarter City; Sustainability; and Skills and Entrepreneurship. LCCI events are also featured and the popular Two minute interview series continues in the Spotlight on the LCCI Network section. Extra features this LBM include The Knowledge – a quiz to test LBM's readers' knowledge of the capital – and The Big Read designed to cover an important subject, in this issue international trade support, at greater length.

### Wide range

As ever there is a lot of content in the magazine – all I hope of interest to a wide range of readers. Articles I would highlight include the hundredth anniversary of the Wimbledon tennis championships moving to its current site (p12). At time of writing British hopes Emma Raducanu,

Dan Evans and Andy Murray had been knocked out but Cameron Norrie remained in the tournament.

Staying with sport, RideLondon (p13) was back on the streets of the capital after a three-year absence with stunning pictures of the City and West End broadcast to the world. Such events are surely a factor in London being one of the best cities for entrepreneurs to start a business (p16), no doubt also influenced by the top sectors to enter (p63).

Such events are surely a factor in London being one of the best cities for entrepreneurs (p16)

”

London City and Gatwick airports feature on pages 27 and 30, both with future plans in mind. On the international trade front economist Pratik Dattani looks forward to a UK-India free trade agreement (p32) and, nearer to home, we help business make sense of the post-Brexit customs procedures (p38), and alert them to an upcoming export 'boot camp' (p41).

Deputy mayor Shirley Rodrigues calls for co-ordinated action in fighting the climate change (p49)

”

Elsewhere, deputy mayor Shirley Rodrigues calls for co-ordinated action in fighting the climate change (p49); and Esenam Agubretu highlights LCCI's new report on ethnic diversity in business (p54). Finally, I would highlight the much-deserved award given to Subhash Thakrar, and a feature on the impressive Tom Ilube's appearance at a recent Black Business Association event (p80).

**Peter Bishop**  
editor@londonbusinessmatters.co.uk

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# National Windrush monument unveiled

Members of the Windrush generation joined HRH Duke and Duchess of Cambridge at London Waterloo Station in June to witness the unveiling of the National Windrush Monument.

Designed by renowned Jamaican artist Basil Watson and delivered with £1 million funding from the Department for Levelling Up, Housing and Communities (DLUHC), the monument symbolises the courage, commitment and resilience of the thousands of men, women and children who travelled to the UK to start new lives from 1948 to 1971.

## Continuing contribution

Unveiled on Windrush Day it acknowledges and celebrates the Windrush generation's outstanding contribution and has been created as a permanent place of reflection, to foster greater understanding of the generation's talent, hard work and continuing contribution to British society.

The three figures – a man, woman, and child – dressed in their 'Sunday best' are climbing a mountain of suitcases together, demonstrating the inseparable bond of the Windrush pioneers and their descendants, and the hopes and aspirations of their generation as they arrive to start new lives in the UK.



## Permanent reminder

DLUHC Secretary of State Michael Gove MP said that seeing Basil Watson's creation it was "easy to imagine the excitement, hope and apprehension that the Windrush pioneers must have felt as they



Michael Gove MP

arrived in the UK." Baroness Floella Benjamin DBE DL, chair of the Windrush Commemoration Committee,

said that the monument would be a permanent place of reflection, celebration and inspiration for Caribbean

communities and the wider public, especially children. "It will act as a symbolic link to our past and a permanent reminder of our shared history and heritage for generations to come. I hope it will be a catalyst for other monuments across Britain commemorating the extraordinary contribution to this country by the Windrush generation."



Baroness Benjamin

## Empathy

Windrush Day is celebrated in the United Kingdom every year on June 22. The day marks the arrival of Afro-Caribbean immigrants to the shores of Britain and honours the British Caribbean community. An estimated half a million people made their way to England after the Second World War. The first Windrush Day was held on June 22, 1988. Since then, more and more people have started participating in Windrush Day celebrations and observations to show empathy with the hardships that the previous generations of Black Britons endured and the current generations continue to endure.

<https://windrush-monument.levellingup.gov.uk>



# Small business in a changing UK economy

SME XPO, created by the Evening Standard, took over Olympia for two days in May, an inaugural networking exhibition and conference designed to equip individuals and their businesses with connections, insights and inspiration. The premise of the event was that seismic shifts in the way we work, live and trade are combining to permanently change the UK economy, meaning that its lifeblood – small business owners – need support to turn their big ambitions into reality, now more than ever.

## Trade prospects

Visitors to the LCCI's popular stand included Exports Minister Mike Freer MP (pictured on the right) who discussed trade prospects with chief executive Richard Burge (pictured left) – followed up more formally later in the week.

Burge himself moderated a popular 'Lightening talks' session on game-changing businesses of the future – how to spot the next big trend.

Next year's SME XPO will take place on 28 February – 1 March.

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



Evening Standard

**SME XPO**  
CONNECTING THE UK'S MOST AMBITIOUS BUSINESSES

# Cities critical for levelling-up

**London businesses are calling for the government to commit to a growth target for cities across the country that at least matches that seen in the capital before the pandemic.**

*Connecting for Prosperity*, a new report commissioned by London HQ – an alliance of four central London Business Improvement Districts (BIDs) - reveals the untapped potential of cities to contribute an extra £63 billion by 2030, should they have London-level growth targets.

## Lost output

However, the findings warn that too strong a focus on the areas outside of the most economically productive hubs would halt growth across these cities, including London, resulting in £21 billion in lost output each year as they start to lag behind.



London HQ is calling for policymakers to avoid this 'levelling down' scenario. It calls for the government agenda to protect London and the largest cities for the positive trickle-down effect it has on

surrounding economies, and the UK's competitive edge on the global stage.

## Gold standard

The report calls for the government to deliver on a programme of ambitious, meaningful devolution and place more power with local authorities, and potentially businesses, as well as sufficient, sustainable funding to make levelling up a reality.

This should also include enhancing devolution in the capital, rather than seeing it as the gold standard devolution model.

The report highlights that a younger demographic is a key attribute of our largest cities, with 16 – 34-year-olds making up almost one third of cities' population, versus one fifth in less densely populated areas.

## Livelihood

As young people in England become the first generation to be less financially stable than those before them,

London HQ warns of the implications of underinvestment in capital cities, and calls for more support to ensure England's youth can continue to contribute to the livelihood of cities.



Ruth Duston

Ruth Duston, chief executive of London HQ, which comprises the Victoria, Victoria Westminster, Whitehall and Northbank BIDs, commented: "The government must recognise the importance of our largest cities, but

London should not be held back by the levelling up agenda and we cannot shy away from the vital role it plays as our largest city.

"If we are to make a success of levelling up and come through the crises of Covid and the cost of living emergency, London must be allowed to grow in the most London-like way possible, exploring how best to enhance devolution in the capital, just as Manchester must be equipped to grow in a way that suits Manchester and so on. That would be real levelling up."

<https://london-hq.co.uk/wp-content/uploads/2022/04/Connecting-for-Prosperity1.pdf>

## Planetary imperatives



Greg Clark

**Greg Clark**, renowned global advisor on cities, gave a powerful speech at the launch of *Connecting for Prosperity*, the report from WPI Economics and London HQ, at the Rooftop at the Trafalgar St James earlier this summer. Clark has christened 1980-2080 the 'century of cities' during which time their populations will have risen from three to nine or ten million. He believes that as we enter the fifth decade of this period we can see the human tragedy and economic shock of Covid as a catalyst to revise how we work, consume, travel, live and

belong. We must take the opportunity to find new paths that align our planetary imperatives with our human instinct for a just and healthy world.

He has said that Covid forces cities to focus on what they alone are good at and can't easily be done anywhere else or online. This means a deeper focus on cities that support habitat, innovation, rich experiences and compelling places, rather than depending narrowly on commuters, corporates and consumption.

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

## London HQ

**Stretching from Victoria Coach Station through to Parliament Square, Strand and on to the Royal Courts of Justice, London HQ is the umbrella brand for the four South Westminster Business Improvement Districts.**

The BIDs cover some of central London's

most iconic locations and visitor destinations. They represent thousands of businesses, from major employers and FTSE 100 companies to smaller creative businesses and start-ups, across a diverse range of sectors.

Delivering value through partnership

is at the heart of the London HQ offer, with the BIDs working hand in hand with Westminster Council and other partners to support business growth, enhance the environment and lobby on behalf vibrant and diverse business communities.

[www.london-hq.co.uk](http://www.london-hq.co.uk)

# Amber Group Now Licensed to Operate in Hong Kong with Acquisition of Celera Markets Limited

Amber Group, a leading global digital asset platform, announced in June its acquisition of Celera Markets Limited, a fully licensed financial group by the Securities and Futures Commission (SFC) of Hong Kong. The acquisition represents a significant milestone for Amber Group, as it continues to strengthen its product portfolio to bridge the gap between traditional and digital finance globally.

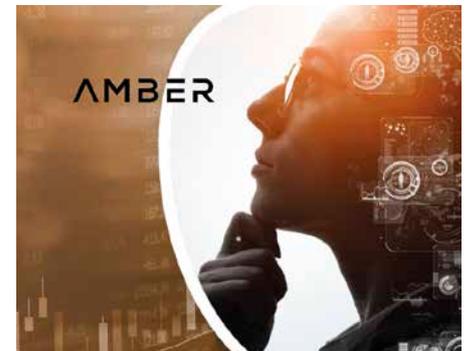
As a licensed corporation under the Hong Kong SFC, Celera Markets is a discretionary asset management firm that engages in traditional securities and derivatives brokerage services, with an emphasis on algorithmic execution spanning global venues and asset management mandates.

The acquisition leverages the synergies between Celera Markets and Amber Group, as the latter sets its sights on broadening its advisory and deals offering for financial instruments, while adhering to the regulatory parameters of Hong Kong SFC. Through the acquisition,

Amber Group has secured five types of SFC licenses - Type 1, 2, 4, 5 and 9 - which allows the company to carry out a broad range of services including advising on and dealing in securities and futures contracts as well as providing asset management services.

This is a landmark moment for Amber Group amid an increasingly complex regulatory landscape in the finance industry. The acquisition strengthens Amber Group's foothold in Hong Kong, a leading global financial center and one of the world's most active and liquid securities markets, effectively widening the reach of the company's products and services to legacy financial market participants.

"Hong Kong holds tremendous strategic value as a key global finance hub, and we are proud to be integrating the best from traditional and digital finance as we expand our presence in the market. As an asset management player with a decade-long track record, Celera Markets offers valuable market expertise



and TradFi experience which is critical to our global mission to facilitate the convergence of TradFi and digital asset finance. This acquisition also marks a significant milestone in Amber Group's commitment to regulatory compliance as we strive to build institutional investors' trust and confidence in crypto assets," said Michael Wu, Chief Executive Officer of Amber Group.

# AMBER

# AMBER

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GATEWAY TO  
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**Amber Group** is a leading digital asset platform with global operations across 16 cities. Amber Group provides a full range of digital asset services spanning investing, financing, trading, and spending. Recently, Amber Group raised \$200 million in Series B+ round led by Temasek at a valuation of \$3 billion. To date, Amber Group has raised a total of \$328 million in funding from world-class investors such as Temasek, Sequoia Capital, Paradigm, Tiger Global Management, Dragonfly Capital, Pantera Capital, Coinbase Ventures, and Blockchain.com.

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# London Local Elections May 2022 – what happened?

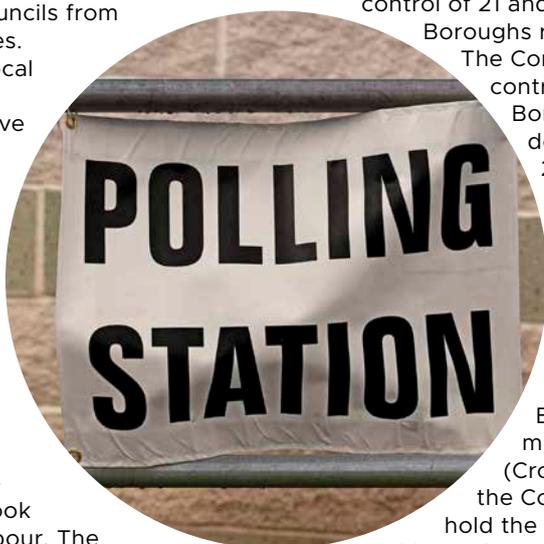
**'All-out' local government elections were held in Greater London on Thursday 5 May 2022 on the same day as the wider elections across England, Scotland and Wales and the Northern Ireland Assembly elections. All 1,817 Council seats across 32 London Boroughs (excluding the City of London where elections to the Court of Common Council took place in March 2022) were contested. In addition to the London Borough elections for Councillors, Executive Mayoral contests were also held in Croydon, Hackney, Lewisham, Newham and Tower Hamlets.**

**Similarly, the establishment of a UK infrastructure bank will ensure the future prosperity and longevity of significant projects that will enable the country to level up sustainably and effectively.**

”

This set of elections saw Labour gain Barnet, Wandsworth and Westminster Councils from the Conservatives.

The latter two local authorities had been Conservative 'flagship Councils' for many years – indeed, Westminster had been Conservative since it was established in 1964 and Wandsworth since 1978. In a surprise win, the Conservatives took Harrow from Labour. The Conservative candidate won the newly created Executive Mayoralty in Croydon, with Croydon Council moving to No Overall Control (NOC). It was previously a Labour-run Council although Labour retained the largest number of seats. Lutfur Rahman won the Mayoralty in Tower Hamlets from



the Conservatives. The Conservative candidate won the newly created Executive Mayoralty in Croydon, with Croydon Council moving to No Overall Control (NOC). It was previously a Labour-run Council although Labour retained the largest number of seats. Lutfur Rahman won the Mayoralty in Tower Hamlets from

Labour, with his Aspire party winning a majority of Council seats. In South West London, the Liberal Democrats kept control of Kingston upon Thames, Richmond (with an increased majority) and Sutton Councils.

Labour won the lion's share of the capital's Council seats, having seen 1,151 candidates elected. The Conservatives now have 404 Councillors and the Liberal Democrats 180. The Greens hold 18 seats across eight London Boroughs. Two London Boroughs are now led by 'Others', one of them under NOC. Havering Residents' Association run Havering Council in coalition with Labour while Aspire govern alone in Tower Hamlets.

## What do the results show?

In terms of the number of Councils won by the various political parties, the 2022 London local election results are remarkably similar to those of 2018. Four years ago, Labour won 21 out of the 32 London Boroughs, the Conservatives seven, the Liberal Democrats three and one borough was under NOC (Havering).

Fast-forward to 2022, Labour and the Liberal Democrats again won control of 21 and three London Boroughs respectively.

The Conservatives now control five London Boroughs outright, down two on 2018. Two are governed by 'Others' (one doing so outright, the other with the help of Labour under NOC) and one Borough has moved to NOC (Croydon where the Conservatives hold the Executive Mayoralty and Labour the largest number of seats).

Of the two main parties, Labour won three Councils and lost three, while the Conservatives lost three and gained one plus Croydon where they won the Mayoralty. Overall, the Conservatives lost seats in almost every London



Borough, most notably in the Outer London Borough of Bromley where their numbers fell by 12 to a mix of Labour, Liberal Democrats, Residents and Independents (14 when the new boundaries are taken into account) and in Richmond (10), leaving them with a sole Councillor. There are now seven London Boroughs where the Conservatives do not have a single representative, Lambeth being the most recent addition to this tally.

## Advances

The Liberal Democrats made advances in South West London, winning nine seats from the Conservatives in their Richmond stronghold but also gaining 12 seats in Merton, taking their total there to 17. The Greens lost three seats in Lambeth but increased their numbers in Islington and Richmond. They also won seats on Croydon, Newham and Tower Hamlets for the first time at the expense of Labour. Interestingly, in many Council Wards across London, the Greens now frequently poll between 10 per cent and 15 per cent but are prevented from advancing further due to the first-past-the-post electoral system.

**The Liberal Democrats made advances in South West London, winning nine seats from the Conservatives in their Richmond stronghold but also gaining 12 seats in Merton, taking their total there to 17.**

”

**The next set of local elections in London will be in May 2026.**

# Responses to the Queen's Speech



Richard Burge

**LCCI chief executive Richard Burge said that the government programme offered a glimmer of hope for businesses and the capital at a challenging economic moment. But, he said, now was the time for execution. "The government must deliver at pace, focusing on getting legislation aimed at supporting businesses through the House swiftly.**

## Help for SMEs

"In particular, we welcome the dedicated help for SMEs, the lifeblood of our economy, which is outlined in the proposed bills on procurement, data reform and Brexit freedoms which will aid their growth and business development significantly. Similarly, the establishment of a UK infrastructure bank will ensure the future prosperity and longevity of significant projects that will enable the country to level up sustainably and effectively.

"We are also pleased by the suggested legislation on economic crime and corporate transparency, having called for the UK government to crack down on the abuse of London and the UK's openness by Putin's allies, enablers and cronies. Greater control and transparency

on foreign assets in London will ensure we maintain our reputation as a secure, trustworthy and lawful society.

## Rising costs

"Unfortunately we were disappointed not to see more announced to address the rising cost of living and the rising costs for businesses. The government must ensure that businesses are not crushed by rising inflation and higher energy costs, just as they recover their footing after the pandemic."

British Chambers of Commerce (BCC) called for an emergency budget which they said was needed to provide firms with the breathing space they need to raise productivity and strengthen the economy.

## BCC's proposals for such a budget are:

- Ease upfront costs of doing business by reversing the recently introduced National Insurance increase until at least 2023/24
- Help firms manage the impact of rising energy prices by cutting VAT on their energy bills from 20 per cent to five per cent for a minimum of one year
- Address labour shortages by reinstating free Covid tests for companies to ease the strain on productivity caused by persistent high absences.

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For more info: contact [sem@xahive.com](mailto:sem@xahive.com)



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# 100 years ago in London – Wimbledon in 1922

**Wimbledon, a south west London suburb, is synonymous with the world-famous tennis tournament that has been played at the All England Lawn Tennis and Croquet Club there since 1877. Officially called ‘The Championships, Wimbledon’, the tournament is commonly referred to as ‘the Wimbledon Championships’, ‘The All England Lawn Tennis Championships’ or just ‘Wimbledon’. It is the oldest tennis tournament in the world and arguably the most distinguished of the four Grand Slam tennis titles – the others being the Australian, French and US Open tournaments.**

The final week of June and first week of July each year see the world’s greatest tennis players descend upon SW19, together with the sporting media and around 500,000 spectators over the fortnight. In the main events, 128 players compete in each of the Gentlemen’s and Ladies’ Singles, while 64 teams play in each of the Gentlemen’s Doubles and the Ladies’ Doubles, with 48 teams in the Mixed Doubles.

## Major changes

However, the tournament has not always been played from the same venue or in quite the same way.

The year 1922 saw two major changes to the way tennis was played at Wimbledon. These changes remain in place to the present day.

In 1869, the All England Croquet Club purchased a four-acre plot of land just off Worple Road in Wimbledon for the Croquet Championships. The croquet games were played for some years but were not very successful. A member suggested using one of the 12 croquet lawns for the growing sport of lawn tennis.

## Social calendar

The first Wimbledon Tennis Championships took place in 1877 and were soon very popular. “Wimbledon” quickly became part of the nation’s sporting and social calendar and the club known as the All England Lawn Tennis Club (the reference to “Croquet” was later reinserted). The lawns at the Worple Road ground were grouped so that the main court was in the middle with the others arranged around it, hence the reference to “Centre Court”.

As the years passed, it became obvious that larger grounds were needed. World War I delayed the purchase of a new venue but in 1922 the club bought new premises in Church Road in Wimbledon. The pavilion and grounds of the original ‘Wimbledon’ were preserved within the playing fields of Wimbledon High School. There is a small plaque on the outer wall to commemorate the site.

## Royal Box

The official opening of the new Wimbledon site took place on 26 June

1922. The ceremony was conducted by King George V and Queen Mary in the Royal Box. After he declared the new home of “The Championships, Wimbledon” open, there followed the wettest two weeks in the history of the tournament.



The Church Road site covers a huge area of 13.5 acres. When it opened in 1922, Centre Court had capacity for 13,500 seats and 12 other courts were built over the years to join it. The original No. 2 Court was opened in 1923 and the original No. 1 Court followed a year later when it came apparent that another ‘show court’ was needed. It was attached to the west side of Centre Court and was said to be popular with many players. The No. 1 court originally had seating for 3,250 spectators which gradually increased to 7,500. Fears that the site would become a ‘white elephant’ never materialised.

*Continued on p14*

# RideLondon back on the streets



@RideLondon



**Billed as “one of the world’s greatest cycling festivals” RideLondon took place at the end of May, the first since 2019, with new routes and tens of thousands of participants.**

The three-day festival included riders taking part in 100, 60 or 30-mile challenge rides with the less competitively-minded going in for the RideLondon FreeCycle which gave everyone on a bike the chance to navigate London on traffic-free roads.

Top of the bill was the RideLondon Classique, a UCI Women’s World Tour road race in a central London circuit taking in West End and the City.

Previous festival in the series have raised over £80 million for charity with that figure bound to be swelled as many of the riders in the mass participation events were fundraising.

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

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## Is it time to consider a post-spring financial clean-up?

By Andrew Tricker, Director at Lubbock Fine Wealth Management



**The significant rise in the cost of living means that careful consideration is required for financial expenditures. This year has seen higher energy bills, not to mention other increasing costs such as fuel, second-hand cars, house prices and food to name a few.**

As we are now a few months into the new tax year, pensions and ISA allowances are available for us to use. This is now the perfect time to have a financial clean-up.

### What could you do to reduce costs?

Evidence shows that markets rise when the weight of money is invested at certain points in the year.

To avoid market inflations, organising an early ISA payment this year, making regular payments, or even utilising allowances earlier than everyone else may be beneficial.

Perhaps it’s a good opportunity to review your standing orders and direct debits? Examine your expenditure to see if there are any savings to be made. You might consider setting up a standing order to a savings account that kicks in as soon as you get paid. In that way you are spending whatever is left in your bank account after you save money, rather than trying to save whatever is left over once you’ve already spent most of it!

Although there are currently very little options in reducing energy bills, it may be worth

reviewing items such as car insurance, credit cards, regular payments from your bank, can be scrutinised with the opportunity for significant savings to be made.

### How can you improve your finances?

By reducing costs sooner than later, it can help to support your long-term financial goals.

We’ve summarised key areas for you to consider to help improve your finances:

- Review regular expenditure to identify any unexplained expenses that may no longer be required or necessary
- Consider increasing your regular pension contributions if this is affordable
- Ensure you’re invested in the best performing funds within your risk level
- Top-up your ISA early this year
- Review insurances and credit card arrangements by researching what is available
- Review your TV, film streaming, mobile phone contracts

### How can we help?

If you’re looking for further guidance on how to manage your finances efficiently, please get in touch with Director, Andrew Tricker ([andrewtricker@lubbockfine.co.uk](mailto:andrewtricker@lubbockfine.co.uk)) or Chartered Financial Planner, Görkem Gökyiğit ([gorkemgokyigit@lffwm.co.uk](mailto:gorkemgokyigit@lffwm.co.uk)).

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**LUBBOCK FINE**  
 WEALTH MANAGEMENT



*Continued from p12*

World War II stopped play during 1940 to 1945, with Centre Court bombed in 1940. During the war, the site was used for fire and ambulance services. Troops were also stationed there. The Church Road site was restored after the war and remained much the same for decades afterwards. In 1979, an additional 1,088 seating area was joined to the top of Centre Court, bringing the total capacity to just below 15,000 seats.

### Broadcast

The 1990s and beyond saw major changes to the Church Road site with the establishment of a long-term plan in 1993 to improve the site for all its users. The original No. 1 Court closed in 1996 and was replaced with a new No. 1 Court in Aorangi Park located 11 acres north of Centre Court. Opened in time for the 1997 tournament, this second major show court has 11,393 seats. This first stage of the plan also saw the development of a broadcast centre, two extra grass courts and a tunnel under the hill linking Church Road and Somerset Road.

The second phase of the improvement plan included the removal of the old No. 1 Court and the construction of a new Millennium Building which provides spacious facilities for players, journalists, officials and members. The West Stand of the Centre Court was extended to provide an additional 728 extra seats. A new retractable roof was built on top of Centre Court to make sure that rain did not stop play. A new 4,000-seat No. 2 Court was built on the site of the old No. 13 Court in time for the 2009

Championships. At the same time, a new 2,000-seat No. 3 Court was built on the site of the old No. 2 and No. 3 Courts.

The final phase of the plan involved the construction of an entrance building, club staff accommodation, a museum, bank and ticket office.

**The final phase of the plan involved the construction of an entrance building, club staff accommodation, a museum, bank and ticket office.**

Today the Church Road venue has a total of 28 tennis courts, 18 of which are Championship grass courts and include the three show courts Centre Court, No. 1 and No. 2 Courts. The name 'Centre Court' was retained when the club moved to Church Road in 1922, although strictly speaking it is not located in the centre of the site.

### Challenger

The year 1922 also saw the abolition of the Challenge Round. This was the final round of the tournament where the competitor who had won each match leading up to the final faced the previous year's victor who played only in that one match. Put simply, the defending champion only had to play in the final round of the tournament – the Challenge Round – while the challenger had to play and win at every stage of the whole tournament to reach the final round.

The American Bill Tilden and Suzanne Lenglen of France were the final Wimbledon champions (1921) who did not have to defend their titles until the Challenge Round. Lenglen retained the Ladies' Singles title in both 1922 and 1923 but Tilden lost to Gerald Patterson in 1922 and did not regain the Gentlemen's Singles title until 1930.

To modern eyes, this seems a very unfair way for the defending champion to retain the title. In fact, the Challenge Round was already becoming an anachronism by the early twentieth century. There had been a proposal to abolish it before 1914 but there was not enough support among the tennis players. The social and political upheavals brought about by World War I led to a more democratic way of thinking and the Challenge Round was abolished in 1922.

**Wimbledon never stands still**

Wimbledon never stands still and plans are now being enacted for the site to be expanded to take in Wimbledon Park golf course to allow for the construction of more courts to host the qualifier tournament and an additional show court – to be operational within eight years.

**100 years ago in London is written and researched by Alexa Michael**

SPONSORED COLUMN

## Likelihood of Confusion in the Metaverse and Virtual World

By: Mark Webster, Senior Associate – Trade Marks, Maucher Jenkins (specialists in intellectual property law)



The Metaverse and other integrated virtual world environments are hot topics which have captured the attention of global brands worldwide. While these virtual world environments offer a wealth of opportunities for brand owners to monetise and promote their brands and reach a new generation of consumers, they could also have significant implications for brand owners.

Traditionally trade mark protection has focused on tangible goods and services. However, it is expected that the Metaverse will contain virtual online marketplaces and we have already seen from computer games such as Fortnite that there is a high demand amongst consumers for customisable avatar clothing and other accessories. Brand owners should therefore consider whether their current trade mark registrations provide adequate protection in the virtual world.

For example, would a trade mark registration for clothing in Class 25 protect against unauthorised sales of digital clothing in a virtual world bearing the brand owner's mark? Clearly no physical or tangible clothes are being sold since the clothing does not exist outside of the virtual world. So what is actually being sold and how does this affect an analysis of whether such use amounts to an infringement of a brand owner's earlier rights? Arguably, the digital clothing is a type of computer software which is protectable under Class 9. Under a traditional

analysis, computer software is not similar to clothing. However, for all intents and purposes it is clothing that is being sold, albeit virtual in form. We are not, however, aware of any UK or EU proceedings which have considered whether such goods would be deemed similar.

Brand owners should therefore consider obtaining protection for their key brands in the virtual world. Many global brands have already sought protection for virtual goods and services. For example, ITV has filed an application for LOVE ISLAND WORLD which covers, among other things, "downloadable virtual goods, namely, computer programs featuring footwear, clothing, headwear, eyewear, swimwear, bags, art, toys, games, cosmetics, toiletries, perfumes, water bottles and towels for use online and in online virtual worlds" in Class 9. Other brands, including L'Oréal, Heineken, McDonalds, and Puma have also jumped on the bandwagon by filing applications covering virtual goods in Class 9 and various virtual world services.

It is also worth noting that obtaining protection for virtual goods or services should allow brand owners to rely on the double-identity attack under UK and EU law. In such cases, confusion as to origin is assumed, strengthening the brand owner's position.

If you would like more advice about this topic, please contact me at [mark.webster@maucherjenkins.com](mailto:mark.webster@maucherjenkins.com)



## Return of the force

Battersea Power Station once again proved the power of its iconic structure earlier this summer as its chimneys were lit up as lightsabers to mark the release of the new Disney+ mini-series Obi-Wan Kenobi. The series begins 10 years after the dramatic events

of *Star Wars: Revenge of the Sith* where Obi-Wan Kenobi faced his greatest defeat – the downfall and corruption of his best friend and Jedi apprentice, Anakin Skywalker, who turned to the dark side as evil Sith Lord Darth Vader.

## Night time enterprise zones to boost high streets

Mayor of London Sadiq Khan has announced a new £500,000 programme to create night time enterprise zones in the capital. The new zones will enable boroughs to encourage more people to use high streets after 6pm and boost the local economy.

### Accessible, inclusive and welcoming

The funding, in partnership with the London Economic Action Partnership will create

at least three zones across the capital where boroughs will work with businesses and local communities to develop ideas to make their high streets more accessible, inclusive and welcoming at night. They will be supported to develop a range of ideas, such as extending opening hours or holding special events, taking measures to improve women's safety and supporting good work standards for those working at night.



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# London best city for young entrepreneurs to start a business

Research from business comparison experts at Bionic has revealed the best places to start up a business, which universities to attend for career success and which industries are the best to succeed in.

Using data from Forbes, the company has come with the following key findings:

- London is the best city in the world for young entrepreneurs to start a business, followed by New York, San Francisco and Moscow
- IT and Technology was the most popular industry overall with manufacturing coming in second
- Imperial College London is the best European university to succeed in your career
- The best university in the world for prospective entrepreneurs was Stanford University
- Europe was the most female-inclusive continent, with 37 per cent of the best entrepreneurs living in Europe being women Africa and Asia tied at being the least inclusive, with just 27 per cent being women



- Manufacturing and Technology had the fewest number of women, with just 20 per cent
- More than 86 per cent of the candidates were university-educated,

proving that higher education is still important for becoming a leading entrepreneur.

[www.bionic.co.uk](http://www.bionic.co.uk)  
[www.forbes.com](http://www.forbes.com)

## Tulips in the City

Thousands of tulips began to appear in London early this summer – one of five cities across the UK – as Benefact marked its donation of over £1 million to charities through its *Movement for Good* awards.

1,500 bunches of flowers reflect the charities that have already benefitted from the awards.

### Hand-made

The brightly-coloured wooden tulips – 1,500 bunches of flowers around St Paul's Cathedral – have been individually hand-made in the UK and feature hand-written thank you notes. The number reflects the charities that have already benefitted from the awards.

For future recipients, anyone can nominate a registered charity for the chance to receive donations from £1,000 upwards with hundreds of winners to be announced later this year.

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



SPONSORED COLUMN

## Is the four-day work week the future of work?

*"The five-day week is not the ultimate, and neither is the eight-hour day."*

- Henry Ford, 1926.



A few weeks ago, thousands of employees in the UK have started an exciting trial that promises to shape the future of work. During six months, more than 3,300 workers at 70 UK companies will be working a four-day week with no loss of pay in the world's biggest trial of the new working pattern in exchange for a commitment to maintain 100% productivity.

Although today we think that a four-day work week may seem like an innovative idea, that is not the case. Worldwide, we have gradually reduced the number of hours worked within a typical work week since the 19th century. In 1870, the UK workers in full-time employment were working an average of 57 hours per week and, excluding the war times, hours have been decreasing steadily every decade. By 2000, employees only worked 39 hours a week. The industrial revolution certainly had a major role to play and so can the Fourth Industrial Revolution. We are using modern smart technology, large-scale machine-to-machine communication, and the internet of things. It is about time to look again at the hours we work and re-think productivity.

### What about productivity?

Long hours do not equate high productivity. Quite the

opposite. Overworked workers are not productive.

Before the UK, Iceland trailed the four-day week (more than 2,500 workers, 2014-2021) and the study concluded that the reductions in working hours "maintained or increased productivity and service provision" and "improved workers' wellbeing and work-life balance". Improved wellbeing and work-life balance, with no loss in productivity? – Yes, please!

Meanwhile, Japan - a nation notoriously known for overworked employees - ranks as the 23rd out of 38 countries for productivity whilst Iceland ranks the 13th (OECD, Per-Hour Labour Productivity, 2020).

The "working week, working hours" debate is not new and it is not done. In 1926 Henry Ford made a groundbreaking change by moving from working 6 days a week to working "only" 5 with no change in wages. Ford understood that shorter workweeks increased productivity among his employees. He was also pleased with workers having more free time to enjoy road trips and therefore buy his cars. It's a win-win for employees, employers, and the economy.

**For support on HR matters, contact Sarah Jo at [sarahjo@peopleknd.co.uk](mailto:sarahjo@peopleknd.co.uk)**



  
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# Championing London business in turbulent times

Since this feature last appeared in LBM, much has evolved, with the political, economic and geopolitical landscape increasingly unrecognisable. Amidst the turmoil, the Queen's Platinum Jubilee celebrations in June provided London's economy and morale with a much-needed boost, as millions of tourists descended on London to celebrate a remarkable milestone in the nation's history. LCCI was dismayed by the RMT's efforts to disrupt the bank holiday weekend with strikes, arguing that now is the time to build prosperity and show the world that London is truly open business. Throughout this turbulent period, LCCI has continued to promote and champion London businesses, big and small, and to beat the drum for London as the preeminent global city.

## Russian invasion of Ukraine

LCCI expressed its shock and condemnation in response to the news that Russia had breached international law and invaded Ukraine in February. LCCI chief executive Richard Burge's categorical criticism of the move was

### Britain's top firms join Russia exodus



Jaguar Land Rover is one of the big UK companies to have joined its exodus to Russia (BBC News)

### Chamber boss hits out at City of London for 'laundromat' complaints

included in an article by The Times that reported on the swathes of western businesses that began exiting Russia. Burge was quoted saying, "for too long we have allowed Vladimir Putin and his entourage of cronies ... to abuse the hospitality free global trade affords. He and his allies in business have routinely abused London's openness, professional services and capital markets, and violated the trust that goes with it." In response to the invasion, Burge called for business to hold its nerve and to prepare for volatile times. To help businesses

through this turbulent period, LCCI launched a dedicated webpage which provided the latest business support measures and guidance in response to the ongoing Ukraine crisis and its associated uncertainty. This included a round-up of the sanctions imposed by the government against Russia as well as resources to support businesses, and guidance on humanitarian support. An op-ed by Burge responding to the subsequent displacement of millions of Ukrainian civilians was published in City AM. The piece highlighted London's historic role as a haven for those fleeing persecution and its reputation as a global city in which anyone can thrive. LCCI will continue to support and champion businesses, providing updates and guidance as and when we are able. In a separate piece, City AM reported on a letter Richard Burge wrote to the paper criticising the City of London Corporation's complaints about London's 'laundromat' label, urging the City to reckon with the accusation rather than dismiss it. In the letter, he argued that "London must wash itself clean" and rallied the City and its leading businesses

EST 1892 **LSBU**



**HELP TO GROW**  
MANAGEMENT COURSE

HM Government

## Help To Grow.

Plan for growth, business resilience and success.  
Achieve your business potential.



London South Bank University is inviting you and other business leaders in London to join our accredited programme that supports senior managers of small and medium sized businesses, to boost your business's performance, resilience, and help you plan for long-term growth.

The past 2 years has been challenging for all businesses, but particularly for SMEs. Help to Grow is a 90% government funded 12-week programme designed to enable business leaders to strengthen and grow their organisation in the wake of unprecedented disruption.

The programme is structured to deliver in four essential businesses areas: **Strategies**

**for Growth and Innovation, Engaging with Consumers, Building a Sustainable and Agile Business, Operations and Financial Strategies.** Offering unrivalled networking opportunities as well as training from top business leaders, the programme is a 'must' for senior executives wanting to future proof their organisation.

- Access 12-weeks of hybrid learning designed to fit alongside work commitments, which sessions taking place online and in-person at our Southwark and Croydon campus'
- Develop a bespoke business growth plan to help your business reach its full potential

- Receive 1:1 support from a business mentor
- Learn from peers and network with businesses just like yours
- Launched in October 2021, our management programme is on track to support over 600 businesses in London

**Do you want to plan for growth, resilience and success?**

**Find out more and sign up for our next cohort**

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

The programme is 90% funded by the government so you only pay £750. Delivered in partnership with Small Business Charter, courses are running at leading business schools across the UK.

Join our office space community! Flexible options across south London for businesses of all sizes

[www.southbankinnovation.co.uk/space/office-space](http://www.southbankinnovation.co.uk/space/office-space)

### Reintroduce free Covid tests to cut absences, urge business leaders

Free testing was restricted last Friday to NHS and social care staff, hospital patients and care homes residents and people more at risk from Covid

But Richard Burge, chief executive of London Chamber of Commerce and Industry, said: "Everyone should have access to free and fast testing, and we strongly feel this is key to maintaining business confidence and facilitating a seamless return to normality."

to take coordinated action to address the issue.

### Free covid testing

As lockdowns become a distant memory, the first half of this year demonstrated how we might start to live and work with covid as an ongoing part of our lives. LCCI continued to assert the importance of the government doing everything within its power to maintain business confidence. In two separate appearances on *BBC Radio London*, Richard Burge explained that there were still some businesses in London, particularly SMEs, facing an existential threat following two years' build-up of debt through covid, reduced earnings and lack of cashflow. He called for free testing as a simple but effective measure in combatting this threat. Richard's comments were picked up by *Sky News* and the *Evening Standard* in pieces reporting business leaders' calls for the reintroduction of uniform access to free testing.

### Cost of doing business crisis

The cost-of-living crisis continues to dominate people's lives and the news agenda. LCCI has criticised the government's lack of support for businesses at a time when costs have skyrocketed to an all-time high. Once again, LCCI called for VAT cuts to help alleviate pressures on businesses and prevent a cost of doing business crisis taking root. In a statement, Richard Burge said: "LCCI is baffled that a government who once appeared to be pro-business, seems to have forgotten the essential role businesses play in our economy." In addition to rising costs, businesses have also been struck by staff shortages. Richard appeared on the BBC London Six O'Clock News discussing the impact of Brexit on jobs in London, after the Lord Mayor dismissed the notion that London is losing its position as Europe's financial capital (on the basis of 7,500 jobs in London's financial district being lost as opposed to the 80,000 forecast).

**London's open economy was exploited by corrupt money, now we must make it our strength**

### Spring Budget

In response to the Spring Budget, which came as London was dealing with post-pandemic recovery and facing the impacts of the Ukraine war, LCCI Deputy Chair Julia Onslow-Cole appeared on BBC Politics London to discuss its implications. During the appearance

she called for the scrapping of the proposed rise in national insurance rise and business rates, a VAT reduction for the hospitality and leisure sectors, and greater support for small businesses. Richard Burge's reaction was also documented in an appearance on BBC News at Six in which he cast a scathing judgement on the Spring Statement, stating: "I really don't think the Chancellor has done enough for London or for businesses generally. He's done nothing for small businesses in the hospitality sector... It all feels very short-term for London. As a world-city, we cannot cope on short-term solutions".

### The Queen's Speech

The Queen's Speech was delivered on 10 May and offered a glimmer of hope for businesses and the capital against an incredibly challenging backdrop. LCCI welcomed the dedicated help for SMEs and the suggested legislation on economic crime and corporate transparency. Having called for the UK government to crack down on the abuse of London and the UK's openness by Putin's allies, enablers and cronies, LCCI was pleased to see a move towards greater control and transparency on foreign assets in London, and hoped that this would ensure we maintain our reputation as a secure, trustworthy and lawful society. LCCI's reaction was published on the front page of the *Evening Standard*, which reported bosses calling on the Chancellor to intervene and call an emergency budget. In the statement, Richard Burge observed that the government's support proposals were restricted to low-income workers, meaning middle earners in the capital would be forced to shoulder the weight of inflation impacts.

### Northern Ireland Protocol bill

Wrangling continues with respect to the Northern Ireland Protocol and LCCI criticised the recent publication of the government's Northern Ireland Protocol bill for risking significant harm to businesses in London and across the UK. *The Guardian* included LCCI's statement, which it termed "an interesting angle", and the statement was widely picked up by titles including *City AM*, *Evening Standard* and *The Independent*.

### Survey findings

Since our last press coverage update, LCCI has published the results of two surveys: the Capital 500 (Quarterly Economic Survey) and the Quarterly Skills Survey. In April, the results of the Capital 500 showed a substantial majority of London businesses were facing rising fuel and energy costs, and inflation concerns have reached a record high. This was perhaps unsurprising given the developing situation in Ukraine and the mounting cost of living crisis.

Key findings from the survey were reported by *City AM* and the *Evening Standard*. The *City AM* piece focused solely on the results of the Capital 500, while the *Evening Standard* included the headline findings in a piece on interest rate rises. The Q1 2022 Quarterly Skills Survey focused on the transition to net zero and how businesses are becoming more sustainable, emphasising the role of green skills in facilitating this transition. The results suggest that access to the right skills is imperative in helping businesses to reduce their carbon emissions, and those businesses that have greater access to these skillsets have progressed further in their journeys towards net zero. This year's launch followed a different format, with a virtual presentation accompanied by a running commentary on the findings by LCCI chief executive Richard Burge.

### RMT action and the opening of the Elizabeth Line

Ongoing talks between TfL and the government have failed to establish a long-term funding agreement. LCCI and its members have repeatedly been frustrated by the RMT's, and later Network Rail's, decisions to strike at pivotal moments and cause maximum disruption to London's businesses, commuters and visitors. Perhaps the most disappointing announcement was the decision to strike for one day over the Queen's Platinum Jubilee weekend celebrations. LCCI was quick to express its frustration and disappointment that the RMT chose to strike at such a key moment to impress on the world that London is open for business. The statement was widely picked up by the national press and coverage included in *The Telegraph*, *Sky News*, *ITV News* and *the Daily Mail*.

In more positive news, on 24 May the much-anticipated Elizabeth Line was officially opened. Prior to its opening, Richard Burge featured as a guest speaker on Bloomberg's Westminster podcast to discuss the project and the importance of continued investment in infrastructure projects in the capital.

### The Queen's Platinum Jubilee

LCCI enjoyed celebrating the historic occasion of Queen's Platinum Jubilee. Prior to the commencement of four days of celebrations in the capital, Burge was interviewed by Jim Davis on *BBC Radio London* discussing their economic benefits for the city. Richard forecast that the lift in spirits would outlive the weekend itself, as people see that "life can be normal" again post-Covid.

# A new chapter for the BBC in London

The recent 'topping out' ceremony of the BBC's new music studios at East Bank in East London marks an important milestone for the corporation in London.



by Vincent Burke

**The BBC will move its Maida Vale studios and much of its other music output to the Queen Elizabeth Park site which opens in 2025.**

The move is part of a wider partnership with the V&A, Sadler's Wells, UCL and London College of Fashion to create London's newest creative quarter, Stratford East Bank.



It also opens an important chapter in the story of the BBC in London. Just as Alexandra Palace, Broadcasting House and Television Centre represent the corporation's past glories, East Bank symbolises an exciting future.

Not surprisingly, the development of the nation's broadcaster over the last century has been closely linked to the capital. Indeed, such has been the closeness of the relationship, there were once over 500 BBC buildings across London.

## Quirky

The British Broadcasting Company, as the BBC was originally called, was formed in October 1922 and daily broadcasting began from Marconi House on The Strand soon after.

In 1923, the BBC moved to rather quirky premises at nearby Savoy Hill. According

to BBC archives, "Each evening a rat-catcher looked for rodents and office boys in rubber gloves puffed germicide everywhere to prevent coughs and sneezes among the broadcasters."

London was soon the 'central voice' of the BBC, with most political and cultural activity in the capital. People felt that it was 'magical' to have the voice of the King and the Prime Minister at the turn of a dial. King George V's first broadcast from the British Empire Exhibition at Wembley in 1924 was relayed on loudspeakers and the crowds it attracted were so large that they stopped the traffic.

Famous London sights and sounds such as the Big Ben chimes and the Greenwich 'pips' as well as major annual events such as Trooping the Colour, the FA Cup Final and Wimbledon tennis were part of the BBC's early output.

## Temple of the arts

Broadcasting House opened in 1932 as radio became the passion of the age. Its construction was a statement that radio was significant enough to have Britain's first purpose-built broadcast centre in the heart of the capital city. It was officially described as 'the temple of the arts and muses' and was dubbed 'The New Tower of London'.

The advent of television was marked by the establishment of Alexandra Palace where the world's first-ever high-definition television service was launched in 1936. This was despite a lack of interest from the BBC's Director-General John Reith, who thought TV was frivolous compared to radio's serious purpose.

The BBC went to 'Ally Pally' as it was on a hill and it was easy to get a transmitter mast to the right height. Television flourished for three years



until World War II led to its closure. It returned in 1946 and covered the Queen's coronation in 1953.

## Digital

Television Centre opened in 1960 with a grand vision: "As Hollywood is to cinema,

TV Centre will be to British television." It was therefore built as a 'factory of television' equipped with the latest technology.

Broadcasting House was redeveloped around 2005 to reflect the rise of digital radio and a changing organisation.

SPONSORED COLUMN

# ISO standards to help organisations counterattack information security criminals

by Maria Dimitrova, MBA, AfCIIS  
Lead Auditor ISO 27001



**Information security attacks are costly, disruptive, and an ever-growing threat to any organisation.**

In the last few years, exacerbated by the pandemic, the concept of information security has evolved. Worldwide, experts are now approaching security from a global perspective and refer to this concept as converged security. Cybersecurity failures and attacks on vulnerable information have worsened significantly in the last few years and are becoming a growing global risk, requiring collective action. Cybercriminals target the weak technical infrastructure across continents and people. The complexity of information security-related crimes makes the fight to protect information increasingly challenging.

Fortunately, we are now well equipped to respond and prevent serious consequences. Implementing ISO standards such as ISO 27001 (Information Security Management System), ISO 20000 (Information Technology Service Management), and ISO 22301 (Business Continuity) into an organisation's existing management system can mitigate these threats.

In the last three decades, organisations worldwide embraced the ISO approach and started implementing management systems. Millions of certifications have been achieved every year, and organisations have already seen the benefits of operating systems such as ISO 9001 (Quality Management System) and ISO 14001 (Environmental Management).

Building a sound defence system includes having the capacity to anticipate threats and vulnerabilities and identify any opportunities for improvement to stay one step ahead of cybercriminals. Most organisations do have skilled management system experts. However, having no ISO experience should not deter an organisation from investigating the ISO certification process. The first and most crucial step in tackling crime is knowing the risks we face. ISO management systems emphasise the importance of understanding the organisation's needs and the necessity of establishing policies and procedures. ISO systems are an invaluable asset for raising awareness, which translates into designing and implementing processes, capabilities, and response structures to ensure that organisations can counterattack

Every successful ISO 27001 implementation starts with a simple first action. IMSM's assessors help organisations analyse and evaluate their existing situation. Certification against the ISO 27001 standard demonstrates that organisations treat data security seriously, putting in systems and processes to prevent the risk of security breaches or misuse of data.

It offers a structured framework to meet the organisation's needs across different operations and sites as well as an assistance tool for management to lead the organisation and operate in a responsible manner.

**Maria Dimitrova, MBA, AfCIIS,  
Lead Auditor ISO 27001**

All images copyright of BBC



As head of BBC history Robert Seatter explains: "The numerous BBC buildings around London encapsulate the BBC's history, key function and philosophy over the last 100 years."

"Broadcasting House symbolises the powerful presence of radio, Alexandra Palace represents the birth of television and TV Centre, its expansion and success, while Bush House on The Strand defines the international role of the BBC via the World Service."

## Dynamism

East Bank is a continuation of how the BBC relates to audiences, clusters cultural organisations and how cultural

organisations can create employment and dynamism. At East Bank, the BBC and its partners are reaching out to younger and diverse communities in East London. The audience will be a key part of the output with the public able to listen to symphonies and be part of the rock and pop experience.

According to Seatter, "East Bank will give dynamism to the area and work with local people and businesses to help grow the area even more, just as the opening of White City and TV Centre did for West London from the 1950s onwards."

**Vincent Burke is a freelance communications professional, film maker, and podcaster**

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iso specialists



## Purple train

**“The best railway in the world for the best city in the world”. That was the assessment of Mayor Sadiq at the launch in May of the Elizabeth line – the much-delayed and over-budget project formally known as Crossrail. The overruns though are likely to be quickly forgotten by passengers as they ride and use the impressive new trains and stations – the gap between**

**this line and, for example, the Northern line is immense.**

The new line is a major feat of engineering which will link Reading in the west with Shenfield in the east via central London, adding ten new stations marked in appropriately regal purple on the updated tube map.

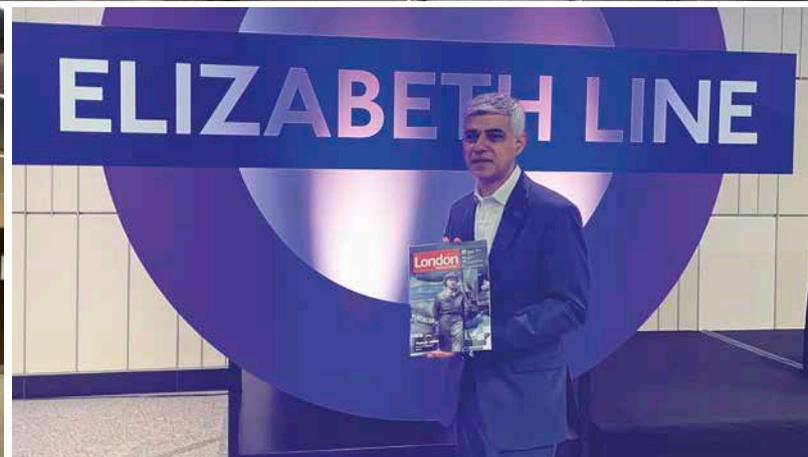
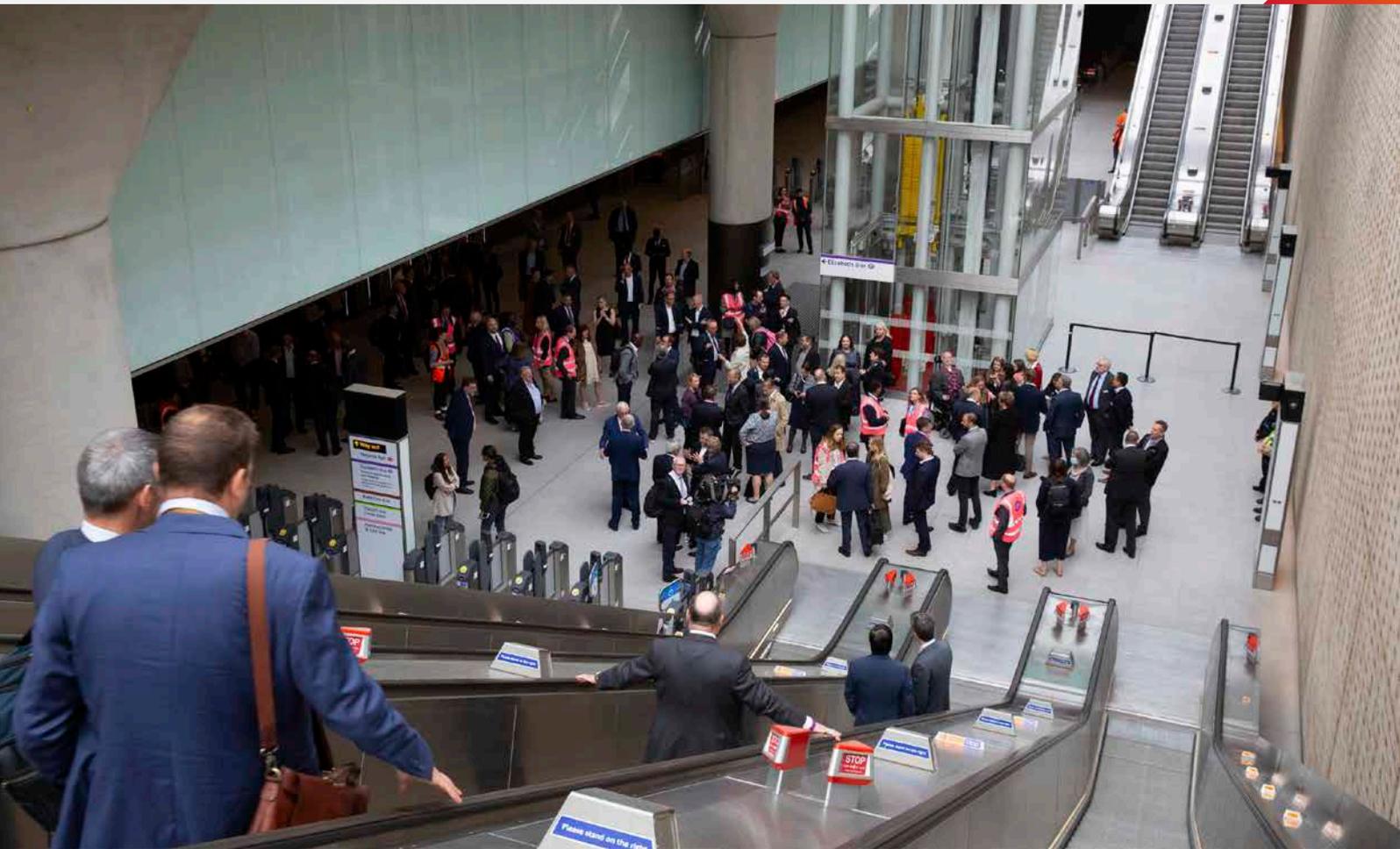
### **Challenging**

Guests at the opening ceremony who travelled down

the line from Paddington to Canary Wharf for a reception at Pergola on the Wharf included Paul Scully MP, Minister for London, Sir George Iacobescu, LSE Professor Tony Travers, London Assembly members Siân Berry and Caroline Pigeon, and hotelier Tony Matharu. They heard from TfL boss Andy Byford, Transport minister Baroness Vere, and the charismatic Mark Wild –

Wild took over the project in 2018 at a challenging time and steered it safely home.

The statistics and information on journey times, frequency of trains, station architecture, and the underpinning technology impressed. What stood out most perhaps was the national effort behind the line. Over the years 75,000 people have worked on the project with inputs ranging from the Derby-built trains



to steel doors from Bolton and ductwork from Sussex.

**Connectivity**

Commenting on the opening of the line LCCI chief executive Richard Burge said that it was an important milestone for the connectivity and productivity of London and the south-east. “The Crossrail project represents a significant investment in London’s infrastructure and its future, a cost paid for by Londoners and London businesses. It will provide a much-needed economic boost that comes through greater transport connectivity – freeing up people’s time

to be more productive.

“The journey of the project from inception to completion also demonstrates the importance of long-term funding and strategic decision making for infrastructure projects our capital. We hope that more projects of this kind

are initiated to ensure the future prosperity of London.

**Prosperity**

“London is the global hub of the UK and has the unique ability to spread sustained prosperity across the country – the opening of the Elizabeth line will provide new jobs and

encourage the development of new homes in the south-east and we must ensure this is also the case for other corners of the UK. If we want to succeed in levelling up, we must recognise the role that London can play and explore further long-term investments to boost productivity and prosperity.”

**The sky’s the limit**

Enhancing the passenger experience has been a key feature of the Crossrail project and public works of art on the new line feature strongly. Eight artists

have created artworks in collaboration with project engineers. Spencer Finch’s A Cloud Index at Paddington Station depicts 30 different cloud types.



Picture courtesy of Crossrail



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## CORPORATE RESCUE MECHANISMS FOR BUSINESSES IN FINANCIAL DIFFICULTIES

Covid-19 pandemic is (and remains) a major cause of business disruption and uncertainty for many businesses in the United Kingdom and around the world.

From at least March 2020 to date - the pandemic has caused and continue to cause untold financial distress to numerous businesses of different shapes and sizes in the United Kingdom. Many businesses have gone into insolvent liquidation as a result of the pandemic. More than ever before, in order for businesses to remain viable and profitable, it is absolutely essential to keep a very close watch on the solvency status of the corporate entities companies (and LLPs) – as business structures.

If a company (or LLP) is struggling to pay its suppliers or its debts as they fall due or unable meet its usual over-heads, this is a strong indication that the company is facing serious financial difficulties of some sorts or experiencing a reversal in fortune.

Prevention is better than cure - In order to avoid the company going into insolvent liquidation and the attendant consequences of insolvency - you should seek professional advice immediately from an insolvency lawyer and a licenced insolvency practitioner.

There are several corporate rescue mechanisms under the Insolvency Act 1986 (IA 1986) and the Corporate Insolvency and Governance Act 2020 (CIGA 2020) to turn around the fortunes of a failing business – the options include:

Administration – this involves a licensed insolvency practitioner reorganising, rescuing (or selling) the company as a going concern – or alternatively achieving a better result for the company's creditors as a whole than would be likely if the company is liquidated (without first being in administration) – or alternatively selling assets of the company in order to make a distribution to the company's secured or preferential creditors. Administration has the benefit of a moratorium which halts or prevents creditors actions against the company unless the permission of the court is obtained.

Company Voluntary Arrangements (CVA) – a binding agreement between the company and its creditors for the creditors to accept only a portion of their debt or repayment of the debt over a longer period to avoid the company going into insolvent liquidation. CVA is an alternative to administration or winding-up the company.

Moratorium Procedure (under CIGA 2020) – this protects the company from creditor actions in relation to the company's pre-moratorium debts – however the company must pay its moratorium debts in full – the company's directors will continue to run the company – a licensed insolvency practitioner will oversee the process and he can terminate the moratorium if appropriate to do so. The advantages of this procedure includes (i) preventing creditors from presenting petitions to wind-up the company; (ii) no legal process can be commenced or continued against the company; (iii) no forfeiture can be exercised in respect of business premises occupied by the company.

Restructuring Plan Procedure (under CIGA 2020) – This procedure involves a compromise or arrangement between the company and its creditors (secured and unsecured creditors) and shareholders – It binds the company and its creditors (including dissenting creditors). There are safeguards built-in to avoid causing dissenting creditors themselves going into insolvent liquidation. It is similar to but distinct and independent from the Scheme of Arrangement under the Companies Act 2006. It involves the company's director(s) working together with licensed insolvency practitioners and restructuring lawyers. The procedure is supervised by the court and also sanctioned by the court.

The above rescue mechanisms are not mutually exclusive – a company could enter into administration and thereafter company voluntary arrangement and vice-versa. A company can also enter the moratorium procedure under CIGA 2020 and then exit into a company voluntary arrangement and thereafter administration. Ultimately, much depends on the financial circumstances of the company in question.

### Contact Us

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both corporate and insolvency related to individuals. Olu is experienced in the resolution of real estate disputes (commercial and residential) and tenancy law (commercial and residential).

Olu is highly regarded by its clients for its ability to successfully resolve complex disputes quickly and in accordance with their commercial objectives.

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## LLPs and Personal Liability

By Stephen Blair



With the right to present winding-up petitions restored, rising inflation, pressure from wage demands, and the true effect of Covid being seen by many businesses, it seems there will be many a company failure, and attempted restructuring. With activity in the insolvency world, there is a likelihood of increased activity amongst those seeking action against individuals perceived to have “caused” an entity’s failure, or those who may have profited from the entity’s assets prior to insolvency.

Obligations of directors are widely reported, with an increasing awareness in some, if not all, of those holding office as to their duties. That awareness is based on the possibility of action against a director seen to have breached his or her duties, or otherwise traded a limited liability company when the director should have known better.

Limited liability partnerships represent a hybrid between the protections of a limited company and the taxation position applicable to individuals trading as an old-fashioned partnership. Those involved in LLPs have sought solace in the availability of limited liability. There has been little consideration of the fact that members of an LLP can assume personal liability in much the same way as a company director. There is limited guidance as to duties owed to the LLP and to the LLP’s creditors, by

either the insolvent LLP or its members.

An insolvency practitioner can challenge a LLP’s transactions as a preference if the LLP has sought to place one of its creditors in a better position than the collective group, and transactions undertaken by an LLP are open to question as transactions at an undervalue in exactly the same way as such transactions by limited liability companies.

A member of an LLP who withdrew property from an LLP knowing, or ought properly to have known, of impending insolvency, or the member who took assets knowing or ought reasonably to have known, the LLP had little prospect of avoiding insolvency, is liable to an action for clawback of those drawings. Wrongful trading provisions in the Insolvency Act apply equally to LLPs as they do to directors. Members of an LLP have a potential liability essentially a mirror image as that of a director.

The case of A&C Restoration LLP [2020] provided guidance for duties owed by a LLP member to the LLP and to the LLPs creditors, suffice to say an LLP member needs to be aware of potential liability to the same extent as a company’s director.

*Stephen Blair is a corporate partner at national law firm Weightmans LLP.*

**Stephen.Blair@Weightmans.com**

## Passport renewals



HM Passport Office (HMPO) is urging travellers to check their passports now and apply for renewal well in advance of anticipated travels as the processing time for new passports has been taking up to 10 weeks. Following a significant drop in applications during the Covid-19 pandemic, HMPO is also reminding people to check children’s

passports, which are only valid for five years.

Travellers are advised to check their passports and renew as necessary. In urgent cases the one-week fast track and online premium services can be used.

**[www.gov.uk/government/organisations/hm-passport-office](https://www.gov.uk/government/organisations/hm-passport-office)**

## Consultation on wider ULEZ

**Transport for London (TfL) has launched its consultation on the proposed widening of the Ultra Low Emissions Zone to cover 96 per cent of Greater London from August 2023.**

As part of the consultation, the Mayor of London has proposed that a scrappage scheme would be put in place to enable people to transition away from their non-compliant vehicles.

TfL are also looking to hear from respondents about the future of road user charging in the capital, including one suggestion of combining all the current charging schemes into a single ‘smart’ scheme.

LCCI are keen to hear from members on their views about both the ULEZ expansion and the future of road user charging.

**[policy@londonchamber.co.uk](mailto:policy@londonchamber.co.uk)**

**Weightmans**

**[www.weightmans.com](http://www.weightmans.com)**  
**Tel: 0207 222 7040**

# Sustainability at the forefront of LCY's agenda

**London City Airport (LCY) has outlined its plan to become the first net zero airport in London by the end of the decade.**

**The airport's new sustainability roadmap sets out the steps it will be taking between now and 2030 to achieve its goal. These include measures to phase out gas for heating its buildings, ensuring all airport vehicles become electric, and plans to become a zero waste and zero single use plastics business.**

## Connected

In addition, on scope 3 emissions – indirect emissions that occur in a company's value chain – LCY aspires to be the most sustainably connected airport in the UK, with 80 per cent of all journeys to and from the airport to be made by sustainable transport modes by 2030. In 2019, the airport had 73 per cent of passengers accessing the airport by public and sustainable transport, the highest percentage of any UK airport.

Recent polling commissioned by London City Airport, conducted by YouGov, found that passengers consider sustainability to be one of the top issues in aviation. Data also shows that most respondents expect the use of sustainable aviation fuels to become available in the UK within the next ten years. This follows the Transport Secretary pledging to work with industry to deliver the world's first transatlantic flight fuelled purely by such fuels by the end of next year.

Similarly, most respondents anticipate that zero emission flights would be rolled out within the next 20 years. This comes ahead of an upcoming industry report, which London City is part of,

that outlines how zero emission flights can be introduced across the UK's domestic aviation market.

## Natural environment

The roadmap outlines the significant progress that has already been made and puts sustainability at the forefront of the airport's agenda, with a clear focus on reducing carbon emissions; enhancing the natural environment; and helping the airport's communities grow and prosper.

As part of this, LCY aims to be one of the first airports in the UK to facilitate a zero emission flights and is working closely with industry partners, and UK government, to understand how the airport can facilitate low to zero emission flight as technology comes on stream.

**LCY aims to be one of the first airports in the UK to facilitate a zero emission flights and is working closely with industry partners, and UK government**

”

## Communities

The roadmap also sets out how the airport will continue to invest in its local communities and help young people



Robert Sinclair, LCY Chief Executive

achieve their potential. LCY has plans to build an onsite skills and training centre and an ambition for all on-site partners to pay the London Living Wage by 2026.

## Innovation

LCY chief executive Robert Sinclair commented: "As we continue to recover from the impact of the pandemic, it is imperative that we rebuild in the right way.

"We hope all of our partners and stakeholders will welcome our ambition, not just to decarbonise, but to play a meaningful role locally, right across the ESG agenda.

"Given our size, location and the nature of our route network and operation, we are ideally placed to help shape the next phase of aviation innovation in London, establishing it as a global leader of the net zero economy, supporting innovation, research and development and creating jobs for the amazing young people of this city."

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

<https://sustainability.londoncityairport.com>

# Activity growth slides to eight-month low

The headline NatWest London Business Activity Index – a seasonally adjusted index that measures the month-on-month change in the combined output of the region’s manufacturing and service sectors – declined for the second consecutive month in May, dropping to 56.5 from 61.3 in April. Despite signalling a robust expansion, the rate of activity growth was the softest recorded since September 2021. According to survey respondents, higher demand, increased staffing and new products drove output higher, but this was partly tempered by concerns about inflation and rising interest rates.

## Inflation worries

Supporting the uplift in activity was a further sharp expansion in new order inflows during May. The pace of increase quickened slightly from the previous survey period, contrasting with a slowdown across the UK as a whole. That said, the upturn remained much softer than those seen in the first quarter of the year. Reports of increased travel, higher client orders and a return to offices supported total sales, according to panellists, but worries over inflation and a possible recession later in the year partly dampened growth.

London was notably the top-performing region of the UK in May, registering the strongest upturns in both output and new orders.



London was notably the top-performing region of the UK in May, registering the strongest upturns in both output and new orders.

Nevertheless, London-based firms continued to signal a relatively weak level of optimism for future activity compared to recent trends, with confidence rising only fractionally from April’s 19-month nadir. While a number of firms continued to see potential for sales growth and benefits from investment, some feared an economic slowdown primarily as a result of high inflation. The level of confidence was broadly aligned with the UK average.

## Job creation

London companies added to their employment levels again midway through the second quarter, amid reported efforts to fill vacancies, meet new orders and recover lost capacity from the pandemic. Notably, there was a renewed uptick in the rate of job creation, which remained one of the fastest seen in the survey history and stronger than the UK trend.

After decreasing for the first time in 12 months in April, outstanding business rose during May. That said, the rate of accumulation was only slight and broadly in line with the average recorded nationwide. While some respondents indicated that higher new order inflows led to a rise in backlogs, others noted that demand levels were manageable.

## Salary pressures

There was little sign of inflationary pressures abating in the capital during May, with firms once again reporting a record uplift in overall input costs. The rate of inflation accelerated for the fourth time in five months and was only fractionally below that seen in the UK as a whole. According to panellists, rising salary pressures was the chief factor influencing business costs, though higher fuel and material prices were also mentioned.

Similarly, the pace at which output charges rose quickened to a record high for the third month running in May. Firms that raised their selling prices often cited the need to pass through rising cost burdens to clients, although some companies chose to absorb these costs for the time being.



Catherine Van Weenen

## Sales growth

Catherine Van Weenen of NatWest London commented: “London remained the strongest-performing region of the UK in May, according to the PMI survey data, yet followed the national trend by moving closer to a ‘stagflationary’ period - characterised by high inflation and low (or negative) growth. Whilst solid overall, the rise in business activity was the softest seen for eight months, as a number of firms commented that sharply rising prices and concerns over interest rates had offset demand. At the same time, input price inflation accelerated to a record level, leading businesses to also raise their output charges at a record pace. On the positive side, improving tourism, greater office use and new product releases supported a robust pace of sales growth, as well as a further strong rise in staffing.”

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

## London PMI Business Activity Index

sa, >50 = growth since previous month



Sources: NatWest, S&P Global.



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

## Early action is key: HCR's Restructuring and Insolvency team

Sam Payne is the head of HCR's Restructuring and Insolvency team, an expert in all aspects of contentious and non-contentious insolvency along with restructuring and complex fraud and asset tracing.

Sam and his team provide services across the entire lifecycle of a business – from planning and risk management through financial and operational restructuring to formal insolvency.

Many businesses that Sam and his team at HCR interact with find themselves in troubled waters, either directly or somewhere within the supply chain. The ongoing effects of Brexit coupled with a cost of living crisis and the global supply ripples being felt from the war in Ukraine – along with large gaps in the labour market – are all factors causing increasing stress to businesses across many sectors.

Sam says taking early action is key: “This is a challenging time for a lot of people – both businesses and the individuals that make up those businesses. While you can't always forward plan for insolvency, getting in touch with us as early as possible is vital to allow us to care for your business and try to save jobs, and mitigate any personal exposure for directors.”

We'll work with you to create a viable strategy, engaging with key stakeholders and helping directors to navigate what can be uncertain times. Our experience covers many sectors, but particularly health and social care, construction, advanced manufacturing, and education.

In difficult times it's important to be able to turn to experts who understand your business needs and know how to act swiftly and effectively to avoid issues further down the line. Our team will do just that.

**For more information, please contact Sam Payne**

**E: [spayne@hcrlaw.com](mailto:spayne@hcrlaw.com) | T: 07725 914 791**

**“Getting in touch with us as early as possible is vital to allow us to care for your business and try to save jobs.”**

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# Future plans for Gatwick

**Gatwick – the UK’s second largest airport – has started a focussed statutory public consultation on changes to its highway improvement proposals which form part of the airport’s broader plan to bring its existing northern runway into routine use, alongside its main runway.**

## Feedback

The highway design changes are in response to feedback received during the Autumn 2021

consultation on the airport’s northern runway plans and include:

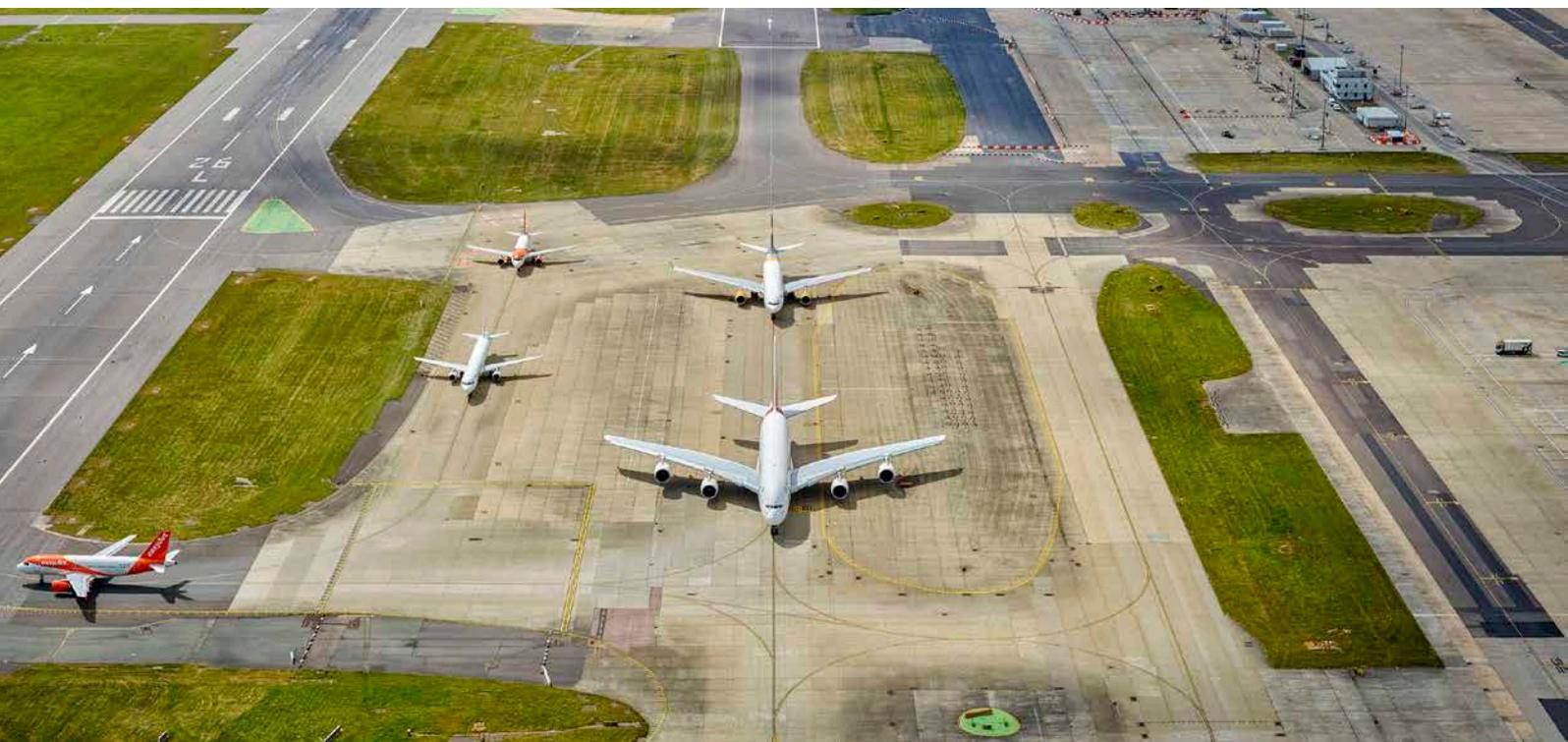
- A significant redesign of the original plan for the North Terminal junction
- The addition of a new lane westbound over the Brighton main rail line
- The addition of a third lane westbound to the A23 approaching Longbridge roundabout.

The plans for the south terminal roundabout remain largely unchanged.

The consultation will run for six weeks and will close on **Wednesday 27 July 2022.**

During the consultation period there will be opportunities to attend a virtual briefing or to book a telephone surgery appointment to speak to technical experts about the proposals and help inform responses to the consultation.

[www.gatwickairport.com/business-community/future-plans](http://www.gatwickairport.com/business-community/future-plans)



# Visualise progress, and productivity will follow

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The Kanban methodology is tried and tested, and fundamentally there to help visualise the progress of work through to completion. In its most basic form, the user can literally see the work they're doing move from the "To-Do" list, to "In Progress" and through to "Completed" once it's done, and it's more satisfying than using a highlighter to strike through a completed task on a paper to-do list!

Verto's Kanban Boards have made a significant venture in the last 12 months, right into the belly of Microsoft Teams, and have incorporated the look and feel of the hugely popular Microsoft platform. We've also replicated Microsoft's UX for the web view so now, even if you're not a Microsoft Teams user, you can still use our Boards from a browser and feel like you're within the Microsoft Teams interface.

### The next step.

Your Kanban boards, within our Verto 365 app, are part of a wider Workspace of tools that include file sharing and personal dashboards making them hugely appealing to a far wider section of the workforce. Want to collaborate through your Workspaces? Well, you can.

Verto boards can be shared with your whole team and form the central area for your project. Any management of projects requires organisation but, better than simply a spreadsheet or SharePoint drive, you can

keep all activity and information within your boards to act as a central information store for the whole team.

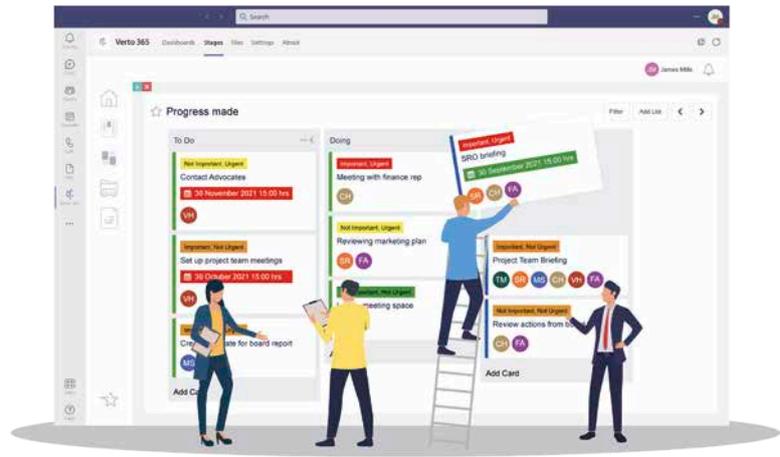
Within the workspaces, dashboards will show you a snapshot of exactly where you are at any stage of your project and tracking your tasks and milestones can be done with Gantt chart functionality to really get to grips with the finer aspects of planning. Risk and issues can also be managed directly from within Verto 365, in Teams or the web-based option, which can all link with your central Kanban board area. If your project becomes more in-depth and complex, there are options for you to scale up to the level you need to help you manage your work. And

all the while, actions are being completed so your Kanban board is flexing to show the development of your project.

### Something for each role and responsibility.

Some people's roles require remaining with Kanban Boards as the centre of productivity and won't need the use of more complex project management tools. This makes a lot of sense, which is why Verto 365 isn't a computer game for you to seek to 'level up', but more as a tool for the day-to-day, and one which we see becoming part of your teams' collaborative productivity armoury.

For more information, head to our website [www.vertocloud.co.uk](http://www.vertocloud.co.uk)



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## RegTech does in seconds what takes your employees hours!

By Dan Ipsen, Managing Director, Pincvision UK Ltd



RegTech is one of the current buzzwords in the world today. It has become known in the financial world, but it goes much further than that.

We see abbreviations like FinTech, RegTech, KYC and AML everywhere we look these days. Most people have no idea what this means or what impact it could have on your life and your business, it only sounds interesting to talk about. Time to change that.

RegTech is an abbreviation of Regulatory Technology. A term that refers to all technological solutions introduced to help companies with their mandatory filing obligations, in all jurisdictions in which they operate.

We are in a tumultuous time in the UK. Companies are still trying to find their way through the maze of all (new) trade compliance obligations that apply after Brexit. Many can get by with the transition conditions of Brexit, but don't have a solid solution for meeting all the legal requirements imposed on them in a post-Brexit world. A growing risk if you ask me, because enforcement is only a matter of time.

### RegTech will take away all your hassle

RegTech solutions work seamlessly in the background. They process all transactions within your organisation in real time, without your employees spending hours on these monotonous tasks. Analysis of your data, and most importantly data enhancement allows you to submit the right data to

the authorities at the right time. RegTech also helps spotting errors and risk within your system as it happens. This is based on business rules, designed specifically for your business and organisation, and will notify your compliance teams for immediate action. This is accomplished through a clever mix of big data and artificial intelligence.

Imagine RegTech helping you to mitigate risk as part of your company's overall risk management strategy. Tightly controlled internal processes, always up to date with the latest developments, no stress and only focusing on what really needs your attention. Sounds good right?

### Let your business grow to reach its full potential

If you really want to know what the best solution is for your regulatory reporting requirements and real-time transactions in the areas of VAT, Intrastat, EPR, Customs and Export Documents then contact me. Because with Pincvision's RegTech solutions and 20 years of experience, your business will be in good hands. We free up your internal teams, so that you can work on value adding activities, instead of having to worry about trade compliance related headaches and tasks. Wouldn't that be a relief in a time where qualified staff across all sectors is extremely scarce? Thought so. Let's get in touch!

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## UK-India free trade agreement is in the pipeline... but risks remain



by Pratik Dattani

**The UK has signed three new trade agreements since leaving the EU: Australia, New Zealand and a digital trade agreement with Singapore. But the big ones have still eluded the UK, namely with the USA, Canada and India. The UK also applied to join the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) in February 2021, with negotiations expected to conclude some time in 2023.**

In addition, negotiations are expected to start soon with Mexico, the Gulf Cooperation Council, Israel and Switzerland.

### Strong connection

Of these, India is an important one from a variety of perspectives. First, the UK has 1.5 million Indian diaspora, which has slowly migrated from voting for (and donating to) Labour to supporting the Conservative party. British Indians retain a strong connection to India, so the optics of being seen as proactively deepening connections with India are politically important for the Conservative party.

On Prime Minister Boris Johnson's April visit to India, there seemed to be genuine camaraderie between him and his Indian counterpart Narendra Modi.

Post-Brexit, there was a lot of chatter around reimagining a new relationship with the Commonwealth, a group of 52 heterogeneous countries spread across the globe

tied together only by, let's be frank, an oppressive past. As the Royals' visits to the Caribbean earlier this year showed, there is little enthusiasm for revisiting a foregone past. That bluster has thankfully moved to a more sensible British foreign policy centred the Indo-Pacific region, evidenced by the application to join the CPTPP and the focus on a trade deal with India. China will become more of an adversary to the UK's geopolitical and economic interests globally, so this pivot is necessarily forward-looking.

### Marginal

When the UK joins the CPTPP, it will become the first European nation to do so, in an agreement that could cover eight per cent of current UK trade (around the same as across the whole Commonwealth).

But the UK already has FTAs with most of the CPTPP members, with 95 per cent of bilateral trade already covered, so gains from trade will be marginal.

On the other hand, UK firms exporting goods to India currently face tariffs of around 20 per cent on average, so there is substantially more scope for trade liberalisation.

**The trade deal is expected to increase bilateral trade to £30 billion by 2030**

The trade deal is expected to increase bilateral trade to £30 billion by 2030 (practically, this means pre-Covid growth rates each year for the next eight years). It is expected to increase UK exports to

India by £28 billion annually by 2035, while cutting tariffs on exports of British-made cars and Scotch whisky.

IP-rich British manufacturing exports to India could also increase. A case in point is the recent acquisition by Reliance Industries of Sheffield-based sodium-ion battery firm Faradion, which will substantially increase UK exports to India.

### Trade in services

Wins in the trade in services are less clear cut. When the UK was part of the European Union, some of the major reasons for the collapse in EU-India trade deal talks were major asks for services market access from the City of London. But now, it would give UK firms a ‘first mover’ advantage in the Indian market because the trade terms would be more preferential than the EU or US have.

India today has a comparative advantage in many high-quality business services today, especially those in London, the South East and Manchester. Liberalisation may well help Indian exports at the direct expense of such jobs in England.

India has a patchy record in securing bilateral trade deals. Over the last 15 years, India has commenced trade negotiations with several countries, only for them to be subsequently suspended (such as with the EU). The current administration has taken a rigid stance to trade liberalisation since coming into power in 2014. India today has in place ten FTAs, six preferential trade agreements and is negotiating or expanding 23 existing agreements.

Discussions between the two countries will seek to focus progress on non-contentious areas, aiming to achieve up to 65 per cent coverage for trade in goods and 40 per cent for services, as part of an initial ‘harvest agreement’. In layman’s terms, this means a focus on matters where compromise is easier to achieve, while parking sensitive issues for later rounds of negotiation (or avoiding them altogether).

**India has a patchy record in securing bilateral trade deals. Over the last 15 years, India has commenced trade negotiations with several countries, only for them to be subsequently suspended (such as with the EU).**

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### Legal challenges

And therein lies the challenge. Early harvest agreements that do not expand into full FTAs are exposed to legal challenges based on most-favoured nation status from WTO members.

The Indian government’s eventual acknowledgement of mistakes made in retrospective taxes imposed on British firms Vodafone and Cairn Energy has helped trade talks start in the right spirit. India’s data privacy and localisation laws may cause conflict – for example

just recently, it has made it law for VPN providers to log IP addresses of users. If the UK insurance industry gets major market access in India, it is likely they will have very little time to comply with localisation requirements.



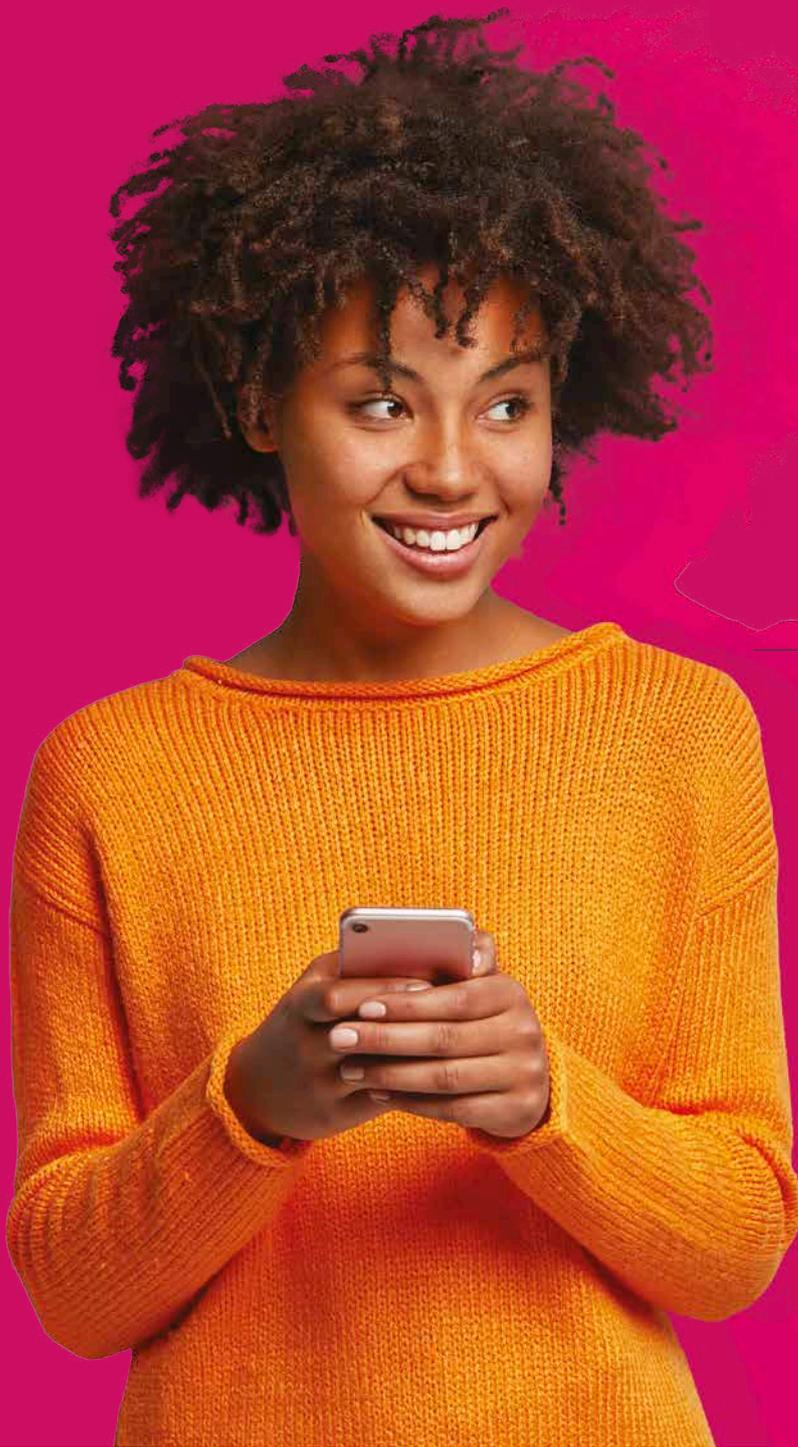
The desire for both the UK and Indian sides to avoid discussion of sensitive issues brings into focus the corrosion of civil liberties and rising human rights tensions in India. On Johnson’s trip to India, he was pictured with JCB vehicles in Modi’s home state of Gujarat, just days after media across the country carried images of such vehicles being used in the destruction of mainly Muslim settlements in Delhi. It was either a schoolboy PR lapse, or the negative optics were simply not of import.

The trade deal will be positive for both the UK and India, and will bring both markets closer to realising the bilateral potential.

**Pratik Dattani is managing director of economic consulting firm EPG, with offices in London, Bangalore and Uganda. He also sits on the board of think tank Bridge India and involved in helping British companies scale up in India, through a combination of market entry advisory and government affairs**

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# Ideas for India

The inaugural edition of the Ideas for India conference, organised by think tank Bridge India earlier this summer, celebrated the country's 75th anniversary and shared experts' visions of where they saw it in the next quarter of a century.

The event included participation from more than 500 attendees over three days, including 50 international delegates from India, Bangladesh, Malta, Singapore and the USA.

## Democratic

Speakers include deputy leader of the Labour Party Angela Rayner (pictured) who commented: "I first visited India many years ago and discovered such an incredible, diverse country. The people of the Indian diaspora strengthen our

economy, culture and society – but are also at the heart of our communities." Rahul Gandhi, keynote speaker on day 3, emphasised India's democratic credentials: "Democracy in India is a global public good. We're the only people who have managed democracy at our unparalleled scale."

Spotted among the audience was Harprit Pitu Suri (pictured), LCCI Council and Asian Business Association member, who has done much to promote UK-India business.



Rahul Gandhi



Angela Rayner MP



Harprit Pitu Suri

## WTO outcome includes key boost for exporters



The British Chambers of Commerce has called for agreements reached at June's World Trade Organization (WTO) Ministerial Conference to be translated into real change for businesses. Commenting on the conference head of trade policy William Bain said: "The most important decision for many firms will be the eleventh-hour renewal, for 18 months at least, of the moratorium on customs duties on electronic transmission of products. This is a key boost for exporters." Bain welcomed the "renewed commitment for the WTO secretariat to work with business so we can make these agreements work to strengthen trade and economic growth globally.

"Key issues like food security and vaccines saw sufficient progress to

avert forthcoming crises, but on these, together with subsidies, digital trade, and WTO reform, further steps are badly needed. We hope for many opportunities to engage in Geneva on key business priorities for action and reform ahead of the next Ministerial Conference at the end of 2023."

### Tangible outcomes

Over 160 countries attended the event which agreed tangible outcomes to aid the global economy and make progress in a number of areas including:

- Renewal of the moratorium on customs duties on electronic transmission of products until the next Ministerial Conference if held at the end of 2023 or until the end of March 2024 if it is delayed
- Exclusion of UN World Food Programme destined products from any export bans
- Waivers from the Trade Related Aspects of Intellectual Property Rights agreement to secure continuity of vaccine supplies in the Covid-19 pandemic
- Re-commitment towards WTO reform agenda before next Ministerial Conference and fully functioning dispute resolution system in place by 2024.
- Dedicated sessions on transit issues annually until next review of the Trade Facilitation Agreement.
- Commitment to renewed business engagement by the WTO Secretariat team.

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

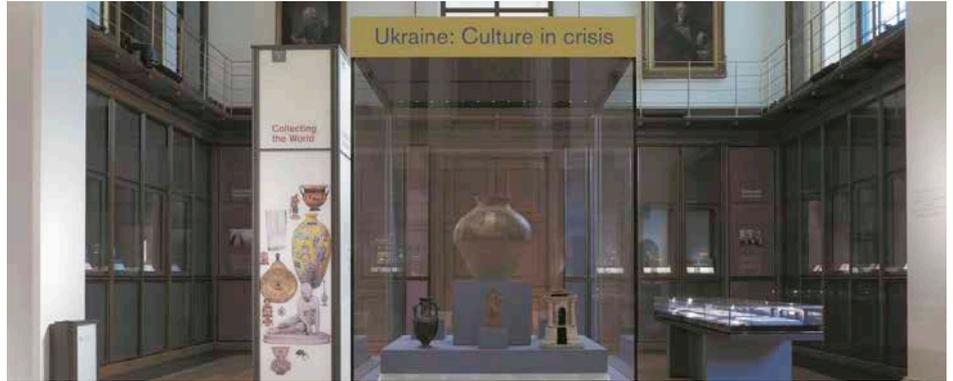
# Georgian style



Georgian Ambassador  
Sophie Katsarava

Georgia's Independence Day was celebrated in style in May at the British Museum with HE Ambassador Sophie Katsarava hosting a glittering occasion in the *Collecting the World* gallery.

The event included the official unveiling of a unique jewelled pendant, a special gift from the Georgian people to Sir Oliver Wardrop – the UK's first Chief Commissioner of the Transcaucasus in Tbilisi (1919-1920).



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# Second Queen's Award for Coltraco Ultrasonics

LCCI member Ultrasonics are recipients of The Queens Award for Enterprise 2022. The high-exporting, advanced manufacturer won the Queens Award for International Trade in 2019 and are honoured again this year for Outstanding Growth in international trade over the last three years.

The award comes as recognition for a company which exports over 90 per cent of its output to 120 countries with more than 150 distributors in 80 of them. Coltraco have enabled their three years of increased international trade by opening new sectors in markets where they already have a presence.

## Advanced

By focusing upon science, exporting and diversification, including the development in 28 weeks of an instrument for NHS Hospitals to monitor infection contagion from negatively-pressurised ICU Wards to the rest of the hospital and an instrument to ensure that buildings are airtight so that they can properly ventilate to ensure safe working.

During the challenging 24 months of the pandemic Coltraco Ultrasonics



Carl Hunter

developed their high-exporting advanced manufacturing tradition and created a new science-led organisation that comprises the company, their new Research Institute and its Centre at Durham University.

Company chair Carl Hunter OBE said that the award "reflected

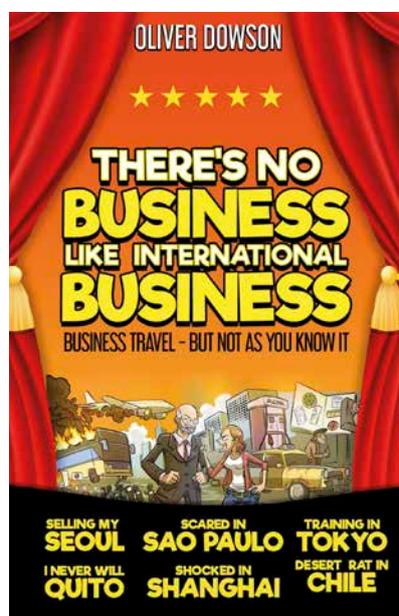
the extraordinary endeavour and resilience of the company team during Covid 19, a period in which we lost 50 per cent of our global markets but which we responded to by the formulation of our new resilience-diversification-growth strategy."

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

# There's no business like international business

Oliver Dowson's new book is subtitled: **Business travel – but not like you know it** and "takes business people away from the doldrums of teleconferencing and transports them to exotic locales across the globe." He puts the case forward for why business travel enriches the lives both of employees and those they encounter along the way. As Dowson built a multi-national company from scratch, he traversed the globe, traveling an average of 200,000 miles a year.

The book starts with a whirlwind business trip around half the countries in South America in just a fortnight with Dowson facing near-death experiences in planes and cars, meeting civil insurrection face-to-face, risking kidnap and forced to overcome "mindless bureaucracy".



## No replacement

"It's no doubt true that climate campaigners and those most concerned about the pandemic would be relieved if business travel died a quick death," says Dowson. "But that would be a mistake – not only for the myriad of businesses that depend on it, like car rental companies and hotels, but more importantly business owners and employees who benefit greatly from the chance to get out into the world and meet the offbeat characters who inhabit it. There's no replacement for actually going somewhere and discussing matters face-to-face."

*There's No Business Like International Business: Business Travel - But Not As You Know It*

Oliver Dowson

Amazon UK - <https://amzn.to/38RboLE>

# Making sense of the post-Brexit customs procedures

**Imports of goods are hugely important to how the UK can properly function and it is crucial that customs procedures and operations are as efficient as possible.**

**Regina Astrauskiene looks at the challenging situation that importers currently face; and offers a solution**



**It's been over five years since Brexit referendum, two and a half years since formally leaving the EU; and the transition period ended in January 2021. Yet there is still no sign of the promised streamlined customs processes and procedures.**

Moreover, the implementation of border controls has proceeded very differently on either side of the Channel. EU countries applied full customs checks on trade with UK from the start, whereas UK delayed the full customs requirements on EU imports with no dates set for now, until a new Target Operating Model has been developed. With global trade already badly affected by Covid-19 pandemic and the post-Brexit reality of trading difficulties and administrative burdens between the UK and EU, companies trading solely with the EU, have found themselves facing steep cost increases, significant amounts of additional paperwork and administration, and confusing implementation of the rules and shipment delays.

For smaller businesses this can be a make or break situation. If goods could travel between EU and UK with minimal procedures before Brexit, there is a whole new process to follow now. This includes making sure invoices, relevant licencing or certificates are in place, rules on goods' origin adhered to, a valid Economic Operators Registration and Identification (EORI) number in place, export declarations submitted

in the country of dispatch, and import declarations completed in UK prior to the goods' arrival.

## Hurdles

Let's take an example of a small gourmet food importer, running their own shop in the UK and selling their native countries produce. In addition to general hurdles with transport, they will have to make sure they apply and obtain relevant health certificates, register for IPAFFS (import of products, animals, food and feed system), and comply with origin rules and organic produce requirements. Export and import declarations follow and that is before the driver even leaves the loading bay. If they have a mixed load like cheese, meat products, and chocolate then documentation quickly mounts up as each different commodity group will require a separate certificate and notification. Traders, involved in imports and exports of animal origin, composite products, live animals and animal by-products or high risk commodities are facing an ever increasing burden of mounting paperwork and complexity of the process – a this is at a time when certain 'easements' are in place.

## Complex procedures

Another example concerns online retailers who have been gradually losing business with EU customers owing to the challenges of leaving the single market as the extra VAT and customs requirements

kick in. A number of companies have consequently set up offices in the EU to reduce delays and manage costs – but naturally this comes at a price.

These are just some examples of the many complex procedures that businesses dealing with EU need to learn to implement – often a frustrating process with hidden costs unveiled as they go along. In addition the application of the UK-EU free trade agreement has not proved as straightforward in practice as many would have hoped. Larger companies have been better able – with their increased resources and capacity – to adapt and overcome supply chain issues, but there is no easy way for small businesses to do the same.

**A number of companies have consequently set up offices in the EU to reduce delays and manage costs – but naturally this comes at a price**

”

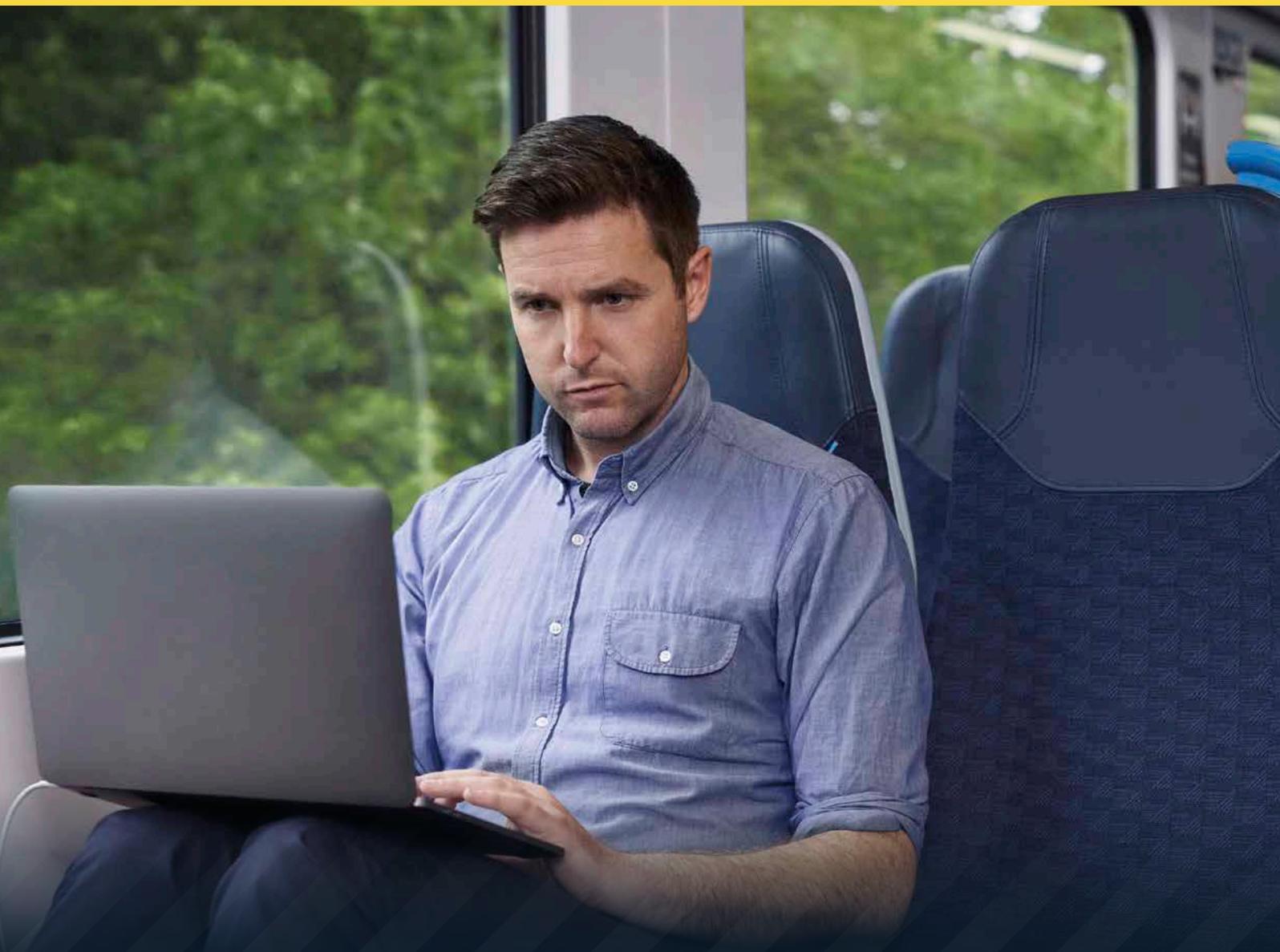
## Compliant and far-reaching

Clearly, getting the right advice is absolutely vital. LCCI has a dedicated resource specialising in all areas of customs compliance and documentation to help businesses to overcome any issues they face. As part of the ChamberCustoms network LCCI offers an HMRC compliant and far-reaching service – ChamberCustoms is the only customs agent with direct links to all air, sea and land port terminals in the UK. Having access to over 99 ports and inland facilities throughout UK provides a unique position to be able to adhere to any customers importing and exporting needs, with them having one customs representative covering all their imports /exports through different locations as opposed to appointing a new one for each separate border point.

**Regina Astrauskiene is a specialist in the Customs Declarations team at LCCI**

[customsdeclarations@londonchamber.co.uk](mailto:customsdeclarations@londonchamber.co.uk)

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# Malaysian British Partnership

Malaysia and the UK commemorate 65 years of bilateral relations this year though the linkages between the two countries can be traced back to over 300 years ago. Delegates at a recent forum run by Malaysia Link UK and the KSI Strategic Institute for Asia Pacific heard of the desire from both countries for their business communities to build stronger collaboration and partnerships, particularly as Malaysia can be a regional hub for British companies in ASEAN and the Regional Comprehensive Economic Partnership (RCEP) covering ASEAN, China, Japan, Korea, Australia and New Zealand. Geographically, Malaysia is in the centre of the RCEP region.

## Digital

As both countries transition into the endemic phase of the global pandemic with a focus on economic recovery, new opportunities arise for business collaboration and partnership in new areas like digital technology, innovation, green economy and sustainability



including smart cities, smart housing and small schools.

In the digital economy area new opportunities are in e-commerce, digital

trust, cyber security, fintech, ed tech and health tech.

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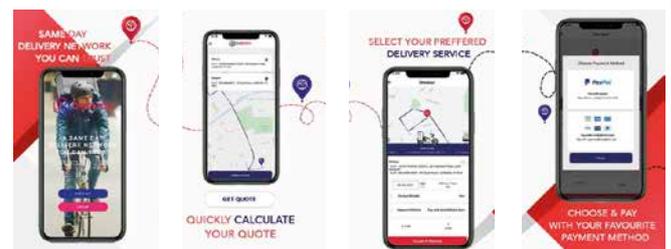
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# Export Boot Camp



Trainer Lesley Batchelor comments: "As the days progress you will be working through major issues and finding real solutions not just theory. The new way of exporting is not a direct sale but a way of collaborating so partners in new markets feel valued if it's B2B and customers feel a loyalty if it's B2C. There is no such thing as an average export and that means there is no one size fits all in export planning."

**LCCI has joined forces with Lesley Batchelor OBE to devise an export boot camp to enable business owners and senior managers to pick the right export opportunities and arm them with a strategic plan to take them up. Run over two days – the first in-person camp takes place at LCCI HQ on 21-22 July – the intensive programme covers international trade business model, how international sales work in the 21st century, and how to ensure sustainable working relationships with new clients.**

**There is no such thing as an average export and that means there is no one size fits all in export planning.**

[www.londonchamber.co.uk/international-trade/trade-advice-and-support/international-trade-training/export-boot-camp-strategy-workshop-\(2-days\)](http://www.londonchamber.co.uk/international-trade/trade-advice-and-support/international-trade-training/export-boot-camp-strategy-workshop-(2-days))

## Selling to the world



**Andrew Mitchell, director general for exports and UK trade at the Department for International Trade, recently addressed the Association of Economic Representatives in**

**London (AERL) on the UK governments new export strategy and called for businesses to be ambitious in their approach to exports.**

See *The Big Read* on pages 66-68 for his comprehensive account of the strategy and what is on offer to UK businesses looking to start or develop their overseas trade operations. The event took place in the LCCI members' lounge in the City and was chaired by Swiss Embassy diplomat and AERL co-chair Marcus Rothen.

## The answer to misinformation

By Yogesh Shah, CEO, iResearch Services



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Talk of misinformation and disinformation is everywhere – whether concerning the Russian invasion of Ukraine, the Roe v Wade debate in the US, Partygate, COVID-19, the monkeypox virus, or other major issues.

But misinformation and disinformation are not just issues for governments, they also present significant dangers to businesses. Fake news about a company can easily drive customers away, sending profits falling.

Most of the 600 business leaders and 1,000 consumers canvassed for a new report from iResearch Services titled *Does fake news affect your business?* say that misinformation is an extreme or common problem for companies, and one that is set to grow bigger in the next 20 years.

Misinformation covers any inaccurate information, whether created and published on purpose or not. Disinformation is the deliberate spreading of false information.

The thing about misinformation and disinformation is that they thrive where there is a lack of accurate information, so customer trust and loyalty are powerful antidotes. Nearly nine in 10 survey respondents say reliable information drives their

purchasing decisions. This means that, the more businesses are actively communicating with their customers and the public honestly and openly, the higher their credibility when trying to mitigate a misinformation or disinformation crisis.

But businesses also need to carry out regular research, so they have reliable data and know their customers inside out. They must ensure there is no disconnect between what a business thinks it is saying and what clients perceive. For instance, our survey shows that 68% of businesses believe their sustainability messaging accurately reflects their activity and achievements; however, only 39% of consumers agree.

An important part of establishing credibility is being able to communicate data – hard facts – persuasively and engagingly. By using compelling data storytelling, companies can be seen as reliable industry experts and trustworthy sources who can speak out against disinformation. Businesses should also create high-quality, authentic content and communicate key insights to cement their positions.

*Download the Does fake news affect your business? report from our website*

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# Business news from Europe



Compiled by  
**Angelina Markousi**



## Joining forces on methane emissions

The EU, the United States and 11 countries have launched the Global Methane Pledge Energy Pathway to catalyse methane emissions reductions in the oil and gas sector,

advancing both climate progress and energy security. Participating countries commit to support these efforts by providing new technical and financial resources and/or by enhancing domestic project and policy action. Countries and supporting organizations announced nearly \$60 million in dedicated funding to support implementation of the pathway.

## EU member states' targets for a more social Europe by 2030

EU employment and social affairs ministers have presented their national targets to deliver on the European Pillar of Social Rights Action Plan by 2030. The European Commission welcomed the "strong commitment to making Europe fair, inclusive and full of opportunities". With their national commitments, member states support the joint efforts to reach the three EU headline targets for employment, skills, and poverty reduction.

aircraft will be operational to help European countries fight forest fires throughout peak season. The fleet is part of rescEU, a European reserve of resources that responds to emergencies. Positioned in Croatia, France, Greece, Italy, Spain and Sweden, 12 firefighting airplanes and one firefighting helicopter are ready for deployment this summer when wildfires require a joint European response to save lives, livelihoods and the environment.



## Forest fires: firefighting fleet in place

The EU's fleet of firefighting





### European Commission and US cooperation on preparedness for health threats

Following the statement by President Ursula von der Leyen and US President Joe Biden marking the second Global COVID-19 Summit, the European Commission and the U. Department of Health and Human Services have signed an arrangement to strengthen cooperation on preparedness and response to public health threats. This will enable the Commission and the U.S. to work together on a broad range of topics to jointly tackle health emergencies, contributing to establishing a strong global health architecture.



### EU sets up €20 million support for Ukrainian start-ups

The European Commission has launched a €20 million action to support the Ukrainian innovation community. Through a targeted amendment of the 2022 European Innovation Council (EIC) work



programme, the new initiative will support at least 200 Ukrainian deep tech start-ups with up to €60,000 each. In addition, the EIC will offer non-financial support, such as business advisory services and matchmaking. This will enhance the capacity of Ukrainian innovators to interact with the European innovation ecosystem, enter new markets and benefit from the European financing instruments.

### Russian war crimes in Ukraine

The European Commission has launched a new project to support the investigation capacities of the International Criminal Court (ICC) with €7.25 million. The project is part of the EU's efforts to fight impunity for international crimes globally. In particular, it will help the ICC to scale up its investigation capacity to respond to the ongoing investigations into war crimes committed by Russia in Ukraine.



### Commission welcomes political agreement on a common charger in the EU

The European Commission has raised a further €6 billion in NextGenerationEU funds with its second green bond syndication. Due on 04 February 2043, this 20-year bond brings the total long-term financing raised under NextGenerationEU to €99.5 billion, of which €20.5 billion is in green bonds. This bond issue was more than 13 times covered by investor orders and represents the largest green bond issued in 2022 to date. The size and quality of the order book confirm investor confidence in the EU's green bond programme.

### EU budget 2023

The Commission has proposed an annual EU budget of €185.6 billion for 2023, to be complemented by an estimated €113.9 billion in grants



under NextGenerationEU. The EU budget will continue to mobilise significant investments to boost Europe's strategic autonomy, the ongoing economic recovery, safeguard sustainability and create jobs. The Commission will continue to prioritise green and digital investments while addressing pressing needs arising from recent and current crises.

**The EU budget will continue to mobilise significant investments to boost Europe's strategic autonomy, the ongoing economic recovery, safeguard sustainability and create jobs.**



### Political agreement on minimum wages for workers in the EU

The European Commission has welcomed the political agreement reached between the European Parliament and member states on the directive on adequate minimum wages. The directive establishes a framework for the adequacy of statutory minimum wages, promoting collective bargaining on wage setting, and enhancing the effective access of workers to minimum wage protection in the EU.

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# Data engineering - reshaping and reimagining 2022



by Devendra Deshmukh

**Today, data is output for almost everything we do, right from browsing the internet to content we consume through to the transactions we do. Data is generated in every way and form today as we are living. It rules our lives the ways we don't even know in some cases. And as we grow into the phygital world it will only increase. Data today has a number of uses as well as enabling us to search, use and consume more and also is enabling organizations design and deliver personalized experiences.**

In the business context organizations that leverage data-driven decision-making are on the path to stay further ahead of the curve than those that don't. It has been estimated that by the year 2025, the world will have created 200 zettabytes of data. Undoubtedly, storing and deriving value from this amount of data is significantly complex. This means that it is critical for companies to derive value from their data and protect their organizations and customers. Here is where data engineering comes into play helping businesses reshape and reimagine the use of data in 2022, and beyond.

As we go into the next year, organizations and data innovators building out their data strategies and data stack must expect to see the following five key trends that will reshape their organizations:

## ▪ Multi-cloud, more hybrid, and edge environments

Whether it is about data from productivity applications or data from machines, there's too much unstructured data in the world. To overcome the unstructured data challenges, companies must build their data stack from the ground up. We are increasingly seeing businesses

leverage a multi-cloud, more hybrid, and edge environments that will help them manage unstructured data while ensuring they comply with security and governance regulations.

## ▪ Rapid increase in data discovery tools

A majority of organizations are now using data catalogues and data discovery tools. It is clear that now advanced data tools have become a standard procedure to many organizations. The adoption rate of these tools is also continuously increasing. Besides that, data governance is also becoming a great deal for most companies empowering users to manage visibility, compliance, and access across all organizational data.

## ▪ Immense digital transformation in data warehouses and lakes

Competition rose among giants in the cloud ecosystem in 2021. It included both a data warehouse as well as a data lake. However, we will see the overlap of the technologies driving digital transformation in the year 2022. It has been predicted that the convergence of data warehouses and data lakes will simplify the technology for the organizations. As organizations contend with many sources of data across different platforms, a stable investment in metadata strategy is the first step to regulate data processes for greater value.

## ▪ Continuation of data quality issue

Nowadays, the importance of data and the need for advanced AI and ML capabilities are increasing day by day. As a result, companies will continue to experience data quality issues in their data architecture. However, to tackle

this issue, the best solution is to address it in a proactive, holistic, and systematic manner so that any severe impact on key products and services can be avoided. There is a huge need for data regularization and quality testing systems in organizations. And this has led to the emergence of companies for data discrepancies. Besides that, the issue of separating junk data from helpful data remains pertinent as ever. Even in the year 2022, challenges around ensuring data quality will continue in the organizations.

## ▪ Rise of the no code/low code platforms

2022 will see a rise of no-code/low code platforms that will drive greater enterprise agility through automation. Due to this, non-technical business users will get to access data and make smarter business decisions in no time. These democratized and data-driven workflows will usher in greater diversity in the industries. With this, companies can become key players in the data ecosystem without having a core data background. Data mesh architectures are emerging as an important factor for success as it makes them usable across numerous tools.

Businesses can leverage developments and remain a step ahead of their competitors by staying aware of what's going on in the market. And 2022's technology trends will be key for the organizations to be on top of their data game.

**Devendra Deshmukh is chief executive and founder of e-Zest Solutions**

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## Bad employee cybersecurity habits are leaving businesses at risk

**SME insurer Superscript has found that complacent attitudes among employees towards cybersecurity is putting UK businesses more at risk. In a survey of 1,500 UK employees, 40 per cent feel that upholding cybersecurity best practice is not their responsibility**

**Alarmingly, over a third claimed to be unaware of what preventative measures their company has in place to prevent such an attack, despite 53 per cent claiming they rely on the systems their employers have in place to keep them safe.**

Forty-five per cent stated they felt unconcerned about a cyber-attack as their employers should ensure they have insurance in place to cover any related losses. These findings emphasise the complacent attitudes employees have towards their role in keeping the workplace safe.

### Collective responsibility

Cameron Shearer, co-founder and chief executive at Superscript commented, "A digital presence is a necessity for all modern businesses. This opens up new risks, and with the widespread adoption of hybrid working cyber attacks are sadly becoming more prevalent. It is important that businesses approach protection with a full 360° view. As a first step, businesses should be educating employees about the collective responsibility to cybersecurity and instil good habits. This is just as important as ensuring they have protective systems in place in case they are attacked, and insurance in place in case of a successful attack."

Even with the adoption of more advanced cybersecurity measures including biometric, multi-factor and computer recognition authentication, one in five still

believe passwords to be the most secure measure while more than a quarter prefer passwords due to their ease of use. As many as 40 per cent viewed multi-factor authentication as an inconvenience.

This preference for convenience might explain common bad password habits identified by this study:

- 34 per cent have changed secure and 'strong' workplace passwords to a weaker but more memorable one that does not meet best practice i.e., not long, complex or include symbols
- 31 per cent have shared their workplace passwords with colleagues and people outside of work
- 30 per cent only use two-three different passwords at work
- 15 per cent only use one password at work
- 12 per cent did not change their password when notified that it had been compromised.

### Best practices

Jamie Akhtar, chief executive and co-founder of CyberSmart commented, "We have certainly seen an increased awareness among businesses, particularly SMEs, with regard to cybersecurity in the last couple of years. While encouraging, the next step requires us to make the transition from knowing 'what to do' to 'how to do it' and getting those best practices embedded into company culture.

Now more than ever, businesses need to take a holistic approach to

cybersecurity. It is no longer enough to rely solely on basic password practices. Rather, businesses and their employees must take on board other measures from regular security awareness training and implementing multi-factor authentication, to updating software as well as adopting cyber insurance."

### Top threats

Employees had cited that virtual private network, antivirus software upgrades, multi-factor authentication, privacy screens, investment in cybersecurity training and cyber insurance upgrades had been introduced due to increased remote working.

Promisingly, 56 per cent of those surveyed felt confident they knew what steps to take in the event of a cyber-attack or breach on their computer whilst working remotely.

An understanding of the risks posed to businesses was also prevalent among employees. When asked which common cybersecurity risks posed the most danger to their businesses, employees identified business interruption, privacy liability and payment card data breaches as the top three threats.

**Further insights from this finding including details of password selection habits, and the risks this poses can be found at [www.gosuperscript.com](http://www.gosuperscript.com)**

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## How much are you worth to your business?

By Peter Colechin  
at Advanta Wealth



Sadly, history is full of stories of successful business leaders who have died and whilst everyone's immediate thoughts are for the welfare of their family, the business they ran finds itself with a leadership vacuum and a financial challenge. This financial challenge impacts everyone from the remaining directors, employees, investors, lenders, trade creditors and debtors.

So, what steps can a business take to protect itself?

### Loan Protection

– this is protection for the bank that any business loans will be repaid in the event of the death of one of the directors. Whilst the bank can insist on the insurance cover, they cannot insist which insurance company or adviser arranges this for you.

### Keyperson Protection

– usually a requirement by an investor in the business or by the business itself to ensure corporate survival in the event of losing someone who is key to the success of the company. Typically, this would be the CEO, MD, or Sales Director but we are now often seeing the CFO, Compliance and IT directors included as well as the employee who wrote the code for a business operating or IT system. Generally, this insurance cover would be expected to be for a short period of time, say up to five years.

Putting a specific value on a director or employee requires a mix of science and art and will usually include a combination of factors: -

- Contribution to turnover
- An assessment of a multiple of profits impact
- Market contacts and industry reputation
- Cost of replacement i.e., head-hunter fees, joining bonus and equity participation

### Shareholder Protection

– established to enable the company or its directors to purchase the shares held by a deceased director shareholder. Shares normally pass to a surviving family member in a Will so unless the company doesn't want control over who the inheritor sells the shares to, a competitor perhaps, then agreements need to be in place alongside the insurance to protect the business.

### Partnership Protection

– for partnerships, many of the same keyperson issues exist but added to this, is the requirement to repay partnership capital on death.

Common mistakes to avoid include: -

- Incorrect tax treatment resulting in policy proceeds being treated as a trading receipt.
- Insurance for a purpose not allowed under the Memorandum & Articles of Association such as the company not having legal powers to purchase the shareholding.

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# Understanding cyber risks vital for business protection

**At the beginning of the year LCCI member Specialist Risk Insurance Solutions conducted a risk survey to identify the thoughts, perceptions and concerns business owners, C-suite executives and risk managers have around the risks their business is exposed to. The survey findings highlight the challenges businesses are facing around business interruption and economic slowdown as a result of the pandemic, as well as their concerns around emerging risks such as cyber, disruptive technology and changing customer behaviours. This is what the survey found.**

### Most concerning risks

1. Business Interruption
2. Cyber
3. Economic slowdown/slow recovery
4. Evolving customer demand and changing behaviours
5. Environmental e.g., climate change
6. Fleet management/vehicle/transportation losses
7. Regulatory/legislative changes
8. Fire/flood/theft
9. Increasing competition/disruptive technology
10. Liquidity/credit risk

### Risks that businesses struggle to manage

1. Economic slowdown/slow recovery
2. Cyber
3. Evolving customer demand and changing behaviours
4. Business interruption
5. Increasing competition/disruptive technology
6. Environmental e.g., climate change
7. Regulatory/legislative changes
8. Fleet management/vehicle/transportation losses
9. Fire/flood/theft
10. Liquidity/credit risk

### Risks businesses feel least prepared for

1. Cyber
2. Environmental e.g., climate change
3. Economic slowdown/slow recovery
4. Business interruption
5. Liquidity/credit risk
6. Regulatory/legislative changes
7. Evolving customer demand and changing behaviours
8. Fire/flood/theft
9. Increasing competition/disruptive technology
10. Fleet management/vehicle/transportation losses

On the impacts of Covid-19 68 per cent of respondents said their business was more resilient at present compared with 18 months previously. Topics that came up most frequently in the context of planning to reduce risk following the pandemic included hiring skilled employees, risk assessments, in-house manufacturing, strategic planning, staff retentions, improved IT, a multi-faceted sales approach, insurance, hybrid working, training, increased stock levels, online business, and insurance.

With Cyber scoring in the top three for the most concerning risk, the risk respondents feel least prepared for, and the risks respondents find most difficult to manage, the need to understand the emerging cyber risks and protect a business is clearly vital.

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



# The environment – co-ordinated action needed

**London deputy mayor Shirley Rodrigues says that businesses have a clear role to play in fighting the climate emergency**

**“Our ambition is for London to reach net-zero by 2030. The next few years are critical if we are to address the climate and biodiversity crisis that threatens the safe future of our planet. And businesses have a key role to play.**

The net zero 2030 goal is both ambitious and close. We can only achieve it if we all understand what role to play to deliver it. In January we published a report outlining the pathways to take us to net zero by 2030. By bringing forward London’s target we will save an additional 151 million tonnes of carbon by 2050. Delivery could support an average of 41,000 jobs a year over the decade – jobs like installing solar panels and heat pumps and insulating our homes.

With only eight years until 2030, we need to be co-ordinated, to act quickly, and to speak with one voice on what we need from others.

The latest intergovernmental panel on climate change (IPCC) report only re-affirms the importance of acting now to ensure we do not miss “a brief and rapidly closing window to secure a liveable future”. It also points to the important role that cities will play as a key place for innovation and mobilisation.

## Initiatives

The Mayor’s Green New Deal for London includes key initiatives such as helping unlock more than £500 million of private investment through green bonds; and using his planning powers to go beyond national requirements, securing carbon savings 46 per cent above National Building Regulations in 2020.

The Mayor has also announced a public consultation on the expansion of the Ultra-Low Emission Zone to the whole of Greater London. This scheme is needed to strike the right balance between tackling the triple threat of air pollution, the climate emergency, and congestion.

Combined with the five-fold increase in cycle lanes, the introduction of more than 700 zero emission buses, and efforts to get more Londoners

using public transport, cycling and walking this has moved us closer to our goal of a cleaner, greener city.

## Role of business

Since industrial and commercial emissions make up one third of London’s emissions, London’s businesses have an extremely important role to play. The capital’s unique ecosystem of businesses, which is made up of 85 per cent SMEs, is already a world leader in clean innovation and technology that will provide the solutions to help us get to net zero.

The Mayor and London Councils have joined the London Chamber calling on businesses to commit to reduce their emissions and create a greener, cleaner and more prosperous London. We need you to develop strategies that include bold climate action and set science-based targets to reduce your emissions. We need you to make your buildings net zero carbon, by 2030.

Changes we make now will make it easier for emissions reductions later in the decade. Some of this will be difficult to deliver. It’s not always easy to change the culture of an organisation – and regulations don’t always support or incentivise the best outcomes for the climate.

However, acting to get to net-zero will make London’s businesses more resilient and better prepared for the challenges and opportunities of the green transition. It also brings other benefits such as increased competitiveness, investor confidence and reduced regulatory risk.

And with soaring gas prices it is more important than ever for businesses to be looking at how they can reduce their energy demand.

We know that for SMEs, these additional aspirations can be overwhelming when they don’t have the resources of large firms. That’s why we’ve piloted the Mayor’s Business Climate Challenge, working with the Better Bankside

Business Improvement District to understand the support that businesses need to improve the energy efficiency of their buildings. Findings from this pilot show that the average business can reduce their energy consumption by 17 per cent while saving £6,000 on energy costs annually. This programme will be expanded and offered to more BIDs later this year to support them on their pathway to net-zero.

## Green jobs

The Green New Deal will not only drive action to make London greener, but will also help strengthen our economy and tackle inequalities. London’s green economy is worth £48 billion in sales and employs 250,000 people.

The Mayor’s plans for a green recovery aims to address the economic challenges presented by Covid-19, including increased unemployment, by doubling the size of the green economy by 2030, bringing new investment to London, helping businesses to see long-term growth, and providing diverse, well-paid, skilled, local jobs. As part of the London Recovery Programme, we are strengthening the provision of green skills in the capital through a £44m Mayoral Academies Programme. These are skills linked to occupations and tasks which will see an increase in demand as London moves towards net zero. The programmed funds new coordination hubs which bring together employers and training providers to inform the development and delivery of training and to help more Londoners progress into good and green jobs.

## Inaction not an option

Achieving our net zero targets will require fundamental changes to infrastructure, buildings, transport and the way we all live. But inaction is not an option. And we know that the sooner we act, the easier, and cheaper this transition will be in the future. The Mayor and I are doing everything in our power to reach net zero by 2030, including supporting London’s businesses to play their role. ”

**This is an edited excerpt from an address by Shirley Rodrigues, deputy mayor for environment and energy to the LCCI in March this year. The event was sponsored by SSE energy solutions**



**Deputy mayor Rodrigues with Aled Humphreys of SSE Energy Solutions**



# How biophilic design can bring employees back to the office

**Office working is back, yet people are still working remotely. In some instances, this can be more practical. But with one in five Brits wanting to work remotely full-time, have workers become too comfortable in their own homes? Biophilic design has many benefits besides the aesthetics but how does bringing the outdoors inside improve our working environment?**

## **What is biophilic design?**

Biophilia is a term coined in 1973 by Erich Fromm, a psychoanalyst, to describe the desire by humans for a connection with nature, which was then suggested to be a genetic desire by Edward Wilson in 1984. But with 66 per cent of humans estimated to live in urban environments by 2050, it's inevitable that biophilic design will become more prominent in our lives. It's no surprise that it's shaping up to be a major trend this year. So how can something be counted as a biophilic design? There are three key elements, one of them being direct experiences. This involves physical contact with features of nature, including air, water, light, plants, weather, animals, and landscapes. Alternatively, indirect experiences can be incorporated into the design, where connecting with nature can be satisfied by forms, shapes, and colours – such as through paintings, natural materials, or even sculptures. The experience of space and placement accounts for the third

element of biophilic design through various senses: touch, sound, light, smell, movement, time, and taste. Something as simple as lighting a wood scented candle can tick that box.

## **Biophilic benefits**

Biophilic design is stress relieving, so where better to implement it than in an office? The levels of our bodies' main stress hormone, cortisol, are reduced when elements of nature engage the mind with fascination, thus resulting in restored attention and focus. Poorly designed offices can actually negatively impact the well-being of workers. So sprucing up the space is going to make a difference for employees. But biophilic design, in particular, will not only prevent negative impacts but can also actually boost one's well-being. Nature is, of course, at the core of this design. Given its ability to increase happiness, positive social interactions, and a sense of purpose in life, it will undoubtedly be an effective implementation in an office. Your productivity is certain to increase by implementing biophilic design into an office space. Research has revealed that productivity can increase up to 20 per cent and absenteeism can be reduced by 15 per cent. Not only will you feel full of life, but you'll also be channelling that energy into your work, so you can boost your self-esteem through your accomplishments.

## **Incorporating biophilic design into working spaces**

Greenery is arguably the simplest addition for offices. Small indoor plants are a perfect way to brighten up a space by placing them on a desk. Dracaenas, peace lilies, and bromeliads are just a selection of the many desk plants that can be easily looked after – so, even if you're not a plant connoisseur, you won't have to worry when it comes to maintaining them. Or if the walls are dull and spacious, they could be filled with what is known as 'vertical gardens', where the space is filled with a stimulating ecological display. Although office working is back, 29 per cent of UK organisations are implementing hybrid working for employees. So for the days outside of the office, you may be missing the elements of nature surrounding your desk. But who's to say that this can't be implemented into your at-home working environment? Particularly with the warmer and (hopefully) sunnier months coming up, it could be an idea to work in your garden. If you've already got a table and chairs, then you're halfway there – but it might be sensible to invest in some outdoor heaters to fend off any early morning breezes.

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# Accurate workplace data is key to managing hybrid working

**Good decisions about how to apply hybrid working based on accurate data will be what sets apart successful organisations from also rans, according to Tony Booty, joint founder of Abintra which pioneered the use of desk sensor tech to monitor office utilisation a decade ago**

**Booty's new book *Managing the New Office Environment*, based on his experience in more than 100 corporations worldwide, sets out the pros and cons of different technologies and manual methods for monitoring the workplace.**

As well as optimising space use, the book focuses on environmental monitoring with an emphasis on wellbeing.

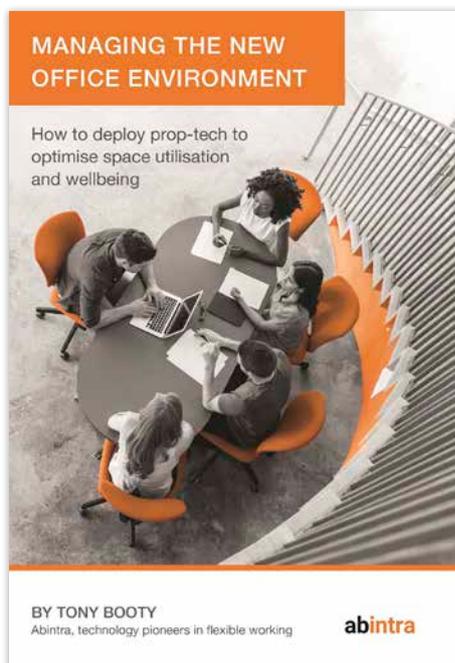
## Agile working

The author answers challenging questions for organisations navigating the new hybrid workplace including the steps needed to manage change successfully and how to win over employees to the

idea of agile working. When it comes to who should be involved, he argues that workplace transformation should be a top-down process. Given the importance of the change to working practices and employee wellbeing, the chief executive should drive the process, involving HR and IT as well as the financial and real estate teams to whom office layout and management decisions normally fall.

Available on Amazon, the book includes a ten-point checklist for deploying occupancy monitoring and a buyer's guide to occupancy sensors as well as best practice examples and case studies.

[www.abintra-consulting.co.uk](http://www.abintra-consulting.co.uk)



## "What do you mean I can claim R&D Tax Credits for that?"

By Simon Bulteel - Director, Cooden - R&D Tax Specialists



It's a phrase we often hear when we sit down with a potential new client that has responded to one of our adverts or editorials. "It's just what we do!" is another classic response from a number of companies operating across the industry spectrum.

Yes, I know it's just what you do, but companies like yours are also getting some very generous support from the government for that! Why aren't you?

**Here's just a few examples of some claims we've successfully submitted for our clients:**

- a company operating in the photonics industry, one of the projects we claimed for them was on an EU funded project involving a production line, they developed a scanning solution to monitor the bottles as they passed through the line, looking for micro-failures in the bottle's integrity.
- a company with claims for their work on developing high-quality papers derived from Straw. More recently they've been working on a fully recyclable pad for soft fruit packaging that is made from Bamboo.
- a tech start-up that has developed location optimization software that can be accurate to 10cms,

*which is far greater accuracy than GPS.*

All of these companies have one thing in common, they weren't claiming R&D Tax Credits and now they are.

One of the best things about the legislation is that you can claim for your two previous financial years. But you'll need to be quick you don't want to "miss the boat", a company with a 30 September 2020 year end can still make a claim up to 30 September 2022.

We are experts in R&D Tax Credits, and we can help you determine whether the work you've performed meets the eligibility criteria, then we'll tease details of the challenges you've faced from you and your team and ultimately help you calculate how much you've spent. Finally, we'll pass it all over to your accountant to amend your tax return and submit to HMRC.

If you'd like to start your journey or find out more, we offer a free no-obligation discovery session, we'll ask you some questions, listen and maybe ask some follow ups, then we'll let you know whether we think there is a potential to claim and whether we can add value to the process. You can book a discovery call at a time that suits you at [calendly.com/simon-bulteel/discovery-lbm](http://calendly.com/simon-bulteel/discovery-lbm) or you can call us on **01424 225345**.



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## What does it mean to be a data-driven organisation?

**Data is everywhere. From what you look at on your phone to your favourite Netflix shows, brands are able to use it to get what you like (or they think you like) in front of your eyes.**

But as an organisation, how can you become data-driven? And what does that even mean?

Data isn't simply about technology; cutting edge solutions and predictive models won't achieve anything standing alone – but a data culture throughout the business will.

### Data as an asset

Just as revising for exams helped you get the right answers, data helps you pass the test of producing the right products or services, for the right people and marketing them in the right way.

As a core asset, which could be just as critical to growth as your team or equipment, data can facilitate evolution of business models, enabling greater customer understanding, product development and even new revenue streams.

While organisations throughout every sector rely on data, many are not aligning business goals or strategy with data application and, while they gather and store data, they are subsequently not data driven.

### Becoming data driven

It all comes down to one thing: creating a data culture which involves every member

of the team.

From the top, senior stakeholders need to be consistently aligning business strategy with data to ensure objectives are measurable and motivated through data. But this data needs to be high quality, accessible and understandable – after all, you wouldn't want your construction team using diggers that weren't serviced, were locked in garages, and had no operation manual, so why should your data be just as difficult to use?

Then get your people onboard. Provide data that can help every individual do more in their roles and understand the impact they can have on business success through measuring their own contributions.

Everyone needs to understand that data has value – but you need to prove that to them by empowering them with the data they produce.

Then you need the tech to underpin it.

To find out more about how our team of data and analytics



experts can empower your team and help you become a data-driven organisation, get in touch today by emailing [james.bell@waterstons.com](mailto:james.bell@waterstons.com) with the subject 'LCCI data driven' or visit our website [www.waterstons.com](http://www.waterstons.com)

## The Knowledge

LBM's test of what readers know about London

- 1 How many of England's premier league football clubs will call London home in the 2022/23 season?
- 2 Which City edifice was voted the most admired new building in the world in 2005?
- 3 Which author referred to London as "this murky Bablylon"?
- 4 Between which bridges on the Thames is Boat Race traditionally competed?
- 5 In which current London borough was Charlie Chaplin born?
- 6 What is the Collegiate Church of St Peter in London better known as?
- 7 Dick Whittington was Mayor of London four times. Which English county did he hail from?
- 8 The people of which European country annually donate a giant Christmas tree for display in Trafalgar Square?
- 9 Which Prime Minister lived at Chatham House in St James's Square?
- 10 How many times has London hosted the summer Olympic Games?

# Sustainable packaging – the fight against single-use plastics

In 2020, the UK placed 4.9 million metric tonnes of plastic on the market. Out of this, 3.7 million metric tonnes became waste. In order to reduce plastic pollution, companies across the nation are now working to incorporate circular economy solutions into their business plans.

## New life

The circular economy is a sustainable model of reusing, repairing, and recycling materials as many times as possible. In comparison to a linear system, circularity allows wasted materials to have a new life or to be recycled back into new products. As a result, waste is captured and the need for raw materials is alleviated. Below we look at how some leading companies have been responding.

## L'Oréal Paris

L'Oréal Group is leading the way for sustainable packaging within the cosmetics industry. In collaboration with Paboco, the company has created a paper bottle using sustainably sourced paper. If used en masse, this has the potential to significantly reduce plastic waste.

In addition, the environmental profile of 96 per cent of all new products launched by the company has improved in 2020. L'Oréal has also committed to using 100 per cent reusable, recyclable, and compostable plastic packaging by 2025.

As part of the L'Oréal for the Future campaign, the company has pledged to become sustainable by 2030. This includes the preservation of natural resources, management of water sustainability, fighting climate change, respecting biodiversity, and banning testing on animals.

## Tesco

Tesco, one of the leading supermarket brands across the nation, is also making significant contributions towards sustainability. As well as ditching single-use plastic bags, the supermarket is promoting a circular economy within its own brand products, such as bin bags.

This has reduced plastic sold throughout the company. In fact, over one billion pieces of plastic have been saved since this sustainability campaign began. Also, since 2018, Tesco has removed 11,400 tonnes of hard-to-recycle materials from its own brand packaging.

The future looks bright for this company. It is committed to making 100 per cent of the paper and board used in its packaging sustainable by 2025. In 2021, it also pledged to remove an extra



500 million pieces of plastic from its supermarkets throughout 2022.

## Waddington Europe

Waddington Europe, a leading producer of rigid plastic packaging, is committed to sustainable packaging innovation. Its Eco Blend and Eco Blend Pura ranges, as well as being fully recyclable, are made with 100 per cent post-industrial and post-consumer recycled content.

In recent months, the company has also designed an innovative strawberry punnet. This product uses raised based cushion technology that removes the need for an extra layer of protective bubble wrap and any adhesive. As a result, Waddington's strawberry punnet requires no glue, and it can be easily recycled straight back into food-grade rPET.



## LUSH Cosmetics

LUSH Cosmetics prioritises sustainability

throughout the production process. In fact, 66 per cent of all products sold each year are naked and require no packaging at all, saving 4,275 tonnes of plastic throughout its stores. This includes a number of popular products, such as bath bombs and shampoo bars.

In recent years, LUSH has designed its first piece of carbon-positive packaging. The cork pots, ideal for naked shampoo bars, are reusable and biodegradable. Throughout the production process, each cork pot retains 33 times its own weight in carbon dioxide.

LUSH Cosmetics has also introduced sustainable schemes. The Bring It Back scheme allows customers to return used packaging in exchange for credit towards their next purchase. In addition to this, the Fresh Face Mask scheme gives customers a free face mask every time they recycle used packaging at one of the LUSH stores.

## ASDA

Last and certainly not least, ASDA is leading the way with forward-thinking packaging solutions. Since 2007, ASDA has reduced the weight of their packaging by 27 per cent, and the supermarket is committed to making all of its packaging fully recyclable by 2025.

ASDA has introduced a packaging-free store in Leeds. This gives customers the opportunity to refill their own reusable containers with groceries, including pasta, cereal, dog food, and laundry detergents. The scheme is set to be expanded to other locations throughout the UK.

**This article was produced by Waddington Europe, a European thermoforming packaging specialist division of Novolex**

[www.waddingtoneurope.com/sustainability](http://www.waddingtoneurope.com/sustainability)

# Ethnic diversity in business



by Esenam Agubretu

**Starting and sustaining a business can be hard. Any insight into what makes one successful at it is something to jump at. This is particularly useful where light can be shed on the disparities between groups. A recent report by LCCI explored these issues. *Ethnic Diversity in Business* examines how an individual's personal characteristics, such as education, employment, income and homeownership, affects their ability to start and run successful businesses and the extent of such effect. It also notes the high density of businesses in London compared to the rest of the UK and sheds light on the dichotomy inherent in London's status as Europe's start-up capital and a place where many businesses fail.**

## Networks

The importance of education and employment is confirmed by the paper's findings. Considering the dual approach often taken towards employment and entrepreneurship, it is instructive that the paper found that people with previous careers were significantly more likely to do well in business. Also, a high proportion of successful business leaders have a strong educational background. This underscores the importance of such a background and the potential of vocational routes like apprenticeships which are more likely to make an entrepreneur successful. Access to networks as a source of advice, support and opportunity to create links is also crucial.

## Entrepreneurial ambitions

While these characteristics are generally true for everybody, they commonly affect people from ethnic minority backgrounds differently. The education, employment, income and home ownership rates of people from ethnic minority backgrounds largely impact their entrepreneurial ambitions. In addition to emphasising the importance of addressing factors which affect the educational outcomes of ethnic minority people, it shows the importance of addressing the low uptake of vocational training such as apprenticeships particularly among people from ethnic

minority backgrounds. Similarly, concerning employment outcomes such as the incidence of lower employment rates, higher rates of part-time employment and occupation of the lower ranks in employment among people from ethnic minority people are noted.

## Disposable income

The related consequence of an ethnicity pay gap between ethnic minorities compared to white people, with people from ethnic minority backgrounds earning less on average is problematic due to the role disposable income plays in building a business. Furthermore, people from ethnic minority backgrounds have been found to be less likely to join formal networks, which as previously highlighted are important for success in business. Notably, there are differences within sub-groups of people from ethnic minority backgrounds in terms of how they performed on the metrics measured. This necessitates more research and data collection which is reflective of this phenomenon. Nonetheless, the overall picture for ethnic minority-led entrepreneurs as a whole requires attention.

## Socio-economic factors

Sadly, instead of smoother conditions to compensate for the late head start which ethnic minority led businesses face, they instead face hurdles with accessing finance and procurement opportunities which could help their business grow. Money as a crucial ingredient for business was unsurprisingly highlighted by the report. Although the related consequence of the socio-economic factors associated with people from ethnic minority backgrounds is lower income, problems with access to funding has also been associated with them. There is a noted aversion to applying for funding by ethnic minority led businesses; those that apply were found to be less likely to receive it and a disproportionately low percentage of venture capital funding has been found to go to ethnic minority led businesses.

In recent years, there has been much light shed on ethnic diversity and aspects related to employment and business. This paper adds to and consolidates much of the work said. There is still a lot of work to be done to tackle the issues raised in the report. The report contains substantive recommendations including calling for an 'Investing in Ethnic Minorities Code', a dedicated government taskforce to establish effective measures to boost the inclusion of ethnic minority-led businesses in public procurement and a review of lending practices to eliminate those that place unnecessary hurdles in the path of ethnic minority owned businesses.

Crucially, the paper recognises the need for data gathering which is granular enough to reflect the diverse ethnic makeup of ethnic groups and their respective experiences. It also emphasizes the need for strategic engagement between government, business and people from ethnic minority backgrounds.

By publishing this paper, LCCI seeks to draw attention to this important issue. LCCI runs the Asian and Black business associations to bring together and celebrate Asian and Black people in business, connect them to the wider business landscape and campaign for their business's needs, tackling the legacy of inequality head on.



**Esenam Agubretu is parliamentary and regulatory affairs manager at LCCI**

[www.londonchamber.co.uk/LCCI/media/media/Ethnic-Diversity-in-Business-Paper.pdf](http://www.londonchamber.co.uk/LCCI/media/media/Ethnic-Diversity-in-Business-Paper.pdf)

## Report recommendations

- Better data collection is needed to improve understanding of the ethnic minority led business landscape and to identify and address the differences between ethnic sub-groups.
- Banks and financial institutions should review their lending practices and eliminate requirements that place unnecessary hurdles in the path of ethnic minority owned businesses.
- Steps should be taken across the public and private sectors to address negative perceptions amongst ethnic business communities about taking on debt and improving trust in the availability of financial support through targeted campaigns.
- A dedicated government taskforce should be convened to establish effective measures to boost the inclusion of ethnic minority-led businesses in public procurement.

# Investing in UK's 'missing entrepreneurs' would boost economy by billions

The UK is losing billions of pounds in revenue each year by failing to provide investment and support for 'missing entrepreneurs' among disadvantaged groups.

**Research commissioned by Visionnaires indicates that nearly two thirds of UK adults want to start their own business.**

However, more than a quarter give up because they have a fear of failure, do not think they have the relevant skills or confidence or because they feel underqualified.

## Biggest barriers

Under-represented groups such as women, ethnic minorities and people with disabilities face the biggest barriers to entrepreneurship.

- Just one in three entrepreneurs in the UK are women, with figures showing that there would be 1.1 million more businesses – an additional £200 billion in revenue to the UK economy – if the proportion of female entrepreneurs was the same as Canada, Australia and the US.
- Ethnic minorities appear to face discrimination when accessing finance, with research showing black-run

businesses are more than four times less likely to get a loan. Self-doubt, a lack of role models and low confidence in business support have also deterred many people from ethnic minorities from starting their own businesses.

- Disabled people also experience discrimination from banks when seeking start-up capital and face the additional dilemma of losing state support benefits.

## Transform

Sidratu Koroma, from Maida Vale in London, became the 500th person to join Visionnaires in January 2022 to develop her international development consultancy business SK Consulting.

Her company aims to transform the business of aid to Africa by providing a range of HR services to harness talent in recipient countries to support more sustainable economic development.

Sidratu said: "Visionnaires has provided me with insight into the

current business environment and the practical tools to get things done, from comprehensive but straightforward business planning and cashflow forecasting, to guidance on available funding options.

"The programme demystifies various aspects of starting a business such as marketing, social media, legal requirements, sales and finance."

## Business creativity

Pablo Lloyd OBE, chief executive of Visionnaires, said: "There is a real desire among UK adults to be their own boss and start their own business, but many do not know where to start or don't believe they can do it.

"This means too many people are missing out. That means we're all missing out, particularly now, when the economy needs all our business creativity to find new ways of adding value and earning a living."

[www.visionnaires.ac.uk](http://www.visionnaires.ac.uk)

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## Employee management for business success.

In most businesses, employees are vital and key to business success. Managing your human resources, and all the necessary processes that entails, can be arduous and often disjointed.

When you consider the countless components from recruitment, holidays, time tracking to payroll, you can soon see how managing the employment cycle of just a few employees can become challenging. Getting this right is key to the success of your business.

Effective people management can be achieved with a skilled team and the right software in place. Cloud-based software for HR, Time and Attendance management and Payroll will not only give you the real time data you need to make informed decisions about your people management processes, but the right software can also embed compliance into those processes too.

Outsourcing these services is an ideal solution for businesses who are looking for leading technology and the extra support a reputable service provider can bring to the team.

However, finding the right solution isn't always easy. Let our expert team help. Contact us to find out more about PayEscape's outsourced Payroll, HR and Time Management solutions, and we'll find the right solution and integration options for your business.

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# Six ways to ensure you aren't paying too much tax

With the average British household now paying £1.1 million in taxes over their lifetime, Perrys Chartered Accountants provides its six top tips to make sure you aren't overpaying

## 1. Check your tax code

If you're a full or part-time employee you're likely to be paying tax via pay-as-you-earn (PAYE). This means your income tax is deducted at source and goes straight to HMRC. Your tax code is essentially a few numbers and a letter, for example 1257L, and it's shown on your payslip. Those few digits can make quite a difference to the amount of tax you're paying, and it's not uncommon for errors to creep in. For example, if you once had a company car with a fuel-guzzling engine but have switched to an eco-friendly model, your tax code should be adjusted to ensure you are paying less. If in doubt about your tax code, speak to your employer or call HMRC directly.

## 2. Claim allowable expenses

For self-employed workers, there are a host of allowable expenses that can help to bring your tax bill down. These expenses include office running costs, train fares and website fees, and should be taken off your overall profit, meaning you only pay tax on the amount left over after these costs.

## 3. Check if you're eligible for tax-free childcare

If you have children and pay for nursery, childminding, or wraparound care, you may be eligible for tax-free childcare. Under this scheme, the government will pay 20 per cent towards your childcare costs up to a maximum of £2,000 per year, per

eligible child. Tax-free childcare is just one of several childcare schemes available – working parents may also be eligible for varying amounts of free childcare and tax credits. Use the government's childcare to find out which option is best for your family.

## 4. Pay into a pension

Most UK taxpayers get tax relief on the money they pay into a pension fund, which means the government tops up payments into your retirement savings pot. For basic rate taxpayers, the top-up is 20 per cent – HMRC will add £20 for every £80 you pay into a pension fund. As well as this form of tax relief, saving for retirement can actually cut the annual tax bill for those earning over £100,000 a year. This is because the personal allowance (the tax-free annual earnings allowance currently set at £12,570) is gradually reduced by £1 for every £2 earned over £100,000. Pension contributions reduce your taxable income, so if these contributions keep your annual income below £100,000, you will benefit from the maximum level of personal allowance.

Paying more into a pension pot can have implications for child benefit, too. Currently, monthly child benefit payments are gradually reduced if the higher-earning parent receives over £50,000 annually, and by the time the income hits £60,000 any entitlement disappears completely. By paying more into a pension fund, it might be possible to keep your taxable salary just below £50,000,

thus ensuring you receive the full child benefit entitlement, while also boosting your pension savings for later years.

## 5. Make the most of your marriage or civil partnership

The marriage allowance is a tax break that lets a husband, wife or civil partner transfer £1,260 of their personal allowance to the higher earning partner. To qualify, you must not pay Income Tax or your income must be below the Personal Allowance (£12,750). Your partner should pay Income Tax at the basic rate, which means their income is between £12,751 and £50,270 before receiving marriage allowance.

The marriage allowance can be worth up to £252 in tax savings per year, yet around 2.4 million qualifying couples are failing to claim the benefit. However, the good news is marriage allowance claims can be backdated up to four years.

## 6. Save if you're single

Living alone can bring its perks. Don't forget that most local authorities in England and Wales offer a single person's council tax discount of 25 per cent. This can be worth around £300 a year, yet many residents fail to claim the benefit. To discover more, contact your local council directly, or visit [www.gov.uk/apply-for-council-tax-discount](http://www.gov.uk/apply-for-council-tax-discount)

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

# Investors in People – is it worth the time and expense?

There is a significant amount of effort associated with accreditations that are worthwhile – if there isn't they are probably not worth the paper they are written on.

One of the best decisions we've made at Cleankill was to enter the world of Investors in People. From the start, we knew how important it was to invest in and retain our staff and Investors in People seemed like it could help with this. Another reason was that very few pest control companies had the accreditation, and we knew it would be a great differentiator.

The thing I like best is that you are allocated an assessor who gets to know you and your business. It's their job to guide you through the process and gather information from everyone in the company. This forms a very clear picture of what you need to do and why, in order to move your company forward. As a director, the feedback you receive from staff through the process is invaluable and often heart-warming. For example:

*"How do you improve on perfection? I personally feel it is the best company I've ever worked for. It literally is."*

And

*"You get people from all walks of life with problems as pests don't discriminate. I love solving people's problems and get a great buzz out of it. Cleankill is the best firm I've ever worked for."*

At the end of the process, you receive a comprehensive report and find out whether you have reached the required



level. Seventeen years ago, we started with the initial accreditation and in 2017 achieved Gold – one of my proudest moments since the company was started. But just because you have achieved Gold, it doesn't mean you keep it forever. We had to apply to retain our Gold status which we successfully did in 2020. When we reached Gold, a Platinum category was launched – just so we don't rest on our laurels!

The cost? Well for us it was around £5,000 which may seem expensive for a small business - but I estimate that it costs around £4,000 to recruit a new member of staff - and then a lot more than that by the time you have factored in the training required! So, if we do everything we can to retain our staff and Investors in People helps with this, then it's worth every penny.

On top of staff retention, Investors in People gives us a wonderfully positive thing to talk to customers about and shout about in

any PR – especially as we were the first pest control company in England to

achieve the Gold standard. Our reputation is incredibly important to us and, again, Investors in People is part of our work to position the company as professional and trustworthy – very important when people are trusting you to enter their home or property and deal with sometimes distressing and disturbing pest situations.

So, is it worth the effort and expense? Most definitely yes!

For a free survey email [info@cleankill.co.uk](mailto:info@cleankill.co.uk) or go to [www.cleankill.co.uk](http://www.cleankill.co.uk).



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SPONSORED COLUMN

## Empowerment Through Decision-making – The Essence of a Purpose, Leadership, and Culture Mindset

Decision-making drives purpose, leadership, and culture. Leaders make decisions. Engagement in decision-making aligns people to the purpose of strategy. Culture is about actions and behaviours, with the strength of organisational ethos resting on the decisions that sit behind the deeds of its employees.

In an era of perennial crisis, with the impacts of the Pandemic and the war in the Ukraine, decision-making must be quicker, more resilient to change, and take greater consideration of options and alternatives. Businesses need to be able to pivot in rapidly changing circumstances. Simultaneously, decision-making has become more complex. Decision-makers are overloaded with competing data, coming at them from multiple sources. They must also involve an increasing number of stakeholders, which, in a hybrid working environment where uncertainty is the common constituent, is now more difficult than ever.

Despite this, commercial decision-making remains notoriously poor. A Microsoft survey indicates that 94% of employees are dissatisfied with decision-making in their organisations. Remarkably few companies use agile decision-making tools, which can be applied throughout the organisation to empower a decisive mindset. Instead, decisions are too often subject to random gut feel, internal politics and cognitive biases of anchoring, loss aversion or group think. Too frequently, impulse champions over objective reasoning. Furthermore, over-centralisation, poor delegation of decision rights, and siloed thinking are compounding decision-making mistakes.

Military mission decision-making methodology, used to determine

difficult choices and reduce the complexity of decisions in the face of fluid battle situations, offers an antidote to this malaise. Based on an agile tool used at every decision-making level, from colonels to corporals, it objectively validates the optionality of different courses of action, reducing randomness and bias. Crucially, it includes all relevant stakeholders, generating psychological safety and decision engagement. This codifies permission to challenge, harnessing creativity and diversity of thought. Centred on a set of logically sequenced questions, the tool synchronises tasks and accountability in a system of seamless collaboration, aligning decisions to strategic purpose, empowering team leaders with autonomy, and structuring culture as a common habit of behaviours.

One can begin to imagine the outcomes of embedding such a tool in a business, where teams are equipped and empowered to decide, then granted the freedom to act within the intent and purpose of the company objectives. Where managers step up as leaders, are accountable and where there is no frozen middle. Where teams take appropriate bold action, no longer delegate everything upwards, and objectives are not subject to siloed foot-dragging. Organisations would make better decisions, be more productive, move at pace, be more resilient to change and move faster than the competition. In an era of profound uncertainty and crisis, it is a learning proposition that is worth exploring.

*Stuart Tootal spent twenty years leading soldiers, before spending 10-years as a global head at Barclays. He is a founding partner of Matero Consulting Ltd, which adapts decision-making expertise for the benefit of business change agendas.*

## Small business leaders not focusing on turnover growth



Anthony Impey MBE

**Estimates from the Office for National Statistics for the first quarter of this year show that UK productivity remained 1.9 per cent above pre coronavirus levels – in line with the 2009-2019 trend.**

The news came as the charity Be the Business – whose aim is to close the UK productivity gap – published a new report which found that one in three small and medium sized business leaders do not want to grow their business turnover, with other ambitions coming to the fore instead.

While growth is not an area of focus for a third of SMEs, nine in 10 business leaders noted they are always looking for ways to improve the performance of their business, citing ambitions to boost resilience, work/life balance, employee wellbeing and sustainability.

### Increased productivity

Business leaders' strategies for reaching their ambitions included driving efficiency, introducing new products and services, and improving use of technology – all linked to increased productivity.

Be the Business is calling on the business support ecosystem to appeal to SME leaders' broader ambitions to encourage take up of support that can drive greater productivity. Report recommendations include segmenting

audiences based on their approach to leadership, testing and tailoring messaging linked to a broader set of business priorities and adapting offerings to reflect the stated focus of business leaders.

### Performance

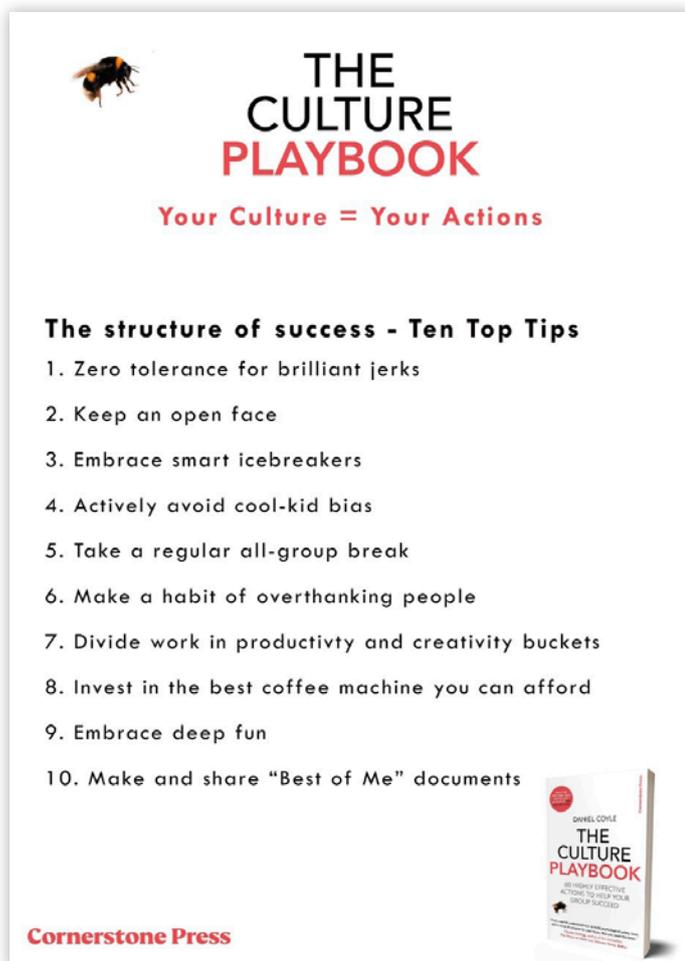
Be the Business chief executive Anthony Impey MBE commented: "Improving productivity is the best solution to combat the rising cost of doing business, because increasing output per hour puts businesses in a better place to absorb higher input costs and increase wages for employees."

"The vast majority of business leaders are always looking for ways to improve their performance, but if you only talk to them about growth, you miss the opportunity to engage with a significant section of the business population."

[www.bethebusiness.com/our-thinking/ambitions-beyond-growth-responding-to-the-diversifying-needs-of-the-uks-sme-population](https://www.bethebusiness.com/our-thinking/ambitions-beyond-growth-responding-to-the-diversifying-needs-of-the-uks-sme-population)



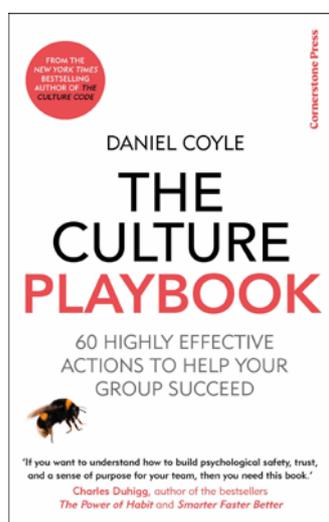
# The Culture Playbook



What is great culture made of? How do you get more of it, or turn around a group that needs improving? In *The Culture Playbook*, Daniel Coyle delivers a field-tested guide for building strong, cohesive, high-performing groups. Coyle has spent the last six years studying and consulting with some highly successful groups such as Pixar. In this book he distils his findings into 60 concise, actionable, scientifically proven tips for building safety, generating trust, and establishing purpose - plus a set of exercises to help assess and improve your current culture.

His top ten tips relating to the structure of success are typically punchy.

**THE CULTURE PLAYBOOK:60 highly effective actions to help your group succeed by Daniel Coyle**  
Cornerstone Press | £9.99



SPONSORED COLUMN

## Rhino Safety bust the top 3 H&S Myths!

**For any business, large or small, safety can often be the cause of sleepless nights. With what can feel like an ever-changing landscape of legislation, and a blame-and-claim culture, maintaining safe working environments and keeping staff free from harm can feel like a daunting task.**

But with media coverage of workplace safety often leaning towards scaremongering, how do business leaders know what is required and what is just... urban legend?! The experts from Rhino Safety are here to help you sort the facts from the fairy stories!

### **Myth 1: You have to send employees home when it's too hot**

The infamous UK 'heatwaves' are few and far between, but you can guarantee that when they appear there will be employees insisting that they shouldn't have to work if the temperature exceeds a certain level.

#### **Myth? Busted!**

As much as we might wish otherwise so we can go and enjoy the rare sunshine, there is no maximum temperature limit for workers in the UK. There are minimum temperatures for the workplace (16 degrees Celsius / 60.8 Fahrenheit or 13 degrees Celsius / 55.4 Fahrenheit if the work involves rigorous physical effort). That being said, there is an obligation on employers to maintain 'reasonable' temperatures in the workplace and take measures to ensure that employee's welfare is safeguarded. In cases of extreme heat, implementing measures such as increasing ventilation by opening windows, placing fans, providing plenty of cool water, temporarily relaxing dress codes etc., should be considered, particularly if the premises are not air-conditioned. However, any such measures must also be risk-assessed to ensure that they do not create unnecessary hazards in the workplace.

### **Myth 2: All portable electrical appliances must be tested every year**

If it's got a plug, it needs to be tested every year, right?

#### **Myth? Busted!**

As much as we all love the little green stickers, there is no legislation that mandates the

testing frequency of portable electrical appliances. The employer's obligation is to maintain equipment to prevent danger; this can be done through visual inspections of the appliance and its power cables prior to use, replacing appliances before they fall into disrepair, and having a qualified electrician test equipment that is more than 2 years old. For some employers, annual PAT testing is simply a more convenient solution to meeting the obligation to prevent danger.

### **Myth 3: The HSE bans all fun activities!**

Forget that go-karting session for the end-of year team reward, the HSE won't let you do it.

#### **Myth? Busted!**

The Health & Safety Executive has neither the power nor the inclination to 'ban' or cancel specific events and activities. The HSE exists to provide the legislation and guidance needed to maintain safety, and to take enforcement action when reckless or negligent practice is identified. When you read headlines about games of conkers being 'banned' in schools, or cheese-rolling competitions being cancelled at village fêtes, it's not because of the HSE; in all likelihood, the person responsible for producing Risk Assessments for the activity is uncomfortable with the level of risk or mitigating measures, or the insurance provider has excluded the activity. When it comes to fun activities in the workplace (such as team-building exercises), the HSE will not ban anything, but will expect employers to have assessed the risk of the activity and taken measures to prevent harm. It is always best to utilise the services of an expert provider of such activities, who will have already done the risk assessment for you and have appropriate insurance and indemnification in place.

Rhino Safety specialise in taking the headaches out of health and safety. For more information on any of Rhino Safety's services, contact [info@rhinosafety.co.uk](mailto:info@rhinosafety.co.uk) or **01270 440 341**, or visit [www.rhinosafety.co.uk](http://www.rhinosafety.co.uk)





## Tech tips: 5 ways to make sure Microsoft Teams works for you

By Helena Belcher,  
CRO at Windsor Telecom

Everyone's talking Microsoft Teams right now and with the future of work moving to a hybrid model it's easy to understand why. But are you using it to its fullest potential? Here are 5 important things to get right that I'd love to share.

### 1. Chats and channels.

As part of your implementation, set up your Teams' channels and chats to replicate your business teams, projects and practices so you can benefit from file sharing and collaboration with like-minded colleagues.

### 2. Teams calling.

It's easy to extend your Teams to call externally as well as internally, either directly or by integrating it with your cloud phone system for extra functionality, giving everyone one easy place to both collaborate and communicate.

### 3. Use the apps.

There are some great Teams add-on apps. Use them to manage tasks, create approval workflows, forms, wikis and more. The richness of Teams' capability gives one place to work for every need.

### 4. File collaboration.

Embrace the power of file sharing and collaboration. Work alongside your colleagues on the same document in real-time, while being protected by autosave and version control.

### 5. Viva learning.

Make every day a school day with easy access to integrated learning modules that can be instantly shared with colleagues via chat, then discuss and learn together.

If you'd like advice on how to make the most of Microsoft Teams or implementing Teams Calling across your business, then let us know.



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# How to help employees stretch their salaries

**The number of people finding it hard to keep up with bills and credit commitments has doubled since the start of the pandemic, leaving many with an unsustainable burden of debt. Research from the Joseph Rowntree Foundation shows expenses are only set to mount, finding that households on low incomes will spend nearly on fifth of their income on energy bills by April.**

With this comes a new source of stress and anxiety for employees, as well as a renewed impetus for employers to consider their staff's financial wellbeing. Poor financial wellbeing can be a key contributor to several mental health conditions, and if left unchecked, it can start to affect employees' ability to function at work.

Employee benefits expert Sodexo Engage shares how to help employees stretch their salaries and improve their financial wellbeing.

## 1. Financial education

Historically, financial literacy has received little time in the classroom, leaving many unaware of the risks associated with certain financial products. In fact, research conducted by Profile Pensions revealed that one in four millennials find pensions confusing, and more than half wish their employer would explain pensions and benefits to them.

Through financial education, employers can turn the dial and play a key role in making their staff aware of the options available to them – not just while they're in debt, but also by advising on preventative measures for the future. Offering calculators and cost comparison tools can help employees work out the best approach for them and how much cheaper an alternative could be to their existing credit cards and loans.

## 2. Financial wellbeing services

While nearly a quarter of employees report their organisation has amplified their focus on financial wellbeing in response to the pandemic, the CIPD only found small improvements in activity to promote financial wellbeing other than signposting people to external sources of advice.

There is no shortage of financial wellbeing initiatives that employers can provide to close this gap. For instance, helping employees to access a loan, which is paid back through their salary, could be a welcome first step to

achieving financial security. It also means that employers can offer loans to a greater range of employees than the high street and help them consolidate any debts that may have accumulated. Additionally, Christmas savings clubs and holiday saving programmes are other tools that can help people plan for a large expenditure and offer financial resilience.

## 3. eVouchers and cashback cards

eVouchers and cashback cards are another effective way to maximise the spending power in people's pockets and ensure your employees can benefit from discounts on things that they really want. In a Mastercard survey, 41 per cent even said gift cards were the top item on wish lists in 2021, highlighting their value to consumers today.

Employers can also offer their teams a cashback card, which gives them a percentage of what they spend on a purchase back in their account. Cashback cards are more than just a way for employees to treat themselves but can go a long way in cutting down the costs of everyday expenses. For an employer, they can also be used to reward your staff by topping up their card instantly to celebrate anything from long-service, an on-the-spot reward, or a promotion.

## 4. Salary sacrifice schemes

Salary sacrifice programs can be especially beneficial for employees, and often make much-needed services far more accessible. Salary sacrifice allows employees to deduct a portion of their monthly pay and put it directly towards an essential expense, such as childcare, a railcard, a new phone, or private health services. In fact, over half of British businesses are leveraging the salary sacrifice benefits available for workplace pensions.

Through salary sacrifice certain services are much more attainable, such as childcare, may be available at a reduced rate compared to those offered to the public. Many of these services can be essential support for employees and not only minimises their financial woes but reaffirms their value to an organisation.

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



## As the cost-of-living rises, it's time to ditch the car for greener and cheaper choices



The soaring cost-of-living means it's a worrying time for many workers across the UK. Energy prices have risen to unprecedented levels and are set to increase further. The cost of food is rising and tough decisions are being taken by families as they choose between heating and eating.

Transportation costs are increasing with car ownership becoming more expensive as insurance premiums rise and fuel costs soar. Public transport is also facing a huge surge in ticket prices. Many employees are struggling with the cost of commuting.

Simultaneously, organisations are facing pressure to achieve Net Zero status but addressing the climate emergency means more than just switching to electric vehicles. Multiple studies warn that driving overall must be reduced to hit climate targets.

Although sustainable and active transport modes may not be practical in every situation, if more people choose cycling or walking for short journeys, we will start to see a difference. Roads will become safer, less congested and easier to use for those that need to. The quality of the air we breathe will improve, our mental and physical health will benefit, as will the health of planet Earth.

Employers need to encourage their workforce to make positive changes to their commuting habits and the Cycle to Work Scheme is an obvious first step in the mission to ditch the car. Getting to work under their own

steam will help employees make significant savings at the same time as improving their health, and that of the environment.

Green Commute Initiative's Cycle to Work Scheme gives access to significant savings of 33.25% to 48.25% on any type of cycle. The amount saved depends on the employee's tax bracket and personal circumstances. The salary sacrifice payments come from the employee's gross salary, reducing their tax and NI obligation which is how they make the savings. The interest-free payments can be spread over 3 to 48 months making it a very manageable monthly expenditure for employees.

Green Commute Initiative (GCI) has made the accessing the Cycle to Work Scheme easy and hassle-free. GCI does not have any unnecessary 'ownership fees' thus helping employees make the maximum possible savings available to them. GCI typically has a 24-hour turnaround time on orders.

When more people cycle, everyone wins including the environment. Green Commute Initiative is a not-for-profit social enterprise with a vision for a cleaner and healthier future for everyone.

### Why not get in touch?

**E:** [info@greencommuteinitiative.uk](mailto:info@greencommuteinitiative.uk)

**Tel:** 020 3740 1836

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[www.greencommuteinitiative.uk](http://www.greencommuteinitiative.uk)

GCI is HMRC compliant and FCA authorised and regulated for Consumer Hire. The amount you can save is dependent on your individual tax circumstances. Not all bike brands are available. Please ask for details.



# The rise of the boomerang employee

**| Alex Hattingh argues that a returning employee can be good for business**

## Why would an employee want to return to a previous job?

Whether an employee took a new role but changed their mind, or couldn't find a new job, there are as many reasons why an employee would want to return to their old job.

## Better pay

Employees might discover that they can negotiate to return to a better salary or better working conditions. The stats show that boomerangs are better paid than employees who never left.

## Personal circumstances

Workers are tired. They're stressed. They're more burnt out than ever. Some employees left their roles because they just needed a rest. Whether that's to reevaluate their personal life, their work life balance, for their own mental health and wellbeing, or to look after a loved one, rest and recalibration is absolutely a valid reason to step back from a job. When that worker is feeling recharged, they may feel ready to return to the same job or the same company.

It could be that the worker started a new role and didn't enjoy their new duties, their new manager, their team, or the company culture. It's never appropriate to dig into this, but we all know it happens.

Or perhaps a loyal employee left because of personal reasons which unexpectedly changed, such as a family member moving location and then being able to move back. And we know employers don't like to hear this, but perhaps the personal reason was that the worker simply didn't enjoy their job. And then upon leaving, the worker may have had an epiphany that maybe it wasn't so bad after all.

## Technology and digital transformation.

Almost overnight, technology has

enabled roles that were traditionally never considered remote to become remote. If an employee left a role because they wanted to relocate but their job was not previously supported in a remote setting, and technology can now support it, an employee may well feel inspired to return. Indeed, the remote-work genie is out of the bottle. Digital nomadism comes in many shapes and forms, and now that many workplaces have put the infrastructure in place, employers are able to offer the flexibility that many workers are looking for to support their desired lifestyle.

## Cultural transformation

Another possible reason for return is that in the worker's absence, the company has gone to great lengths to improve the workplace and company culture and can now offer benefits like remote or hybrid working. In these cases, a former employee could very well be tempted to return to an old employer if the cultural transformation addressed issues that were part of their reason for leaving.

## Should an employer rehire a former worker?

Each and any decision to hire or rehire is entirely down to the company and the applicant, and their individual circumstances.

But if you're worried about whether to take a former employee back just on principle, it is important to consider that there may be many benefits to rehiring an ex-employee.

## The benefits for employers Boomerangs outperform new hires

Cornell's study compared the post-hire performance of 2,053 boomerang or returning employees and 10,858 new hires over an eight-year period in a large health care organisation. The results showed that the returning employees outperformed the new hires, especially in roles

requiring "high levels of administrative coordination."

Returning employees have a familiarity with their role and their previous company, as well as valuable insights gained from their experience elsewhere, often working for rival organisations. This gives them a competitive edge over new hires who need to pick up skills and specialisations for their role which take some time to learn.

## Time and cost savings

Thus, re-hires require less training and less inducting which can save businesses significant time and money. As they already know the job and the team, they are also less of a risk than a new hire.

## The value of soft skills.

It's not just experience within a rival firm which is valuable to an employer when rehiring a former employee. Boomerangs often return with greater confidence and a more rounded skill set than had they stayed in their original role. From dealing with managers to collaborating with colleagues, boomerangs bring their newly gained experience with them and tend to return afresh with useful insights and skills that can benefit the whole organisation.

## Technical hires

Technical vacancies can be hard to fill. That's why in the IT industry it is common to rehire former employees to fill technical roles because they already have the experience and skills needed for the job. In June 2021 researchers interviewed 39 boomerang employees in IT and found that most were happy with their jobs when they returned because they had been able to negotiate better terms and conditions to return to.

**Alex Hattingh is chief people officer of Employment Hero**

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

# Starting a new business – UK top sectors to enter

**Peter Campbell of Snowshock, a UK fizzy slush machines business, explores the fastest growing business sectors within the UK**

**The world of business can change within the blink of an eye. Regardless of which sector you're in, each year brings a new set of challenges to overcome. In 2021, for example, the number of private sector businesses decreased by 6.5 per cent from the previous year. The loss of 389,600 businesses is not only devastating for business owners, but for the wider economy too.**

Despite this, more and more people are starting up their own businesses. In the UK, almost 13 per cent of Britons have taken the leap within the recent past or, are already running a relatively new business. This is a five per cent increase from the previous year, which can be attributed to people feeling overworked during the highest points of the pandemic. Indeed, in the last year alone, almost one in four workers wanted to leave their professional role.

If the 'great resignation' of 2021 has encouraged workers to consider becoming entrepreneurs, which sectors would be the best to enter?

## 1. Transport and storage

Transport and storage (including postal services) is the fastest-growing business sector in the UK. Previous years have been kind to this industry. So much so, in fact, that the number of these businesses increased by 10.5 per cent in 2020, even during the most uncertain days of the pandemic.

This only increased in the next year. The transport and storage sector grew by 12.5 per cent in 2021, considerably larger than any other in our list. It should come as little surprise, however, that the need for storing and posting goods was so important at a time when most people could not travel to see each other themselves.

## 2. Retail

The pandemic changed the fabric of the retail sector as we know it.

In 2020, total sales fell by 1.9 per cent from the previous year. At the same time, online retail sales reached a record high, accounting for 33.9 per cent of sales for the whole sector. This turbulence meant that the total number of businesses in this sector stagnated, neither rising nor falling.

A lot has changed since then. In 2021, the retail sector grew by 5.7 per cent, welcoming a plethora of new businesses. And as of January 2022, retail sales increased by 1.9 per cent. This is no doubt due to people resuming their buying habits after months of restrictions.

## 3. Wholesale

Wholesalers buy goods from a manufacturer, selling these in small quantities to traders. This can encompass a number of items, from commercial slush machines to premium pet food. The business sector is actually the third fastest growing in the nation, expanding by 5.3 per cent in 2021. In the previous year, however, the wholesale sector reduced by 1.8 per cent. This is no doubt attributed to supply chain disruptions and shortages. Fast forward to recent months, and there is certainly a market for up-and-coming wholesalers, should entrepreneurs wish to start this business.

## 4. Wholesale and retail trade of motor vehicles

The wholesale and retail trade of motor vehicles is the trading of any motor vehicles in retail, at auctions, and online. During the pandemic,

travel restrictions meant the general public relied less on their cars, and the industry experienced a decline of 0.5 per cent.

In 2021, however, 6.4 million people were considering buying a car as lockdown and restrictions began to ease. This shift in consumer behaviours culminated in the motor vehicle sector increasing by 5 per cent. The industry, an example of success in the right circumstance, is ideal for budding entrepreneurs.



## 5. Accommodation and food services

Accommodation and food services are one of the fastest growing sectors. This might come as a surprise considering consumer spending decreased during the pandemic. In fact, in May 2021, consumer spending only equalled 70 per cent of pre-pandemic spending.

The easing of restrictions, however, marked a return to normality and an increase in trade. Overall, the sector grew by 3.3 per cent in 2021. This is 0.3 per cent rise from the previous year, showcasing the rewards of perseverance in business. The Eat Out to Help Out scheme, which boosted sales by 34 per cent during August 2020, can also be credited with this success.

These are the fastest growing sectors of 2021. Overall, the substantial growth of transport and storage would encourage budding entrepreneurs to open businesses in this industry. Although, all five of the discussed sectors have the potential to overtake its success in the coming year.

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



# Who are the UK's leading brands?

Every year, leading brand valuation consultancy Brand Finance puts 5,000 of the world's biggest brands to the test, and publishes around 100 reports, ranking brands across all sectors and countries

## Shell is UK's most valuable brand

Shell have placed a large emphasis on their energy transition strategy and it seems to be making a positive contribution to the strength of their brand. Shell aim to become a net-zero emissions energy business by 2050, in step with society's progress towards the goals of the Paris Agreement on climate change. Shell's efforts to develop new clean energy technologies, including electric vehicle charging are likely to have a positive impact on the strength of their brand in future.

## EY retains title of Britain's strongest brand

In addition to calculating brand value, Brand Finance determines the relative strength of brands through a balanced scorecard of metrics evaluating marketing investment, stakeholder equity, and business performance. Compliant with ISO 20671, Brand



Finance's assessment of stakeholder equity incorporates original market research data from over 100,000 respondents in more than 35 countries and across nearly 30 sectors.

EY is the nation's strongest brand with a Brand Strength Index score of 89.5 out of 100 and a corresponding brand rating of AAA+. The brand strength of EY is boosted by their client focus, with research showing improvements to their already strong customer consideration and satisfaction.

## Fastest growing British brands include tech

## companies ARM and Softcat, pharmaceutical brand AstraZeneca and British Gas

This year's fastest growing British brand is British Gas who climbed 57 positions in the brand value ranking list from 146th to 89th. Much of the value increase is derived from the addition of over 500,000 new residential energy customers via M&A activity. The switch is likely to affect the way those customers perceive British Gas and may impact future brand strength performance.

AstraZeneca was another significant improver, rising 14 places to become the 17th most valuable British brand this year. The company's successful development and deployment of a Covid-19 vaccine helped their brand name enter common vernacular in the UK. Their marketing challenge will be to utilize positive perceptions associated with their vaccine to drive consumer choice in the future.

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# 4 Steps To Finding Your 'Sell the Business' Date

**Most business owners think that the process of selling their business starts when they decide to sell. In reality, to generate good value for the business owner, it takes years and a lot of planning.**

Here are a few things you need to start putting in place now, especially if you are not thinking of selling anytime soon:

## Step 1: Pick your exit date

Figure out when you want to be completely out of your business. This is the day you walk out of the building and never come back. Often, this is driven by 'the next thing' that you want to do but sometimes it may just be when you want to be able to completely devote your time to family or leisure. The first step is writing down when you want out and why that date is important to you.

## Step 2: Create consistent and growing performance

Most acquirers will look at the last three years of performance to determine future potential and valuation. This allows for separation of growth based on one-off strategies and the ongoing profitability of the business. Often, when you run a business to maximise value, the metrics to focus on and improve are different from just sales and bottom line.

## Step 3: Calculate the length of the sale process

Selling a business involves hiring an intermediary/

broker, putting together an 'Information Memoranda', sending it to potential acquirers, meeting interested acquirers, negotiating terms, and then going through a 60 to 90-day due diligence period. This process usually takes up to a year.

## Step 4: Estimate the length of your earn out

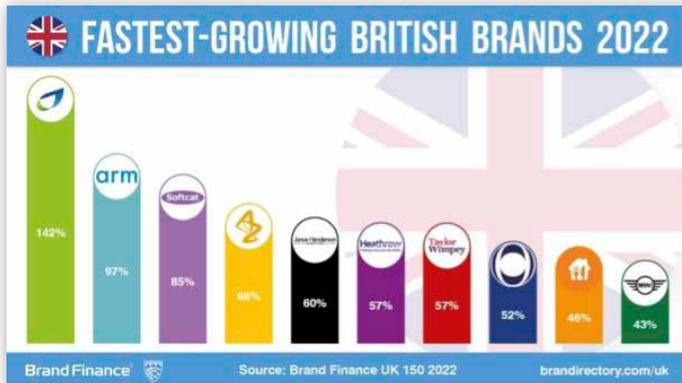
When you sell your business, it's very likely that you will get paid in two or more stages. You'll get an initial payment when the sale completes and then one or more at various points in the future – often depending on the business meeting set goals. Most SME business owners see an earn out period of two to three years depending on their business' dependency on them.

## Figuring out when to sell

If your planned exit date is when you turn 55, budgeting for a two year earn out, a one year sale process and a three year period of sustained performance, you need to start the work when you are 49! When do you intend to start the work?

## About Growth Idea

Growth Idea was founded with the aim of helping businesses realise their full potential and help businesses scale up and increase their profitability. For an initial estimate of the value of your business and for ideas to improve its valuation, contact us on [info@growthidea.co.uk](mailto:info@growthidea.co.uk).



Brand values in the British technology sector surged due to massive increases in demand for hardware and services. Both ARM and Softcat have seen large brand value increases. Marketing managers in the sector should measure their brand strength performance relative to their competitors and not necessarily take the large increases in their brand values as an absolute win.

## Jim Ratcliffe's strategy of making INEOS a household name bears fruit

Prior to Jim Ratcliffe's announcement of a potential Chelsea FC bid, petrochemical brand INEOS had kept a low public profile. For many years, INEOS has been one of the largest companies in the UK, but given the nature of its operations has remained relatively unknown to the public at large.

## British motoring is accelerating as British marques switch to higher gears

A competitive exchange rate and the re-emergence of a post Brexit Britain has significantly boosted brand values in the British

automotive sector. Changing export dynamics could affect consumer perceptions in foreign markets, so companies in the sector should carefully monitor changes to the strength of their brands in their key foreign markets.

Land Rover remained the UK's most valuable motoring brand, and the nation's 9th most valuable brand overall. MINI rose 17 places on the UK ranking to become the 32nd most valuable British brand. Jaguar in 47th position remains just ahead of Bentley in 50th position.

## Just Eat Takeaway.com surges, Deliveroo struggles

Home delivery of food has increased substantially in the United Kingdom. Just Eat Takeaway.com is now worth more than double Deliveroo which may validate its focus on partnering with a wide range of local restaurants. Greggs increased largely due to its exclusive delivery partnership with Just Eat Takeaway.com. Waitrose grew in part due to increased delivery sales via their partnership with Deliveroo.

[www.brandirectory.com/rankings/UK](http://www.brandirectory.com/rankings/UK)





# Made in the UK, sold to the world

**Andrew Mitchell, director general for exports and UK trade at the Department for International Trade (DIT) summarises the government's new export strategy and wants businesses to be ambitious in their approach to exports**

**Now that the UK has left the EU, we have gained the opportunity to forge our own path as an independent trading nation. We are building a new culture and environment in which UK businesses can thrive whilst capitalising on exciting opportunities across diverse and emerging market from Africa to the Indo-Pacific. Our refreshed export strategy: Made in the UK, Sold to the World sets out how government will support businesses to capitalise on this new trading potential.**

Launched in November, the Export Strategy's 12-point plan will transform our existing services, improve access to finance, and create a culture of exporting across the whole of the UK. And we are working in partnership with business, local government, and our networks to implement this strategy – delivering the benefits of international trade to the entire economy, whilst supporting this government's domestic priorities of levelling up across the United Kingdom and our transition net zero.

## **Our ambition**

We want businesses to be ambitious in their approach to exports. Our projections suggest that we will reach £1 trillion in exports annually by the mid-2030s and we know we can get there faster if we work together across the right sectors and markets. That is why we are challenging business and government to come together in the Race to a Trillion. The export strategy will be the joint

framework for us to accelerate that race and grow our economy through exports.

Between 2011 and 2021, exports have grown by 22.0 per cent driven by an increase in services exports of 44.2 per cent and goods exports of 6.5 per cent. The OECD estimate that around 6.8 million UK workers were supported by exports in 2018, representing 20.9 per cent of UK employment – up from 6.3 million in 2016.

That is an impressive baseline, but we know there is opportunity to do much more as there are still thousands of businesses who could be exporting but have not yet taken that step.

## **What can government do?**

Nearly a quarter of all jobs in the UK rely on businesses who export. Those businesses pay higher wages – seven per cent on average – and are 20 per cent more productive than businesses who do not export.

The evidence shows the spill-over effects of trade support the wider regeneration of towns and regions across the country and are central to the delivery of growth and opportunity to all nations and regions of the UK.

We know one in seven UK businesses have never exported, despite believing they have goods or services they could sell overseas. These firms commonly cite costs, knowledge, networks, and capacity as the main barriers to trade,

and we know government interventions to tackle these barriers are effective.

We also know SMEs are where we have the greatest impact, and that SMEs are the backbone of a thriving and productive economy.

Supporting SMEs is a key part of the refreshed export strategy, supporting the department's broader efforts to remove market access barriers. The strategy offers the opportunity to work in partnership in our Race to a Trillion – delivering practical services which will enable firms to improve their exporting capability and skills.

It is government's job to provide the modern, digital tools and tailored services and support structures that UK businesses need to overcome barriers to trade and make the leap to seize the new opportunities being created by our independent trade policy and sell to the world.

## **Export Support Service**

At the centre of the export strategy and our drive to transform the UK's ecosystem of export support is the Export Support Service (ESS) which helps UK businesses take advantage of new trading opportunities and help them on their exporting journey, growing their businesses and international exporting potential.

Launched in October 2021, ESS cross-government advice and support for

exporting to Europe. The ESS helpline and online service is the first point of contact for all UK businesses to get answers to questions about exporting their products or services.

The service brings together well-established government support and helps SMEs navigate existing sources of information, such as HMRC's Customs and International Trade helpline and Defra's Rural Services helpline. It sits alongside DIT's wider package of support for exporters, helping UK businesses export more and with more confidence.

Considering current events, we have expanded the remit from focusing on questions about trading with Europe to answer enquiries regarding sanctions and trade with Russia, Ukraine, and Belarus, and will continue to expand to more global markets this year helping businesses trade effectively across the world.

ESS is delivering a one-stop-shop for exporters, offering tailored advice and signposting to other government support such as our UK Export Academy which offers business-led exporting training, and UK Export Finance who have expanded its range of lenders, meaning SMEs will be better served in securing new opportunities.

Sitting behind the service, is a dedicated policy team, working with colleagues across government to understand the challenges that businesses are facing exporting - driving policy changes at home and identifying and addressing market access barriers overseas.

### International Market Support

For those businesses who are ready to take that next step, seeking to internationalise and grow in new markets, including those with new free trade agreements (FTA), then the International Market Support (IMS) service is able to help with expert, tailored advice and support from our teams based in countries around the world.

This new service, which we are integrating with our ESS, will offer support to businesses looking to export and grow around the world.

We know how important it is to find trusted partners and providers in new markets, which is why, along with market and sector intelligence and cultural advice from teams on the ground, we can provide those all-important connections to the private sector for specialist support to really help a business take those next steps with confidence.

We work with local providers, chambers of commerce, and other organisations to provide businesses with the local knowledge and expertise they need to realise their potential.

The IMS has already provided bespoke advice and support on entering and growing in new markets to over 2,100 businesses, and we officially launched in all nine HMTC regions on 1 April 2022.

**We work with local providers, chambers of commerce, and other organisations to provide businesses with the local knowledge and expertise they need to realise their potential.**

In addition our nine HM Trade Commissioners, supported by 36 Trade Envoys covering 72 markets are delivering more than 300 trade events, missions, and visits.

### UK Export Academy

Access to market intelligence and information about FTAs, even financial support is nothing if businesses are struggling to understand the export journey.

The UK Export Academy is a learning and development programme designed for owners and senior managers of businesses across the UK who are interested in either starting to sell internationally or looking to grow their international sales further. It supports businesses to overcome common challenges that they might face when they first start to export and think more strategically about how to export and find new customers abroad.

Available across the UK, the Academy has already received over 7,000 registrations, and over half of those registered are from businesses who have not received any DIT support in the past.

Most UK SMEs start exporting by reacting to incoming international orders. However, if they proactively plan and seek out international opportunities, they are more than twice as likely to report growth in their exports.

Equipping small business owners with these global ambitions early on and providing them with the skills and knowledge they need to enter the global market is essential to helping them meet their full potential.

When businesses engage with the Export Academy they find free access to training, mentoring, webinars, and events on topics ranging from market entry and rules of origin to customs processes and FTA utilisation.

### UK Tradeshow Programme

We know that exhibiting for the first time at a tradeshow can be daunting. Attending an international show is a big commitment by a business – both in money and in time. You need to get it right to get a return on that investment.

Launched in November 2021, the UK Tradeshow Programme supports SMEs from across the country - particularly those outside the Southeast of England - to understand how trade shows work, and how they can maximise their success at these events.

The programme provides two different types of support:

- To those who would like to visit a show to gain insights into how the show works and decide if it should be part of their future export growth plan
- And to support businesses who want to exhibit at the show.

On offer is advice on how to succeed at the tradeshow, access to DIT's network of businesses and activities at the show, and in some cases funding towards the costs.

### Export Champions

Our Export Champions programme is a community of over 400 successful businesspeople who are passionate about making a difference. They take on a wide range of responsibilities, for example, they participate in roundtables and speaker slots at engagements, work with the media and feed into policy that affects business.

We look to them to inspire new and fledgling exporters through networking, encouraging, and sharing hints and tips at regional events or online, through WhatsApp and LinkedIn. They engage with DIT and wider government activities including the Parliamentary Export Programme and Export Academy and amplify these initiatives through their own networks.

### International trade advisors

Perhaps our most vital resource is our network of international trade advisers (ITA). These are often local businesses first point of call when looking for help and guidance along their export journey. They provide bespoke support to SMEs across England to build their exporting capability and develop the confidence to expand overseas.

Trade advisors can nurture businesses through the technicalities of trade, point businesses in the direction of the support they need in the form of our in-market teams or help them access finance such as the ERDF Internationalisation Fund. The fund provides matched grants of up to £9k to enable businesses to overcome barriers to international trade and access new markets.



Andrew Mitchell with AERL co-chair Marcus Rothen

From July of this year, we are bringing our ITA service in-house in order to integrate it with the other aspects of export support we offer. This expansion of DIT's direct support will ensure businesses get consistent, high-quality advice that is better integrated with the UK's wider ESS.

### UK Export Finance

Financial support for businesses, through UK Export Finance (UKEF), is also being strengthened by the export strategy and UKEF's partnership with DIT. UKEF's mission is to ensure no viable UK export fails for lack of finance or insurance.

It helps UK companies of all sizes win export contracts by providing attractive financing terms to their buyers, fulfil contracts by supporting working capital loans, and get paid by insuring against buyer default.

UKEF have increased their network of export finance managers based around the UK, with coverage in every constituency to provide free and impartial advice for exporters.

These specialists assist UK businesses by ensuring they are receiving the appropriate export finance support and, if not, help businesses understand what support is available and how they can access it.

In 2020/21, UKEF provided £12.3 billion in support for UK exports, supporting 549 UK companies' exports to 77 countries around the world.

The export strategy will improve UKEF's offer to support investment into UK exporting operations, clean growth sector exports and SMEs selling overseas.

The General Export Facility has already provided over £100 million, giving SMEs across the country the working capital they need to invest in their exporting potential without having to be tied to a specific contract.

UKEF is also working to expand its range of delivery partners - financial institutions, including challenger banks and alternative lenders to provide SMEs with more options to seek finance.

Made in the UK, Sold to the World  
With this range of guidance and support available to UK businesses, the final piece of the puzzle is a brand to match the UK's fantastic products and services.

In November last year, we launched Made in the UK, Sold to the World. The UK makes, creates, designs, engineers and crafts amazing products and services... And we sell them to the world. That's what this campaign is seeking to communicate – raising the profile of our exports across different parts of the UK by featuring brilliant SME companies who have a great story to tell.

We have companies of all sizes and across all industries internationalising their businesses across the UK. This campaign seeks to inspire businesses to consider and explore exporting for the first time and inspire existing exporters to explore new markets. The campaign is in its infancy having just launched, but we have big plans for the year ahead.

The campaign helps to signpost businesses to the support they need to seize exporting opportunities across the world's fastest growing markets. As well as advertising and marketing, we're using all our export promotion programmes and

activities delivered by DIT to underpin the campaign, including events, masterclasses, webinars, trade missions, Meet the Buyer events, and visits to businesses.

Supporting SMEs to understand and access the benefits of FTAs is a key part of the domestic facing 'Made in the UK, Sold to the World' campaign. Across all regions and devolved administrations, partnerships with external stakeholders will help inform businesses how to utilise FTAs and develop export plans.

### Helping to level up the UK

We know trade means jobs and evidence shows exporting businesses are more productive and pay higher wages. However, exporting activity is concentrated in London and the Southeast.

To improve national and regional economic disparities, we have opened Trade and Investment Offices in Edinburgh, Cardiff, Belfast, and Darlington with an ambition to increase trade staff in the parts of the UK to 550 by 2025.

We will empower businesses across all regions and nations to export through ESS and improved one-to-many digital services offer. We will engage with authorities and organisations throughout the UK, including chambers of commerce, as we implement the measures to ensure they align with the wider business support offer."

**This is an edited version of Andrew Mitchell's recent address to the Association of Economic Representatives in London hosted by LCCI**

[www.gov.uk/ask-export-support-team](http://www.gov.uk/ask-export-support-team)

# Two minute interview

Iman Syed, founder of the Creations Club



## Who are you?

I am the founder and director of the management consultancy The Creations Club.

## What was your first job in London?

My first experience with London was when I attended Imperial College London as an undergraduate student. I then moved on to work as a learning unit manager for an international consulting programme and eventually founded The Creations Club.

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

I believe that any productive activity since the pandemic began is a true achievement as it is a demonstration of adaptability, innovation and perseverance. However, for me, starting and managing a consultancy independently alongside my role as a Learning Unit Manager has been a great opportunity to develop and exercise my multi-tasking abilities successfully.

## “If there is one thing I hate about my job it’s ...

... I have found it more difficult to engage with new people while representing a company which provides services to clients. I often feel like I am cold calling, even when I just want to engage, and even know about the services other people provide. I usually deal with this by making sure that I am networking through the correct channels.

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

## model?

Bill Gates, not because of his tremendous success but because he says that if he were to start from scratch again, he would keep chickens for survival and revival. As obtuse as this may sound, I believe that he has demonstrated how every individual can begin their entrepreneurial journey from a very small source of income and still have the potential to be as successful as him.

Your business model's viability (not the business itself) and your consistency are the two things that will determine whether it will work out or not. Along with this, it is important to remember that being an expert at the beginning is not necessary, but learning and altering along the way is pivotal. As a management consultant, I would suggest that starting somewhere is important while being conscious of time and financial costs and then constantly reevaluating all aspects of your services or products will take you to a point where you have reached a perfect business model and have become an expert in your industry.

## How has the pandemic affected your business?

The pandemic has been a tough time, but the way we, as a generation have adapted to the challenges has brought a lot of benefits. For me, it is that I can work from anywhere. Remote learning, as boring as it may be, has saved so much time on travel, a lot of hassle and has given a lot of flexibility in terms of the locations where my services will hold relevance. I have thought of the time during the pandemic as a phase

dedicated to my personal and professional development.

## What measures have you taken?

I personally felt that there was a lot of flexibility in terms of time, location and commitments. This allowed individuals and businesses to explore newer avenues and leave behind the limitations of conventional methods of working. I used the newly found norm of remote working to engage with clients from locations where services from England are valued more than their local providers. This allowed me to extend insights that were new to the clients, manage my time to suit the difference in time zone and not be limited to an office space.

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

I believe that strategically placed increases and reductions in charges can lead to financial stability without the cost of customer satisfaction and will allow improved sustainable transport in areas such as outer London.

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

My most and my least favourite thing about London is its ability to charge me to work harder. Sometimes this charge feels like motivation which is useful and sometimes it feels like pressure which can be overwhelming.

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

Ethnic minorities in the UK often feel insecure and underdeveloped. This has been further provoked by the current political circumstances which have caused significant emotional distress and I believe that this distress extends to the professional lives of individuals.

London, being the capital, can play a pivotal role in creating the opportunity to address these concerns and tackling the associated issues. As Mayor, I would create a platform where individuals from ethnic minorities can access tailored advice and support to address any concerns and how to deal with them. Their consultants would be experts within the area that they advise and plan on.

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

# Two minute interview

Hong Zhou, founder of Rainbow Hong International Group Ltd (RHIG)



## Who are you?

I am the founder of RHIG which offers physical and mental Health and wellbeing consulting to fill in the gaps of existing (psychological) services from both Western and Eastern perspectives. It targets corporation employees, legal professionals and business owners.

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

I became aware of LCCI via an event organised by St. James's Place. I then became a Community Network member and learned that LCCI offers a wide range of webinars covering different topics. It also arranges regular networking events and its members can have access to a lounge in central London. I then became a Premier Plus member.

## What was your first job in London?

After obtaining my MBBS, MSc and MPH in China, Finland and the UK and before working for the largest NHS Bowel Cancer Screen Centre in London I worked with vulnerable people residing in Westminster, including those with anxiety, depression, bipolar, schizophrenia, self-harm behaviours, suicide attempts, HIV, domestic violence and sexual abuse victims. I became interested in the correlations between mental health and physical health, and what can be done to minimise mental health issues' detrimental impacts on physical health and overall wellbeing, prevent, early detect and manage psychosomatic and stress-related diseases.

## Which one business achievement over the

## last 12 months are you most proud of, and why?

I set up my limited company in 2019. In March 2022 I set up a community interest company, which aims to empower young people, older people, women, immigrants and refugees to improve physical and mental health and wellbeing.

Shortly after its incorporation it was awarded several grants to carry out workshops and webinars in the communities, which cover theoretical learning of modern Western Medicine, psychology, emotional intelligence, life and health sciences, neuroscience, mindfulness, acupuncture and Chinese Medicine as well as Asian languages and cultural learning such as Mandarin Chinese, Korean and Japanese, Tai Chi, Chinese dance, and K-pop.

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

... nothing. The secret is that I am able to discover hidden fun in challenging and difficult tasks. As Rodin said: "Beauty is not lacking in the world, but eyes to discover it!"

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

I don't have a young entrepreneur as a model as I think we have so much to learn from our wise ancestors. If I have to name one, I would say Wang Chi (1836-1903), a native of Hongxi, Yunnan Province in South West China.

He ran old-style Chinese banks in 22 provinces and

cities, and was called Money King. Time Magazine of the US once listed him as the world's fourth richest man at the end of the 19th century, the only Chinese on the list.

## How has the pandemic affected your business?

I have confidence in the high quality of my services and its effectiveness in empowering people to improve physical and mental health and wellbeing. But I had been abroad for a while during the pandemic, where I had very limited access to most social media. That limited the exposure of my services to potential customers.

## What measures have you taken?

I had existing customers before my departure from the UK. So, I made sure to retain them while there was unavoidable difficulty with acquiring new clients. I achieved that via keeping on providing high-quality services.

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

Some tube lines need to be upgraded, in particular central line, which makes big noises when running through the tunnels. It has a detrimental impact on hearing. Once it has been

imaged, it's irreversible. For the health and wellbeing of Londoners, that needs to be done as a top priority.

Globally London is one of the greatest international cities for cultural exchanges and technology innovation.

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

Globally London is one of the greatest international cities for cultural exchanges and technology innovation.

If I had to list my least favourite thing about London, that's the noisy tube which can be improved doubtlessly.

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

Innovate the healthcare system and increase GP's salaries as they are the front-line professionals who can help with diseases' prevention, early diagnosis and management.

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

# LCCI Member Offers



## ■ YOUR CRYPTO COACH

At Your Crypto Coach we help people understand cryptocurrencies and blockchain with safety and security in mind.

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### Free Bespoke 'Your Crypto Q's Answered' Session

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AMJ UK focus on providing IT solutions that answer the business and technical challenges faced by our clients. Our approach consists in combining our experience in various industries with our expertise in Software Engineering, Social Media, Website Design, SEO, IT Support and Network Maintenance, Project Management and IT Training in order to help our customers reach their goals.

### Contact

[javed.miah@amj-uk.com](mailto:javed.miah@amj-uk.com)  
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Protect your devices, data, applications and networks with Avast Business easy-to-use and affordable cybersecurity solutions for small and growing businesses. We are offering members a chance to try Avast Business Hub solution for free. *Valid until 30/09/2022.*



# LCCI Member News



## Shakespeare Martineau LLP

National legal and professional services group Ampa has promoted partners Simon Robinson and Martin Usher to head up its London hub.

Shakespeare Martineau real estate partner Simon and Lime Solicitors personal injury partner Martin will lead plans to substantially grow the city hub – inspired by the group's aspiration to become one of the most admired top 30 legal and professional groups by 2025.

As the heart of the national group, the promotions are part of Ampa's commitment to reinforcing and strengthening its London footprint – providing legal and professional services support to the capital's businesses and people.

Ampa CEO Sarah Walker-Smith said: "Location means a lot to our clients and, unlike other firms that are retreating from London offices, we are expanding. As well as widening our talent pool, this benefits our clients by giving them direct access to local legal experts, who are backed by a full-service national professional services group."



## Mason Coaching

Delighted to have joined the LCCI recently, and very excited to be part of a great organisation that supports businesses in London. I am Ian Mason a specialist in non-verbal behaviour, advanced body language, deception, and human lie detection I have multiple qualifications and am a leading expert in this field. I worked as an internal investigator for an agency tasked with corporate fraud.

I work with individuals and companies coaching people how to read and master their own non-verbal behaviour and how to spot deception in the workplace. This is a captivating area of psychology and one that I believe has not been used to its full potential by people for business. Becoming more skilled in non-verbal is a tremendous asset in business our lives.

[www.nonverbal-behaviour.com](http://www.nonverbal-behaviour.com)  
[ianmason@nonverbal-behaviour.com](mailto:ianmason@nonverbal-behaviour.com)



## PayEscape: The future of Payroll, Human Resources, and Time Management

PayEscape is one of the UK's fastest growing Payroll, HR and Time Management providers. Our cloud-based technology coupled with world-class customer service is revolutionising how businesses today manage their employees.

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Thousands of UK businesses are already benefitting from PayEscape's Payroll, HR and Time Management solutions. We can support any business regardless of industry or size and with full integration options, our solutions are truly flexible.

So, whether you need reliable payroll processing, compliant HR software and consultancy, or need to keep track of your employees clocking in and out, we have a solution that is right for your business.

Contact us to find out more:  
[info@payescape.com](mailto:info@payescape.com)  
[www.payescape.com](http://www.payescape.com)



## Genoa Black announces official sponsorship of the explorers club Great Britain & Ireland chapter with a new inaugural event

Claire Kinloch, CEO of strategic consultancy, Genoa Black, completed 8 days in -50 degrees Celsius temperatures following the route of the Northwest Passage by sled and dog, in April this year.

Following the successful expedition, Genoa Black has now become the official sponsor of The Explorers Club Great Britain & Ireland Chapter. The first event in this partnership is 'Ocean Views', part of the Chapter's '2022 Storytelling Series'.

Launched in New York with global Chapters, members of The Explorers Club have been responsible for pushing exploration and achieving an illustrious series of firsts including; to the moon, the North and South Poles, the summit of Mount Everest and the deepest point in the ocean. Members include; Buzz Aldrin, Scott Glen, Sir Edmund Hillary, Sir Ranulph Fiennes, Sir Chris Bonington, Alexandra Shackleton, Felicity Aston and Walter Cronkite.



## Mishcon De Reya Academy Digital Sessions

Mishcon De Reya have an Academy which delivers university quality education across a wide range of areas.

They are pleased to offer relevant strands of these courses externally, as well as provide thought leadership on the issues that matter most to them and to their clients.

They have launched their summer term prospectus of free to register webinars with speakers such as rock star Jarvis Cocker, barrister Rob Rinder, neurodiversity expert Marcia Brissett-Bailey, barrister and author Jamie Susskind, author and coach Greg Orme, barrister and author Alexandra Wilson, academic and author Sarah Churchwell and cricketer Azeem Rafiq. Find more information and view recordings of previous webinars at <https://www.mishcon.com/academy> and sign up at <https://www.mishcon.com/academy/learning#category-filter/digitalsessions>.

The PropertyShe podcast, hosted by Mishcon de Reya Partner Susan Freeman, will hear from an eclectic mix of property personalities that define and make a difference to the industry, find out more at <https://www.mishcon.com/propertyshe>



## The British Land Company Plc

British Land is a leading UK property company, delivering the best, most sustainable places for customers and communities. We are committed to making our entire portfolio Net Zero by 2030, and are setting this in motion through the use of whole-life carbon reports and climate impact risk assessment in all of our projects.

In this year's Planning Awards, our 2030 Sustainability Strategy was recognized with an award in the inaugural Planning to Address Climate Change category. Our progress so far and projections of next year can be found in our recently launched 2022 Annual Report & Sustainability Accounts, which also details the strong progress we have made against our strategy, focused on our Campuses and Retail & Fulfillment.

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## MDXcelerator Student Start Up Support

Congratulations to the six MDX entrepreneurs who were awarded £20,000 to develop their businesses. For the past 4 years, MDXcelerator has offered mentoring and grants for Middlesex University's entrepreneurially-minded students and alumni. This year for the first time, the competition was open to Middlesex University students and alumni, Barnet residents and students from Barnet and Southgate College as Middlesex University's MDXcelerator Start-Up programme and the Entrepreneurial Barnet Competition partnered to offer a joint programme. MDXcelerator is one of many services delivered by the University's employment service MDXworks.

Find out more about this year's competition and the winning bids at

<https://www.mdx.ac.uk/news/2022/05/mdxcelerator-winners-awarded-20,000>



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**Not a member?** Join the free London Chamber Community Network where London's businesses can access a number of benefits including the LCCI Community App.

[www.londonchamber.co.uk/membership/lcci-community-app](http://www.londonchamber.co.uk/membership/lcci-community-app)

# Growing your business network with the LCCI Community App

**Maria Dimitrova, IMSM's head of business development, speaks to *London Business Matters* on how she is raising IMSM's profile and building her professional network using LCCI's Community App.**



**Maria Dimitrova**

An international expert, Maria has worked in several EU countries and has been involved in technological and consultancy projects for over twenty years. She has an MBA and is a certified lead auditor for ISO management systems such as ISO 9001 Quality, ISO 45001 Occupational Health and Safety, ISO 27001 Information Security, ISO 22301 Business Continuity, ISO 50001 Energy Efficiency, and ISO 20000 IT Service Management.

IMSM is a leading ISO consultancy. The organisation delivers high quality services and standards to organisations of all sizes and sectors in over twenty countries worldwide. IMSM has been awarded *Recognised for Excellence 5\**, as a result of on-going commitment to business excellence and quality, the highest an organisation can achieve. The organisation works towards maintaining this internationally acknowledged mark of excellence and quality. IMSM has also received recognition as a *CSR World*

*Leader* in honour of its appreciation and commitment to the Corporate Social Responsibility Program and an International *CSR Excellence Award* for adopting environmental best practice.

## 1. What was your first impression of the LCCI Community App?

IMSM became an LCCI member a few years ago, and I might have been one of the first people to use the app. I was pleased with how performant it was. It was recently updated and the latest features incorporated add further flexibility and offer even better networking opportunities.

## 2. What have you found you like the most about the Community App?

Aside from helping professionals network in a more community-focused manner, it happens to be fully web synchronised. All features are available on both app and web, which is very practical and adds value in terms of networking opportunities.

## 3. Do you have a favourite feature on the Community App and why?

It would be posts. It is designed to help reach out to the relevant group for each post. I write on Quality, Information Security, Occupational Health & Safety, Energy Efficiency, and other ISO standards and aim to tailor the contents to specific sectors, types of organisations, etc.

## 4. Have you been able to connect with Members and the Community

## Network on the app?

Yes, people seem to be happy to both send and accept invitations. The app environment feels safe and friendly. Profiles can be easily tailored to provide all the information needed to find the right people to talk to. It has been a great experience so far.

## 5. Share with us how the app has benefitted you so far?

At IMSM, we aim to raise awareness about how important ISO standards are in our ever faster-paced environment and stream live workshops and sessions, among other activities, regularly. It is great to see how much people appreciate the information we provide.

## 6. What has made the new Community App stand out for you?

It brings nearly all the possibilities of a social media platform to a friendlier environment. It seems to be as powerful as LinkedIn but only for those interested in professional networking. If you allow me a nerdy comparison, it is like Operational Data extracted from Big Data.

## 7. Would you recommend using the app to others, and why?

I constantly remind co-workers and partners of the app. In the 21st century, networking is fundamental to sustainable business. Sometimes it might be challenging to find the right balance or promptly see the benefits. The LCCI app is a flexible tool and a safe place to start everyone's virtual networking adventure.



# New Members



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# Coming up...



## JULY

**Exporting Overseas - Reducing your Risk with Nicolas Groffman, Head of International Team at HCR Legal**

Tuesday 5 July at 10.30am – 11.15am

**Next Steps for Road User Charging in London with Christina Calderato, Director of Transport Planning and Policy, Transport for London at LCCI**

Tuesday 5 July at 3.00pm – 5.00pm

**How to Work a Room Networking Training with Heather White, Smarter Networking at LCCI**

Wednesday 6 July at 2.00pm – 4.20pm

*FULLY BOOKED*

**Women in Business Networking Reception with Dr Pushpinder Chowdhry MBE, CEO of The UK Asian Film Festival and Tongues on Fire at LCCI**

Thursday 7 July at 2.00pm – 4.00pm

*Supported by Fiserv*

**Capital 500 with Vicky Pryce, Chief Economic Advisor and Board Member, Cebr, James Rentoul, Director at Savanta ComRes and Ian Daniels, Property Partner at Haysmacintyre**

Tuesday 12 July at 9.30am – 11.00am

*Sponsored and Hosted by Haysmacintyre*

**Annual Summer Party at Westminster Abbey Gardens**

Thursday 14 July at 6.30pm – 8.30pm

*Supported by Fiserv*

**Export Boot Camp Strategy Workshop at LCCI**

Wednesday 20 July – Thursday 21 July at 9.00am – 5.00pm

**Business Owners Club Summer Celebration at Brasserie Blanc**

Tuesday 26 July at 5.00pm – 7.00pm

*Principal Partners: Grenke and OnBoard*

**How to Take Control of Your Costs and Deliver Success with Mike Powers, Cost Management Consultant, Auditel (U.K.) Limited**

Wednesday 27 July at 12.00pm – 12.45pm

**Go Connect! Networking at Tavolino Bar & Kitchen**

Thursday 28 July at 4.00pm – 6.00pm

*Sponsored by Fiserv*

*Hosted by Tavolino Bar & Kitchen*

## AUGUST

**Go Connect! Lunchtime Networking at LCCI**  
Wednesday 10 August at 12.00pm – 2.00pm

**LCCI Summer Cricket Day at The Kia Oval, Surrey v Somerset in the 2022 Royal London One Day Cup**

Wednesday 17 August, 10.30am – 7.00pm

## SEPTEMBER

**Go Connect! Lunchtime Networking at LCCI**  
Thursday 8 September at 12.00pm – 2.00pm

**Improving your Winning Bid Rate with Mike Raynor, Raynor Bid Consultancy**

Tuesday 20 September at 12.45pm – 1.45pm

**Police briefing on Cyber threats with Ian Brosnan, Cyber Protect Officer, City of London Police**

Wednesday 14 September at 10.00am – 11.30am

**How using ISO can Improve your Business Confidence with Gary Ruffhead, Principal Consultant, GPR Professional Services**

Wednesday 28 September at 10.30am – 11.30am

**Victoria Jayne, head of LCCI events, picks out some events not to miss...**



# LCCI Annual Summer Party

**Thursday 14 July from 6.30pm-8.30pm**  
Westminster Abbey Gardens

Join up to 150 members and guests at Westminster Abbey Gardens for the annual Summer Party. This prestigious event brings together key industry leaders, MPs and members for an evening of networking in this stunning venue boasting views of Westminster Abbey and the Houses of Parliament.

**Tickets start at £99.00 exclusive of VAT for Patron and Premier Plus members.**

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*Sponsored by Fiserv*

## Capital 500

Tuesday 12 July, 9.30am – 12.00pm

Haysmacintyre, 10 Queen Street Place, London EC4R 1AG

LCCI will discuss the latest results for the Capital 500 – London's largest and most authoritative regular business survey. We will be joined by guest speakers Ian Daniels, Property Partner from Haysmacintyre, Vicky Pryce, Chief Economic Advisor and Board Member for Cebr, and James Rentoul, Director at Savanta ComRes, to hear their thoughts on the Q2 2022 results. The latest survey will show how London businesses have fared amid the continued rise in prices and inflation. This complimentary event is open to all Members, Community Network and non-members.

**haysmacintyre**

Sponsored and hosted  
by Haysmacintyre

## Go Connect Networking

Thursday 28 July, 4.00pm – 6.00pm

Tavolino Bar & Kitchen

Our monthly flagship networking events are regularly attended by up to 80 members from a wide range of industry sectors. This complimentary event is open to Patron and Premier Plus members only.

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## Exporting Overseas – Reducing your Risk

Tuesday 5 July, 10.30am – 11.15am

Online Event

Join Davor McKinley, LCCI Head of International Trade and Compliance and Nicolas Groffman, Head of International Team at HCR Legal where guests will be able to hear from, and put their questions to, our experts who can explain how to reduce your risk when exporting overseas. This free online event is open to all Members, Community Network and non members.

## Business Owners Club Summer Celebration

Tuesday 26 July, 5.00pm – 7.00pm

Brasserie Blanc

Up to 60 business owners will enjoy an early evening of networking over drinks and canapes at the summer edition of the club's networking programme. Supported by principal partners **Grenke** and **OnBoard** this event is open to Premier Plus member business owners.

**OnBoard**  
**GRENKE**



## How to Take Control of Your Costs and Deliver Success

Wednesday 27 July, 12.00pm – 12.45pm

Webinar

Feeling the pinch? In the current economic climate, we're under even more pressure to manage costs. Delivered by LCCI member **Auditel**, which aims to highlight the potential positive opportunities that present themselves during these challenging times. This session will explore various areas including control of the cost gate, maximising home working, managing human resources, creating a new working environment and reviewing and simplifying your supplier base. Free to attend for all Members, Community Network and Non members.

## Women in Business Networking

Thursday 7 July, 2.00pm – 4.00pm

LCCI

We are delighted to welcome guest speaker **Dr Pushpinder Chowdhry MBE, CEO of The UK Asian Film and Founder and Festival Director at Tongues on Fire** at our Women in Business event. Guests will hear from Pushpinder as she shares her own personal story, the qualities she thinks are important for success, any obstacles she has overcome along the way and future plans. The event is free to attend for Patron and Premier Plus members.

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## Next Steps for Road User Charging in London

Tuesday 5 July,  
3.00pm – 5.00pm

LCCI

Members are invited to put their questions to Transport for London's (TfL) Christina Calderato, who is leading on a new consultation on the future of road user charging in the capital. The event will offer the chance for businesses to hear about TfL's plans for the expansion of the Ultra Low Emission Zone. Attendees will also be encouraged to give their views on what the future of road user charging in London looks like. After the formal proceedings, guests will have the opportunity to network over drinks and nibbles. This event is free to attend for Patron and Premier Plus members.

## Go Connect at Lunchtime Networking

Wednesday 10 August, 12.00pm – 2.00pm

LCCI Members' Lounge

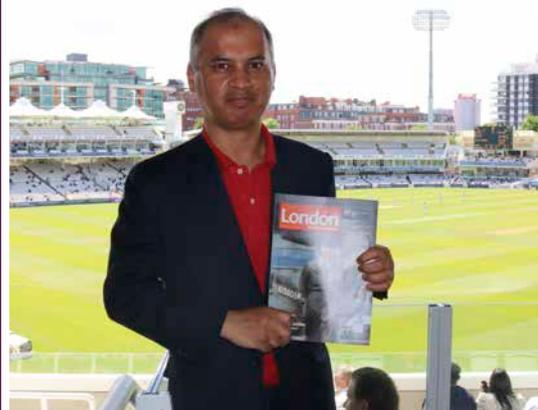
Our next lunchtime event will be free to attend for all Patron and Premier Plus members the LCCI team will be on hand to facilitate introductions.



## Stoking up

The Old Clock Tower Bar within the new Compton stand at Lord's was the venue for the LCCI cricket day earlier this summer. Guests for the first day of the Middlesex v. Durham game in the county championship witnessed Ben Stoke's first game since being appointed captain of England's test team.

Among the guests were former London Assembly member Murad Qureshi (pictured here on the right with *LBM*) and Miles Price of the British Land Company.



# Mediation made simple

In the fourth of a series of six articles on arbitration and mediation Marcus Bowman covers the rights parties have to mediate, how much a mediation will cost, and the three stages of the mediation process.



Marcus Bowman

**One of the attractions of mediation is that there are very few rules surrounding the process and it is largely up to the parties to determine how it is conducted.**

The main consequence of this is that the parties can choose at any time (provided they agree) to proceed to mediation. They do not have to wait for a certain moment in the dispute to mediate but can opt to do so at any time provided they agree to this. At its simplest, this means that at any time the parties (assuming they) can refer the dispute to mediation, appoint a mediator and proceed with the mediation.

## Penalties

Some contracts may require the

parties to mediate before proceeding to arbitration or court proceedings. Where the parties are engaged in court proceedings they can ask the court to order mediation. Where a party declines to mediate the court may impose cost penalties for failing to do so.

It is relatively simple to organise a mediation. There are bodies such as LCAM who can assist the parties in appointing a mediator if they do not know one. However once the parties have agreed a mediator, the latter will usually take control of the process and engage with the parties to ascertain how, when, where they wish it to be conducted. The mediator will guide them as well.

The mediator's fees will be agreed between the parties and the mediator. Guidance about fees can usually be found from practitioners and organisations such as LCAM.

## Terms

There are three stages in the mediation process. First, the parties agree to mediate. Second, they agree on a mediator (a party cannot be forced to mediate with someone they do not agree to appoint). Third they

agree terms with this mediator which they must sign.

Once that has taken place the mediation can proceed. It can be undertaken online or in person depending upon what the parties agree with the mediator. On-line mediation can take place in a relatively short space of time over a few hours involving telephone calls or Zoom or Teams meetings. Where mediations are held in person, these will usually take half a day to a day depending upon the complexity of the matter the number of people involved.

## Process

In the next note I will discuss the mediation process. While there are various stages in this process the parties are free to agree any process they like. Whether the parties follow the conventional order of events or agree their own plan the process is not complicated and remains informal and capable of change at any time.

**Marcus Bowman is a mediator at the London Chamber of Arbitration and Mediation**

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

## Answers to The Knowledge

On page 52

- 1 Six – Arsenal, Brentford, Chelsea, Crystal Palace, Fulham, Tottenham Hotspur and West Ham. Fulham return to the Premiership after just one season away.
- 2 The Gherkin – more formally known as 30 St Mary Axe
- 3 Henry James, the American-British author perhaps best known for his novels *The Portrait of a Lady* and *Washington Square*
- 4 Oxford and Cambridge race between Putney and Chiswick bridges in a 6.8 kilometre course
- 5 He was born off the Walworth Road in what is now the London Borough of Southwark.
- 6 Westminster Abbey.
- 7 Gloucestershire - the Forest of Dean to be specific.
- 8 Norway.
- 9 William Ewart Gladstone.
- 10 Three times – 1908, 1948, and 2012.

# Tom Ilube – one man with a huge impact



Tom Ilube with Lord Hastings

Tom Ilube CBE, chief executive of Crossword Cybersecurity plc and chair of the Rugby Football Union (RFU), captivated LCCI members at a recent Black Business Association event at Queen Street. In conversation with Lord Michael Hastings, the man who has topped the list of the 100 most influential people of African and African Caribbean heritage, spoke of his upbringing and education in the UK and Nigeria and his relentless pursuit for employment in an ultimately-successful campaign in which he refused to be deterred by rejection. Employers early

in his career included British Airways, the London Stock Exchange and Goldman Sachs.

## Huge impacts

The audience learned too of his belief in the 'butterfly effect' whereby seemingly small actions can have huge impacts, and how this has influenced his philanthropic work in, for example, founding a school for high-achieving but disadvantaged girls in Ghana.

In the cyber security world the entrepreneur and start-up specialist warned that a key ongoing threat to businesses

The audience learned too of his belief in the 'butterfly effect' whereby seemingly small actions can have huge impacts

”

would be attacks on their supply chains. Asked for general advice in this area he said that getting the basics right was the best start – getting round to backing up data was crucial and making

sure passwords were up-to-date and fit for purpose.

## Team working

His openness to new and different challenges – as well as enjoyment of playing rugby at school – led him to taking on his RFU role. The sport appeals particularly because it is based on team working and not necessarily reliant on exceptional players. He was pleased to report the rise of women's rugby and was delighted that England had been selected to host the next World Cup.

# Top award for Subhash Thakrar



Subhash Thakrar

Former LCCI chair Subhash Thakrar has honoured with an outstanding achievement award by the Institute of Chartered Accountants in England and Wales (ICAEW). He is recognised for his "outstanding achievements and contributions to business, including supporting and championing London's Asian business community, the

UK's business overseas and his charitable activities."

## Effective

Thakrar established the Chamber's thriving Asian Business Association and has served as a highly effective and popular treasurer and chair of the LCCI board. He has also led

numerous trade missions to India and Africa and helped countless businesses develop their overseas sales with introductions and advice.

In being honoured by the ICAEW he follows in the footsteps of former LCCI president Sir Brian Jenkins (1993) and deputy president Lord Bilimoria (2005).

# CAPITAL MATTERS

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A special advertising features and listings supplement produced by Crosby Associates Media Limited, the official publishers of London Business Matters

COVER STORY

The big issues are  
not going away

Pages 88-90

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The logo for Access Credit Management features a stylized, circular emblem composed of two overlapping, curved shapes that create a sense of motion or a globe.

  
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The Association of Credit  
and Collection Professionals

The logo for the Association of Credit and Collection Professionals (ACA International) consists of a blue square containing a white stylized 'A' shape formed by two upward-pointing triangles.



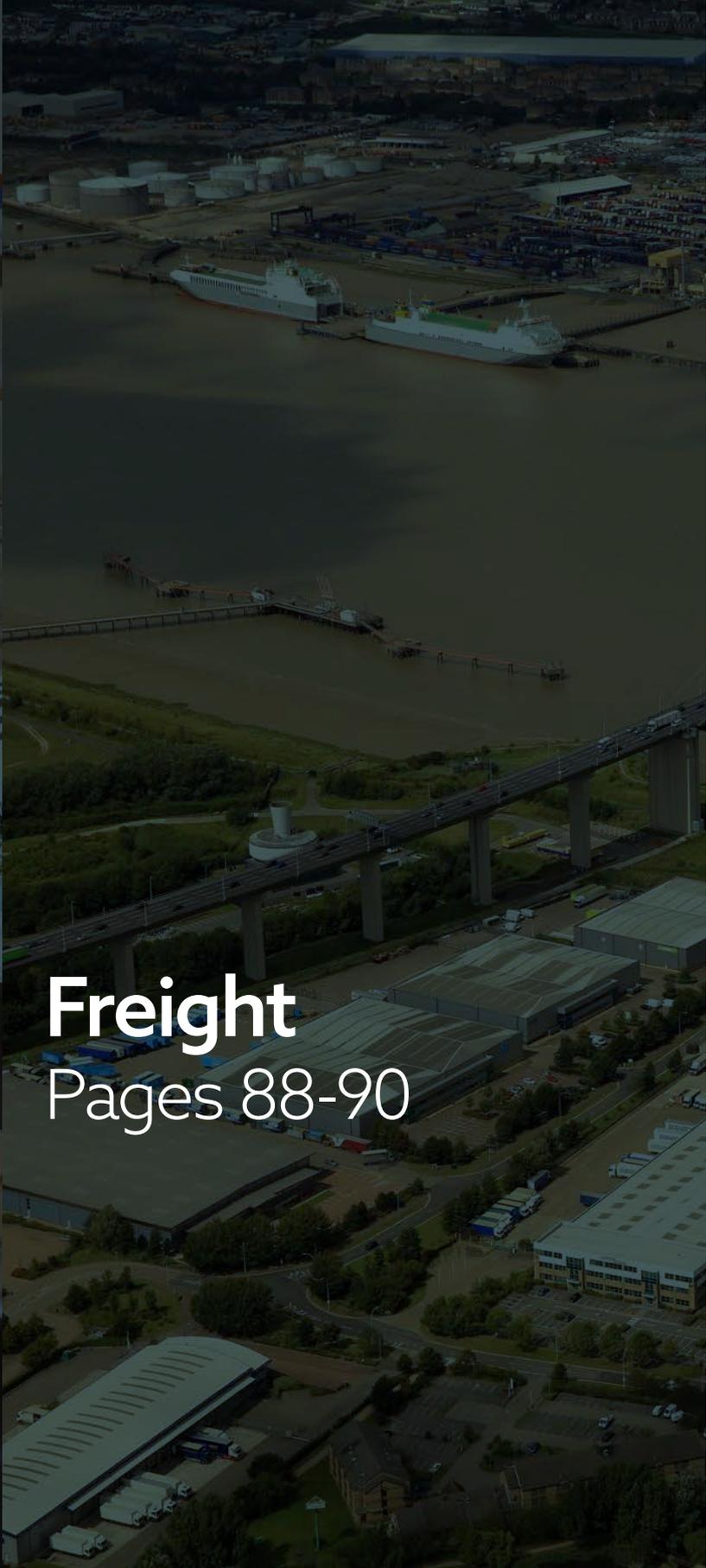
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**CAPITAL**  
MATTERS

83

# We deliver on our promises and drive the change

Hydro-C Ltd is a British company with its main Headquarters in the heart of Scotland.

Established in 2013, it supports international Oil and Gas operators overseas. Our company has followed the model of Shell, which started as a trading company in 1833. Shell first focused on import-export operations then become the company as we know it today. Our main customers are BP, Shell, ExxonMobil, Anton Oil, BGC, DNO, refineries and EPCs.

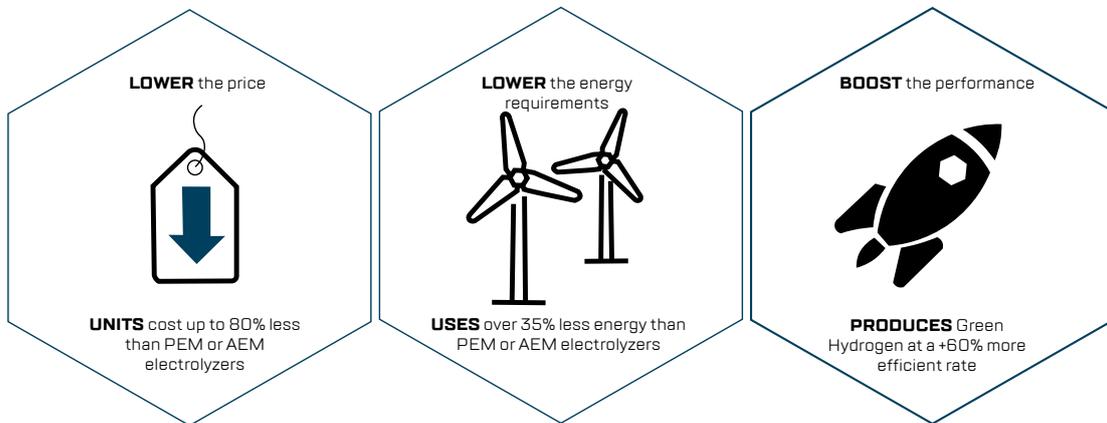
In 2018 the business expanded rapidly. We started cooperating with PEG

Italy on mechanical services and pipeline opportunities to assist with stabilising 10 pumping Oil Terminals in Basra, southern Iraq. In 2020, we pursued more active engagement with our customers in helping them to maximise the implementation of a carbon zero strategy.

We strongly believe that introduction of innovative renewable solutions is the only way forward for the energy sector to meet Net Zero targets and for the renewable energy industry to pick up the pace on achieving this. As with many transitioning milestones, the shift towards new technologies

takes time. And time is currently a luxury that we don't have. We want to add to the success of the energy sector rather than diminish it.

We make the transformation towards greener and more sustainable options easy, with our best-in-class service and excellence in execution. By combining our knowledge with innovative technology and engineering capabilities, we swiftly implement optimised solutions that enable future generations to thrive. We assist with the design and build of high quality assets for our customers that serve to maximise their rate of return on capital invested.



## Our vision

Our aim is to become a renewable energy solutions provider, pioneering in transforming the energy sector to growing profitability, sustainability and developing sustainable sources of green power.

## Our mission

To implement innovative, integrated green solution and work closely with major Energy companies and IOCs to assist with execution of zero emission strategies. Capitalising on the breadth of our team's experience and extensive knowledge of the regions in which our customers operate.

## Creating a lasting positive legacy

Our goal is to create a sustainable future for next generations. Assist the energy sector to catalyse the transition towards renewable energy and help our customers deliver projects that create jobs, grow economies and build greener, smarter world.

We also strive to create a better everyday life innovatively and economically for our shareholders, while continually improving our business efficiencies and achieving operational excellence.

Huge part of our time is invested in building and maintaining alliances with those who share our interests and concentrate on lowering carbon emissions and proactively help to tackle climate change, because we believe in education, enrichment and development.

We are committed to play our part in developing green hydrogen production facilities in the UK, Iraq, the Gulf and Middle East. To achieve energy security by trading UK major commodities: wind and water, with the rest of the world, we create UK best and largest GH2 advanced hubs to generate circular economy of limitless revenue.

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# Using the workspace to your advantage

Typically, we're all likely to spend around a third of an average week working. Whether that's in an office, a home office, a co-working hub, or a combination of places, creating an engaging workspace isn't just a matter of being on trend, it's about maximising the experience so that full potential can be realised - it may sound simplistic, but happy employees are productive employees. Human and environmental well-being are intrinsically linked.

Workspace factors that affect the health of an employee also affect the bottom line. One incredibly easy and inexpensive way to transform a space is simply through creative use of colour - the effect this can have on productivity shouldn't be underestimated in workspace design. Yellow makes people feel optimistic and is a great choice for high energy, creative spaces, although research suggests too much yellow can inspire anger, so it's best used sparingly or as an accent. Red boosts heart rate and can keep workers alert, whereas green is said to promote

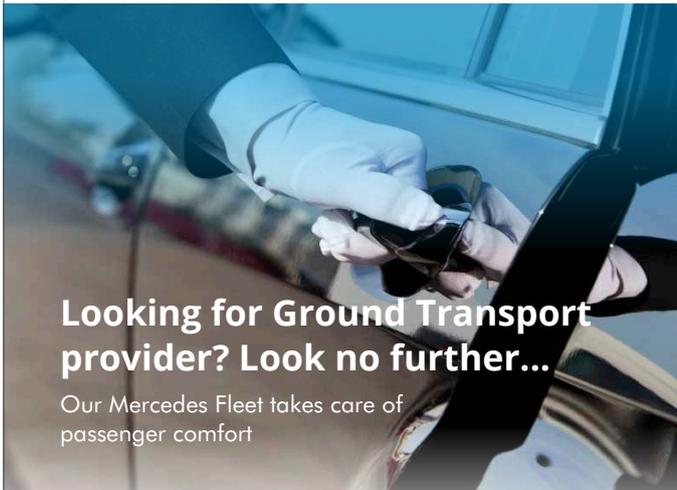
harmony while boosting creativity. Blue is calming and encourages trust, communication and efficiency.

Plants can be another simple yet effective addition to a work space. Current trends are seeing many organisations experiment with 'biophilic design,' where plants are used to increase the workforce's connectivity to the natural environment, and plants provide greenery that is not only appealing to the eye, but also naturally calming. Studies have also found that indoor plants can significantly lower issues such as headaches, scratchy throats, or skin irritations.

There's also a growing trend in modern office design to incorporate a community approach. This transforms a traditional office building into something akin to a neighbourhood that blurs the lines between work and leisure. With civic and private spaces, cafes, co-working areas, exercise areas, gaming or chill out areas and more, you really have got the opportunity to create something truly special.



Workspaces aren't just for the people already working for you either. The modern potential recruit is attracted to an innovative workplace and demands a collaborative environment, flexibility, and well-being. So while the workspace is imperative to your current workforce, it can influence to the future success of your company too.



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# Make your business dreams a reality

Portobello Business Centre (PBC) is an award-winning independent social enterprise that has operated as a not-for-profit organisation for over 25 years. Described as 'the best in London', PBC is nationally recognised as a leading quality provider of a wide range of professional enterprise support services.

PBC offers and delivers high quality, innovative, confidential one to one advice, training courses, seminars, workshops, business consultancy and networking opportunities to pre-start, start-up and existing businesses across London, especially in the Royal Borough of Kensington & Chelsea and West London. They also provide advice and access to business loans, finance, and grants to help people start, grow, and expand their



businesses as they seek to reach their full potential.

The PBC has been involved in the creation of over 4,500 businesses with over 13,000 customers in various sectors including fashion, media, catering, design, retailing, music, beauty, hospitality and manufacturing. PBC

also played a leading role in supporting over 80 businesses directly affected by the Grenfell Tower tragedy.

They offer desks to existing businesses at a newly refurbished co-working space, No11 Canalside House.

For more details, about bookings and rates visit their website or contact them directly.



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# The big issues are not going away



**With the summer months now with us and with 2022 well and truly in full swing, across the freight forwarding and logistics industry we're seeing companies with new plans, new ideas, and new agendas, whilst still facing many of the same operational difficulties that have been with us for some time.**

Much has been made over the past couple of years of the supply chain 'talent gap', a pre-existing concern that was only exacerbated by COVID-restrictions on international movements of workers and then compounded by a generalised sense of restlessness among workers all through the economy.

BIFA is doing its bit to rectify this state of affairs, through our training department and our involvement in the ongoing

development of the International Freight Forwarding Specialist Apprenticeship, as well as our schools initiative, and Young Forwarder network.

Much has also been written about the current state of the maritime supply chain, which continues to see record disruptions, unpredictability, and sky-high freight rates, with freight forwarders being faced with moves by certain shipping lines to cut or restrict

their access to services, and even compete head on with the freight forwarding industry through perceived unfair competitive advantages.

Many stakeholders, including BIFA, have called for competition authorities to pay special attention to these developments to ensure all involved compete on a same level playing field and that competition is fair.

*Continued on p90...*





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*Continued from p88...*

We had a reasonable response to our survey in the Spring seeking BIFA members' views on the current practices undertaken by container shipping lines, as well as their opinions on the easements and exemptions provided to those lines under competition law. But, it could have been larger in light of the number of complaints the Secretariat had received from members about the matter this year.

Anyone who still feels strongly about the issue, should take note of the request for information that has been made by FIATA that is looking for examples of bad or unfair practices by the shipping lines that it can use to protect our industry and argue its case. FIATA needs samples and proof that it can put together and use in its arguments with the relevant authorities.

### **More delays on the cards**

As I wrote this column, the government will not be implementing the next phase of the Border Operating Model in July, and will target the end of 2023 as the revised introduction date for a new regime of border import controls.

BIFA interprets this pause to be part of a much bigger picture, that will encompass a review of all frontier policies for all of the UK's trade with not just the EU, but the rest of world. The trade association anticipates that this will result in the introduction of new policies applicable to all of the UK's international trade.

2023 may be a significant date because that is when CDS, the system that is replacing CHIEF

for processing customs entries, is meant to be fully operational for both imports and exports.

In 2020, BIFA stated that within the overall Border Operating Model, a pattern was emerging of announcements with attention-grabbing headlines, but minimal detail that didn't appear to have been thought through.

Whilst the new systems were announced, consultation with the trade was minimal and some of the practicalities of implementing the new systems in regards to freight forwarding, and other supply chain responsibilities, as well as document flows, did not appear to have been taken into account.

We can only hope that those in power in Whitehall have learnt from this oversight although the announcement raises many questions about future trade policy and procedures, which need to be answered by government.

Following the announcement, BIFA reminded its members that the new procedures and controls on imports from the EU that have already been introduced remain in place.

The procedures and controls on imports that were introduced in January 2022 are probably of greater significance to the work done by a larger number of the trade association's members than the controls that were planned for introduction from July 2022, which will now not be introduced in that month.

A smaller number of BIFA members handle the types of products imported from the EU for which Sanitary and Phytosanitary (SPS) checks; safety and security declarations; and health certifications would have become necessary from July 1st.

Nevertheless, those that do handle those products will be hoping that the time and money that they have invested in staff and resources to meet the July 1st deadline, is not all in vain.

In light of previous experience, those members, along with the trade association will be cautious with any further government announcements setting out new dates and a timetable for additional border import controls, that we have been told will be revealed in a new Target Operating Model, publication of which has been promised for this Autumn.

2022 is certainly shaping up to be another year of big issues - for the freight industry and the companies it serves. Significant disruptions to supply chains look unlikely to end any time soon; making an already challenging job that much more difficult for all involved in managing those supply chains.

As always BIFA will be here to deliver advice designed to help members to handle these big issues. That's why, once again, we were present at June's Multimodal Exhibition and Conference at the heart of the Forwarders Village, and it was great to have the opportunity to talk with the many visitors about those many big issues.





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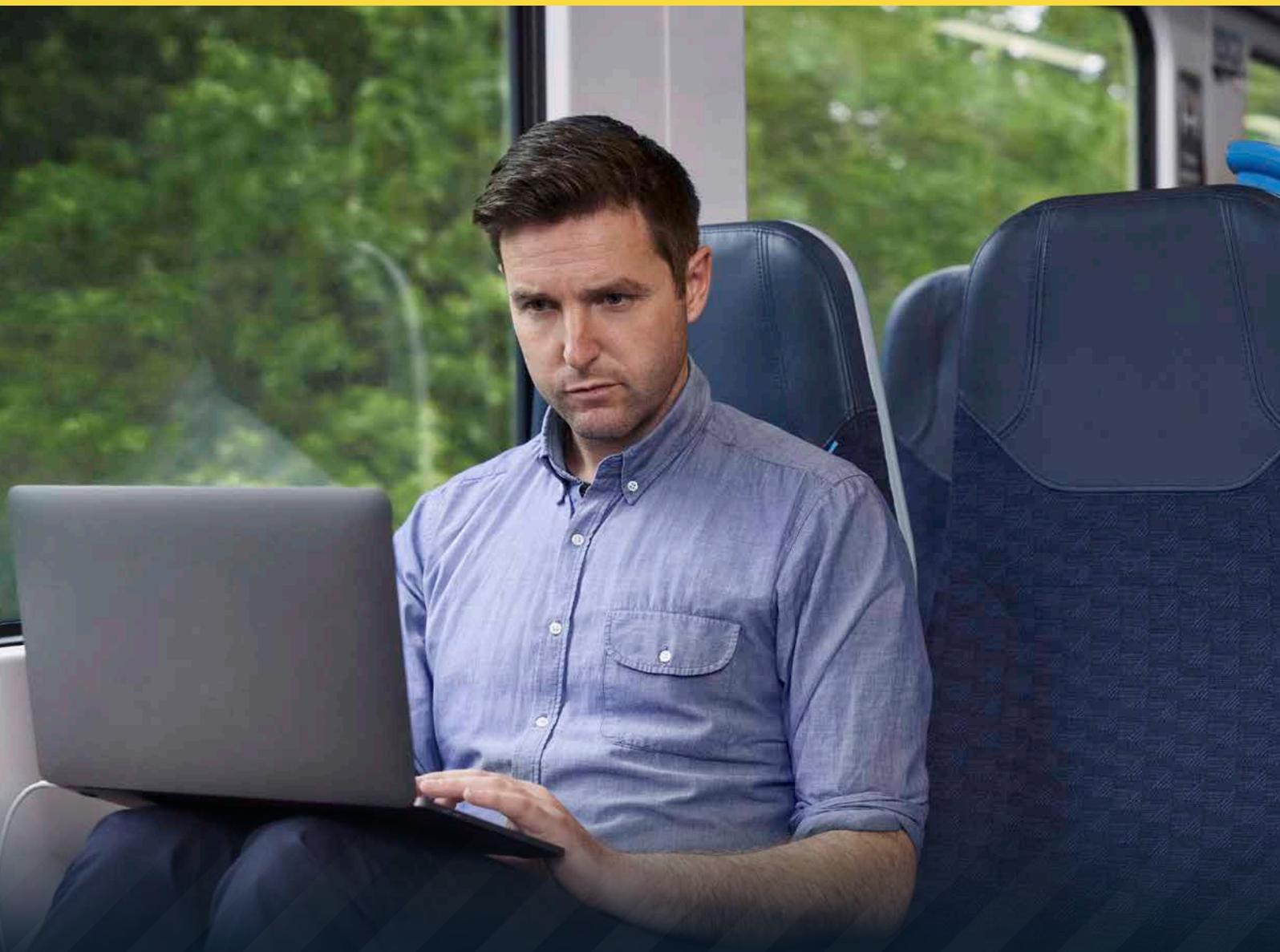
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