

LONDON

Business Matters

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Sustainability jargon
made easy

National Sports Centre
– brokedown palace?

Terry Jervis – shooting for
the stars

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Letter from the editor

In advance of Black History month this October, Reginald Maynor profiles Terry Jervis and his media and business success on pages 12 and 13. Jervis is a supporter of the National Windrush Museum and the museum's chair and founder, Dr Les Johnson, will be hosting an event at LCCI at a future date to give an audience of young entrepreneurs the benefit of the experience of business people from the Windrush community.

London is served by four great airports and all feature in our section on Connected, Liveable London. All have a story to tell but in the case of Heathrow, the lead narrator will be Thomas Woldbye as John Holland-Kaye, in charge there since 2014, will be stepping down at the end of this year.

Low-down

Don't know your carbon neutral from your net zero? Can't cope with your Scopes 1,2 and 3? If so, turn to page 44 where Mark Jenkinson gives *London Business Matters* readers the low-down on everything you need to know about sustainability but were afraid to ask.

Spotlight

Africa features in the international section (p 29) with pieces on sustainable business and artificial intelligence in the continent. Moldova is put under the spotlight (p 32) in an article which reveals the country is home both to Europe's first E-Park and the world's largest underground wine cellar.

Moldova is put under the spotlight (p 32) in an article which reveals the country is home both to Europe's first E-Park and the world's largest underground wine cellar.

”

Sporting achievements

Sport and business go hand in hand and, as pointed out in the Big Read on page 56, play a huge role in the community too. The focus of that article is on the National Sports Centre in Crystal Palace but this issue of *LBM* also covers sporting events at the London Stadium (p 15), the City (p 17), the Oval (p 72) and Lingfield Park (p 77). Copy deadlines were too early to publish pictures of the Lionesses' homecoming after producing a great performance achieving second place at the Fifa women's world cup in Australia and New Zealand. It is surely the case that the England women's football team have achieved an enormous amount for sport, the community and business. *LBM* salutes them!

Peter Bishop

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LONDON CHAMBER
COMMERCE AND INDUSTRY

CONNECT. CHAMPION. SUPPORT.

Official Publication of
London Chamber of Commerce

33 Queen Street, London EC4R 1AP

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www.londonchamber.co.uk

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



Crosby Associates Media Limited

634 Birchwood Boulevard

Birchwood, WA3 7QU

Tel: 0330 124 3780

www.crosbyassociates.co.uk

ISSN 1469-5162(Print)

ISSN 2051-9524(Online)

PUBLISHING CONTACTS

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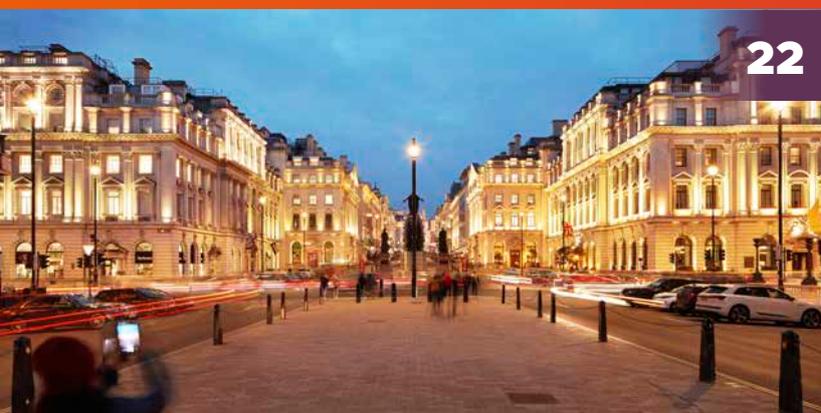
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Small shops need protection

LCCI has called for the viability of local shops to be considered in the government's plans to reduce food prices

The chamber is supportive about reducing food prices and has been active in supporting the government's Help for Households campaign to ensure businesses and the public sector work together to support households during the cost of living crisis.

Concerns

However, in a letter to the Chancellor of The Exchequer, Jeremy Hunt MP, LCCI expressed concerns that agreements reached between the government and large-scale retailers, such as supermarkets, could bypass locally-owned shops, which are critical in bringing communities together and often lack the finances

necessary to weather high supply chain costs.

According to the House of Commons Library, there were 5.5 million private sector businesses in the UK in 2022, compared to 5.9 million in 2020, a fall of 6.8 per cent. This is only the second year-on-year fall in the number of private sector businesses in the UK since comparable records began in 2000 – the other was between 2017 and 2018, when the number of businesses fell by 0.5 per cent.



Recovery

Many locally-owned shops have struggled to compete with 'one-stop-shop' retail centres and supermarkets and have been left out of important debates on energy support and post-pandemic recovery, suffering as a consequence.

Therefore, any decision made to lower food prices must include the voices of local shops vital to the communities they serve. Local shops encourage community spirit, create desirable high streets and serve deprived and

disconnected communities who often cannot afford additional costs of transport to larger retail centres and supermarkets.

Important role

James Watkins, LCCI head of policy commented: "Locally owned-shops – from convenience stores to butchers, DIY centres and grocers – play an important role in serving local people and creating desirable communities for residents and visitors alike. Shops suffered throughout the dual blows of pandemic lockdowns and the rapid rise in energy prices and have little working capital to withstand increases in food prices which may drive away customers."

Affordable finance

Reacting to the Bank of England's August decision to raise the base rate of interest to 5.25 per cent, LCCI chief executive Richard Burge commented: "As interest rates continue to rise, the government must reconsider the support it currently provides to SMEs, particularly regarding energy bills which will only

increase further as the winter months draw closer.

Working capital

"The government and the Mayor of London must also work with lenders to ensure affordable finance can still be provided to SMEs across the capital so that firms have access to working capital to help them mitigate costs."



Campaigning for the arts

LCCI has launched a campaign to stop further arts funding cuts in London

There is a clear need for London to have a thriving, diverse and creative arts scene which is so

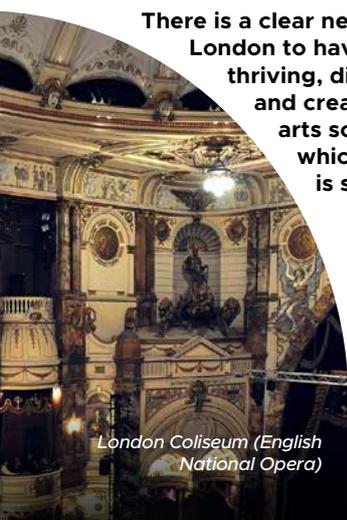
critical for the capital's economy and for bringing communities together. According to the Greater London Authority, the creative economy is estimated to provide one in six jobs in London and the creative industries generate around £47 billion for the London economy. Moreover, it is estimated that by 2030 there will be ten million people living in London which will only increase

demand for the arts.

Cultural offer

Funding cuts affect London both directly and indirectly; international talent leaves London, while domestic talent does not have opportunities to develop, meaning a reduction in homegrown shows and exhibitions and a lower likelihood of international creatives coming to London to tour and work.

As our capital and a global city, London serves as the cultural gateway to the rest of the UK for international visitors; therefore any cuts to arts funding are damaging not just for London but for the whole of the UK. By harming the capital's cultural offer, we also harm the levelling up agenda for further investment in the nations and regions that make up the United Kingdom.



London Coliseum (English National Opera)



Courting success

Commenting on the publication of the All England Lawn Tennis Club's (AELTC) economic impact report on the Wimbledon Championships, LCCI chief executive Richard Burge said that it showed what was known to be true – that they “play a huge role in London’s economy and footfall associated with the period contributes positively to businesses across London.”

He added that visitors from across the country and world “create booming trade for businesses in Merton and Wandsworth, making use of the area’s hotels, restaurants and bars, resulting in as much as three-fold increases in takings for businesses during the Championships compared to a typical trading week.”



Thriving London

Economic activity surrounding Wimbledon reached £368 million in 2022, of which £222 million worth of sales and spending occurred in London. The Championships give an opportunity to show a thriving London to a global audience of millions, further increasing the attractiveness of our city to domestic and international visitors.

During the world-renowned tennis tournament, Burge visited neighbouring Wimbledon Village to speak to local businesses about its economic and social impact. He was joined by Ulrika Högberg, head of community strategy at AELTC, Diana Sterck, chief executive of Merton Chamber, Adrian Mills, chair of Wimbledon Business Village, and Merton Councillor Max Austin.

www.wimbledon.com



Investing in pensions for under 18s

Illustrated by Görkem Gökyiğit, Chartered Financial Planner at Lubbock Fine Wealth Management.



38,000 families in the UK are already contributing to pensions for their under-18 children, pouring £67.5m into their pension pots last year alone. Over the last three years there’s been a significant increase of 36% from 25,000 to 34,000 between 2018/19 and 2019/20.

More families are taking advantage of attractive tax reliefs to start building wealth for their children. Starting early allows them to take full advantage of the power of compounding returns.

How does it work?

Families who contribute just £240 per month net into a pension from their child’s birth could give them a pension pot of over £100,000 by the time they are 18. This assumes an annual growth of 5% and considers received tax relief. Without having to contribute a single pound more after the age of 18, 40 further years of compounding at 5% would give them more than £720,000 by the age of 58.

One of the best things a parent can do for their child is to start a pension for them as soon as possible, if they can afford it. They can have a large part of their retirement sorted by the time they turn 18.

What’s the difference between a pension and a Junior ISA?

Pension tax relief can provide

far better returns than Junior ISAs for the same contributions for under 18s. Contributing £240 per month to a Junior ISA from birth with 5% annual growth results in a pot of just £81,000 by the age of 18 – £20,000 less than with a pension due to the tax relief that is on offer for pension contributions.

Pensions have the added benefit of not being accessible to the beneficiary until retirement, rather than at the age of 18 as with a Junior ISA. For parents who fear that their children might spend a sudden windfall unwisely at such a young age, pensions can provide added reassurance.

Contributing to a pension is an increasingly popular choice for grandparents who want to give money to their grandchildren when their Junior ISA allowance has already been filled by their parents.

How can we help?

By starting early, making use of compounding, and taking advantage of tax reliefs, families can set their children on a path to financial security from a young age. If you would like to get started and want to find out more, please get in touch with Chartered Financial Planner, Görkem Gökyiğit (gorkemgokyigit@lfwm.co.uk).

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Ask the Expert

Michael Pope, Solicitor at Grant Saw Solicitors LLP, looks at shareholders' agreements – what they are, why you would need one, what should be included, what happens if a shareholder wishes to amend an agreement, what to do if there is a breach, who should sign the agreement and tag-along and drag-along rights.

1. What is a shareholders' agreement?

A shareholders' agreement is a legally binding document that outlines the rights and responsibilities of shareholders in a company. It typically covers issues such as ownership percentages, decision-making processes, dividend distribution, dispute resolution, and transfer of shares. The agreement helps maintain clarity, protect shareholders' interests, and govern the relationship between shareholders to ensure a smooth operation of the company.

It typically covers issues such as ownership percentages, decision-making processes, dividend distribution, dispute resolution, and transfer of shares. The agreement helps maintain clarity, protect shareholders' interests, and govern the relationship between shareholders to ensure a smooth operation of the company.

2. Why do I need a shareholders' agreement?

A shareholders' agreement is extremely important for the protection of the interests of all parties involved in the ownership of the company. It clarifies shareholders' rights and obligations, outlines decision-making processes, and addresses potential disputes. By establishing rules for ownership transfer, dividend distribution, and confidentiality, it ensures a smooth operation of the business. The agreement helps prevent conflicts, provides a clear framework for resolving disputes, and maintains a cohesive vision among shareholders, fostering a stable and successful business environment.

3. What should a shareholders' agreement include?

A comprehensive shareholders' agreement should cover aspects such as shareholders' rights and responsibilities, ownership percentages, decision-making procedures, dividend policies, dispute resolution mechanisms, restrictions on share transfers, confidentiality clauses, and the management of the company. It should also address matters related to board representation, exit strategies, non-compete provisions, and the procedures to amend the agreement. A well-drafted agreement ensures clarity, safeguards interests, and facilitates smooth collaboration among shareholders.

4. What happens if the shareholders want to amend the agreement?

If shareholders wish to amend the

shareholders' agreement, they must follow the procedures outlined in the existing agreement. Typically, this involves written consent from a specified majority of shareholders, often requiring a majority vote. Once the required approval is obtained, the amendment becomes effective and legally binding.

The updated agreement will then govern the rights and obligations of the shareholders, reflecting the changes made and ensuring continued clarity and adherence to the new terms.

5. What happens if there is a breach of the shareholders' agreement?

If there is a breach of the shareholders' agreement, the affected party may seek legal advice. The non-breaching party can file a claim to enforce the agreement's terms and claim damages. Remedies may include specific performance, where the Court orders the breaching party to fulfil their obligations, or compensation for any losses incurred. In some cases, the agreement may also include provisions for alternative dispute resolution, such as mediation or arbitration, to resolve the breach amicably.

6. Who should sign the shareholders' agreement?

All shareholders of the company should sign the shareholders' agreement. This includes both existing shareholders when the agreement is created and any future shareholders who acquire ownership in the company. Signing the agreement ensures that all parties are bound by its terms and conditions, fostering a cohesive and legally binding framework for the business.

7. What are tag-along and drag-along rights?

Tag-along rights give minority shareholders the option to join in on a sale of a significant portion of the company's shares, allowing them to sell their shares on the same terms. Drag-along rights enable majority shareholders to force minority shareholders to sell their shares along with them during a sale to a third party.

For more information, email michael.pope@grantsaw.co.uk or contact the team on 020 8858 6971.



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Housing in London

Earlier this summer LCCI responded to PM Rishi Sunak's criticism of the announcement of a new review of the London Plan to help build tens of thousands of new homes in the capital.

Crucial

Chief executive Richard Burge said: "Business confidence and expectations have just started to pick up and London is looking forward to a profitable 2024 despite the economic burdens. Rail strikes, skills shortages, high inflation and supply chain pressures have suppressed prosperity and growth. Taking away crucial industrial land which would create jobs and boost the attractiveness of London boroughs could shatter the ambition, resilience and determination of the London business community – a move that comes at the least appropriate time.

Prosperity

"The London business community fully supports the well-being of Londoners by ensuring they are able to support families under a solid roof at affordable prices. However, not having a solid business economy would ultimately affect the growth and prosperity of the same families. Industrial and employment use land, which is so vital to powering the capitals prosperity, cannot be sacrificed haphazardly."

Burge said that it was time for Rishi Sunak and Sadiq Khan to get around the table.

"London contributes over 20 per cent of Britain's GDP.

The needs of London should not be seen to be the victim of party politics."



Hillingdon hustings

Following the decision of Boris Johnson to resign as a London MP, the Hillingdon Chamber of Commerce and LCCI came together to host the first hustings in the Uxbridge and South Ruislip by-election at Brunel University London.

In a debate moderated by Rob Powell of Sky News, the audience heard views from Conservative candidate Steve Tuckwell, Sarah Green from the Greens, the Labour Party's Danny Beales and Liberal Democrat Blaise Baquiche on key issues including the expansion

of ULEZ – the Ultra Low Emission Zone.

Conservative hold

At the event, Labour candidate Danny Beales spoke out against ULEZ expansion to

Uxbridge and the outer boroughs in London

– going against Labour London Mayor Sadiq Khan – saying that "it's not the right time to extend the ULEZ scheme to outer London."

In the vote at the end of July, the Conservatives retained the seat with Tuckwell a few hundred votes ahead of the Labour candidate.



Digital strategies: a roadmap for the future or a road to nowhere?

In March 2020 the use of digital technology in the workplace changed overnight. It wasn't planned, it just happened. Now, businesses of all sectors are turning to a digital strategy as the initiator for digital transformation, but is it a help or hindrance to change?



Earlier this year JISC, the UK digital, data and technology agency focused on tertiary education, research and innovation published a report on how UK universities are approaching digital strategy differently following the pandemic saying 'some are creating specific digital transformation strategies, while others are incorporating digital across existing strategies'. A key theme is how institutions are trying to build on the very abrupt changes brought about by the pandemic in a more strategic and fully embedded way.

A further recurring theme across the sector is the link between strategy and transformation; maximising the use of digital technologies being something every institution aspires to achieve. In fact, this concept is so ingrained that there are degree programmes in digital transformation, and institutes dedicated to research and impact in this area.

Such initiatives can also draw scepticism; how many digital strategies actually provide a detailed plan for transformation? How many bear any resemblance to what is happening on the ground? How many

strategy roadmaps reflect realistic implementation timelines, which are adhered to? How many staff can articulate their institution's digital strategy?

Moreover, the glacial approach to change is creeping back - I'm regularly told by clients and former colleagues that their digital initiatives are absolutely going to happen once they progress through the multifarious committees, boards and working groups.

I work largely with universities and know that almost all have a nicely presented pdf strategy sitting on a website for anyone to read - and I know it's the same for most businesses. But for me, a digital strategy needs to be an active and urgent plan, rather than a vague aspiration. If the only output of a digital strategy is a shiny document on the website, then there is no point having one.

The unique situation and urgency of the Covid-19 pandemic gave all organisations a simple central goal: to enable staff to work remotely but keep delivering - serving clients, researching, analysing, whatever

operation a business needed to function. At the same time, the constraints presented meant staff were enabled and empowered to do so using any means necessary, hence a significant shift in digital working practices. That said, the fact that rapid transformation took place during the pandemic does not mean that 'unplanned' or 'unstrategic' change is the solution.

How do we reconcile the need for rapid transformation with the need for change to be well planned and executed?

A good digital strategy lays out a clear roadmap for transformation, balancing urgency with innovation and autonomy; be realistic about where you are, understanding what the situation on the ground really is and what resources are needed to make positive use of digital technology.

There will always be barriers and complications when it comes to digital transformation, but ensuring a strategy accounts for flexibility means organisations can continue on their journey.

To find out more about digital strategies, digital transformation and the future of work, get in touch with Waterstons at info@waterstons.com or visit www.waterstons.com



By Stan Neal, Senior Business Consultant

Support for SMEs in the Square Mile

I Paul Singh on what's on offer from the City of London Corporation

“As policy lead for SMEs for the City of London Corporation (COLC), I am working to review our approach to supporting our SMEs in the Square Mile to create an even more powerful ecosystem for business. The City is an incredible place to do business and the City Corporation has a huge role to play in supporting SMEs and creating a pro-business ecosystem. I have been out regularly meeting City business owners and workers over the last year and am keen to talk to many more.

Ecosystem

We already offer powerful support for businesses, and I have been working with various internal and external organisations to help guide the vision. The Small Business, Research and Enterprise Centre (SBREC), which has been offering advice, support and a flexible workspace for businesses for years, has now successfully moved to its new and more accessible location on the east of the Guildhall complex at 80 Basinghall Street. I will be officially cutting the ribbon at its launch towards the end of the year.



Paul Singh

The COLC also have the Samuel Wilson's Loan Trust which offers business loans of up to £50,000 to young people for establishing and developing new businesses; Heart of the City, which is a free service that makes it easy for leaders to kickstart their responsible and sustainable business journeys; and various services offered by the City of London Police including Cyber Griffin which is a range of services that support businesses and individuals from cybercrime. This is on top of working closely with Destination City and other collaborative organisations such as the Business Improvement Districts and, of course, the City of London Chamber.

Business events in the City

As well as all the regular business events held by SBREC, a Meet the Buyer event is planned for 21st September 2023 where growth-oriented and innovative suppliers from various industries will be brought together with buyers and procurement teams from large organisations. The buyers will share information on upcoming business

opportunities within the organisation and hear business pitches from potential London-based suppliers.

The Lord Mayor's Dragon Awards which celebrate excellence in social impact both within Greater London, and nationally for the Lord Mayor's Special Award category, will be held at Mansion House towards the end of the year, as will City Giving Day. The latter initiative enables City companies and employees to celebrate and showcase their philanthropic and volunteering achievements and encourage others to get involved. This will be held on 26th September 2023.

Outside of the above, one of the initiatives I am planning to trial is City free advice networking breakfasts in collaboration with City-based organisations. These will be monthly early morning events at the new SBREC where businesses come to network, knowledge share and obtain free, relevant and practical advice from expert speakers on a range of topics.

Life sciences

For any businesses interested in the booming life sciences sector, a London-based SME, EEDN Ltd, recently collaborated with other real estate heavyweights to launch Constructing Science in July this year in the Mansion House

with a galvanising intro from the incoming Lord Mayor (subject to election) and business owner, Professor Michael Mainelli.

Three hundred guests including Prem Goyal, chair of the City of London Chamber, and other City businesses turned up to discover the benefits of the free dynamic model and building guidance – essential with the high demand for lab space, which is set to grow as the government commits to a £650 million support package Life Sci for Growth for the life sciences sector. ”

www.cityoflondon.gov.uk
www.theheartofthecity.com
www.cybergriffin.police.uk
www.dragonawards.org.uk
www.constructingscience.com

If you have suggestions on further support for SMEs, contact Paul Singh at paul.singh@cityoflondon.gov.uk



Paul Singh with Alderman Prem Goyal, chair of City of London Chamber committee

London businesses weather economic storm

Results from the LCCI quarterly economic survey reveal London businesses continue to weather the storm in face of immense cost pressures and inflation

Capital 500 surveyed a total of 510 London business leaders in April and May and discovered an encouraging rise in domestic demand for London businesses in Q2, with the balance for orders increasing for the first time in five quarters.

The second quarter of 2023 saw an improvement in domestic sales for London businesses. A quarter of

companies in the capital said sales had risen in Q2, up slightly from Q1.

Positive

Thirty-nine per cent of London businesses expect their profitability and turnover to improve in the next 12 months. Cashflow also saw a positive development with 22 per cent of firms reporting an increase over the last quarter, up from 19 per cent in the first quarter.

However, London businesses are more likely to hold a negative view of the UK's prospects with 44 per cent predicting that the country's economic growth will worsen. More than two-thirds of London companies said their energy costs rose in Q2 2023 compared to the previous three months.

Drive

Reacting to the findings, LCCI

chief executive Richard Burge said that they demonstrated the resilience and entrepreneurial drive of the London business community despite economic headwinds. He noted the uptick in business confidence and added: “With stronger government support, London could lead the national economic recovery. Stubborn inflation figures require supply side measures to keep up the recovery momentum.”



Pride in London

Organisers estimated about 30,000 participants from across 600 organisations took part in this year's pride parade which is described as "a home for every part of London's LGBT+ community."

The procession started at Hyde Park Corner, wound its

way through the streets of Westminster and finished at Whitehall Place.

A number of stages hosted performances from LGBTQ+ acts as part of the celebrations. The one pictured is in Leicester Square.

www.prideinlondon.org

Out and proud

Over 100 portraits of LGBTQ+ people, accompanied by their accounts of being 'out and proud' in their working environment, were featured in an outdoor exhibition in the City of London Corporation's Guildhall Yard earlier this summer.

Photographer Fiona Freund's *CorporateQueer* gave a personal insight into the lives of professional people who want to celebrate their own 'queerness', and how they are supported by their allies.

At the heart of the exhibition lay the question: "how do you hold down a demanding

60% of LGBTQ+ people in the UK felt the need to hide their identity at work.

job in the UK's corporate world and balance that part of your life with how you identify?"

The exhibition was part of the City Corporation's flagship Destination City programme, which sets out a vision for the Square Mile to become a world-leading leisure destination for UK and global visitors, workers and residents to enjoy.

www.cityoflondon.gov.uk



SPONSORED COLUMN

Wynne-Jones offers expert advice for the metaverse

by Liam Peters, Trade Mark Attorney at Wynne-Jones IP



Developments in technology often create risks for brand owners, and the metaverse will be no exception. In a similar way to the development of online marketplaces, the metaverse will provide a new means though which rights can be infringed. The unscrupulous could set up shop selling counterfeit virtual goods for their own gain. Avatars could be walking the streets in worlds such as Second Life, wearing goods that have been sold to them without permission from the IP owner.

This type of thing can be a difficult battle in the real-world and the virtual world of the metaverse creates more questions, some of which are yet to be tested and it may take some time before we see the full extent. It's now even more important, to make sure your IP provides protection in both worlds. Trade marks provide the ability to stop unauthorised use, but a mark protected across Europe may not prevent it being used by a business in China for virtual goods and sold to an avatar operating in the metaverse from the United States. Under the current law, the European marks could only be used to stop unauthorised use targeted at consumers in Europe.

Existing trade mark protection may be robust enough for goods and services in the real world, but it's possible that it won't prove as tough in

the metaverse which is why brand owners are looking to future proof their IP. When super brand Nike teamed up with gaming platform Roblox, they were savvy enough to obtain new trade marks for the Nike name, the swoosh logo and the name Nikeland that specifically covered virtual goods and services.

Thought should also be given to the terms of any license agreement: does the licensee have rights to operate in the metaverse or only the real world? Nike's trade mark protection ensured that Roblox required a license to use the brand within the platform and the agreement resulted in a significant win for both companies.

As the metaverse continues to grow and develop it's important that brand owners be proactive in ensuring their portfolio is adequately protected and that they monitor the metaverse for unauthorised use. This approach will allow for early identification of infringement and help to minimise long term damage.

The metaverse is exciting, but it's also risky... so expert advice for this brave new world is essential!

Liam Peters
Trade Mark Attorney
Wynne-Jones IP
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SHADOW WORKS
STARRSHIP

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Shaping the future of business and culture

In advance of Black History month this October, *Reginald Maynor* profiles Terry Jervis, a legend in the world of media and business

Space is the business of everyone who has a mobile phone or uses a computer. Our modern economy, from banking, manufacturing and logistics to goods and services, couldn't function without it. Our best hope of looking after planet Earth and our global resources is best monitored from outer space. It also provides great opportunities for business growth for all sizes of company.

Indomitable

In the dynamic world of entertainment, innovation and business leadership, few figures have left a mark as indelible as Terry Jervis. With a career spanning over four decades, Jervis has made an indomitable impact in media, merchandising and management.

Jervis is a former BBC executive who started in news and current affairs and

later went on to become an international producer and director of entertainment. He has advised and worked with the UK government, Rolls-Royce, Royal Air Force, Marvel, Motown, Def Jam, Sony, Trace TV, Sky, Universal, Warner's, Shell, Lego, Lloyds Bank, Buckingham Palace and a range of diverse businesses.

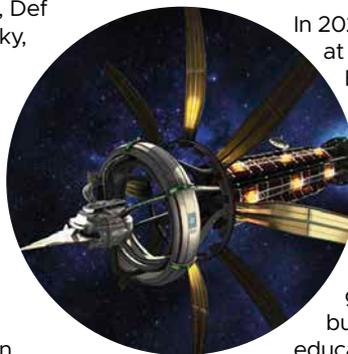
He has made media history with specials featuring Quincy Jones, Elton John, Diana Ross, Will Smith, Michael Jackson, Queen, Richard, Venus and Serena Williams, Bob Marley, Sting, Stevie Wonder and many more. His shows have pulled in an audience of over 4.5 billion

worldwide and include World Environment Day, Olympics, Millennium Day Broadcast, The Queen's Jubilee, Top Gear and The Real McCoy.

In 2022, Jervis was honoured at the inaugural LCCI Black Excellence Awards with a lifetime achievement award. This recognition underscores his pivotal role in shaping global culture, business, and education.

Charting a new course to the stars

In 2018, collaborating with the Royal Air Force, Jervis envisioned the future of space travel, climate and Earth monitoring and defence. His brainchild, the STARRSHIP H.O.P.E. (Human Outer Planetary Explorer), marked a



Terry Jervis with JB (boy band JLS), Air Commodore David Case (RAF rtd), Dame Floella Benjamin, RAFM Director General Air Vice Marshall Peter Dye (RAF rtd) and singer Maxi Priest at the launch of Pilots of the Caribbean Exhibition.

Images@ JEM Ltd

revolutionary endeavour. Partnering with engineering industry giant Rolls-Royce, Jervis harnessed technology pivotal for Moon bases, manned missions to Mars, technology innovation, space mining and habitat.

The STARRSHIP, with its double 'R', was a unique branding coup and, along with specialist input from the RAF and Rolls-Royce Shadow Works, it attracted young women to space and engineering, winning the prestigious Women in Defence Award in 2019. This audacious project captivated the imagination of diverse young minds, creating a lasting impact as part of the RAF centenary celebrations.

Partnering with Rolls-Royce

Dave Gordon, senior vice president, UK business development at Rolls-Royce, commented: "For over a century we've been pioneering cutting-edge technologies enabling us to develop complex power and propulsion solutions to meet our planet's vital power needs. Our products enable our customers to connect people, societies, cultures and economies together and enable governments to equip their humanitarian services and armed forces with the power required to protect their citizens.

"The StaRRship project was conceived as a vehicle to celebrate the first 100 years of the RAF, bringing to life the important role the service plays in defending our way of life, and gave a glimpse into how they would continue to be a force for good in the future.

"And, in speaking with Terry and the RAF senior leadership team, we also identified a common interest in developing creative solutions for space. It became a fantastic engagement tool enabling us to reach out to millions of young people

and gave them not just an inspirational view into the future of space travel but also the vital role science and technology plays in shaping our world and our humanity.

And it also formed the genesis for our microreactor in space project."

Soon after Jervis's future vision for the RAF in the next 100 years with project StaRRship, the airforce created Space Command.



Courage and change

Beyond his groundbreaking ventures, Jervis's love for history is evident in his work. He has curated the evolution of Rolls-Royce, paying tribute to their WWII roots. He masterminded the exhibition Pilots of the Caribbean at the RAF Museum, showcasing the remarkable contributions of diverse aircrews, including the unsung heroes who piloted legendary aircraft like the Spitfire and North American P51 Mustang (Tuskegee Airmen) – with the iconic Rolls-Royce Merlin engine. Jervis has created collectible coins and figurines from this exhibition, made by the Royal Medallist to the late Her Majesty The Queen, which will support the RAF Benevolent Fund and the National Windrush Museum STEM fund, creating a lasting legacy.

Reginald Maynor is director of Luster International.

In 2022, Terry Jervis was honoured at the inaugural LCCI Black Excellence celebrations with a lifetime achievement award

www.jervismedia.com



JEM x StaRRship

SPONSORED COLUMN



Ensuring a smooth start: the top 5 pitfalls in new employee onboarding

by Alex Kiernan

Hiring a new employee is a significant investment for any company. It comes with the anticipation of fresh perspectives, skills, and energy that can potentially steer the organisation towards success.

However, even with the best intentions, many organisations inadvertently make mistakes during the onboarding process that can impact the new hire's productivity and overall morale. Having specialised in employment law for many years now, I have seen my fair share of bad decision-making by employers when new employees enter the fold.

Here are five common missteps to avoid when integrating new employees into your team.

1. Failing to undertake basic checks

It's fundamental yet often overlooked. Always secure satisfactory references and verify all claims made in a job application, such as qualifications. This proactive approach can spare you future hassles and expenses.

2. Overlooking right to work checks

Ensuring an employee's right to work in the UK is crucial. In 2024, fines for illegal employment will soar, potentially reaching £60,000 per employee. Confirming this right is often as straightforward as checking the employee's passport. Neglecting this step can result in hefty fines.

3. Failing to confirm contractual terms

Legally, employers must provide new employees and workers with a written statement of the principal terms of employment on the very first day. Beyond fulfilling this obligation, it's vital that

employers to establish and agree on these terms to safeguard the interests of the business. Always obtain and keep a signed copy from the employee, ensuring both parties are on the same page.

4. Failing to proactively manage, or utilise a probationary period

Often new employees will be placed on a "probationary period" lasting three to six months. This period isn't just a formality but a crucial phase in which to assess the employee's suitability. However, many employers don't provide structured feedback during this phase. Without proper evaluation, addressing performance issues later becomes trickier and may even lead to legal disputes.

5. Misunderstanding new employees' legal rights

A misconception that's gained traction is that employees with less than two years of service can be dismissed without repercussions. It's true that only those with at least two years under their belt can make an "ordinary unfair dismissal" claim. However, this is merely one facet of employment law. New employees may have fewer claim options, but they are still protected under various laws, including those against discrimination, whistleblowing, and breach of contract.

Recognising and avoiding these hiring pitfalls is just the beginning. As specialists in employment law, we're dedicated to ensuring employers are well-equipped, compliant, and confident in their onboarding practices.

For advice on your new employee procedures contact Alex Kiernan at Thomas Mansfield Solicitors on **020 7377 2829** or email alex.kiernan@thomasmansfield.com.

To speak to us about your employment issues, please contact Alex Kiernan on **020 7377 2829** or email alex.kiernan@thomasmansfield.com.

Thomas Mansfield
Employment Law

Balancing priorities

The expansion of ULEZ has dominated summer headlines and LCCI has consistently argued for a reasonable balance between the benefits of clean air for Londoners and the challenges ULEZ will bring for small businesses and residents of outer London boroughs. LCCI has also responded to significant government announcements on international trade and housing, as well as voicing its support for the expansion of Gatwick Airport.

Third of London businesses say Ulez expansion will have negative impact on workers

London Chamber of Commerce and Industry finds feeling particularly strong in outer London, which comes under zone next month

ULEZ expansion

At an election hustings organised by LCCI and the Hillingdon Chamber – see page 8 – Uxbridge and South Ruislip by-election candidates spoke on key issues including ULEZ expansion. Comments made by Labour candidate Danny Beales, who called for expansion to be delayed, were reported in *Sky News*, *The Telegraph*, *The Independent* and the *New Statesman*.

Is Labour's Uxbridge by-election campaign in trouble?

Party officials have warned that Sadiq Khan's Ultra Low Emission Zone is damaging Labour's chances in Boris Johnson's former seat.

By Rachel Wearmouth

In July, LCCI published figures which showed that one third of London businesses were concerned about the effect of ULEZ expansion on their employees, a statistic which generated a standalone piece in *The Telegraph*. The article featured comments from LCCI chief executive Richard Burge who emphasised that "London's workers deserve the same consideration as London's businesses."

TUESDAY 20 JUNE 2023 7:05 PM

Badenoch slammed for ignoring Brexit realities and telling UK firms global trade 'isn't too tough'

After the High Court ruled ULEZ lawful at the end of July, Burge acknowledged that "a green and global city like London cannot thrive in poor quality air" in the *Evening Standard* but reiterated his concerns over the impact of ULEZ expansion on businesses and employees.

Government accountability

In June, Business and International Trade Secretary Kemi Badenoch stated that trading internationally "isn't too tough", comments which LCCI strongly rebuked. In *City AM*, James Watkins, head of policy and public impact, asserted that "since the onset of the pandemic, British businesses have faced the most challenging economic headwinds in a generation", and called on Badenoch to "work constructively with our members."

Following Michael Gove's announcement that the government plans to create a 'Docklands 2.0' in East London which would include new affordable housing, LCCI emphasised that this must not come at the expense of businesses. In comments which were featured in *City AM*, Richard Burge warned against prioritising housing over the economy, saying "in a global city, economically important sites must not be overlooked or London's economy will suffer."

Families struggle with rising cost of summer childcare

© 28 July

The London Chamber of Commerce and Industry told the BBC there was an impact on business caused by the affordability of childcare.

James Watkins, its head of policy and public impact, said: "Parents are finding it hard to keep up with their jobs as they now need to juggle work and home simultaneously", adding that there needed to be more "flexible working options and greater financial support".

He said the government "must provide support to London families - that would not just prevent burnout but also boost productivity".

In a *BBC News* article reporting that parents in London were struggling to afford childcare during the summer, which had knock-on effects on their careers and wellbeing, James Watkins emphasised that "the government must provide support to London families" to "prevent burnout (and) also boost productivity."

Spotlight on London

Ahead of the Wimbledon Tennis Championships, Sheffield Hallam University and the All England Lawn Tennis Club (AELTC), organisers of the Championships, published a report which found Wimbledon delivers a £200 million boost to London's economy each year. The *Evening Standard* covered the findings alongside a comment from Richard Burge who credited the Championships with playing "a huge role in London's economy."

After the Australian state of Victoria stepped back from hosting the 2026 Commonwealth Games, Richard Burge identified London's proficiency, diversity and green credentials as reasons why it would be a suitable host city in *City AM*.

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London's economy

The results from LCCI's Q2 2023 Capital 500 survey – see page 10 – were covered exclusively by *City AM*, which led with the headline finding that London business confidence and performance improved in the second quarter.

MONDAY 03 JULY 2023 6:00 AM

Exclusive: London businesses shake off UK economic doom and gloom

London businesses are shaking off all the doom and gloom swirling around the UK economy and are poised to power the country's recovery, exclusive research shared with *City AM* has found.

The capital's firms are standing up to rising costs and shaky consumer demand, but are still alive to inflationary threats, according to the London Chamber of Commerce and Industry's (LCCI) latest Capital 500 survey.

Following the unexpected announcement of £50 million in cuts by the Arts Council in November 2022, LCCI launched a campaign against further cuts to arts funding in London. Richard Burge spoke about the campaign in more detail on *BBC Radio London* and urged the Department for Media, Culture and Sport to work with the Arts Council to prevent funding cuts and provide a much needed boost to London's creative economy.





Diamonds are forever

July's London Athletics Diamond League Meet was billed as the biggest one-day event of its kind in the world. Held at the London Stadium in the Queen Elizabeth Olympic Park, it attracted a sell-out crowd of 50,000 people and featured the cream of world athletics including Brits Darnel Hughes, who broke the national record in the 200 metres, and Dina Asher-Smith, who ran a season's best in the 100 metres.

Impressive

The only disappointment from a British point of view was that Keely Hodgkinson was forced to pull out of the 800 metres having felt unwell in the warm-up. No worries, Jemma Reekie stepped up to win the race, holding off late surges from an impressive field.

Creative

Equally impressive was the development of the park and its environs since the glory days of the 2012 London Olympics. Walking to the stadium from the highly-efficient Stratford Station, spectators passed the East Bank, London's newest creative quarter featuring the V&A, Sadler's Wells, UCL and the London



College of Fashion, soon to be joined by new BBC studios.

www.queenelizabetholympicpark.co.uk

SPONSORED COLUMN

10 Reasons Why People Hate Thought Leadership

By Yogesh Shah, CEO, iResearch Services



Becoming a recognised thought leader can significantly boost your brand's identity. However, despite its potential, thought leadership often faces negative sentiment. The following list presents 10 reasons why people often don't like the term "thought leadership". As you refine your thought leadership strategy, these insights will help you to build an influential thought leader persona that resonates with your audience and cultivates a devoted and engaged following.

1. Lack of Originality or Innovation: A pivotal goal of thought leadership is inspiring with new and inventive ideas. Many who claim they are producing thought leadership merely recycle old concepts, leaving audiences unsatisfied.

2. Confusion between Content Marketing and Thought Leadership: While content marketing is broad, thought leadership, especially in B2B contexts, should focus on reshaping industry perspectives, not just promoting products. The two are linked, but not the same.

3. Mistaking Blogs for Thought Leadership: Blogs serve as idea incubators, but they fall short of being comprehensive thought leadership. Passing off blogs as prime thought leadership can disappoint due to limited depth and engagement.

4. Infrequent New Thought Leadership Content: In rapidly evolving industries, consistent new perspectives are essential. Providing sporadic insights turns people away; frequent creation is key.

5. Superficial Insights: True thought leadership demands depth. Offering mere surface-level ideas without profound analysis disappoints audiences, diminishing the practice's credibility.

6. Low-Quality Content: Subpar thought leadership, whether thin in substance or lacking presentation

finesse, harms the reputation of the entire field.

7. Talk without Unique Insight: Thought leadership centres on insights, not self-promotion. Distinguishing between personal ego and valuable work insights is crucial; excessive verbiage without novelty dampens appreciation.

8. Overreliance on Sales and Marketing: Thought leadership should originate from original insights, not self-serving promotion. Too much reliance on promotional content dilutes the essence of thought leadership.

9. Absence of Original Research: Thought leadership gains strength from original research and statistics. Neglecting this aspect tarnishes its reputation and relevance.

10. Inappropriate Channels for Dissemination: Thought leadership must be shared through suitable channels. Misaligned dissemination and mis-matched channels and content, like fintech insights on Instagram, for example, diminishes credibility.

In summary, impactful thought leadership hinges on data-driven marketing, catering to customer needs. Forge a genuine connection with your audience, backed by empathy and insight. Challenge norms and stay attuned to industry trends, providing valuable and innovative guidance on what matters to them. Prioritize substance and audience comprehension to firmly establish your thought leadership, cultivating brand loyalty and audience engagement.

Why not join iResearch Services on 12th October 2023, in London as we explore how to refine your thought leadership campaigns to cultivate a devoted and engaged following, at TLT - Thought Leadership For Tomorrow, Europe's premier B2B thought leadership event. Visit our website to secure your seat.

Thought Leadership for Tomorrow Event (iresearchservices.com)

iResearchTM
research to relationships

For thought leadership content ideas, visit www.iresearchservices.com

For enquiries, email thoughtleadership@iresearchservices.com



The Westminster

by Peter Bishop

Staying in town



It takes under two minutes to cycle from Westminster Abbey gardens – opposite the Houses of Parliament – to this splendid Hilton Curio collection hotel. I know this because I made the journey in July on a (non-electric) Santander bike after the LCCI's summer reception – see report and pictures on page 70.

The hotel's location is hard to beat, even by London standards, for interesting surroundings and places to visit. The crisp lines of the building are separated from the Thames by the spooky and imposing MI5 building on Millbank. Vauxhall Cross, home of MI6, is only slightly further down the river.

On the way lies Tate Britain – this autumn featuring Pre-Raphaelites and the Rosetti family (until 24 September) and Rhea Dillon's sculptures (until January 2024) alongside permanent works by JMW Turner, William Hogarth, David Hockney and Rachel Whiteread. If it's music you want, *Jazz in the Crypt*, the London Mozart Players, and a rare performance of Handel's opera *Tolomeo* are on offer at St John's Smith Square, a two-minute walk from the Westminster. Sport? The annual cricket festival is in nearby Vincent Square while the Oval is just over the river. I could go on ...

Panorama

If it's views you are after, you not only have a great panorama from the hotel gym on the top floor – it takes some of the pain out of exercise – and just down the road you have Westminster Cathedral's

campanile, nearly 300 feet high.

From my room, a cleverly designed, spacious



affair, I had a view one way of the splendid International Maritime Organisation HQ (the only United Nations specialist agency in the UK), and the chimneys of Battersea Power Station the other.

Uniqueness

The hotel is well aware of the uniqueness of its position and on various floors piques its guests'

interest with comments on the

locality. As well as tidbits

on espionage and the

Westminster bubble

we learn that

Millbank was home

to the world's first

modern prison – it

is now the Chelsea

College of Art and

Design – and that

part of the prison's

perimeter ditch

survives and is used

as a clothes-drying area for local residents!

My bike ride, short as it was, had created an appetite and I was eager to try out the hotel's STK Steakhouse. Naturally my companion and I had steaks (New York strips and fillet respectively), though vegetarian options on adjacent tables looked very tempting too.

The steaks were preceded by blue iceberg lettuce and yellow fin tuna for starters, and accompanied by truffle and parmesan French fries, wilted spinach and garlic, and a tomato

salad. We avoided the dangerously long list of tequilas on offer and went for a very drinkable Western Cape merlot. The dessert menu included hazelnut chocolate cake, cheesecake, warm chocolate chip cookie, and 'bag o' donut'. Despite encouragement from Kiefer and Momo, just two of the hotel's invariably helpful and charming staff members, we looked but resisted. Another time for sure.

Flair

The next morning after the kind of breakfast you would expect at a luxury hotel in one of the world's leading cities – the chef's made-to-order omelettes were particularly popular – there was time to look into the Bao Yum Café where the eponymous buns as well as soups, burger and salads were on offer. The café is on the ground floor beside the hotel's welcoming lobby with its slightly surreal display of bowler hats. I noticed too some of the event spaces, ideal for off-site meetings and away days.

It is clear that the recent multi-million-pound refurbishment was carried out with flair and consideration to create a unique and very special hotel. I only experienced one of its 464 rooms but certainly plan to sample more.

The Westminster

Curio – a collection by Hilton
30 John Islip Street, Westminster,
London SW1P 4DD
www.hotelwestminster.co.uk



London City Airport expansion plans

LCCI are among a number of business groups who have come out in support of London City Airport's expansion plans after Newham Council voted to oppose the airport's proposals to raise passenger numbers by extending flight hours.

Following the decision, LCCI chief executive Richard Burge told City AM of the chamber's support, highlighting that the new development would bring "further economic benefit to Newham borough," through indirect job creation and by



boosting local businesses in the airport's supply chain.

Global city

Burge added that London businesses in particular "need a strong UK aviation sector to support their growth, be that through enabling business travel or bringing visitors to the country. Aviation is vital in boosting both London and the UK's economy and is critical for cementing London's position as a premier global city in which to do business."

www.londoncityairport.com

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"There's a collective blind spot in the cybersecurity industry. We won't find the answer to cyber threats by strengthening our digital defences alone. What is required is an ability to connect all our employees to this threat. We have to harness our organisation culture too." --Sem Ponnambalam, Co-founder/CEO xahive

<https://vimeo.com/818620646>

For more info: contact sem@xahive.com



Taking part

LCCI sponsored two schools in Tower Hamlets to get a taste of the world's fastest growing sport this summer

At the Padel Tennis Festival in the grounds of the Tower Suites hotel, pupils from the Central Foundation Girls' and Boys' Schools were taught the rudiments of a game which combines elements of tennis, squash and badminton.

Witnessing the extended practice session overseen by professional coaches, Jon Pioli, community manager at the girls' school, was impressed with the set-up

and said that without sponsorship they wouldn't have been able to take part.



Dominions to determine own foreign policy

On 1 October 1923, the Imperial Conference opened in London. Its actual name was the Imperial Economic Conference although the major issue of the day was the right of the Dominions to determine their own foreign policy

The conference was attended by eight heads of state or government and chaired by Prime Minister Stanley Baldwin. Unlike previous conferences which had been held publicly, the 1923 conference proceedings took place *in camera* so that attendees could speak freely.

Significant events

There had recently been significant events that affected foreign policy between the British Empire and its Dominions. The Chanak Crisis in September 1922 had threatened war between Britain and the new Turkish Republic over Turkish attempts to banish the Greek armies from Turkey and restore Turkish rule in the Allied-occupied territories of Istanbul and the region bounded by present-day Bulgaria, Greece and European Turkey.

The British Cabinet released an official statement threatening to declare war on behalf of Britain and the Dominions. However, David Lloyd-George, Prime Minister between 1916 and 1922, had not consulted the Dominions and Canada repudiated the dictum. The Canadian Parliament proclaimed it had the sole authority to declare war on behalf of Canada. None of the other Dominion leaders supported Lloyd-George. When Britain negotiated the Treaty of Lausanne with Turkey in 1923, the Dominions did not take part or sign it.

Fishing rights

Another issue was Canada's



Group photo of delegates attending the Imperial Conference, 10 Downing Street, 1923
@Library and Archives Canada / PA-138871 - 3199796

negotiation of the Halibut Treaty with the United States without allowing Britain to sign the treaty on Canada's behalf. The treaty concerned fishing rights in the north Pacific. It established the International Pacific Halibut Commission for the joint management of halibut stocks which were then in steep decline. For Canada to sign the treaty for itself was a marked step away from established policy. Previously the British government had been solely responsible for foreign policy in the Dominions, including signing treaties on their behalf.

The British, Australian and New Zealand governments wanted the conference to adopt a broad foreign policy for all the Dominions. This was opposed by Canada and South Africa. Their respective prime ministers, William Lyon Mackenzie King and JBM Hertzog, argued that imposing foreign policy decisions on the Dominions undermined their ability to govern themselves and that only their respective Parliaments should be responsible for foreign policy.

The Conference upheld the Canadian position that the Dominions had the right to make their own foreign policy independent of Britain. It ruled that they could negotiate and sign their own treaties. The conference also affirmed that neither the Dominions nor the British government could force another to act without agreement from the parties concerned.

Balfour Declaration

In practice, the 1923 Imperial Conference was a move from an all-encompassing British Empire to a less centralised Commonwealth. This was confirmed by the Balfour Declaration in 1926 which stated that the Dominions were: "... autonomous Communities within the British Empire, equal in status, in no way subordinate one to another in any aspect of their domestic or external affairs, though united by a common allegiance to the Crown and freely associated as members of the British Commonwealth of Nations."

Five years later, the Statute of Westminster 1931 conferred even greater autonomy on the Dominions and removed nearly all the British Parliament's power to legislate for them. It had the effect of making the Dominions largely self-governing nations.

Commonwealth

Post-war, the British colonies too would fight for, and gain, their independence from Britain (indeed, the Indian independence movement was already happening in the 1920s under the leadership of Mahatma Gandhi). This led to the creation of the modern Commonwealth, something which continues to evolve.

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



Portrait of Stanley Baldwin (1867–1947) Library of Congress Prints and Photographs Division, LC-DIG-ggbain-35233

Stansted bounces back

In July, London Stansted became the first major UK airport to exceed pre-pandemic passenger volumes in any given month. More than 2.8 million passengers passed through the terminal – 102 per cent of the total served in July 2019. It was also the busiest July ever at the airport and the third busiest month in its history.

Flagship

This performance reflects London Stansted's position as the number one airport in the UK for direct flights to Europe, as well as the great value, convenience and service it offers to passengers, including its flagship double-daily Dubai service, which opens up connectivity to the rest of the world.

London Stansted has a vital role to play in capital's economy. It provides affordable and accessible international travel in a way no other major gateway does, with swift access to central London, a simple one-terminal experience, and a distinct and varied route network. It has more individual entry points to London from Europe than any other airport, encouraging visitors and investors who would otherwise have to endure more complex journeys or, worse still, defer their plans to come to London. The airport's wider economic contribution to the capital is significant. Through inbound tourism alone, it contributes £1 billion in GVA to London and indirectly supports nearly 24,000 jobs.

Cargo

Whilst it is largely known for its passenger operation, the airport is also London's premier pure cargo gateway, with major air freight carriers such as FedEx, UPS and DHL. By facilitating the international flow of goods in and out of the capital, the airport's cargo operation contributes over £200 million in GVA to London and is a staple in next-day delivery which so

many businesses and consumers have come to rely upon.

Springboard

The airport's contribution isn't just economic. Stansted Airport College – delivered in partnership between the airport and Harlow College – is an on-site further education college acting as a springboard for careers in aviation and tourism. The college has around 500 students from the East of England, London and beyond, and offers courses ranging from aircraft engineering and maintenance to cabin crew and logistics.

Also on-site is the Stansted Airport Employment and Skills Academy, supporting job seekers with pre-employment training to help them secure a role with one of more than 200 employers across the airport campus.

Net zero

The airport is also playing a role in the aviation industry's efforts to decarbonise as it grows and provides the global connectivity that is essential to London's future prosperity. Work will shortly begin on the construction of a 14.3-megawatt solar farm at the airport. The development is designed to help meet the airport's current and increasing electricity demands and will support its commitment to make the airport's operations net zero carbon no later than 2038.

With unhindered potential to increase annual passenger numbers from 27 million today to serve up to 43 million passengers per year, and spare runway capacity, the story of growth at London Stansted is set to continue, and its contribution to the capital becomes ever more significant.

London Stansted wishes to speak to businesses who frequently fly from the airport or use its cargo operation for imports or exports. Contact Patrick Hall – patrick.hall@magairports.com



SPONSORED COLUMN

Empowering People: Cultivating Leadership Within Your Organisation



Leadership is not solely confined to those occupying executive positions; it's a dynamic quality that can flourish throughout every level of your organisation. Empowering individuals to become leaders fosters innovation, collaboration, and a more resilient workforce. By nurturing this growth, you not only elevate the potential of your team but also fortify the foundation of your entire organisation. HR is there to support your organisation on this journey.

1. Foster a Culture of Trust:

A culture built on trust provides the fertile ground for leadership to thrive. Encourage open communication, active listening, and transparency. When employees feel valued and heard, they are more likely to step up and take on leadership roles.

2. Encourage Ownership:

Empower individuals by giving them ownership of their tasks and projects. Allow them the autonomy to make decisions, take calculated risks, and learn from their experiences. This sense of ownership nurtures confidence and leadership skills.

3. Provide Learning Opportunities:

Offer a variety of learning and development opportunities, including workshops, training, mentoring, and cross-functional experiences. Exposure to different aspects of the business hones a well-rounded perspective and equips employees with versatile leadership skills.

4. Recognise and Reward Initiative:

Acknowledge and celebrate those who exhibit leadership qualities. Public recognition reinforces positive behaviours and motivates others to follow suit.

5. Lead by Example: Senior leadership should model the behaviour they want to see. When employees witness their managers displaying leadership qualities such as empathy, adaptability, and resilience, they are more likely to emulate these traits.

6. Delegate Authority:

Delegate tasks that align with individual strengths and interests. This not only bolsters the team's skill set but also empowers employees to take ownership of their professional growth.

7. Provide Constructive Feedback:

Regular feedback is a powerful tool for growth. Offer constructive insights to help individuals identify areas for improvement and capitalise on their strengths.

8. Encourage Collaboration:

Foster an environment where teamwork and collaboration are encouraged. Collaborative projects promote leadership skills such as communication, conflict resolution, and consensus building.

9. Set Challenging Goals:

Encourage employees to set ambitious goals and provide the necessary resources to achieve them. Overcoming challenges cultivates resilience and determination, essential leadership qualities.

10. Cultivate Emotional Intelligence:

Leadership hinges on emotional intelligence – the ability to understand and manage one's own emotions and those of others. Provide resources and training to develop this crucial skill.

If you are looking for expert HR solutions and employment law advice, contact Sarah Jo at sarahjo@peopleknd.co.uk



Gatwick's crucial economic role

London Gatwick has submitted a planning application to bring its existing northern runway at the airport into routine use to improve resilience and increase capacity

The airport says the development would also enhance the crucial economic role it plays by creating around 14,000 new jobs and injecting £1 billion into the region's economy every year. This growth would come from increased tourism, trade, supply-chain and other business opportunities.

Improvements

Commitments have been given

to local communities include legally binding agreements to control noise and reduce carbon emissions. Major road improvements include a flyover to separate airport and local traffic.



London Gatwick chief executive Stewart Wingate believes that the plan "will help secure the long-term future of the airport and economic prosperity for thousands of families, businesses, and future generations across the region.

Connections

"If approved, our plan will also improve airport resilience, meet future passenger demand, and increase competition in the London airport market by providing vital new international connections to support *Global Britain*".

LCCI welcomed the submission as a significant milestone in achieving sustainable growth and bringing economic benefits to London businesses.

www.gatwickairport.com

Top man at Heathrow

Thomas Woldbye has been confirmed as the new boss of Heathrow Airport succeeding John Holland-Kaye who steps down later this year

Currently in charge of Copenhagen Airport, Woldbye spent nearly three decades at Møller-Mærsk, leading the global shipping and ferry divisions, working in several different countries and delivering success in complex operating environments while building up expertise in process efficiency.

Heathrow chair Lord Deighton said that



leading Britain's hub airport is one of the most important jobs in global aviation and that the vacancy attracted the best calibre talent from across the world.

Consensus

He added that Woldbye's achievements at Copenhagen "not only mirror Heathrow's long-term strategy, but his track record in successfully running a major airport and working closely with stakeholders to secure

consensus and deliver positive results stood out in the selection process."

He also paid tribute to Holland-Kaye who, he said "transformed Heathrow into a premier global hub, developed the plan for Heathrow expansion, navigated the business through the extremely challenging times during the pandemic, overcame the unprecedented challenges of the post-pandemic recovery in demand and led the industry towards a net zero future."

www.heathrow.com

The Knowledge

LBM's test of what readers know about London

- 1 Who was the architect responsible for the Shard?
- 2 Which composer studied at the Royal College of Music, taught at St Paul's Girls School in Hammersmith, and died in London in 1934?
- 3 Whose paintings of the capital include *London from Greenwich Park (1809)* and *Moonlight, a study at Millbank (1797)*?
- 4 Which London rugby union club calls The Stoop home?
- 5 When were the first Business Improvement Districts (BIDs) introduced to London?
- 6 Who said: *The full tide of human existence is at Charing Cross*?
- 7 For whom was *A Rainy Night in Soho* a hit in 1985?
- 8 In which century was the London Stock Exchange founded?
- 9 Where is Rotten Row?
- 10 Who wrote the lines: *Oh London Town's a fine town, and London sights are rare/ And London ale is right ale, and brisk's the London air*?

The Shard @User:Collin/ Wikimedia Commons/ CC BY-SA 4.0



Moonlight, a Study at Millbank, c.1797, Tate Gallery

The London Stock Exchange



Rotten Row @Andrew Dunn, 8 June 2005



Find the answers on page 72

SPONSORED COLUMN

The need for a common framework to tackle information security threats

Standardisation is not a new concept. It raised decades ago from the need for a common framework to tackle technical incompatibilities across nations.

Similarly, nowadays, a harmonised system to tackle information security threats is needed. These are becoming increasingly sophisticated and may arise from seemingly unrelated circumstances.

An elegant way to overcome that challenge and ensure robust resilience would be implementing ISO-compliant management systems.

ISO/IEC 27001 is widely known for providing requirements for implementing efficient information security management systems, which enables organisations to manage the security of assets such as financial information, intellectual property, employee details or information that might have been entrusted by third parties.

Ideally, ISO 27001 would be integrated into a broader system and would also include ISO 22301 to give reassurance regarding Business Continuity to the extent defined. And it could be parts of the organisation, locations, size, nature and complexity, and products and services.

Resolving information security and cybersecurity-related issues is frequently perceived as a technical challenge rather than a management responsibility.

Traditionally, we have been worried about computer-assisted fraud, espionage, sabotage, vandalism, fire, flood, etc. We have recently, merely several years ago, started

worrying about malicious code, computer hacking and denial of service attacks.

Implementing a management system within a common framework is essential to tackle the threats. Industry leaders are already working towards improving their defence mechanisms.

To be successful, organisations should ensure that: information can flow within the market and across sectors; common rules and ethical values are protected and respected, especially regarding personal data protection and consumer protection; fair access to and use of information are guaranteed.

Another frequent issue that organisations worldwide face is the need for information and cybersecurity professionals to fill in the ever-increasing number of openings. The industry continues to suffer across all sectors from an acute shortage of experts.

This raises particular concerns about how quickly organisations will be able to react and adhere to efficient information security management systems and, most importantly, how efficient the information flows designed will be.

The ISO approach helps organisations be more innovative and agile thanks to planning on business transformation initiatives as part of a solid, long-term digital transformation.

As a result, organisations with integrated management systems effectively reduce technological, legal and financial exposure, direct and indirect costs of disruptions as well as address operational vulnerabilities.



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iso specialists

A vote for the future prosperity of St James's

| by Ros Morgan

“St James's is a unique treasure of the West End and plays a critical role in London's global success. A former Royal Estate, its juxtaposition of old and new is what sets St James's apart from anywhere else in the world and, as such, is a magnet for high-quality national and international residents, visitors, occupiers and investors.



Since 2012, Heart of London Business Alliance (HOLBA) has been operational in Jermyn Street and the north part of St James's. We work closely with members to tailor our services to this distinct area, aiming to respect and cherish the heritage. This year, following requests from businesses and the wider community, I am hoping to lead our Business Improvement District's (BID) expansion further south into St James's.

As a BID formed to improve the trading environment of the Heart of London area and having been the catalyst for positive change in London's West End for over two decades, we are well-placed to expand into St James's. The expansion will secure £17 million of ring-fenced direct investment and deliver tangible improvements for the district that will not otherwise be made.

Over the last two decades, HOLBA has evolved to meet the needs of our members. We have taken on greater responsibilities through our lobbying,

business support services, development and promotion of the West End, and work to shape the area through investment.

Challenges

Despite its many strengths, St James's is not without its challenges. The district relies solely on statutory services, which are not sufficient for the district to meet its full potential whilst preserving and enhancing its unique and distinctive character, environment and proposition.

There is a threat of poor air quality and climate change impacts. The growing conflict between the conservation of buildings, energy efficiency and the suitability of business space pose concerns, as do the increasing costs of operating a business in the district.

Much of the district's infrastructure and streetscape has long exceeded its lifecycle. It has poor navigation, no cycle routes and lacks secure cycle parking. It suffers from anti-social behaviour and crime, excessive waste and clutter on the streets.

Most concerning, however, is the risk of St James's falling behind its neighbouring areas in terms of investment. There are almost 20 BIDs across Westminster, all generating ring-fenced investment and delivering tangible improvements for their members.

Commercial approach

Whilst we are a not-for-profit

organisation, we have adopted a commercial approach to our work and relentlessly pursue an excellent return on investment for members.

Each district has separate budget accountability while contributing to the overall improvement plan for the wider Heart of London area. This allows for economies of scale, joint procurement, greater influence and better results for all. Over a five-year term, the combined investment will increase from £25 million to £42 million with the inclusion of the St James's district.

Our focus will be; to regenerate the area and attract investment; to deliver standout cultural experiences; to create a sustainable environment that is clean, safe, and well-managed; to empower members and protect their interests; and to provide a one-stop-shop of support and services.



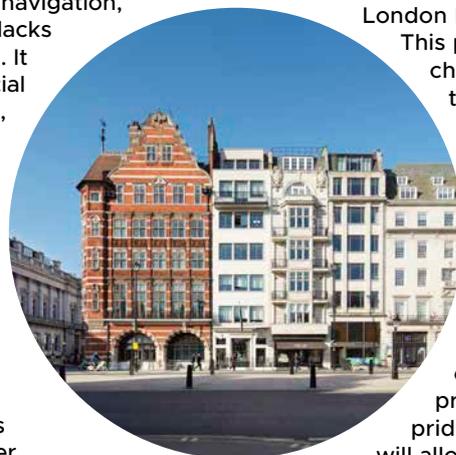
Opportunity

In November 2023, the St James's business community will have an opportunity to join Heart of London Business Alliance.

This presents a unique chance to come together to secure over £17 million of ring-fenced investment, to deliver an ambitious, effective and coherent plan for the district, which will address the challenges, drive prosperity, and garner pride in the community. It will allow St James's to meet its full potential whilst preserving what makes it distinct. ”

Ros Morgan is chief executive of the Heart of London Business Alliance

www.holba.london



Asia-Pacific trade bloc deal

Reacting to the signing of the Accession Protocol, paving the way for the UK's accession to the CPTPP in 2024, William Bain, head of trade policy at the British Chambers of Commerce, said that the addition of the UK to the trading bloc would open up new opportunities for businesses in both inward and external investment with the other 11 countries from the second half of next year.

Bain commented: "The UK has bilateral trading terms negotiated with nine of the eleven current members but no agreements had been reached with Malaysia and Brunei, so the new terms will be of particular interest for traders in these markets."

Prospects

"There are not many multi-national trade agreements like this one, and it offers new prospects in a fast-growing region of the global economy."

Bain spoke of the "particular

Trans-Pacific Partnership



William Bain

relevance for small and medium sized businesses in reduced costs to import components from member countries to use in manufactured goods for export.

"There are also generous terms for data flows which underpin an increasing part of international trade."

See the July-August issue of *LBM* for HCR Law's expert analysis of Britain in the Trans-Pacific Trade Partnership on pages 60-61

Navigating international trade procedures

In the world of international trade, gaining new skills is not a luxury but a necessity
writes Elizabeth Skewes Castañeda

Being able to communicate with overseas counterparts in terms of customs procedures, Incoterms, and tariff codes can be complex and can be the difference between the success of your business or an unnecessarily bumpy and challenging journey.

Recognised
The British

Chambers of Commerce (BCC), through the accredited chamber network including LCCI, offer the nationally recognised BCC Foundation Award in International Trade covering:

- Understanding exporting
- Incoterms® 2020
- Export documentation
- Methods of payments
- Documentary letters of credit
- Import procedures
- Customs procedures and documentation
- Preference rules of origin
- Agents and distributors

- Inward and outward processing
- Understanding commodity codes

Delegates can select their preferred courses and build their own programme depending on their individual training needs and company specifics.

Courses can be booked individually from £300 + VAT, or from £1,500 + VAT when booked as a package of six.

For more information, contact
tradeenquiries@londonchamber.co.uk
or visit www.londonchamber.co.uk/international-trade/trade-advice-and-support/international-trade-training



NEED A BASE IN EUROPE? BREMEN IS THE KEY

When was the last time you enjoyed a Beck's beer? Or told your children the story of the Bremen Town musicians? The North German Federal State of Bremen is home to 685,000 people and is world-famous for premium brands. It's also the key to Europe.



The German Federal State comprises of the cities Bremen and Bremerhaven with the international container terminal that avail the highest export rate and second-highest import figures, goods consumed by companies and individuals across Europe. They include coffee, cars, beer, fish and seafood, machine tools and electrical equipment.

And that's always been the case: in the Middle Ages, it was merchants from Bremen who traded across all of Northern Europe as part of the Hanseatic League. The key became part of Bremen's coat of arms in 1366. In a figurative sense, it has represented Bremen as a key to the world ever since.

From the ports of Bremen and Bremerhaven, out into the world – the best connection

The ports of Bremen and Bremerhaven live up to their claim to be the key to the world. The fourth largest container port in Northern Europe is located in Germany's smallest Federal State. Commodities from every corner of the globe are held in the 3.2 million square metres of warehousing, making Bremen a major player in the world of logistics. Bremen's Güterverkehrszentrum (Freight Village) is widely recognised as Europe's most advanced logistics facility of this type. As a result, increasing numbers of companies

are deciding to use Bremen as their gateway to Europe.

It simply couldn't be in a better location: it's in the middle of Europe and has superb connections to the long-distance road and rail networks, and ports. It is just a short flight away from many locations. The flight from London to Bremen takes only one and a half hours. And once you've landed in Bremen, an 11-minute tram ride brings you directly into the city centre. That's faster than anywhere else.

An attractive location for international business

A host of British companies are already making good use of these benefits. For example, Spirax-Sarco Engineering Group, one of the world leaders in industrial steam technology, has its headquarters in Gloucestershire. One of their group subsidiaries, GESTRA AG, is located in Bremen: "We have the perfect conditions for producing and worldwide distribution of our products. It's not just the excellent infrastructure and the short routes, it's also because attracting specialist workers is easier here than

in other places and the quality of life is so high. We shall be expanding within Bremen so we continue growing our global business from here," said Sheldon Banks, Divisional Director, GESTRA, part of Spirax-Sarco Engineering's Steam Specialties Business.



Living and working in Bremen

Finding the right kind of skilled workers is becoming an ever greater challenge for businesses, no matter where they are in the world. However, the prospects for the future in Bremen are bright: With its eight higher education institutions and more than 36,000 students, the city is preparing the workforce of the future in many different sectors. Added to this are the multitude of skilled workers who come through Germany's dual education/training system. The city's relatively low cost of living, coupled with its excellent quality of life, also makes it an attractive destination for newcomers.

Simply take a stroll around town to see just what we mean: Bremen is widely known as Germany's greenest big city. It's also the most bike-friendly city. Go for a spin on Sundays and discover some of Bremen's many parks and open green spaces. Also worth noting: The city's central Bürgerpark (People's Park) is almost as big as London's Hyde Park and Kensington Gardens put together.

Around 1,700 Britons have already made Bremen their home (and the trend is upwards). Many of them don't just enjoy the city's green spaces but have also taken to the "green" in sport by supporting Werder Bremen FC with

BREMEN'S STRENGTHS

- Aerospace
- Maritime sector/Logistics
- Foodstuffs industry
- Automotive
- Tourism
- Wind power and hydrogen
- AI/IT technologies

its traditional green and white logo. The club's fame extends well beyond the city limits and is rightly known as a major attraction. Bremen's Old Town is also a magnet for visitors and draws in millions of tourists every year.

Of course, there's more to a good quality of life than leisure and relaxation. Ensuring the children get an excellent education is also a primary concern. This is where Bremen can offer skilled workers a really attractive all-round package. There's the British Kindergarten for the very youngest, who can then go on to the International School. Opportunities for tertiary education include, for example, the International Constructor University whose graduates include a multitude of well-known researchers.

Science and Innovation: Hand in Hand

These researchers could work at one of the 50 institutes in the Federal State. The world-class research projects currently running here cover sectors as diverse as marine biology, aerospace and aviation, materials science and AI technology. The city is renowned as a top scientific location and is the global leader in many areas.

That is something that the host of innovative companies who run their development facilities here, working closely together with the local scientific community, make full use of. Cooperative ventures like this are supported and promoted by the Digital Hub Industry and the ECOMAT Center for Eco-efficient Materials and Technologies which nurtures interdisciplinary innovations.

Industrial heavyweights ready to do business

The ECOMAT Center is a focal point for the aerospace and aviation technology.

Bremen is home to Germany's second-largest aerospace and aviation hub. It's where the landing flaps for all Airbus airplanes are built and then mounted into wings that come from British assembly lines. The aviation industry complements a dynamic aerospace sector which includes giants such as Airbus, ArianeSpace and the satellite manufacturer OHB. Around 12,000 skilled workers are employed by the 140 companies and 20 institutes.



Thanks to being the location for the world's second-largest Mercedes-Benz plant, Bremen is also a well-known premium name in the automobile sector. This has attracted a great many component suppliers who are actively involved in the power sources of the future: electricity and hydrogen. Tank systems and hydrogen-powered commercial vehicles are also manufactured here. The use of hydrogen as a fuel for the future is also being intensively researched in the aviation and maritime sectors, as it is in Bremen's steel plant (which is part of the ArcelorMittal group). In recent years, the hydrogen industry that has grown up here has come to wider international attention: Bremen regularly welcomes delegations from interested parties. The sector's largest trade fair, Hydrogen World Expo Europe, will be held in Bremen on the

27th and 28th of September 2023. British companies will be represented at a joint stand where they will be able to showcase their expertise and make connections with companies throughout the globe.

Bremen is also an important player in the food and beverage industry and the wind power sector. For example, project developers operate British wind farms and fish from the North Sea that finds its way to the rest of Europe through Bremen.

The fast lane to Europe: Bremeninvest opens the gates

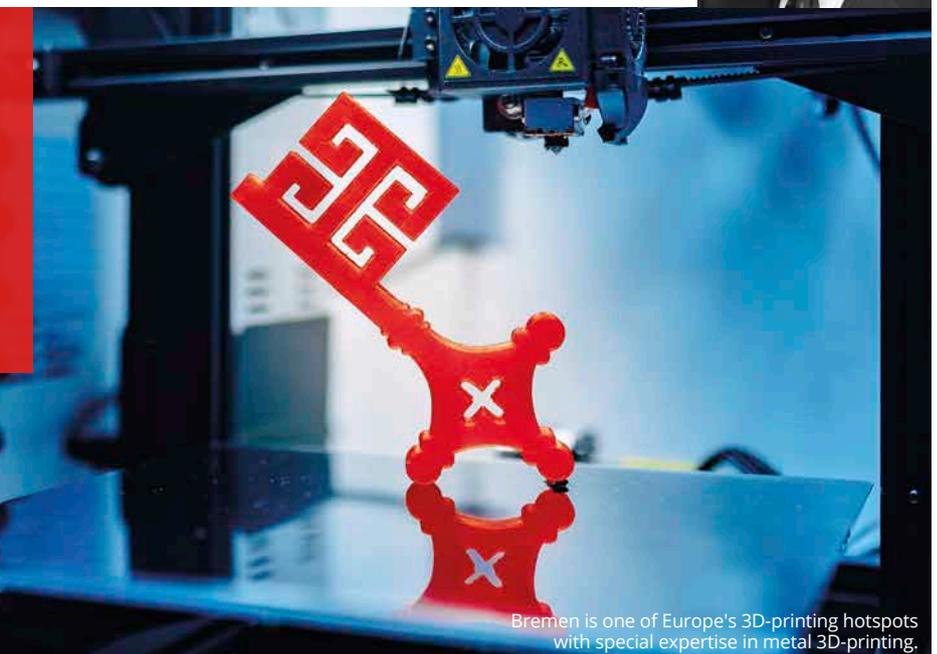
We roll out the red carpet for everyone who decides to invest in Bremen. Bremeninvest supports companies at every stage in the settlement process, from making initial contacts to handing over the door keys. A warm welcome to our Hanseatic city is as assured as the services and guidance through any bureaucratic issues. Bremeninvest and its extensive network of contacts can help with private issues, staff recruitment and even assisting spouses and partners relocate to the city. Bremen's friendly and welcoming atmosphere is obvious from the moment you arrive. Because that's what it's all about: opening doors for new opportunities. And the key to that lies in Bremen.

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com



BREMEN'S ADVANTAGES AT A GLANCE

- Low operating costs
- Exceptional infrastructure
- Reasonable cost of living
- Excellent quality of life
- Short routes
- Welcoming, cosmopolitan culture
- Comprehensive range of services for new companies



Bremen is one of Europe's 3D-printing hotspots with special expertise in metal 3D-printing.

The tug of trade: unveiling the symphony of global reallocation

In a world constantly seeking equilibrium, the ebb and flow of trade disputes have become an inseparable part of the international economic landscape. From tariffs and embargoes to currency wars, these conflicts have traditionally centred around a quest for balance, fairness, and economic advantage. However, beneath the surface of these conflicts lies a fascinating tapestry of global reallocation, a phenomenon that quietly reshapes the dynamics of global trade and redirects the flow of prosperity.

Act I: Disruption and chaos

When trade disputes emerge, they disrupt established supply chains and unsettle the comfortable equilibrium achieved through globalisation. Governments impose tariffs and trade barriers, seeking to protect domestic industries and redress perceived imbalances. The initial impact is often characterised by chaos and uncertainty, with businesses facing higher costs, reduced market access, and fluctuations in consumer demand. However, this apparent turbulence conceals a more profound transformation that takes shape in the following acts.

Act II: Search for alternatives

As trade barriers and tariffs disrupt the status quo, businesses and nations embark on a quest to find alternative solutions. The disruption acts as a catalyst for innovation and creativity, driving companies to seek new partners, explore untapped markets, and develop localised supply chains. Smaller nations,

often overshadowed by their larger counterparts, seize the opportunity to position themselves as attractive destinations for foreign investment and trade. The search for alternatives results in the emergence of new trade corridors, the strengthening of regional alliances, and the reshuffling of economic power on the global stage.

Act III: Geopolitical rebalancing

Trade disputes have long been viewed through an economic lens, but they also have significant geopolitical implications. As traditional trading relationships are disrupted, nations seek to realign their alliances and secure their interests. Geopolitical power dynamics shift as countries reevaluate their strategic partnerships and explore new alliances. The reallocation of economic resources inadvertently triggers a global chessboard of political manoeuvres and diplomatic negotiations. As a result, alliances that were once unshakable may weaken, while new partnerships and coalitions arise, shaping a new geopolitical landscape.

Act IV: Catalysing local industries

Trade disputes can provide unexpected catalysts for the development of local industries and technological



by Sejal Singh

advancements. As nations face trade barriers and reduced access to foreign markets, they are compelled to nurture their domestic industries and foster self-reliance. Investment in research and development, innovation, and technological advancements becomes a priority. Consequently, these trade disputes become breeding grounds for industrial growth, stimulating the emergence of niche sectors and unlocking the potential of local talent. As economies adapt and evolve, new industries flourish, boosting employment opportunities and fostering economic resilience.

Sustainable prosperity

While trade disputes are often seen as negative events, triggering economic uncertainties and global tensions, it is crucial to acknowledge the deeper implications that lie beneath the surface. Through this unique angle on trade disputes and global reallocation, we witness a symphony of interconnected movements that reshape the economic, geopolitical and technological landscape. By embracing the opportunities within these disputes, nations can navigate the chaos, leverage their strengths, and forge a new path towards sustainable prosperity.

Sejal Singh is an international assistant at the LCCI and holds an MSc in international relations and diplomacy from the University of Edinburgh

International trade week 2023

International Trade Week returns this November (6-10) with the Department for Business and Trade (DBT) teaming up with industry supporters to champion and promote international trade. With events covering a range of subjects from the practicalities of exporting goods and services to securing investments overseas, it will be a week full of knowledge transference, skills development, trade opportunities, networking, and



showcasing for businesses of all sizes and sectors.

Free trade agreements

LCCI is joining DBT and will

be delivering four days of online and in-person events – including a session on free trade agreements – to companies looking to grow

and successfully navigate through international markets.

Other LCCI events during the week include supply chain resilience, understanding cross-cultural communication, and a networking reception with the theme of expanding internationally.

Register to get more details and the full programme of events

www.events.great.gov.uk/website/11631/itw-2023

Buildings as a Grid: Empowering Your Business in the Energy Transition

Envisioning a sustainable future, renewable energy plays a fundamental role. With 40% of the UK's energy supply sourced from renewables in 2022, surpassing reliance on fossil fuels, the energy landscape is evolving. This shift presents a unique opportunity for businesses to actively shape a greener future by embracing the "Buildings as a Grid" infrastructure, where organisations produce and manage their own energy generation.

Embracing Energy Independence with Microgeneration:

At the heart of the Buildings as a Grid concept lies microgeneration: harnessing renewable energy sources like solar panels and wind turbines so that businesses can generate clean, sustainable energy. This empowers them to reduce reliance on conventional energy sources, gaining control over energy consumption and contributing to a more sustainable energy landscape.

Maximising Energy Efficiency with Battery Storage:

Energy prosumers (those who consume and produce energy) recognise the significance of energy efficiency. Integrating battery storage systems complements microgeneration by allowing the storage of surplus energy

for use during periods of low generation. This approach reduces the need to draw energy solely from the grid, leading to cost savings, enhanced energy self-sufficiency, and minimised waste.

Contributing to a Resilient Grid through Smart Energy Management:

In the Buildings as a Grid framework, energy prosumers extend their impact beyond self-consumption. By connecting your microgeneration and battery storage systems to the grid, you can actively participate in demand response programs and provide excess energy back to the grid when needed. This collaboration fosters a more stable and reliable energy infrastructure for all.

The Economic and Environmental Advantages:

Becoming an energy prosumer offers a dual advantage – economic and environmental. Generating your own energy diminishes reliance on energy suppliers, potentially leading to long-term cost savings. Additionally, the growing emphasis on Environmental, Social, and Governance (ESG) considerations aligns with the ethos of energy prosumerism. Investors and consumers increasingly value businesses and individuals who



prioritise sustainability and actively contribute to a greener world.

Partnering with GCL: Your Building as a Grid:

With connections to multinational leaders in power management, GCL offers a comprehensive, integrated hardware, software, and services package to enable you to adopt the 'Buildings as a Grid' approach. We can provide you with a future-proofed electrical infrastructure, seamlessly incorporating various renewable energy capabilities and carbon footprint-reducing systems. Our team of experts ensures compliance, efficiency, and seamless integration of sustainable technologies, guided by a commitment to excellence and customer satisfaction. To learn more about all the ways GCL can help you save time, energy and money, contact us today.

Empower tomorrow, today with smart technology solutions

At **GCL Building Technologies**, we provide multiple smart building services all from one business, allowing us to simplify and streamline your project, all while economising on energy.

To find out how GCL can help you economise and optimise your business, head to our website or speak to a member of our team, today.

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Get your online store ready for Black Friday

Black Friday is one of the most important dates in every e-commerce business owner's calendar. However, to make the most of it now is the time to start preparations. Here's a handy guide for you!



Dorian Pożyczka

Digital Analyst at NoA Ignite

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1. Pick the winning products

Don't just try and promote all your products at once. Focus on those that already are **popular among your customers** (check your Google Analytics reports to get that data) and consider those with the highest profit margin. Don't forget about upselling – "**frequently bought together**" suggestions. Considering which of your products could go together, it could be also helpful to analyse your customers' shopping carts at this stage. This way you will create irresistible offers and effective product recommendations – and sell more!

And what if you're not sure which products are currently trending? Helium 10 or DSer are two great tools to help you find them! If you're looking for a more advanced e-commerce platform altogether - consider Omnia Retail. It will help you create pricing strategies from scratch. Last but not least, think of the products you want to order before the Black Friday and your **stock levels**. Do it ahead of time, and your inventory will be locked and loaded for lots of BF conversions.

2. Set measurable goals – and measure them

Your goal is to sell more and get more customers. However, there are other important metrics, too. For instance, you should know your campaign's overall **ROI (return on investment)**, to verify how much profit you've made after all the expenses. **AOV (average order value)** is another important metric telling you a lot about your store's condition and customers' habits. Remember 'frequently bought together' from the previous point – that's how you increase the AOV.

Don't neglect the **long-term goals**. Black Friday can be a fantastic opportunity to win new customers. Make sure their overall

experience in your store is outstanding. Not sure how to? This is what our e-commerce and UX/UI experts deal with daily, even better – we offer free consultations for the LCCI members!

3. Design a perfect landing page

Make sure your Black Friday offer catches the eye. You can create a separate **BF landing page** or a whole section on your website - and link all your ads to that section. Don't forget high quality product pictures – the right setting and packaging will make your buyers click the 'buy' button much faster than bland pictures of even the best of the products. And now for the key element – **the DISCOUNTS**. No discount banner can be too flashy on a Black Friday, so make sure to communicate the best deals ever!

4. Optimise the customer journey for a frictionless experience

Your customers should be able to do their shopping quickly and conveniently. Allow placing an order **without creating an account** (they loved the experience – they will be back!). Don't ask about too many details in the order form (this will only discourage your customers – abandoned carts). Provide lots of payment and delivery options. The time from entering the landing page to placing an order should be as short as possible. If you want to spot potential roadblocks that can discourage your customers and cost you precious conversions - use Hotjar and their **heat maps** (or – ask us!).

5. Monitor the results – and act

Track your **web data** and react accordingly. An interactive analytics dashboard in Looker Studio can help you quickly **spot trends** (e.g. which products are popular, which channels are most effective, and which stage of the purchasing process is the most troublesome). Remember to **tag the links to your landing page**; you can even mark the ads the user



came from. This will help you get invaluable insights and, in turn, continuously improve your store.

For best results - work with e-commerce experts!

If you'd like to make sure this Black Friday is a stellar success – we can help you make it happen. We have seasoned e-commerce experts in each of the areas mentioned above. Whether you just need to tweak certain areas - like your analytics, user experience, accessibility, or page performance or would need the whole store set up or revamped – we have the right skills and experience, gained internationally, working with the likes of The Royal Mint, NA-KD, and Coop, and many, many more. Don't forget – as an **LCCI member** you get special treatment – free consultations, discounts or perhaps even... a Black Friday deal!



Book your on-the-house consultation!

bit.ly/consultation-lcci

Sustainable business in Africa

Dr Ama, Olumide Abdulkareem, and Yinka Oyegoke, the co-founders of Africa Sustainable Trade, look at the power of sustainable business in the continent and the opportunities for UK investors

We have witnessed remarkable success stories that showcase Africa's potential as a thriving market for socially and environmentally responsible investments. In this article, we invite you to explore the untapped opportunities, key statistics, and inspiring case studies that demonstrate the profitability and impact of sustainable business in Africa.

Economic growth

Africa is experiencing steady economic growth, with several countries showcasing impressive GDP growth rates. According to the International Monetary Fund, Africa's economy is projected to grow by 3.4 per cent in 2023, outpacing global economic growth.

Renewable energy potential

Africa's renewable energy sector is booming, offering immense potential for UK investors. The continent receives abundant sunlight and has vast wind and hydroelectric resources. It is estimated that Africa has the potential to generate 10 terawatts of solar power, providing a sustainable solution to the energy deficit.

Agricultural export potential

Africa possesses vast agricultural resources,

making it an attractive market for investors. The continent accounts for a significant share of global agricultural production, with products like coffee, cocoa and fruits in high demand. It presents an opportunity for sustainable agriculture practices and value addition along the supply chain.

Technology and innovation

Africa's tech industry is rapidly growing, presenting opportunities for UK investors to support startups and digital solutions that address local challenges and drive economic development.

Sustainable tourism

Africa's diverse wildlife, breathtaking landscapes and rich cultural heritage make it a sought-after tourist destination. Investments in sustainable tourism can create jobs, preserve natural resources, and contribute to local communities' development.

Infrastructure development

Africa requires significant investment in infrastructure, including transport, energy, and telecommunications. By supporting sustainable infrastructure projects, UK

investors can contribute to Africa's development while benefiting from long-term returns.

Community impact

Sustainable business in Africa holds immense promise for UK investors seeking profitable ventures that also make a positive impact on society and the environment. Through our experience and the inspiring success stories of Sterling Bank Nigeria and Gino Tomato Paste, we have witnessed the transformative power of sustainable practices. By investing in renewable energy, agriculture, technology, tourism, and infrastructure, UK investors can contribute to Africa's sustainable development journey while reaping long-term financial rewards whilst witnessing community impact.

Africa's untapped potential, coupled with its growing focus on sustainability, presents an unprecedented opportunity for beneficial partnerships between UK businesses and investors, and African businesses. Together, we can drive economic growth, create jobs, protect the environment, build a prosperous and sustainable Africa and be part of a thriving movement that will shape the future of both continents.

www.AfricaSustainableTrade.com



Dr. Ama



Yinka Oyegoke



Olumide Abdulkareem

Case studies

Sterling Bank Nigeria - pioneering off-grid solutions

Sterling Bank Nigeria has become a shining example of sustainable business practices. Through their commitment to renewable energy, they have successfully gone off-grid by harnessing solar energy to power their operations. This move not only reduced their carbon footprint but also improved operational efficiency and reduced energy costs. The bank's

profitability and success demonstrate that sustainable practices can go hand in hand with financial success.

Gino tomato paste - from Nigeria to UK shelves

Gino tomato paste, a popular Nigerian brand, has made its way to the shelves of Asda. This highlights the growing export potential of African products and the increasing demand for sustainably

sourced and produced goods. Gino's success story not only boosts the Nigerian economy but also showcases the quality and competitiveness of African products on the international market.



The role of chambers of commerce in international trade documentation

| by Peter Bishop

Chambers of commerce have been inextricably linked with international trade for centuries writes Peter Bishop. It is no coincidence that the first established chamber – Marseilles in 1599 – was located in a thriving port, linking trading business from Europe and Africa, and sourcing goods from Asia.

Trusted third parties

Since then, thousands of chambers around the world have been suppliers of both trade promotion and trade facilitation services to their hinterland of businesses. They are trusted third parties in the complex world of documentation and supply chains, sourcing goods and services, and finding buyers and sellers across the globe through trade missions and exhibitions and the provision of information and advice.

The documents relating to cross-border trade with which chambers of commerce globally are most closely involved in are certificates of origin, which evidence the origin of goods, and ATA Carnets which facilitate the temporary import and export of goods for trade fairs, exhibitions, special events (often sporting or cultural), and samples.

Certificates of origin

The origin of goods has been important in the sale of goods internationally since the very beginning of trade transactions as buyers wished to ensure that goods bought were genuinely of the provenance promised e.g. oranges from Seville or spices from Indonesia. The first recorded chamber of commerce-issued certificate of origin (CO) was in the 19th century when it became the norm for businesses to demand it as part of the bundle of shipping documents in a cross-border transaction. In 1923 the International Convention relating to the Simplification of Customs Formalities included the acceptance of "certificates of origin issued by official authorities or by organisations officially designated by their respective governments to issue such certificates."



Chambers were then formally designated – trusted bodies who were close to and knowledgeable about their local businesses - to run an origin-verification procedure efficiently and effectively. Letters of credit would subsequently include the requirement that a CO issued by an authorised chamber would be included alongside the usual documents e.g. commercial invoice, Bill of Lading and packing list.

Harmonising

Over time, the World Chambers Federation (WCF) of the International Chamber of Commerce (ICC) set about regularising and harmonising the CO issue of chambers around the world, setting up the International CO Council and producing regularly updated

International Certificate of Origin Guidelines. The latest version (2019) was expanded to include origin rules for the increasing number of Free Trade Agreements (FTA) that had been negotiated – all under the auspices of the World Customs Organisation (WCO) and the World Trade Organisation.

ATA Carnets

Taking the CO experience of chambers of commerce into account, it was no surprise that in the early 1960s when the ATA Carnet scheme was introduced that they took the leading role in

the issue and regularisation of this document.

Over 80 countries or territories around the world participate in this WCO-backed scheme which provides a commercially-led alternative to the onerous temporary import arrangements that national customs authorities have in place. It is acknowledged to be an efficient and effective scheme and is managed globally by the WCF of the ICC with a guarantee chain in place – each participating country has an appointed national guaranteeing association (usually a chamber of commerce or an ICC national committee) which liaises with customs and forms part of a global guarantee chain.

Partnerships

In all chamber trade promotion and facilitation services there are close partnerships with customs and other relevant government departments, freight forwarders, consular service providers, shipping companies and other logistics specialists alongside importers and exporters.

Such partnerships cement the confidence shown by government in chambers of commerce as trusted intermediaries and helps ensure their continued key role in international trade promotion and documentation.

Peter Bishop is a former chair of the ICC WCF ATA Carnet and Certificate of Origin Councils. He currently chairs the advisory board of the UK's national ATA Carnet organisation

www.uknataco.co.uk

Africa and AI: the digital divide

At this summer's World Chambers Federation congress in Geneva, I attended a seminar dealing with the impact of artificial intelligence (AI) on African economies writes **Georges Fischer**.

It was interesting to see how the speakers noted that the new digital divide that Africa is facing is at a time when it hasn't yet finished bridging the previous ones.

AI has already been, or is being widely introduced, in domains like agriculture, health or banking (in the fight against fraud). But, for the speakers, as well as for the attendees, there remained three main areas for further progress: access to AI (especially the paying systems), training on AI techniques; and the lack of an African offer (know-how, tools and software) in this domain.

AI has already been, or is being widely introduced, in domains like agriculture, health or banking (in the fight against fraud).

Lack of data

Ask ChatGBT or any other AI system to provide an

overview of the present situation, the actors and the quantitative and qualitative evolution of the market of a specific product in a given African country or region. The likely answer would be: "I'm sorry, but given the

lack of data, I cannot provide valuable information to answer your request!"

Impediment

From an economic point of view, isn't

this the real or the most important digital

divide highlighted by the emergence of AI? No reliable and available information on African markets or, worse, information biased by its origin (American and/or European), may constitute an insuperable impediment for anybody wanting to conduct business in this region.

For chambers of commerce in Africa, the challenge may be to return to one of their original missions; developing market data and business intelligence about their local and regional markets. This is a necessity now as what was already true with the Internet becomes even more so with AI: no data available about you means that you do not exist!

Georges Fischer is founder of Fischer Corporate Consulting International and co-founder of TheNext Action

www.thenextaction.com



Georges Fischer

Doing business in UAE and Saudi Arabia

Fragomen LLP led a recent briefing at LCCI to highlight opportunities for business investment in the Middle East. The event was opened by Fragomen partner and Chamber chair Julia Onslow-Cole and featured colleagues from the firm's UAE and Saudi offices who explained how companies can establish themselves in these markets.



Murtaza Khan, managing partner, Middle East & Africa at Fragomen, spoke on the economic and business context in the respective countries, followed by presentations on how to set up a business there.

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high economic growth in both countries in 2022 which were fuelled in the UAE by its economic diversification plan, higher oil prices and a population influx. In Saudi Arabia this was due to huge infrastructure spending as part of Saudi Vision 2030. The speakers additionally briefed on the widespread social and cultural transformation and the focus on manufacturing and industrialisation in the region.

The briefing also covered the corporate and immigration landscape, mobilisation routes and red flags, corporate set-up options, and self-sponsored residency visa schemes.

www.fragomen.com

FRAGOMEN

High economic growth

Delegates learned of the



Murtaza Khan, Julia Onslow-Cole Elena Caron - senior manager, UAE, and Murtaza Shah - senior manager, KSA



Moldova – gateway to untapped potential

Nestled between Romania and Ukraine, the Republic of Moldova is emerging as a hidden gem in Eastern Europe, offering many trade and investment opportunities for those willing to explore its potential. With its strategic location, skilled workforce, and ambitious economic reforms, the country is becoming an attractive destination for foreign investors and businesses seeking new horizons. This article looks at the economic indicators, export strengths and investment opportunities that shape Moldova's two-way trade landscape.

Economic indicators

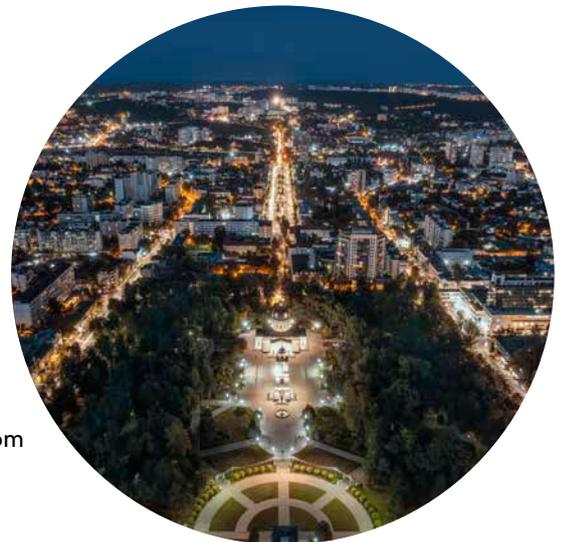
Moldova's economic trajectory has been steadily ascending, painting a promising canvas for international investors.

Its strategic partnerships with the European Union and other neighbouring countries play a pivotal role in enhancing its economic prospects. The Republic of Moldova was granted EU candidate status in June 2022 and has been a member of the World Trade Organization since 2001. Additionally, the country benefits from preferential trade with 43 countries.

A standout feature is Moldova's commitment to foreign investment, with an inviting business environment characterised by streamlined regulations and investor-friendly policies. In recent years, the government has actively pursued initiatives to enhance transparency, minimise bureaucracy, and facilitate foreign capital inflows. This approach has led to a growing interest from investors seeking untapped opportunities in Eastern Europe.

Major projects

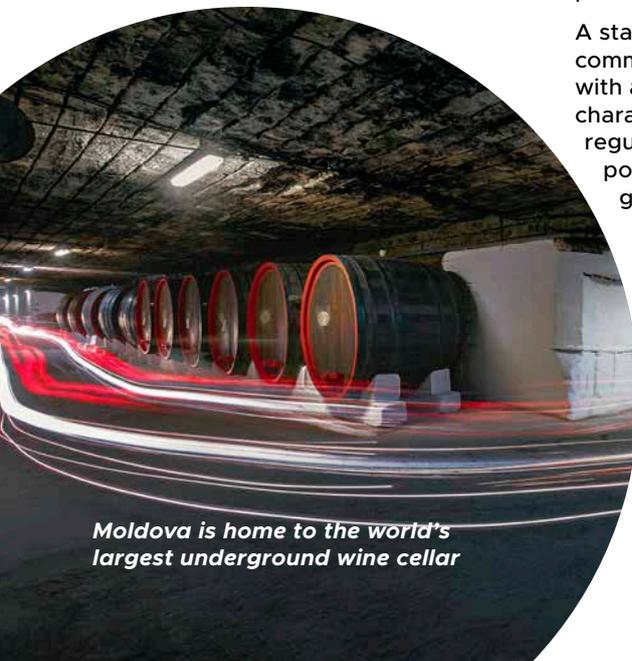
Moldova's dedication to development is reflected in its ambitious infrastructure



projects. The construction of modern transportation networks, including motorways and railways, is set to improve domestic connectivity and elevate Moldova's standing as a regional trade hub. The EU's support for these initiatives underscores the significance of Moldova's strategic position, acting as a bridge between East and West.

Technology

Moldova's commitment extends to the realm of information technology, where the development of a robust digital infrastructure and supportive regulatory framework



Moldova is home to the world's largest underground wine cellar

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Digitalisation of the UK immigration system

By Laura Devine at Laura Devine Immigration



As part of broader Government plans to digitalise operations, the Home Office has embarked upon a major digitalisation project for the UK immigration system.

Online right to work and rent checks

Since April 2022, employers and landlords have been legally required to carry out an online verification of the right-to-work and rent status for individuals who possess a physical biometric document. It is no longer permitted to verify the right-to-work or rent status for such individuals manually. The Home Office has also introduced a digital service for British and Irish nationals to verify their right-to-work and rent status. Employers and landlords now have the option to utilise an identity service provider (IDSP) and employ identity validation technology (IDVT) for conducting checks. However, manual checks on physical identity documents are still permissible for British and Irish nationals.

Electronic Travel Authorisation scheme

The Government introduced the Electronic Travel Authorisation (ETA) scheme in March 2023, which is scheduled to be implemented initially for Gulf country nationals in late 2023 and early 2024. Under this scheme, individuals from countries that currently do not require a visa to enter the UK must obtain an ETA before travel. The main objectives of the ETA scheme are to enhance UK border security and establish a more efficient and streamlined process for travellers. Since the

details of the ETA scheme are still being finalised, multinational companies that engage in frequent business travel should closely monitor any updates and make necessary preparations for its implementation.

Digital immigration status

By late 2024, the Government plans to completely transition to a digital system for immigration status. This digital system will enable individuals to apply, verify their identity, obtain immigration status, and cross borders without requiring a physical travel vignette or Biometric Residence Permit (BRP). Some migrants have already started receiving digital status as the default option. All BRPs are set to expire by 31 December 2024 in anticipation of these upcoming changes.

Changes to the sponsorship system

In response to demands for a simplified sponsorship system after Brexit, the Home Office released a sponsorship roadmap in August 2021. This roadmap outlines the proposed changes to the current process of employing foreign nationals. This plan aims to make the system more straightforward and efficient by introducing various IT enhancements, customer service improvements, compliance modifications, and stakeholder engagement strategies. These reforms aim to create a more user-friendly system that reduces the time required to sponsor a migrant worker. The IT transformation aspect will be implemented in three stages, with the Home Office anticipating the new system to be fully operational by Q1 2024. All sponsors are expected to be transferred to the new system by this deadline.

Laura Devine is the Managing Partner of Laura Devine Immigration, a transatlantic boutique immigration firm with offices in London and New York.

www.lauradevine.com

LAURA DEVINE
IMMIGRATION



has fostered a thriving IT sector, positioning the country as a software outsourcing destination, attracting global tech companies and startups.

The Moldova Innovation Technology Park – Europe's first e-Park (MITP) – was opened in 2018 and has become an essential component of Moldova's economic infrastructure, transforming the IT landscape and playing a significant role in the country's development.

MITP's role as a catalyst for change in Moldova's IT sector has been underlined by its substantial growth, investment influx, and the rise in resident companies. In five years, the park has attracted over 1,300 resident companies. Less than a decade

ago, Moldova's IT sector contributed only 1.5 per cent to the country's GDP. As of 2022, the figure is 5.1 per cent.

Free zones

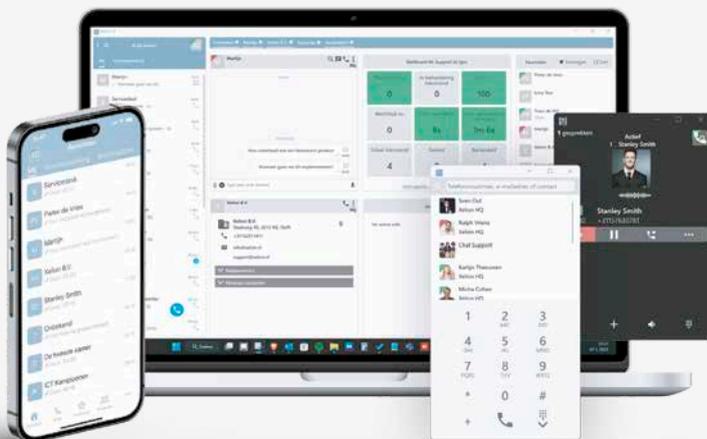
Moldova's seven Free Economic Zones create fertile ground for trade and investment by offering tax incentives, streamlined regulations and exceptional connectivity. These zones, strategically located near key transportation networks, empower businesses to leverage Moldova's strategic position as a bridge between east and west. Furthermore, the industrial parks in Moldova provide essential resources for manufacturing and production, driving economic diversification.

www.invest.gov.md

www.mitp.md

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Overseas business opportunities

A selection of business co-operation offers made by companies wishing to work with UK firms taken from the Enterprise Europe Network Partnership Opportunities Database. To find out more about these and similar opportunities contact Innovate UK EDGE London, International Partner to EEN at innovateukedge@londonchamber.co.uk or 020 7203 1929



Greece

The Greek SME has developed a technology that reduces the energy burden required by greenhouses, as energy accounts for 28% of operating expenses. This state-of-the-art technology provides farmers with the means to be energy independent. It provides clean energy which can be self-consumed or sold to the grid, and prevents CO2 emissions in agriculture. Partnership sought with companies with external workforce for a commercial agreement with technical assistance.

REF: TOGR20230803004



Germany

A medium-sized company specialised in rubber-based extrusion products has developed a new safety system for rail-based traffic systems. The cost-efficient and durable bike-safe rail tracks are applied in rail covers and rail crossings in inner cities with high rail and bike traffic. Seeking companies and public authorities with interest in traffic engineering and planning for commercial agreements with technical assistance

REF: TODE20230815001



Israel

A leading importer, marketer and vendor experienced in the field of construction materials is looking for manufacturers of construction, industrial products, agricultural, and gardening tools and appliances. The products are intended for use in local enterprises. Advantages include great experience, many years in the market, flexible service and exclusive distribution facilities. Commercial/franchise agency and distribution agreements

are sought.

REF: BRIL20230814005



Latvia

Company grows its own spirulina in innovative photo-bioreactors. It assures spirulina quality all year, not dependent on sunlight. The company offers the spirulina frozen or mixed with quince or cranberry syrup. As the spirulina is not processed in high temperature, it keeps all the antioxidants. It can be used in smoothies, by drink producers in coffee shops or in food production as a healthy, added value ingredient. Frozen spirulina is odour and taste neutral.

REF: BOLV20230814002



France

French SME with expertise in material science and electromagnetics develops a disruptive technology with a main application focus in RF domain. The company is looking for partners who are ready to integrate and test innovative RF switches (and phase shifters) into electronic modules and/or antennas. The company has also the ability to adapt the design of these devices to follow on demand specifications.

REF: BOFR20230811005



Italy

Company offers an innovative logistics optimisation platform based on AI. It is able to manage all aspects of the delivery service and guarantees the efficient and environmentally sustainable management of fleets and warehouses. It provides many ready-to-use features but is also highly customisable. The company is interested in commercial agreements with technical assistance with logistics operators.

REF: TOIT20230612024



Romania

Company in the field of metal products is looking for partnerships and collaborations in the field of metal fabrications, sales and services. The company provides services in the field of metal fabrications, equipped with modern plasma cutting equipment, mig mag welding, and sheet metal rolling.

REF: BORO20230809001



Portugal

Company with over 20 years' experience in the field of surface treatment of fastening solutions for industry and small devices is offering its capabilities to partners. It is envisaged that the partnership will take the form of a commercial agency, distribution or manufacturing agreement.

REF: BOPT20230810019



Austria

Specialist in design and construction of hot air generators (power range: 1-15 MW) that use wood chips, wood residues, bark and other natural biomass. The plants are mainly designed to supply agricultural and industrial driers with clean hot air, which is generated out of local available biomass and

therefore replaces the usage of fossil fuels. Projects are realised for communal, commercial and industrial customers.

REF: BRAT20230612010



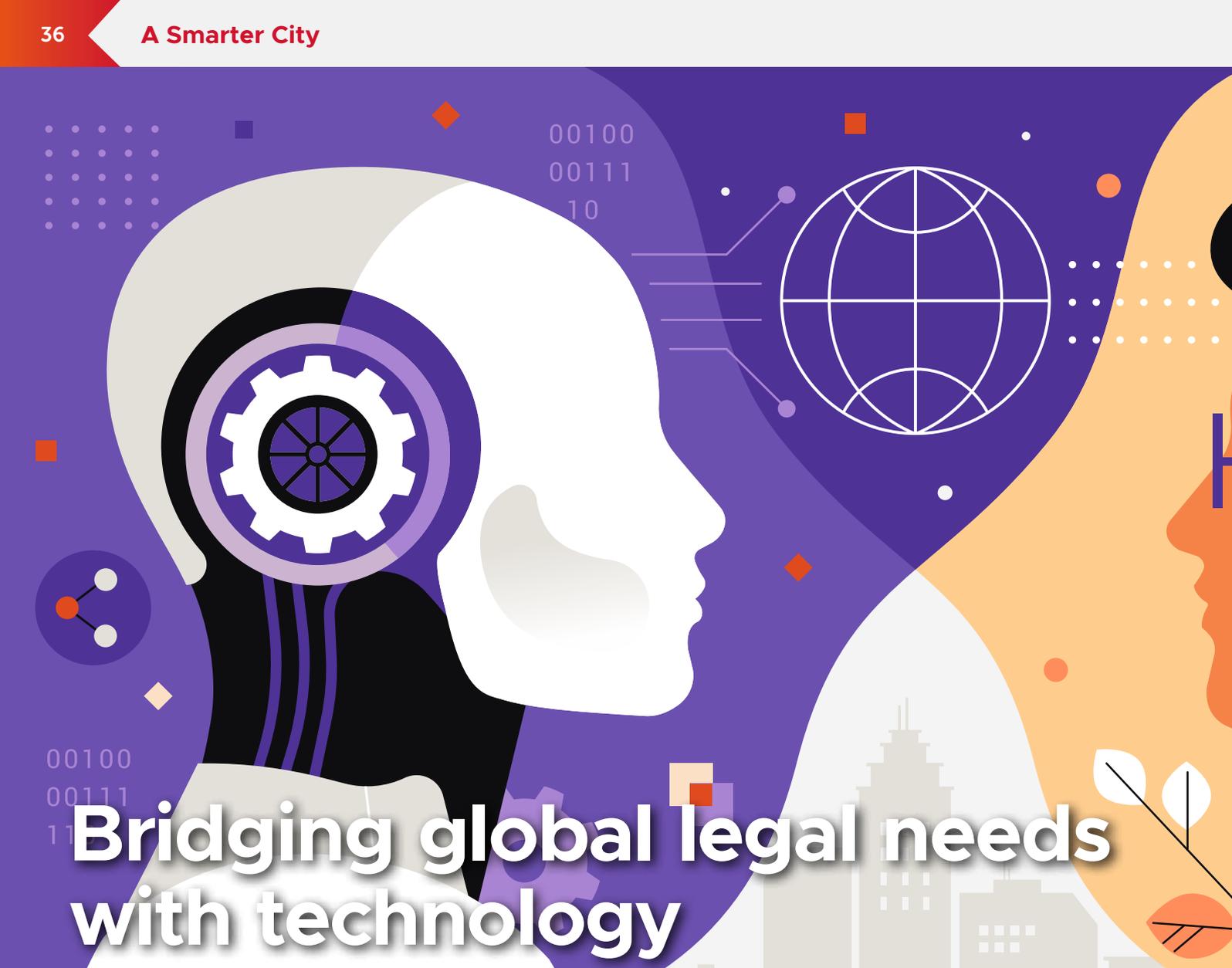
Slovenia

A company producing metal sheet products offers to manufacture housing and frames for various devices and components according to the partner's needs. The company is ready to offer a small and medium series of products based on its own sheet metal cycle, from a sheet to a ready product. The company is looking for a partnership with companies that have established products or start-ups and other related companies under manufacturing agreements.

REF: BOSI20230807020

To obtain details of these and similar overseas business opportunities, contact Innovate UK EDGE London at innovateukedge@londonchamber.co.uk





Bridging global legal needs with technology

by Hamid Bagherzadeh

Artificial intelligence (AI) is on the verge of development and every industry is facing threats and opportunities with its expansion. Law is a subject that cannot merely be understood and derived from the data online; it requires analysis and research as per the individual case. With 200 countries in the world, each with a different legal system, AI might deliver the right information but legal texts are not easily interpreted and its application requires human intelligence. Therefore, to provide easy access to legal assistance, a reliable international legal platform is needed to bridge legal requirements across borders, providing a seamless way to connect with lawyers in different countries.

AI – promise and concerns

AI is based on computer learning from the data that is available on the internet, which restricts its knowledge if the data or related information is not available



online. It is a promising tool for smart work in the legal field but it lacks accuracy and ethical implications. The human mind's application is important for a thorough understanding and factual analysis, of which laws and tactics are to be applied for the client's success. AI might have evolved but it still lacks what a human mind can do as AI is also a product of human intelligence.

Problem-solving

AI is rapidly becoming a powerful tool for legal practitioners to utilise to aid in decision-making. By analysing large amounts of data, AI and ML models can identify pertinent information and uncover legal precedents, case studies and related legislation. It helps to do the smart work rather than the hard work for better results.

However, while AI and ML (machine learning) as advanced technologies can access large amounts of data quickly,

it is still difficult to evaluate accurately the trustworthiness and currency of such information. There is scope for development on this to ensure that accurate and reliable information is provided.

Global legal systems and jurisdictions

With more than 200 separate nations, each operating under its own jurisdictions and laws, understanding the complex landscape is often a difficult challenge. In the US, for example, with 50 separate legal systems, it can be immensely confusing to navigate them all.

However the emergence of powerful AI and ML services offered by platforms have become available to help expedite the process. They can quickly match users with experienced attorneys who specialise in the specific nation or jurisdiction of the legal issue. AI and ML are helping to reduce confusion and anxiety by transforming the legal process into a simpler, faster, more efficient experience.

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A different kind of banking crisis or bank regulation gone wrong?



There is a great temptation to create legislation for the banking sector to protect customers, to make sure funds are secure, to prevent money laundering, and this list goes on.

Even before the latest scandal surrounding Mr Farage and his bankers, I have experienced situations where banks have decided that they need to close out of positions where customers are trading in "high risk" sectors, for example foreign exchange organisations.

Whilst there are legitimate reasons for bankers to make these decisions - usually the introduction of laws or best practice guidance or even just a reassessment of risk profiles - this does not, of itself, mean that the customer's activities are flawed, uncommercial or illegal.

However, without appropriate safeguards it is possible that whole swathes of businesses could find that they have become un-bankable. This is not good for the UK from the perspective of adding further pressures to a struggling economy and for creating an environment for businesses to flourish.

As the Secretary of a members' organisation, I experienced a high street retail bank's heavy-handed closure of our club account, which was resolved by approaching Reliance Bank (owned by the Salvation Army) with whom we continue banking.

Some unintended consequences might include driving businesses further towards the world of crypto currency, which is presently unregulated and where customers are at risk, funds may be

harder to trace, and money laundering is allegedly rife.

Almost as important as making sure the closure of bank accounts is appropriately implemented, there are also real challenges when it comes to opening new bank accounts. At a recent meeting of the Financial Services Group of City Livery Companies (the FSG) several City luminaries advised that they had first-hand experiences of such challenges.

Nearer to home, if you or your business are facing banking issues then seeking a solution expeditiously is going to be important for the survival of your business. As always speak to your trusted adviser who should have an array of banking contacts.

As a precaution you may want to consider having accounts with more than one banking organisation, being mindful of any banking covenants you may have in relation to business accounts in particular. Perhaps opening a deposit account separate to where your current account is held or having current accounts with small balances can be useful.

And if all else fails, you may want to reach out to Mr Farage or at least watch the progress he makes over the coming months.

Simon Underwood is a business recovery partner at leading accountancy firm, Menzies.

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MENZIES
BRIGHTER THINKING

Language barrier mitigation

The many challenges posed to the global legal system by language barriers are great. AI can assist in the process of resolving these issues by offering translation and interpretation services. Users are now able to communicate in the language of their choice and better understand legal matters through AI-driven platforms. These create more effective collaboration opportunities with solicitors from around the world, removing the need for expensive translation services and allowing easier legal action between international boundaries.

Accessibility and costs

It can be difficult to locate accurate and inexpensive legal materials and services, particularly in certain countries.

Several online platforms have emerged recently that provide online legal marketplace solutions with customers with a library of resources, legal templates and documents to support their legal needs. Through their direct connection to licensed lawyers from across different states, they enable customers to find legal representation quickly and cost-effectively. Such platforms also offer customers the security of leveraging AI technology integrated with local legal professionals; this data-driven collaboration helps ensure the accuracy and integrity of the legal action taken.

Hamid Bagherzadeh is co-founder of LegaMart

<https://legamart.com>



The role of shopping centres in the community

Across the UK, there are over 500 shopping centres that need to stay relevant in the digital age. *Jade Wilkie* explores how they play a crucial role in helping communities thrive



Jade Wilkie is marketing manager of The Forge Shopping Centre

www.forgeshopping.com

In many UK cities and towns, events are held throughout shopping centres. The type of events can vary significantly but most exist with the aim of educating or entertaining an audience. They include job fairs, concerts and shows, pop-up stores, sports events, workshops and competitions.

With the cost-of-living crisis, more people are seeking local, budget-friendly activities that don't compromise on fun or facts. Many events in shopping centres are either free to attend or significantly cheaper than if they were held in an independent venue.

While they may not make a large profit from these events, shopping centres can still benefit from gaining consumer data, increasing centre awareness, social media exposure and strengthened loyalty from customers.

Employment

The existence of a shopping centre in a town or city means consistent, significant employment opportunities for the local community. London is home to 65 shopping centres including Westfield, the country's biggest which spans 150,000m², the equivalent of 30 football pitches, and numbers 255 stores which rely on local staff.

There are further employment opportunities beyond retail. Successful shopping centres need security staff, facilities managers, marketing teams, cleaners and more.

These job opportunities can serve communities in an obvious sense, by providing employment so people can afford housing, food, and utilities, but also by allowing them to explore different career paths. This is especially important for the younger generation.

Leisure and hospitality

Most centres now have offerings beyond stores and events including a hub of bars and restaurants among all the shops, or at least a few fast-food options.

This underpins a shopping centre's place in society as it offers something online retailers can't.

In terms of leisure, the bigger the shopping centre, the more varied the offerings. Predominantly you'll find a cinema attached to one of these complexes, but in some cases, consumers can even be offered bowling lanes, arcades and mini golf courses.

These options provide families and teenagers with means of entertainment beyond games consoles and social media apps. As we're often warned, excessive use of technology can be disruptive to relationships and prevent the development of vital relationship skills and communication skills.

Communities need varied, cost-effective, and physical options when it comes to arranging social gatherings and family days out. Shopping centres offer exactly that, which strengthens their place in cities and urban areas.

Economy

Shopping centres play a crucial role in supporting the local economy, and not just through the employment opportunities.

With each complex, significant value is generated from the construction supply chain through direct impacts indirect impacts, and induced impacts.

This means that before a shopping centre has even opened its doors, it has contributed to the economy.

The existence of shopping centres creates local income tax contributions, cost savings to the government, inward investment and additional growth.

Crucial role

While shopping centres play a crucial role in our communities, they can't uphold their responsibilities without consumers.

These precincts rely on people visiting the centres, buying from shops and engaging with activities and events. Without this support, they can't keep assisting the community in all the ways that they're doing right now. Shopping centres play a critical part in maintaining a healthy, happy community, especially in urban areas. Let's help them help us.



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The Importance of Planning for Emergencies

By Simone Eveson, Director of SE Health & Safety Ltd

Effective emergency planning is a critical aspect of workplace safety, as it ensures that organisations are well-prepared to handle unexpected crises, safeguard their employees, and protect valuable assets. The workplace is susceptible to a wide range of potential emergencies, such as natural disasters, fires, medical emergencies, and security threats. Having a comprehensive emergency plan in place can mean the difference between a swift, well-coordinated response and chaos, potentially saving lives and minimising damage.

Let's explore the significance of emergency planning in the workplace and the benefits it offers to both employees and employers.

First and foremost, emergency planning prioritises the safety and well-being of employees. When emergencies strike, panic and confusion can prevail if there is no clear plan in place. An established emergency response plan outlines specific procedures, designated evacuation routes, and communication protocols that enable employees to act quickly and efficiently. Training employees on these protocols enhances their ability to respond appropriately, reducing the risk of injury or harm during a crisis. This sense of preparedness also fosters a positive work environment, where employees feel supported and valued, leading to increased job satisfaction and morale.

Furthermore, emergency planning bolsters the resilience of a workplace. When employers invest time and resources in developing a robust emergency plan, they demonstrate their commitment to the safety and security of their workforce. Such preparedness builds trust and loyalty among employees, as they are more likely to remain confident in their employer's ability to protect them during unforeseen events. A resilient workforce is better equipped to face challenges head-on, enabling the business to recover swiftly and

resume operations following an emergency.

Emergency planning also mitigates potential financial losses. Disruptions caused by emergencies can lead to significant financial repercussions, including property damage, interrupted operations, and potential legal liabilities. By having a well-thought-out emergency plan, companies can implement measures to reduce the impact of these events. For instance, fire safety measures, such as installing fire extinguishers and smoke detectors, can prevent fires from spreading and causing extensive damage. Likewise, a clear evacuation plan ensures a rapid and orderly evacuation, minimising injuries and losses.

Moreover, effective emergency planning enhances an organisation's reputation. Businesses that prioritise the safety of their employees are perceived as responsible and trustworthy by customers, investors, and the public. This positive image can be invaluable during times of crisis, as stakeholders are more likely to support and stand by a company that has demonstrated its commitment to preparedness and employee well-being.

In conclusion, emergency planning in the workplace is not a luxury; it is a necessity. The importance of having a well-crafted emergency response plan cannot be overstated, as it directly impacts the safety and security of employees, the resilience of the organisation, financial stability, and overall reputation. By proactively preparing for potential emergencies, businesses can protect their most valuable assets—their employees—and ensure continuity during challenging times. Prioritising emergency planning is a responsible and strategic investment that yields immeasurable benefits for all stakeholders involved.

For assistance with emergency planning for your business, please contact SE Health & Safety Ltd on **020 3488 1003** or email safety@sehs.co.uk

Robots in Queen Street

Philip English, project manager of Robots of London and Robot Center, recently briefed LCCI members on the fascinating and increasingly influential world of robotics with interactive demos. His presentation included some entertaining footage of dancing robots, demonstrating the flexibility and range of the technology.

Application

The Robot Center provides collaborative robotic and autonomous mobile robot solutions and works across both the public and private sectors. They will carry out an 'ROI robot review' for parties interested in robotics and automation or who have a potential application.

<https://robotcenter.co.uk>



Cyber risk and the C-suite

by John McLoughlin

The threat landscape for businesses has evolved significantly in recent years, with cyberattacks becoming more sophisticated and frequent. Cybersecurity has become a top priority for organisations and the C-suite – a company's top management positions – must play a critical role in managing and mitigating cyber risk.

A *State of Email Security* report surveyed 1,800 global technology leaders and sheds light on the challenges faced by the C-suite in safeguarding their organisations against email-based cyber threats.

Email remains the primary communication tool for businesses but it also poses significant risks. From phishing attacks and ransomware to business email compromise (BEC) and insider threats, email-based attacks can have devastating consequences for organisations, including financial loss, reputational damage and legal liabilities.

Cyber risk awareness

Over 90 per cent of decision-makers believe their C-suite executives are concerned about the potential impact of email-based attacks. However, there is a gap between awareness and action, with only 53 per cent stating that their C-suite leaders are highly engaged in cybersecurity matters. While the C-suite acknowledges the severity of cyber risks, there is often very limited active involvement in cybersecurity strategies and decision-making.

Cybersecurity is not an IT issue, it is a business risk that requires leadership engagement and a proactive approach to safeguarding the organisation's critical assets.

Education and training

Eighty-four per cent of those surveyed believe that their C-suite executives understand the cyber risks associated with email; only 39 per cent believe their leaders understand security best practices. This underscores the need for continuous education and training, especially for those without technical backgrounds.

Cybersecurity training is an ongoing process that keeps the staff and C-suite updated on the latest threats, trends and best practices. This encourages them to participate in cybersecurity initiatives.



John McLoughlin

Governance and accountability

Sixty per cent of respondents believe that their executives are held accountable for cybersecurity incidents in their organisations. However, only 29 per cent believe that their C-suite leaders have clear metrics to assess the effectiveness of their cybersecurity programmes.

This indicates the need for organisations to establish robust cyber risk governance frameworks that clearly define roles, responsibilities and accountability for cybersecurity at the C-suite level.

C-suite executives must effectively manage cyber risks and must be held accountable for the outcomes.

Collaboration

Only 34 per cent of respondents believe that they have complete visibility into the cyber risks faced by their organisations.

Cybersecurity is not the responsibility of IT; it requires a collaborative effort across the entire organisation, owned by the C-suite. Emphasis must be on open communication channels and regular interactions between cybersecurity, IT and the C-suite to ensure that cybersecurity risks are properly understood, assessed and addressed at the highest level of the organisation.

The C-suite should actively seek input from cybersecurity specialists who

should provide relevant information in a clear and concise manner that resonates with strategic priorities.

A key finding is that 70 per cent of respondents believe that their organisations are moderately to extremely vulnerable to email-based attacks. Yet only 51 per cent of respondents have deployed advanced email security technologies to protect against email spoofing and impersonation attacks.

There is a significant gap in the adoption of advanced technologies to prevent email-based attacks. Leveraging these advanced technologies can detect and block sophisticated threats, such as phishing, ransomware and BEC attacks.

Engagement

There are challenges faced by the C-suite in managing cyber risks. While the C-suite acknowledges the severity of cyber threats, there is a need for increased engagement, education and collaboration to effectively safeguard organisations against email-based attacks. Cybersecurity is a business risk that requires active involvement from the C-suite; this is not an IT problem.

Cybersecurity education and training must be prioritised, establish robust cyber risk governance frameworks

and collaborate with cybersecurity specialists while deploying advanced email security technologies to mitigate email-based cyber risks.

Taking a proactive and collaborative approach to cybersecurity plays a crucial role in safeguarding organisations and ensuring business continuity in today's evolved threat landscape.



John Mc Loughlin is a cyber security specialist and chief executive of J2 Software Group

www.j2software.co.uk



The rebirth of suburbs, towns and the countryside

A new study from IWG and Arup reveals that suburbs, small towns and rural areas across the UK and US are booming, as workers migrate from urban areas. Outmigration from major urban areas – especially cities like London, New York and San Francisco – has accelerated since 2020 while fewer people are moving to those cities

The study shows cities will “remain as a keystone in our society and economy. Our governance systems, transport networks and overall built environment all situate large, dense conurbations at the centre of our societal systems.”

But the move to hybrid working means people will spend less time in city centres, which will mean their role will evolve and there will be “significant benefits for close-to-home high streets.”

Outbound migration across the UK is continuing at a faster rate than pre-pandemic levels, and there is evidence that suburbs and small towns have higher levels of economic activity than before 2020.

Dormitory towns

A 2021 economic impact story by IWG and Arup found that rural and suburban economies could generate up to an extra £327m per year, due to the forecasted expansion of flexible office and co-working spaces in towns and villages to meet the growing demand for hybrid work. This report confirms that this is taking hold on both sides of the Atlantic. Following the surge of people migrating out of major cities like London and New York during the pandemic, the report indicates that most opted for small towns and suburbs as workers are now providing a financial boost to areas up and down the country.

The UK is seeing similar migration trends to the US, with mobile phone data revealing that small towns, suburbs and seaside locations have seen footfall rise by 50 per cent, while transactions at *Pret a Manger* stores in suburban areas have increased sharply. As of November 2022, these transactions stood at 130 per cent of pre-pandemic levels.

Furthermore, the report shows a rise in spending in towns outside the traditional commuter belts like East Lothian and Hastings as people began to work locally and cut their five-day commute into city centres. Additionally, in-person spending in the City of London fell by three per cent between September 2019 and September 2022. In central London (Zone 1), spending was down two per cent but in Zone 6 it had increased 12 per cent compared to pre-pandemic levels, indicating this trend stands in the UK’s capital as well.

Rebalancing property prices

Hybrid working continues to grow in popularity with almost half of UK workers now working in this way, with changing costs in rents and house prices indicating that people have made this change permanently.

The report shows that prices are rising fastest in places that were previously considered too far from urban centres for commuters. For example, the price of a

house in Greater Manchester increased by 34 per cent from January 2020 to October 2022, equating to a near £60,000 rise.

Greener future

This report follows data from IWG that identified carbon reductions of up to 87 per cent in the US and 70 per cent in the UK as a result of hybrid working, underscoring that these new working patterns are also having a positive impact on the environment, as well as local economies.

Ultimately, this shift means the role of city centres around the world is changing.

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Ultimately, this shift means the role of city centres around the world is changing. With the rise of the 15-minute city within large city boundaries, global cities need to future-proof themselves by providing a combination of non-work services, entertainment, residential options and workplace facilities to cater for the new working population.

www.iwgplc.com
www.arup.com



Mayor launches new Green Finance Fund

Mayor of London Sadiq Khan has announced a new £500 million fund to help organisations achieve net zero by 2030

The fund will support projects delivering benefits in either energy efficiency,

clean transport or renewable energy and is open to organisations in the GLA Group, any of London's 32 local authorities, social housing providers, NHS bodies, universities and colleges.

Organisations can bid for loans of

between £1 million and £75 million, with flexible loan terms. The funds can be used for capital expenditure, with projects that will be operational within the next three years being prioritised.

www.london.gov.uk



ULEZ expansion

Following this summer's rejection of a Conservative-led bid to challenge the Mayor's decision to expand ULEZ – the Ultra Low Emission Zone – to cover the entirety of London, LCCI chief executive Richard Burge said: "London Chamber respects the High Court's ruling to allow the ULEZ expansion to outer London.

"A green and global city like London cannot thrive in poor air quality. We have always supported initiatives that boost trade and tourism in London while recognising the need to remain sustainable.

Grace period

"In the light of this latest decision, we will work closely with the Mayor of London to ensure an effective ULEZ expansion whilst ensuring businesses continue to remain efficient and profitable. That is why we ask for a grace period for all Londoners who have ordered ULEZ-compliant vehicles.

"Delivery of these cars could be delayed due to supply chain difficulties. We also need a further push to roll out electric vehicle charging points across outer London for cars and commercial vehicles."

Scrappage scheme

Subsequently Mayor Khan announced further extensions to the ULEZ scrappage scheme, with an additional £50 million in funding being made available. These include the ability for traders to apply to scrap up to three vehicles rather than just one, and an increase in certain allowances.

<https://tfl.gov.uk/modes/driving/ultra-low-emission-zone>





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Intercompany transactions and customs value

By Rob Holtslag, CCO,
Pincvision



When a company imports, import duties and other levies often are to be paid to Customs. Also in the case of 'intercompany transactions', which basically means the stock movement of goods (not to be confused with stock movements of E-commerce companies), a payment of duties is required. In such a situation, many companies do not know what needs to be done exactly to ensure that customs-related matters are taken care of.

Usually, the customs value is determined by assessing the invoice as the starting point. When stock is moved between affiliated companies, more than often this transaction or invoice is omitted in the relevant documentation and a customs value will thus have to be determined in a different way. In practice this is not always easy. Customs valuation is often based on the transaction value. This is one of the 6 available methods of customs valuation*, but how does it work with stock movements?

The customs value

In the case of intercompany transactions, the customs value must be a 'fair' reflection of the transaction value, such as in a transfer of ownership. For this, a calculation will have to be made using one of the 6 methods. These methods are used in a compelling order (methods 4 and 5 may be used interchangeable). For intercompany transactions, we use method 4; the deductive value method or method 5; the computed value method.

In this type of transaction, we see in reality that the value is marked at a relatively low level due to the relationship of the parties involved. This may seem beneficial in the short term. However, if the customs authorities conduct an investigation and make a recalculation, this can have enormous fiscal consequences. It is therefore important to pay sufficient attention to this subject, given the possible consequences.

Responsibility

Many companies delegate the responsibility for the correctness of the customs value to the

forwarders or 3rd parties who take care of the customs declarations for them. It is important to realize that the importing party (importer of record) always remains ultimately responsible for the customs value. The consequences of this are therefore also borne by the importer. Unfortunately, we see that this realization does not sink in with higher management of various companies, at least not until the moment that financial repercussions are actually a fact.

Do you feel that this process is not (sufficiently) guaranteed within your organization? Do not wait any longer and take action, because it is of the utmost importance to properly invest in this issue internally and to allocate time and resources to ensure this.

Could you use some help?

Know that our customs specialists with years of practical experience are ready to help you. They will update you on the latest developments in this area and help you to set up this process properly. This prevents unnecessary financial risks and safeguards that your internal processes are well organized.

* The 6 methods of customs valuation

The transaction value method;
The transaction value of identical goods;
The transaction value of similar goods;
Deductive value method;
Computed value method, and;
Fallback method.

Only when the method specified earlier in the sequence cannot be applied, can recourse be taken to the next method in the sequence. The primary basis for valuing imported goods is the transaction value method which has to be applied to the greatest extent possible.

Source: WCOOMD

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Demystifying sustainability jargon

Don't know your carbon neutral from your net zero? Can't cope with your Scopes 1, 2 and 3? Upset by carbon offset? In a spin about the circular economy? Or just had enough of people using confusing jargon and too many TLAs (three-letter acronyms)? Mark Jenkinson gives LBM readers the low-down on everything you need to know about sustainability but were afraid to ask

Sustainability

Let's start with the fundamental concept of sustainability itself. An often-quoted definition comes from the UN World Commission on Environment and Development: Sustainability refers to the ability to meet present needs without compromising the ability of future generations to meet their own needs. It encompasses three interconnected pillars: environmental, social, and economic aspects, often referred to as the triple bottom line.

Pollution, climate change, and population growth are all threats to biodiversity. Some scientists warn that half of all species on Earth could be wiped out within the next century.



Mark Jenkinson

Carbon footprint

This term is used to measure the greenhouse gas emissions produced by individuals, organisations or activities. It quantifies the impact of human actions on climate change and can be expressed in terms of CO₂ equivalents (CO₂e).

Carbon neutral and net zero

Carbon neutral can cover a defined part of business operations and typically accounts for carbon dioxide emissions but not other greenhouse gases. Achieving carbon neutrality involves balancing the amount of carbon

Biodiversity

Biodiversity refers to every living thing, including plants, bacteria, animals, and humans. Protecting biodiversity is crucial as it supports the functioning of ecosystems, provides essential services, and contributes to overall ecosystem health.



emissions released with an equivalent amount of carbon removal or offsetting.

Net zero on the other hand means that a company reduces all greenhouse gas emissions across its whole supply chain i.e. Scope 1, 2 and 3 emissions – see below.

Other terms you may hear are carbon negative and climate positive which effectively both mean you remove more carbon dioxide from the atmosphere than you emit.

Carbon offset

In simple terms, carbon offset is a reduction or removal of emissions of carbon dioxide or other greenhouse gases made in order to compensate for emissions made elsewhere. Carbon offsetting is a controversial approach and is therefore seen as a last resort in achieving net zero and time should be taken in selecting the appropriate scheme.

Circular economy

The concept of a circular economy aims to minimise waste and resource consumption by promoting the reuse, recycling, and repurposing of materials. It focuses on creating closed-loop systems where resources are continually cycled back into the production process.

ESG

Stands for Environmental, Social and Governance and if you haven't heard it mentioned before, where here have you been? Across the three pillars there are a number of themes and key criteria:

The environmental criteria look at how an organisation performs as a steward of the natural environment e.g. greenhouse gas emissions, water usage, and waste and pollution, including both outputs and inputs.

The social criteria examine how an organisation manages relationships with its employees, suppliers, customers, stakeholders, and the communities in which it operates e.g. employee relations, diversity, health and safety, and community support.

Governance relates to an organisation's internal processes and leadership including executive remuneration, internal controls and assurance, and shareholder rights including board diversity, ethical decision-making, and deterring corruption and bribery.

Greenhouse gas emissions

People tend to focus on carbon. As above, achieving net zero also requires a reduction in greenhouse gases (GHGs). As well as carbon dioxide, GHGs include nitrous oxide, methane, and fluorinated gases.

Greenwashing / greenhushing

Greenwashing refers to the deceptive marketing or promotion of products, services, or organisations as environmentally friendly or sustainable, without substantiated evidence. This can lead to reputational damage. On the other hand, it is thought that companies are increasingly engaging in 'greenhushing' – a refusal to publicise anything about the sustainability of an organisation's products or services for fear of being open to criticism.

Resilience

Resilience in the context of sustainability refers to the capacity of systems, communities, or individuals to withstand and recover from environmental, social, or economic shocks and stresses. Building resilience involves creating adaptive strategies and robust frameworks to ensure long-term stability.

Scope 1, 2, and 3 emissions

The term first appeared in the Green House Gas Protocol of 2001 and today, the three scopes are the basis for mandatory GHG reporting in the UK:

Scope 1: the greenhouse gas emissions an organisation makes directly in its operations – for example while running its boilers and vehicles and can be reduced through the use of renewables.

Scope 2: indirect emissions from the generation of purchased energy and can be reduced through converting to the supply of renewable energy on a green tariff.

Scope 3: all other indirect emissions in the organisation's value chain both with suppliers (downstream) and customers (upstream). For many businesses, Scope 3 emissions account for more than 70 percent of their carbon footprint.

UN SDGs

The 17 Sustainable Development Goals were adopted by all United Nations Member States in 2015 and are a collection of interlinked objectives designed to serve as a "shared blueprint for peace and prosperity for people and the planet, now and into the future". The 17 goals and the associated 169 targets and 232 indicators can be relevant to businesses as well as countries, local authorities and civil society.

Mark Jenkinson is director of Crystal Associates and chair of the LCCI's environment, sustainability and green growth committee

www.crystal-associates.co.uk



Preserving the environment

I Gary Ruffhead on the role quality infrastructure has in addressing the green skills gap



Gary Ruffhead is MCQI CQP is director and principal lead auditor at GPR PS Ltd – branded as Lead Auditor-as-a Service (LAaaS®)

www.gprps.co.uk

The transition to a green economy will add an estimated 60 million new jobs to the market by 2030. According to the International Labour Organization (ILO), “The green transition can generate millions of jobs but these are conditional on the availability of relevant skills and training.”

In its publication *Skills for a greener future – a global view* based on 32 country studies, the ILO defines green jobs as those that contribute to, preserve, or restore the environment.

An ISO – the International Organisation for Standardisation which develops and publishes international standards – survey records the number of valid certificates relating to environmental management systems (EMS as per ISO 14001) as 420,433 worldwide with 17,378 in the UK.

According to ISO’s interpretation of LinkedIn’s research, knowledge of ISO 14001 was identified as one of the top ten skills added to LinkedIn member profiles in the past five years.

Control and influence

One of the main requirements of this standard is to determine the environmental aspects of its activities, products and services that it can control and those that it can influence, considering a life cycle perspective as well as taking into account abnormal conditions and emergency situations. In my experience, many micro-businesses and SMEs struggle to define and or articulate their life cycle; the implication could be that some aspects and associated impacts are being missed.

Another requirement is to determine those aspects that have, or can have, a significant impact by using established criteria. Again, from my experience, some organisations are not using any criteria, instead stating all its aspects are significant, therefore, attempting to address everything with the same priority or even a sense of urgency.

Finite resource

Simply stating everything as significant, apart from not meeting the requirement, is not practical, as most businesses will only have a finite resource to deliver the intended outcomes of their EMS:

- enhancement of environmental performance and the protection of the environment
- fulfillment of compliance obligations
- continually enhancing its environmental management system to achieve its environmental objectives.

This will aid prioritisation. Once the significance of the subject is known, resources and required skills with qualifications can be properly considered with confidence in the context of meeting the organisation’s objectives. Only when the business has considered a life cycle perspective that truly reflects its profile and own presence in the supply chain, can it be used as a pathway in addressing the green skills gap.

Life cycle perspective

The root cause for the lack of understanding of this subject can be down to several factors, from a poorly designed phased implementation of an EMS to using a non-accredited certification.

Using only official interpretation to demonstrate conformity, short courses can be designed to transfer knowledge and understanding in a simple and concise way for those businesses that want a greater depth of understanding for considering a life cycle perspective. An understanding of compliance obligations related to its aspects and therefore knowledge of legislation will also be an important competence.



Getting ready for showtime

The Business Show takes place on 22/23 November at ExCeL London. Here are some top tips to make the most of your attendance



Before attending the show prepare a list of exhibitors you would like to visit, or seminars and panel debates that you'd like to attend. You can use the show guide to highlight stands, talks, or other places and utilise the notes section.

Industry experts

Think about your main reasons for attending the show and what you will feel most satisfied to come away having gained or learned. For example, you may want to pick up products and software to help your company run more efficiently. Maybe, as an entrepreneur, you want to have a play-by-play from industry experts on how to start your own business. As an employee, you may want to take a masterclass in digital marketing so you can find your feet in your new career.

Masterclasses

One of the key areas that attract visitors to the show each year is the expert-led, interactive masterclasses, must-see features to grow skillsets and improve knowledge. Sessions which would ordinarily cost thousands of pounds are

free to attend. Some of the names hosting masterclasses include Premier Property, HSBC, IPO, Sleeping Giant Media, and Property CEO, amongst many others. You won't get the

opportunity anywhere else to have a hands-on experience like this; some of the sessions include guidance on digital marketing, others are about property investment, cybersecurity, or business growth.

Plan of action

With such a vast variety of options to explore, it's imperative that you have a plan of action and a schedule to follow. It's therefore also advised that to attend the sessions you want, you sign up for masterclasses along with your entry ticket as they are first-come, first-served. Sign up for masterclasses opens around eight weeks prior to the show.

If you're looking for inspirational talks from industry experts, visit the keynote theatres to hear more from Marnie Swindells, The Apprentice 2023

One of the key areas that attract visitors to the show each year is the expert-led, interactive masterclasses, must-see features to grow skillsets and improve knowledge. Sessions which would ordinarily cost thousands of pounds are free to attend.

winner, business owner Simon Squibb, investor, entrepreneur and founder/chief executive at HelpBnk, Daniela Tabor from Spotify and Harmony Murphy from Google.

You should also think about how you learn best. Will you learn more from listening to a keynote, taking advantage of the Q&A at a live panel debate, attending an interactive masterclass, or having a quick conversation with other business professionals at the speed networking area?

The Business Show takes place on 22-23 November at ExCeL London. Register for a free ticket on the website

Squirrels – cute and furry garden animals or a menace?

Some people think Grey squirrels are cute and cuddly, but they actually cause more problems than rats according to Paul Bates, Managing Director of Cleankill Pest Control.



Squirrels are very determined creatures and if they find a weak point around the soffit boards leading into your loft, it can be very difficult to get them out and keep them out. Rats, on the other hand, tend to enter lofts by moving up wall cavities from the under-floor drain areas and can't normally find their way in again, once they have been proofed out.

Like rats, squirrels have ever-growing incisor teeth, so the creatures need to constantly gnaw on hard objects to keep their teeth from growing too long. Electric cables chewed by squirrels are a common cause of building fires and blackouts. Squirrels are also responsible for causing thousands of pounds worth of damage to roof beams and supports.

Squirrels in residence can also contaminate any unsealed water tanks with their droppings and cause flooding by gnawing through water pipes.

Treatment for a squirrel problem will normally involve a survey of the premises to assess where the pests are entering the building and what proofing measures need to be taken to keep them out. Then it is likely that a trapping programme will be needed to catch and remove all of the

Squirrels, requiring several follow up visits.

The best way to prevent an invasion is to block any holes in the building and ensure overhanging trees are far enough from a premises to stop squirrels leaping on to the property. Ivy or any other climbing plants should be cut back so they can't be used to access roof spaces. Food sources, for instance bird feeders, should be removed or replaced with squirrel-proof versions.

Much like other rodents, squirrels can carry and transmit a range of diseases such as Lyme disease (via ticks), leptospirosis and salmonella. They can also transport fleas, posing a further risk to both people and pets. In addition to the risk of disease, females can become very aggressive and will attack if they think their pups are being threatened.

Once settled, it is extremely difficult to get squirrels to leave and DIY pest control is strongly discouraged by the British Pest Control Association. It is illegal to use a rat trap for a squirrel as they can cause suffering to the animal and under Schedule 9 of the Wildlife and Countryside Act it is illegal to release a grey squirrel into the wild or allow one to escape. It means that if you trap a squirrel you are

obliged to despatch it using a humane method.

This can be distressing and should only be performed by a qualified and competent pest controller. Pest Control Professionals are the only

people with the experience, expertise and skills to assess and advise the best course of action.

If you have a squirrel problem or another pest problem, contact www.cleankill.co.uk for a free survey.



Evidence of squirrel damage in a roof space.



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Planning investments in today's economic climate

The property market is experiencing a slowdown. Rising interest rates and stubborn inflation aren't helping things *writes Paresh Raja*



Paresh Raja is the founder and chief executive of Market Financial Solutions

www.mfsuk.com

Fortunately, much of the growth we enjoyed during the pandemic still remains in place. But, given what we've seen in more recent months, landlords and investors are considering ways in which they can manage their property investments more efficiently.

It is more important than ever, therefore, that brokers remain aware of – and help their clients manage – the financial challenges they're facing. In fact, there are some costs they may want to prioritise.

Costs

Market Financial Solutions (MFS) recently commissioned an independent survey of 1,323 UK homeowners and landlords.

From the data, we saw taxation is a key area that homeowners are focused on in today's property market. A majority, 64 per cent of respondents, said stamp duty land tax (SDLT) rates are too high. A further 34 per cent suggested stamp duty should be axed in favour of annual taxes on the value of people's land.

In the short-term, meanwhile, homeowners think that cutting SDLT could help the property market in the current economic climate. Nearly half support another stamp duty holiday for the next 12 months. There can be no denying the impact of the stamp duty holiday during the pandemic, triggering, as it did, a flurry of property buying activity.

With inflation and rising interest rates diminishing how much people can spend or borrow, homeowners want to see the government introduce a temporary solution that could encourage growth in the market.

Elsewhere, MFS's research revealed that while a minority of homeowners think that high inflation and rising interest rates will likely result in a property market crash in the next 12 months, most asserted that property is a safe investment in the current climate.

Challenges

Despite the challenges at hand,

optimism remains. Investors still have faith in bricks and mortar. For brokers and lenders, the key question is how they can best support clients as they look to navigate the economic climate, and pursue new opportunities.

As ever, brokers who are able to effectively compare the different financial products that are available to their clients will be of the most value in the coming months. This is no easy task, with many lenders chopping and change rates, or pulling products entirely.

But, by working closely with reliable lenders, and then demonstrating the benefits or drawbacks of each option a borrower could choose from, brokers will be much better placed to help their clients invest with confidence.

To assist with this task, brokers and indeed direct borrowers could look to bridging loan or mortgage calculators. By using calculators that factor in the cost of SDLT, for instance, expenses when purchasing a property can be more accurately estimated, thereby getting a truer picture of what is affordable.

Capabilities

Similarly, in a high inflation and rising interest rates environment, calculators can help brokers and borrowers assess their financial capabilities, allowing them to better evaluate the potential risks of an investment and set realistic goals.

By carrying out this kind of due diligence, borrowers can be better prepared to navigate any economic fluctuations that might arise. They'll be able to better mitigate risk by understanding all the information needed to make more informed decisions about their investments.

In doing so, this will help contribute to higher levels of activity in the UK property market. Should the economy stabilise, brokers especially will have a crucial role to play in helping buyers capitalise on the opportunities that emerge, allowing for the continued recovery of the market.

A guide to freezing injunctions

| by *Adam Haffenden*



Adam Haffenden is a partner and head of dispute resolution at TV Edwards

www.tvedwards.com

What is a freezing order?

It is an interim injunction prohibiting a potential defendant in civil litigation proceedings from dissipating assets. Freezing orders can be obtained to prevent the disposal of assets within the UK or worldwide.

In any fraudulent money transaction, one must act quickly to protect their assets from being dissipated.

To make a successful application for a freezing order you will have to show that there was an underlying cause of action and that there is a risk of dissipation of the assets.

A freezing order can be defined as, freezing respondents' assets and restricting any use to those assets.

What does the applicant have to establish?

1. A good arguable case after full and frank disclosure

- The applicant is subject to the usual obligations to make detailed investigations before seeking the order and to provide full disclosure of all relevant facts.
- A failure to do so will result in the defendant applying to have the order set aside and will lead to a costs and substantial damages order under the claimant's cross undertaking in damages that must be given to the court.
- The applicant's obligation to make full disclosure extends to facts discovered after the making of the order.

2. The respondent has property in the jurisdiction and there is a risk of dissipation of those assets out of reach of the applicant

- Unless the applicant can show a real likelihood that the respondent is going to dispose of the assets to make it impossible for the applicant to enforce judgement, the court won't grant the freezing injunction.
- There needs to be evidence that moving assets will be done with dishonest purpose.
- Relevant factors will include the ease with which assets could be moved out of the applicant's reach.

3. It must be just and convenient for the court to grant the freezing injunction

- The court must be satisfied that it would be just and convenient to grant the freezing order.

4. The Court must consider the 'balance of convenience'

- The Court will look at whether the payment of damages would be an adequate remedy for the applicant if he succeeds at trial. If it would be, the Court will not normally order an interim injunction.
- If damages are not adequate, the Court will look at the cross-undertaking in damages.
- If the Court has doubts as to whether damages are adequate, it will consider the specific circumstances of the case.

After the ex parte application

After the application has been granted by the court, the applicant is required to give an undertaking to issue and serve the claim form to the respondent as soon as reasonably practicable.

An order for a freezing injunction will contain a return date for a hearing. This hearing will determine whether the order should be continued.

Grounds for having a freezing order set aside

These grounds include:

- The applicant has failed to evidence the risk of dissipation of assets.
- The allegation that has been made is not arguable.
- It wouldn't be just to continue the injunction.
- The applicant hasn't provided full and frank disclosure.
- The court has no jurisdiction to issue the freezing order.
- The defendant could use the return date hearing to argue for the terms of the freezing order to be varied.

If the applicant is considering applying for a worldwide freezing order, consideration must be given to the enforceability and recognition of an English freezing order in the foreign jurisdiction.

Breaching a freezing order

Freezing injunctions include a penal notice, which means that any breach of the freezing injunction by the respondent on whom it is served may amount to a contempt of court and result in criminal proceedings. Being found guilty of contempt of court renders the wrongdoer liable to a fine and/or imprisonment for up to two years.

Delivering customer experience with direct mail

Direct mail can be very powerful for delivering a personalised customer experience. However, with rising postal and paper costs, it is essential that direct mail is effective, to make the process worthwhile. Here, with WDM, we explore how businesses can use it to create an effective customer experience

Personalisation

Incorporating personalisation into your campaign is worth consideration. Rather than just launching a direct mail campaign to anyone and everyone, using data-driven strategies to launch campaigns can result in a better ROI for the business.

Creating campaigns with a personalised touches and elements can make your direct mail stand out amongst crowded markets. By using the data approach, digital printing can allow you to create pieces that are tailored to each segment of the market, or parts of your customer base. Providing unique and tailored offers to certain age ranges, customer profiles or different incentives for current customers and prospective ones, can make your campaign more effective than a general mail campaign.

Integration

One way to get the most from your direct mail campaign and create a strong customer experience, is to incorporate it amongst other marketing strategies, across different channels. By doing this, brands have the potential to capture the attention of customers more effectively than they would by adopting a single channel approach.

In practice, adopting the multi-channel approach can have very strong results, with the adoption of this yielding up to a 300 per cent increase in conversions. Integrating direct mail with TV campaigns or social media marketing can provide increased brand awareness and recall. It can work well as a follow-up message or a reminder, such as an email a customer saw for a product online, then sent an offer for the product via direct mail – this has the potential to influence the buying behaviour of that person.

Call to Action (CTA)

The importance of a call to action cannot be underestimated. Without clear instruction or direction, the marketing materials are at risk of falling flat, as there is no next step for a customer to take. A strong CTA can increase response rates, create an easy process for the customer to follow and make a purchase, perhaps with a targeted offer, and can drive leads and conversions. The CTA is the final act of the direct mail piece, directing the customer to carry out a desired further action, and is arguably the most important element of the campaign.

Compelling content is also important, as is the design of the direct mail. This doesn't necessarily mean complex decoration or layouts, but the ease for which it is for the recipient to make sense of and act upon the material. The design is about making the message clear, and as simple to understand for the customer as possible.

Direct mail campaigns that are overly complicated or cluttered, run the risk of muddling their overall message, the brand identity, and the overall purpose of the marketing.

Data

Direct mail campaigns can be very effective for the customer experience. Focusing on elements including the design and the personalised aspect can see not only an increased appeal to customers, but also a tangible increase in the open rate, as well as more leads and conversions for the business. Use data to launch the campaign with an aim, targeting the correct people with the correct information, and importantly, use the direct mail method as just one part of an overall marketing strategy.

www.wdmonline.co.uk

LCCI business information service

LCCI provides mailing lists of companies located in the UK and 73 countries worldwide. Members can receive up to 200 companies every month free of charge. Lists cover primary, secondary and tertiary industries. Searches can also be carried out by geographic location

or job title. A typical list includes company name and address, one or more named contacts, e-mail and web address.

Tailored

Lists can be tailored to a particular audience such as key decision makers,

administrators or HR. The breadth of data allows serviced users to carry out traditional direct mail, telephone or e-mail campaigns (or a combination of all three).

Contact Alexa Michael
amichael@londonchamber.co.uk

A visionary in cultural entrepreneurship and innovation

Denize Ledeatte profiles Dr Les Johnson

Dr Les Johnson is a distinguished figure in the world of cultural entrepreneurship and innovation. Serving as a visiting research fellow at Birmingham City University's Faculty of Arts, Design, and Media, his journey spans continents, industries, and generations, leaving an indelible impact on cultural development, business, and academia.

Vibrant

Dr Johnson's journey began in Jamaica during the 1960s as part of the second wave of Windrush migrants. Growing up in two culturally vibrant environments profoundly influenced his views on entrepreneurship, culture, and innovation. He ventured to the UK in 1962 and his thirst for knowledge and creativity has led him to excel in various fields.

Having graduated from the Royal College of Art and with an impressive resume in business, arts, media and cultural studies, Dr Johnson seamlessly integrated culture and business throughout his career. As chief executive, his leadership at Equator International, a multi-award-winning design, media, marketing, and management consultancy, demonstrated his ability to bridge creativity and commercial success.



Dr Les Johnson

Culture sector

This experience laid the foundation for collaborations and contracts with prestigious entities such as the BBC, Channel 4, Sony, Virgin, The Arts Council, Tate, Nat West, Clydesdale Bank and Carlton Television among many other culture sector organisations including local, regional and central governments.

A significant milestone in Dr Johnson's journey is his PhD in cultural visualization, entrepreneurship, and innovation, showcasing his commitment to pushing the boundaries of knowledge. His expertise in practice-based research yielded innovative methodologies that transform the cultural and business landscape.

By driving collaborations between universities globally, his initiation of innovation research between Birmingham City University and the University of West Indies exemplifies his prowess in merging academia and culture for lasting impact.

Reggae

His Reggae Music Archive research, including the Bob Marley Lecture and research into; Black popular culture innovation, Windrush research centres and the Blue Economy has forged a place for new Caribbean innovation,

business, training and new diaspora studies.

National Windrush Museum

Dr Johnson's impact extends beyond academia and research. As the founder and Chair of the National Windrush Museum, he now champions the legacy of the Windrush generation, and their successors ensuring their contributions are acknowledged and celebrated. His involvement with the Jamaican Museum and Cultural Centre in Atlanta, along with initiatives to study Jamaican diaspora cultural heritage at the University of West Indies, highlights his dedication to cultural preservation. He says: "The National Windrush Museum's mission is to foster understanding of Windrush communities' experiences and their profound impact on Britain."

The museum is dedicated to researching, exhibiting, and preserving the tangible and intangible cultural heritage of the Windrush generation and their successors. His collaboration with The Conversation resulted in an E-book celebrating the 75th anniversary of Empire Windrush's 1948 arrival in Tilbury Essex, and the significant contributions of Caribbean migrants and settlers in Britain since.

Positive transformation

Dr Johnson's legacy extends beyond academia. As a practicing visual artist, musician, and community development activist, he embodies the intersection of culture, entrepreneurship, and social change. Through his foundation, he supports projects and enterprises that drive positive transformation in society. In the ever-evolving landscape of cultural entrepreneurship and innovation, Dr Johnson's contributions serve as a beacon of inspiration.

His journey, from Jamaica to the UK, ground-breaking research, artistic and musical contributions across the arts, design, and media, his role as founder and chair of the National Windrush Museum, and his commitment to cultural preservation, leave an enduring mark on academia, business, and society. As a visionary leader and alumnus of the Royal College of Art, and member of the LCCI, Dr Johnson's legacy continues to shape and inspire future generations.

Denize Ledeatte is director of the National Windrush Museum

Dr Les Johnson's collaboration with The Conversation has produced a free e-book celebrating the 75th anniversary of Empire Windrush's 1948 arrival Caribbean and significant contributions migrants

www.nationalwindrushmuseum.com

UK Black Business

UK Black Business Show is part of the UK Black Business Week, a series of conferences and networking sessions offering bespoke topics and themes.

The show takes place at the Business Design Centre in Islington on 7 October and enables attendees to:

- connect with professionals and businesses across a number of industries for knowledge-sharing,

networking and inspiration

- hear and learn from the stories and experiences of successful women and men in business
- gain practical knowledge and skills through in-depth workshops, seminars and talks designed to advance and develop their soft skills
- be inspired about Black business in the UK.

www.ukblackbusinessshow.co.uk



Business Design Centre exterior by Matt Brown, CC BY 2.0

What are the chances of HMRC auditing my company?



By Andrew Thurston

HMRC are required, under UK customs legislation, to carry out reviews of international trade activities to ensure the UK's borders are working effectively, and the correct taxes are being paid to HM Treasury.

These audits can be time-consuming, stressful and, potentially expensive for companies with audits lasting in many cases for months rather than days.

How are companies identified?

HMRC operates a sophisticated risk profiling system that draws information from within the Department to identify possible risk trends. This could be in relation to a significant customs debt raised on a UK importer due to the use of an incorrect commodity code. HMRC use this data to identify potential other importers and, if the risk is considered sufficient, raise compliance audits to those targeted importers.

Where a company imports goods into the UK and is declared as the importer on a UK customs declaration, HMRC will use this data to risk score the company and determine whether a compliance audit is required.

The likelihood of an HMRC customs audit will depend on the type, value, and origin of the imported goods. If you import goods that fall within high-tariff commodity codes or are subject to reliefs, such as Inward Processing or Tariff Quotas, your company is more likely to be identified for a customs audit.

HMRC does occasionally conduct audits at random with your company's name popping up in their Risk system or if your company has been subject to a recent compliance issue within another tax that triggers an audit.

What will an HMRC Audit cover?

1. An HMRC Officer will interview the person responsible for customs matters within the company to establish the international trade activities and current procedures for



ensuring compliance with customs legislation.

2. An audit usually covers a three-year import and/or export period preceding the audit start date, so it is critical your company maintains satisfactory records otherwise it could be subject to customs debt and penalty action.
3. The HMRC Officer will request specific documentation but could, if required, examine all imports and/or exports in the preceding three years to confirm the extent of any irregularities and potential customs debts.

Preparing for a Customs Audit

HMRC expects a company to have satisfactory procedures in place to effectively control the accuracy of the customs declarations submitted in its name.

Our experienced ex-HMRC experts can provide valuable advice and assistance to any company importing or exporting goods. We can conduct a review of your customs exposure to identify any areas of concern and provide the required services to plug any gaps in knowledge or processes.

This will ensure your company is ready for a HMRC customs audit, reducing your costs of having employees sidelined to collate documentation during the audit and ensure that you can increase efficiencies in managing the customs data for your imports/exports, improving your overall compliance. Ensuring your company does not experience any potentially significant customs debts which could affect the profitability of your business operations if not properly managed.

Our experiences since Brexit have revealed that HMRC is taking a special interest in 'new' importers drawn into the customs arena because of their continued trading with the European Union. Most importers do not have the

necessary knowledge to ensure they comply with UK customs legislation.

What should you do after a Customs Audit?

- The HMRC Officer will provide a Closure Letter detailing the areas of your import/export activities that require review and introduction of processes to manage compliance.
- Read the points raised as they will be reviewed during any future Customs Audits to determine whether your company has improved its compliance in these areas. Failure to do so could render the company liable to civil penalty action which could also result in increased interactions by HMRC on other taxes.
- Review your current processes to ensure these are sufficient to maintain compliance with customs legislation.

Get in touch!

We recommend reviewing your current level of customs knowledge to ensure your business remains compliant and efficient in international trade. We offer a range of services tailored to your needs:

- Consider conducting a Customs Compliance Audit to identify potential areas for improvement and risk mitigation.
- Explore the option of an Outsourced Customs Manager who can expertly navigate the complexities of customs regulations on your behalf.
- Empower your team with specialised training to enhance their understanding of customs compliance and facilitate smooth cross-border transactions.

Reach out to discuss how our services can be customised to address your business requirements. Call [+44\(0\)1564 781 630](tel:+44(0)1564781630) or email Andrew.Thurston@mha.co.uk.

Achieving success as a woman in business

Petronella West, chief executive of Investment Quorum, was the keynote speaker at a recent Women in Business networking lunch hosted by LCCI chair Julia Onslow-Cole

West is a pension transfer specialist who was awarded Wealth Manager CEO of the Year at the City of London Wealth Manager Awards in 2022. Her charity work includes an involvement with Sierra Leone-based Street Child.

Inspired

In the audience that day was Elizabeth Skewes Castañeda who was left "empowered and inspired" by West's speech. She writes: With 35 years' experience in the financial services industry, a sector that is still nowadays male dominated, Petronella West has managed to reach the top of the ladder and become an influential and successful businesswoman whilst still staying humble, true to herself and very approachable.

Advice

Her three pieces of advice to achieve success were:

Have grit: be courageous, persistent, adaptable, resilient.

Be vulnerable: this is not a weakness but a superpower that comes naturally to women.

Be forgiving: leadership needs to be grown up and accepting. We all make mistakes, don't hold grudges and move on!

Learn more about LCCI's Women in Business group at:

www.londonchamber.co.uk/business-groups/clubs-and-associations/women-in-business-group

See pages 78-9 for the profiles of the group's chair and members



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Recognising excellence

The 21st Century Icon Awards recently celebrated seven years of recognising individual excellence from across the globe and announced the 14 winners in the 2023 edition at a gala dinner at the Biltmore in Mayfair

The wide-ranging list of categories included innovator technology, finance and investment, competitive sports, sustainability, philanthropy, and art and fashion.

Inspirational

The outstanding media and entertainment award went to broadcaster Kate Silverton – seen here flanked by the event founders Preeti Rana and Tarun Ghulati of Squared Watermelon.

The inspirational icon award was won by Dr Pablo Borboroglu, chair of the Global Penguin Society for his conservation work.

www.21stcenturyiconawards.com



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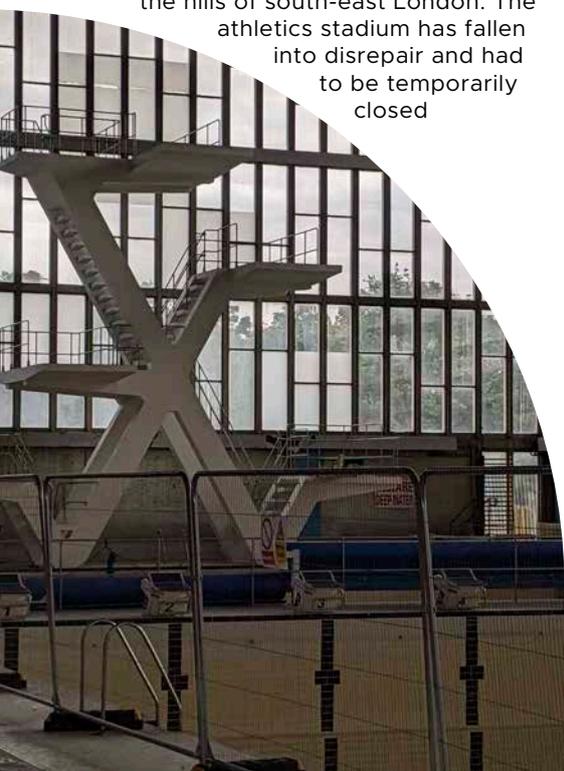
National Sports Centre – brokedown palace?

Paul Bartholomew looks into the history of south-east London's once celebrated sporting venue, charts its decline, and gives hope for a better future

When a national sports centre opened in Crystal Palace Park in 1964, it heralded the advent of a bright, new world of sport. Its radically modernist design reflected Prime Minister Harold Wilson's ambitions to promote the 'white heat of technology'. With an Olympic size swimming pool, a 400-metre 8-lane running track and a 19,000 capacity, the National Sports Centre (NSC) in Crystal Palace hosted both national and international events. The building itself is listed as a Grade 2 national heritage building, described by Historic Britain as 'exceptional in the breadth of its vision'.

Promise

The passage of time has not been kind to this beacon of athletic promise on the hills of south-east London. The athletics stadium has fallen into disrepair and had to be temporarily closed



in November 2022 when it was discovered that the concrete pillars that held up the floodlights were unsafe. They have since been removed, with local athletes who now use the stadium only able to train during daylight hours. In the sports centre itself, the swimming pool has been closed, the renowned diving centre is cordoned off, and the running track is in a state of dilapidation.

What went wrong with this former national treasure? And is the decline terminal?

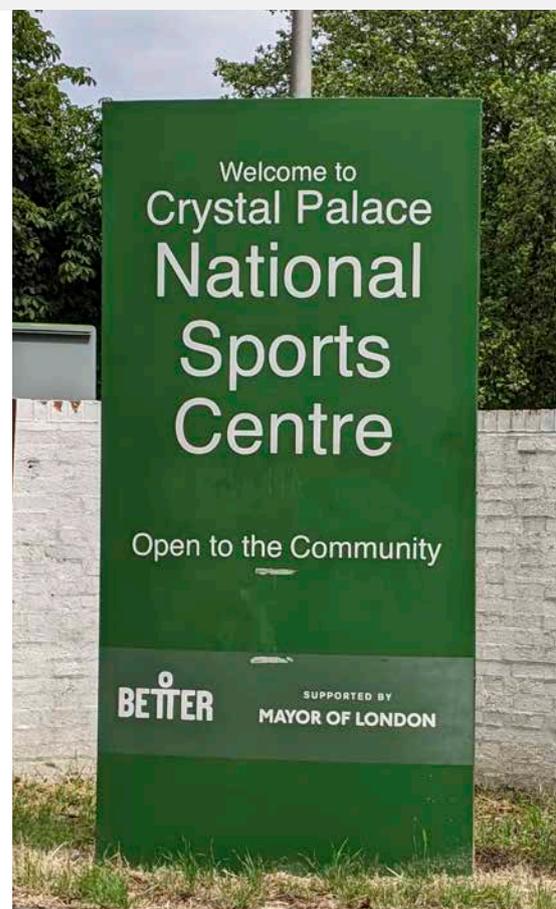
The Crystal Palace Park in which the NSC is situated has a long history of hosting national sports events including Olympic competitions, the 1968 European athletics championships, the London Grand Prix, and women's football finals.

Crystal Palace football club was based in the park from their formation in 1905 until 1915 when the football pitch was requisitioned for the war effort. The club submitted plans to demolish the athletics stadium and build a new Premier League standard football stadium in its place, proposing to move their home ground from Selhurst Park to the Crystal Palace Park. The Eagles' management withdrew the plans in 2017 and developed Selhurst Park instead.

Lack of investment

Maintaining and operating a large sports facility is expensive, and lack of financial support and financial constraints meant that necessary upgrades to the NSC were not carried out.

By the time of the 2012 London Olympics, lack of investment both in



the facilities and the local transport infrastructure had removed its competitive edge, eroding its status as a leading sports destination. The focus was on the London Stadium in Stratford which offered better amenities. In the 2012 London Olympics, the only Olympic event held at Crystal Palace was the women's handball.

Calling this a once-in-a-generation development which will secure its future for decades to come, Khan is nonetheless insistent that a larger scale refurbishment is needed, and this depends on a viable working business plan for its success.

”

Declining usage and attendance put further financial strain on the local authorities and stakeholders who could no longer rely on big ticket events for income. Unlike the Crystal Palace Bowl, which once hosted musical acts such as Pink Floyd and Bob Marley before falling into disrepair but has successfully reinvented itself as a festival event and The Crystal Palace Park Concert Platform, the NSC has not been able to secure the



significantly higher funds needed to restore the building and stadium to its former stature as an athletics destination.

Viable

Up to this summer, that is, when Mayor of London Sadiq Khan, announced a £10 million fund to rebuild the swimming pool and diving centre, and refurbish the athletics stadium. Calling this a once-in-a-generation development which will secure its future for decades to come, Khan is nonetheless insistent that a larger scale refurbishment is needed, and this depends on a viable working business plan for its success.

Helen McIntosh, president of the South East London Chamber of Commerce has commented: "This is excellent news as the centre approaches its sixtieth anniversary. It missed out on the Olympics due to insufficient transport links, but now the Overground is in place, there is connectivity across the TfL network."

Inward flow

What has changed now to guarantee the funds will not be sunk into a loss-making historical relic? For a start, transport links to Crystal Palace, once blighted by the thick clay of the South London uplands, have dramatically improved in the last decade with the advent of the Overground line, with rapid links to Docklands, the Elizabeth line and the London Underground network.

The wider suburban area from the Crystal Palace Triangle to Sydenham and Penge that went into a period of decline after the burning down of Joseph Paxton's Crystal Palace exhibition is now attracting an inward flow of young, vibrant and aspirational professionals with their families.

New London venue?

The troubled London Stadium has its own issues as an athletics destination. Currently leased to West Ham FC, the costs of converting the stadium from a football arena to an athletic venue are as much as £3 million per event. By investing in a dedicated stadium in Crystal Palace, improvements in infrastructure are directed at upgrading facilities and not shifting operations. And UK athletics may be

looking for a new London venue if the West Ham ownership gains full control of the London Stadium and repurposing it as a state-of-the-art modern Premier League football ground.

However, some are asking, when Mayor Khan calls for innovative business plans for the viability of the project, does he mean a sell-off of parts of the Crystal Palace Park to developers? Previous attempts to commercialise ownership of the park were thwarted by fierce guerrilla resistance from the locals. Remember Swampy? While the wider sports community are welcoming Khan's announcement, many locals are worried that there is a hidden catch.

Paul Bartholomew is director of Customs Direct

www.customsdirect.co.uk

"This is excellent news as the centre approaches its sixtieth anniversary. It missed out on the Olympics due to insufficient transport links, but now the Overground is in place, there is connectivity across the TfL network."



Two minute interview

Dr Theodora Kalentzi of Medical Prime



Who are you?

I am a menopause specialist accredited by the British Menopause Society and founder and clinical lead of Medical Prime, a private menopause clinic in the City of London.

What is your connection with the London Chamber of Commerce?

As a member we interact with other company owners and entrepreneurs. Cross-fertilisation of ideas and network expansion are important when you run a business. We are interested in getting involved with the LCCI's Women in Business Group.

What was your first job in London?

It was in the City, 22 years ago, when, as a newly qualified GP, I worked for a private clinic near Tower Hill. It was my first experience of the City and I fell in love with it – the energy of the place, the people, their diversity and my work. I was employed as a salaried GP. The experience planted the seed that this was an area I'd really like to be based.

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

The expansion of the clinic and taking on board two new menopause doctors. In the last year there had been an increase in demand for our services and as sole practitioner I was working at full capacity. We wanted to offer new services to organisations, including the option to full or part-

pay the medical fees for their staff. It was a big challenge to find the appropriate team in terms of skills, experience, knowledge, and attitude but we now have a top team.

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

Robert Kiyosaki, a Japanese-American entrepreneur, educator and investor who wrote *Rich Dad Poor Dad*. His experience and analysis of two very different career choices are inspiring. One avenue is to be employed, with all the benefits of security; the other is to become an entrepreneur. I understand the benefits of both as I left employment behind to become an entrepreneur six years ago. I took the radical decision to set up my own clinic in 2017 and opened nine months later in April 2018.

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

A lot of our patients use the transport system and consequently we have been affected by the ongoing strikes. Good advance notice of problems and disruption is helpful as is provision of alternative means of travel.

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

Health care is heavily regulated and this is

necessary to ensure a safe, effective and well-delivered service. Both our clinic as an organisation and the doctors working in it are regulated by multiple organisations. My challenge is that the regulatory framework that applies to clinics as entities is very much 'one size fits all.' As our clinic is a small organisation, the kind of input required to satisfy the regulators is very demanding.

What is your favourite and least favourite thing about London?

I love the buzz, the energy and variety of London, with its green spaces, art, food, theatre and diverse cultures. I dislike the Tube, it's so busy and certain lines can be hot and dirty.

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

I see it as less about changing things and more about strengthening and

enhancing, putting London on the map as a global city to attract talent, innovation, diversity. I'm from another country but feel London is my home so I want it to be the best it can be. If I had a 'magic wand' for a day I would make London super clean.

Who would you consider an appropriate person to play you in a movie of your life?

Audrey Hepburn!

What is your favourite quotation?

'You cannot predict the future, but you can create it.' It is attributed to

Dennis Gabor, winner of the 1971 Nobel Prize in Physics, and also US



management guru Peter Drucker. The expression was in my mind when I was setting up the business.

www.medicalprime.co.uk

Audrey Hepburn By Paramount-
photo by Bud Fraker



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TECHTIPS

Your communications services are evolving...

The sunset of the on-premises PBX is nearing the horizon and businesses are looking to the next evolution in communications technology to get one step ahead.

But the next evolution is more an amalgamation of two popular comms solutions: Unified Communications-as-a-Service (UCaaS) and Contact Centre-as-a-Service (CCaaS).

The present – Unified Comms
Unified Communications, or UCaaS, speaks to the ability to put all comms in one place seamlessly, with chat, presence, file sharing and the traditional voice services all part and parcel.

Larger operations on the other hand, especially B2C enterprises, have leveraged the same features for years within more costly CCaaS solutions. These integrate deeply with CRMs and other periphery systems to provide agents with a single app for everything they require, optimising interactions for a better customer experience.

Now, everyone wants a piece of that, prompting the creators of UCaaS to look to CCaaS for inspiration...

The future – UC and Contact Centre becoming one...

The newest UCaaS platforms already include important features like IVRs, queues, wallboards, and presence. But the introduction of more digital channels, manager controls, and skill-based routing are all becoming key need-to-haves for UC platforms, having originated in CCaaS products.

Therefore, there's never been a better time to look at your UC or Contact Centre solution, because they're becoming increasingly similar, and the grass may be far greener – and cheaper – on the other side...

The past – Hosted PBX

While the cost savings, resilience and simplicity of PBXs drove early adoption last decade, the push for remote working, the adoption of social media and new channels of communication – like instant messaging, webchat and video – all helped drive businesses into the 'hosted telephony' era.



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SME London Business Awards – could your business be a winner?

LCCI has launched the SME London Business Awards to recognise and reward industrious, hardworking and enterprising companies in London. There are 22 awards up for grabs, ranging from best employer of the year to best new business and including recognition for high growth, social responsibility and sustainability

If you want your business to shine, this is the best way to hit the spotlight. These awards will not only offer exceptional marketing and PR opportunities but will also increase credibility and standing in the eyes of peers and customers.

Eligibility

Entrants must be based in London and have fewer than 250 employees at the time of entering or be self-employed. All entries as well as supporting documents must be submitted online.

Each category has different requirements in terms of length of time in business or age of entrant – see individual category

descriptions. Businesses can enter up to three different categories and the deadline to apply is Wednesday 27 September 2023. The standard entry rate is £25 + VAT per application.

The judges will be representatives from each of the sponsors and guest judges.

Awards Final 2024

The SME London Business Awards Night, an opportunity to entertain clients, will back a black-tie event at Park Plaza London Riverbank, 18 Albert Embankment, London on Thursday 8 February 2024.

LCCI's partners in the SME

London Business Awards are SSE Energy, South Western Railway, Oxford College of Business, DHL, Birketts Law, Barnes Roffe, City of London, London & Partners, Lenovo, and Lubbock Fine

<https://eventsandpr.co.uk/sme-london-business-awards>

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Courting a sustainable community

Rob Heasman, chief executive of the Earls Court Development Company (ECDC) was the guest speaker at the LCCI property and construction summer reception.

Heasman briefed delegates

in the elegant courtyard of the Haberdashers' Hall in the City on ECDC's masterplan to "bring the wonder back to Earls Court" which included going beyond net-zero and building a sustainable community.



At the palace

Legend's restaurant at Crystal Palace FC, Selhurst Park was the venue for an LCCI networking event earlier this summer.

Joe Long, the club's premium sales executive (pictured here with Victoria Jayne) briefed guests on development plans and the facilities for business entertainment and meetings

on match days and at other times.

There was also an opportunity to go on a stadium tour which included the pitch side dug-outs and dressing rooms.

www.cpfcc.co.uk



Two minute interview

Juna Margariti of Zetta Scope Interiors



Who are you?

I am the founder and design director of Zetta Scope Interiors (ZSI) and Freeman of the City of London.

What is your connection with the London Chamber of Commerce?

I joined LCCI in December 2022, prior to ZSI celebrating its first anniversary. Due to my extensive network and familiarity with the local business landscape in the area, I found it appealing to be more city-based and look at additional opportunities to meet people and socialise.

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

As a London SME, we have enjoyed a successful first year. Not only have I been recognised for my contribution to the industry, but also for my impact on the community, particularly in the City of London.

As newly accepted Court Assistant with The Worshipful Company of Constructors (<https://constructorscompany.org.uk/>) my dedication to sustainability and community welfare extends beyond business endeavours. My role as the immediate past president of the Westminster International Rotary Club shows my commitment to fostering positive change. Under my direction, the club focused extensively on sustainability, offering

guidance and education.

Continuing to provide my input and to work with professors and industry experts as part of The Livery Climate Action Group. This group assists City of London Livery Companies and Guilds with their impact on climate change and the environment. <https://liverycag.org.uk/about/>

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

My inspirational figure, Simon Sinek, is a valuable source of motivation. His philosophy, regardless of one's current path, serves as a catalyst to contribute meaningfully to society.

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

Since I have worked in the industry for almost a decade now (carrying my laptop and office wherever I go), walking around London is one of the most refreshing activities that I can engage in between meetings. Give it a try (when it is not raining). It is also free.

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

There is an excellent effort being made by the City of London to combat climate change. It is important to

mention the business support provided, along with training and guidance, information and resources regarding the supply chain, diversity and inclusion, and environmental sustainability.

The construction industry provides a good example of how to reduce the technical cycle of the construction value chain and recreate a cradle-to-cradle system. In spite of numerous improvements in sustainability and resilience, each based on its own adoption, the old method of construction implementation continues to be used in many aspects of the industry. To lay new foundations for the distant future, it is imperative to not only source the right materials, but also innovate the way our buildings are built. In order to achieve a decarbonisation of the built environment, we must break down the recycling cycle

circle and ways we build considerably.

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

Throughout my career, I have greatly respected and appreciated the dedicated work previous and current mayors have completed. I would strive to end all types of homelessness in the City and beyond, by making use of abandoned and forgotten buildings.

What is your favourite quotation?

One of my own: My aim is to achieve a sustainable, socially and economically holistic approach when delivering projects. Embedding design principles early in the project process as well as adapting a paradigm shift in behaviour in response to climate change.

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LCCI Member News



Blupace

Ashok Duppati is the Founder & CEO of BluPace (a leading technology company), Cakes & Bakes (fastest-growing high street vegan/ Eggfree bakery chain), Hyderabad Wala (Indian restaurant chain), WOW Party (a thriving wholesale supplier of party products) and BioSustain (a ground-breaking sustainability-focused organization). A serial entrepreneur with the capability of building bootstrap businesses and taken them to great heights.

He is recently honoured at the 21st Century Icon Awards 2023 with the esteemed 'Relentlessly Resolute Award'. This prestigious recognition was graciously presented to him by Andrew Rosindell (Member of Parliament for the Romford constituency in Greater London) adding to the significance of this remarkable achievement. The opportunity has been an exceptional event alongside accomplished individuals which was truly an honour that Ashok and team deeply appreciate.

Ashok and his team are immensely grateful and humbled by this recognition, which acknowledges outstanding entrepreneurial achievements and visionary leadership.

ash@duppati.com
www.blupace.co.uk



Present Communications

Present have been involved in the meetings, conference and live / experiential event industry for almost 20 years and in that time the demand for great content has grown exponentially. That's why we've launched StudioPOP – a POPup broadcast studio. Get in touch with us to find out how StudioPOP can assist in creating fantastic, engaging content at any event.

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Everywoman

everywoman launches Power90 series to energise, engage, and inspire your team with interactive training workshops

everywomanPower90 is a CPD Certified extensive suite of live virtual bitesize learning modules, delivered at a time and rhythm to suit your business. The 90-minute interactive workshops are engaging, help your talent be their best, brings teams together, and incentivises learning with valuable CPD points.

Due to its popularity, everywoman has expanded their offering to 40 topics designed by their expert trainers for women at all stages of their careers. The sessions are divided into the Career Topic Series and Career Milestones Series, that organisations can commission one-off workshops or an entire series to support their L&D curriculum. The Career Milestones Series is designed to suit groups across different career stages to advance to the next level, from launching your career to leaping into leadership, returning to work and peri/menopause. The Career Topic Series focuses on areas relevant for your team, such as self-awareness, wellbeing, communication, career development and more.

For more information:
www.everywoman.com/
everywoman-power90

UNIVERSITY OF WESTMINSTER

University of Westminster

Planning permission granted to University of Westminster to develop the UK's most inclusive centre for employability and enterprise

The nine-storey building, which will be refurbished and extended from the University's 29 Marylebone Road site, will bridge the gap between education and the business world. Located just across the road from the University's Marylebone Campus, the building will bring employers, residents, and the University's communities under one roof. The new centre will provide key resources for employers and local organisations, enabling them to grow and secure new talent through access to training and networking opportunities, as well as an array of state-of-the-art training facilities, including a digital studio and maker space. Construction is expected to start later this year, with a planned opening date of Spring 2025.

To be part of this game-changing initiative, please get in touch at 29mr@westminster.ac.uk

COVERSURE

Coversure

StartUp Croydon has once more shown itself as a trailblazer among local businesses, with the 40th Anniversary Celebration event showcasing a rich history and strong connections to the community and its residents.

Jason Perry presented the Geoffrey Dove award to Rajan Amin. Rajan is a worthy winner of this new enterprise award for Croydon. Rajan moved his insurance company Coversure to Croydon in 2015 and fully embraced the Croydon networking scene. He quickly volunteered to be chairman of The Croydon Chamber of Commerce and his enthusiasm and commitment to connecting people made such a difference to small business owners in the borough. Through the pandemic, Rajan worked hard to keep spirits up and when the Croydon Chamber closed Rajan grew a group of local professionals to develop Connecting Croydon a new network supporting grassroots charities and connecting business owners through regular events. Congratulations to Rajan for all his achievements and his energy to connect the business community.



Grena Limited

International medical device specialist Grena has been awarded the prestigious Red Dot Design Award for its polymer ligating clip Click'aV Plus™ with judges citing the product's ergonomic design, user friendly nature and safety features amongst the reasons for the award.

The judges of the internationally recognised awards also commended the product for its significant contribution to waste reduction and cost savings for hospitals during medical procedures.

Family-owned Grena, which is headquartered in Nottingham, UK has over 35 years' experience in the market, successfully developing and producing medical instruments that support surgeon comfort and improve patient safety.

The Click'aV Plus™ surgical clip features innovative micro teeth, which guarantee the clip's stability during surgery even under high blood pressure, and is the largest size available on the market, allowing even large tissue structures to be closed during surgery.

To find out more about Grena and Click'aV Plus™ visit www.grena.co.uk

B4 Secure

Being a threat intelligence leader, B4 Secure has its sights firmly set on supplying businesses with the information they need to identify and mitigate risks. We believe successful businesses are founded on understanding and monitoring threats, building organisational resilience and ensuring business continuity.

As part of our business growth journey, we recently reimagined our brand identity to best represent our vision and culture. Our new Celtic knot logo symbolises the relationship we form with our clients instilling trust, confidence, and protection.

We also entered into a strategic partnership with Zinc Systems, a leading global software business that shares B4 Secure's vision of helping companies effectively manage risks by identifying, reporting, and escalating threats and coordinating operational responses.

Our exciting progress ensures we continue to innovate and further develop our services to support our clients across a growing number of sectors.

For further information, please email Julie Nel at julie@b4secure.co.uk. co.uk or visit b4secure.co.uk.





◆ Managed Services

Technology changes quickly. Ensuring you have the right experts for your business is costly. Finding and retaining them is difficult in today's market. Blue Summit can be your in-house experts. Our Managed Service solution provides you with experts in the IT field who understand your business and work to ensure your systems are driving your business. From Helpdesk to Virtual CIO, we will handle your IT needs.

◆ BST Apps

Need to keep track of employees in the office or in the field? BST Apps is a complete employee management solution. In an online app you can print employee badges, track employee hours, manage time off requests, review and approve mileages and reimbursements and even message employees. Our flexible solution allows you to choose which tools you need to manage your business.

◆ VoIP Services

It's time to look at communications for the 21st century. Forget expensive phone lines that only work in the office. Through our VoIP solutions you can provide every employee with a Direct Dial number they can use on their computer, cell phone, physical phone or tablet. Through the VoIP solution they can call, message, WhatsApp and even Teams call with one number managed by the company. No more need for employees to use their own numbers or forward their calls. And all of these services are usually half the cost of your current phone system.

◆ IT Consulting

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The Specialist Defence and Security Convention UK (SDSC-UK) is the UK's premier expo for innovators, developers, manufacturers and purchasers that operate with the defence and security industry.

SDSC-UK will welcome over 1,500 attendees and 135 exhibitors to Telford International Centre on 2 November 2023 for their exclusive Exhibition and Conference. Delegates will be able to meet both national and international decision makers and experts from industry, military, government departments, law enforcement and intelligence services.

Contact

For further information about the event see

www.sdsc-uk.co.uk

OFFER

LCCI members can receive free tickets to the SDSC-UK Exhibition and Conference by quoting code "HCRlaw" on the SDSC website www.sdsc-uk.co.uk/register-interest-2023. This offer is open until 29 September after which the code will provide a 50% discount.

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If you are a member of LCCI with an offer for other members, contact membersoffers@londonchamber.co.uk

People, planet and profit: the rise of B Corps



By Andreea Brindas, Solicitor, Corporate, Birketts

Certified B Corporations (B Corps) have gained popularity in the past few years.

The movement has now reached over 6,800 certified B Corp Companies worldwide (in more than 90 countries and over 160 industries), out of which over 1,300 are in the UK across 58 industries. The fastest-growing industries are transportation and logistics companies and employee benefits companies.

The certification

Any company that operates for profit in a competitive market and has at least 12 months of operation can apply for certification (charity, public bodies or companies that are held by the state by a majority are therefore excluded).

As certified B Corps have to meet high standards of verified social and environmental performance, the process to certification includes a thorough review of the company's entire operations through a 'B Impact Assessment'. The assessment will measure your company's impact in respect of five key areas: governance, workers, community, environment and customers.

B-Lab (a non-profit network) provides a comprehensive guide setting out

the steps to be followed to obtain certification, but, as a brief overview, these involve:

- measuring your company's social and environmental impact;
- improve your company's score;
- ensure that your company meets the B Corp legal requirement;
- submit your assessment to B Lab and begin the review process; and
- sign the B Corp Agreement and the Declaration of Interdependence.

B Corps must recertify every three years to maintain their status. It may be beneficial to use the B Impact Assessment actively throughout the certified years to ensure compliance and track improvements.

Legal requirements to become a B Corp

There are different legal requirements for certified B Corps across the globe. For UK B Corps, there are two fundamental principles to be considered for certification:

- creating a material positive impact on society and the environment through your business and operations; and
- considering all 'stakeholder interests' when making decisions – including your shareholders, employees, suppliers, society and the environment.

As certified B Corp is a status that differentiates between businesses, it must embed a stakeholder focused mindset and align the company's values with the B Corp Movement's values. All companies wishing to become certified must demonstrate their commitment to people, planet and profit.

The legal requirement can be achieved by amending the company's articles of association to include legal language aligned with the B Corp values and mission. For the majority of companies, the changes must be made during the B Corp certification process, but, in

certain cases, additional time may be granted. Further information can be found at the B Corp (UK) website - <https://bcorporation.uk/>

The usual steps to be taken by companies to meet the B Corp legal requirement are:

1. Board consideration

The board of directors will review the legal requirement and how it fits with the company's current constitutional documents. It may be beneficial to engage the board early in the certification process to ensure clarity about what the legal requirement means for your company.

2. Stakeholders consideration

Engage the stakeholders for review and approval of the legal language.

3. Board approval

The board will approve the changes to the constitution documents and the revised language and send everything to the stakeholders for sign off.

4. Stakeholders approval

The stakeholders authorise the changes to be made to the constitution either by voting at a general meeting or by passing a written resolution.

5. Documents filing

Once approved, the new constitution and affiliate documents need to be filed with the Registrar of Companies.

Additional consideration and/or amendments to the constitutional documents may be required for companies incorporated prior to the Companies Act 2006. This is because such companies may still have objects clause which will require revision to align with the B Corp Movement's values.



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Sunshine and rain

LCCI chair Julia Onslow-Cole and chief executive Richard Burge hosted the chamber's annual summer party on a seasonal (ok, sunshine and rain!) evening at College Gardens, Westminster Abbey in July.

A jazz trio provided a musical backdrop to the drinks, canapés and networking.

Galaxy

A galaxy of guests included Amy Lamé, the Mayor of London's Night Czar, Ranald Macdonald of Boisdale fame, Professor Tony Travers of the London School of Economics, Alderman Prem Goyal, chair of the City of London Chamber, and Lord Hastings of Scarisbrick, chair of the LCCI's Black Business Association committee.





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Summer in the city

Over five thousand runners pounded the streets of the City of London in July as the annual Standard Chartered Great City Race provided further proof of near-normality in working and business life.

Representing a sample of both the corporates and SMEs in the Square Mile, the field were running for Futuremakers, the official race beneficiary, a global initiative to tackle inequality and promote greater economic inclusion for young people.

Party

LCCI fielded an enthusiastic team of varying experience



and fitness-levels, all proud to receive their medals. Elizabeth Skewes Castañeda memorably described the event as “basically five thousand people joining a very healthy party in the middle of beautiful, ancient buildings.”

www.cityrace.co.uk



LCCI Cricket Day

Just a few days after England's (and Stuart Broad's) Ashes heroics in the fifth test, LCCI and guests took up residence in the John Major Room at the Kia Oval for Surrey v

Leicestershire in the One Day Cup competition.

Impressive

In a rain-free day, the hosts posted an impressive 325 – enough, the knowledgeable band of watchers thought, to win comparatively easily. Not so. The visitors romped home, winning by five wickets with a good few overs to spare.



Answers to The Knowledge

On page 21

- 1 Renzo Piano. The Italian architect was also responsible (with Richard Rogers) for the Georges Pompidou Centre in Paris. 
- 2 Gustav Holst, perhaps most famous for his orchestral suite *The Planets*.
- 3 JMW Turner (1775-1851). He was born in Covent Garden and buried in St Paul's Cathedral.
- 4 Harlequins. It is named after former England international Adrian Stoop.
- 5 2005. The BIDs are Better Bankside (south of the Thames from London Bridge to Blackfriars Bridge), Heart of London (includes Leicester Square and Piccadilly Circus), Kingston First, New West End Company (includes Bond Street and Oxford Street) and Paddington Now.
- 6 Samuel Johnson (1709-84). His most famous quote about the capital is probably *When a man is tired of London, he is tired of life*. Both quotes are recorded in James Boswell's *Life of Johnson*.
- 7 The Pogues. It was written by the band's lead singer Shane MacGowan.
- 8 The 17th century, 1698 to be precise. It was based at Jonathan's Coffee House in the City. 
- 9 Hyde Park. It is a sandy bridleway along the south side of the park. 
- 10 John Masefield, Poet Laureate from 1930 to 1967. The lines are from *London Town*, written in 1923.

Plaque for Jonathan's Coffee House, City of London, Ethan Doyle White, CC BY-SA 4.0

Providing unique global logistics solutions for over 20 years

Christine Nichols - director and co-founder of Atlantic Pacific Group - is a fantastic example of an entrepreneur succeeding, thriving, and championing the efforts of women in business.

In partnership with husband Ashley Nichols, Christine formed the international logistics service group back in 2000. Today the business employs over 250 staff in multiple locations throughout the UK, USA, and Ireland.

Incorporating prominent industry companies Atlantic Pacific Global Logistics, Port Express, Killick Martin and Freedom Logistics, the group was confirmed in 21st place of the top 100 fastest growing founder lead companies in the UK by FEBE (For Entrepreneurs By Entrepreneurs) in their 2023 publication.

This year, Christine was historically elected as Chairman of the London Freight Club (LFC), the first women to hold this position in the club's 70-year history. The LFC is an eminent institution within the freight and logistics industry that drives networking and has raised hundreds of thousands of pounds for charitable causes.

Christine is also a Fellow of the Chartered Institute of Logistics and Transport, a member of The Institute of Export, and an Ambassador for Everywoman. She works tirelessly as an industry speaker and panellist talking about diversity, equality, and inclusion, while promoting the important role of women in the logistics sector.

She is a seasoned world traveller, having visited over 50 countries, and worked extensively in Cyprus, Australia, and New Zealand. She has been a foster carer, cancer survivor and is a champion for visual and performing arts, through her role as a Fellow of the Royal Society of Arts.

Industry achievements and accolades aside, Christine spends a large amount of her time these days focusing on charitable causes. In 2021, she set up the Unity in Community foundation as the charitable arm of Atlantic Pacific Group. As the Executive Chairwoman, she supports many local and national events where the cause is close to her heart.

Christine is also a Director and Trustee of Lady McAdden Breast Cancer Trust and a much-valued supporter of Havens



Hospices, Chalkwell Lifeguards and Essex Cultural Diversity. She has also just become a 'Wave Maker' for Billericay Town Women's and Girl's Football Club, providing support and mentoring to the club's 300+ women and girls.

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Tuesday 5 September, 10.00am – 10.45am

Go Connect Networking at LCCI
Tuesday 5 September, 4.00pm – 6.00pm

How can HR help with Succession Planning in SMEs with Sarah Jo Loveday, Founder, peopleknd
Wednesday 6 September, 10.00am – 10.45am

Policy - Green Skies Report Launch at LCCI
Thursday 7 September, 12.30pm – 2.30pm
Programme Partners: Gatwick Airport, Heathrow Airport, IAG, London City Airport and London Stansted Airport

Business Owners Club with Maja Gedosev, GM, JetBlue Europe at LCCI
Thursday 7 September, 4.00pm – 6.00pm
Programme Partner: LenovoPRO
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What the EU IOSS means for eCommerce Sellers
Tuesday 12 September, 10.00am – 11.00am

Integrating AI in Your Accountancy Practice: Unlocking Efficiency and Maximizing Accuracy with Oumesh Sauba, CEO, MYT Limited
Tuesday 12 September, 10.00am – 10.45am

Maximise your Membership at LCCI
Wednesday 13 September, 3.00pm – 5.00pm

City of London Chamber Reception with guest speaker Chris Hayward, Policy Chairman, City of London Corporation and Rt Hon Sir Alok Sharma MP at the City of London Club
Thursday 14 September, 6.00pm – 8.00pm

Unlock the US market: Strategies for Success
Tuesday 19 September, 9.45am – 11.00am
Programme Partners: HSBC and UPS

Property & Construction Networking Club with guest speaker Ernst Schulze, UK Chief Executive Officer, DP World
Programme Partners: Goodstone Living, Menzies, Mischon de Reya and Thames Freepart
Tuesday 19 September, 12.00pm – 2.00pm

LCCI Beach Clean

Wednesday 20 September, 11.15am - 2.15pm
Queenhithe beach

Don your trainers and comfy clothing on and join us for our beach clean at Queenhithe beach and help contribute to a healthier planet. After the beach clean, we invite you to the Chamber HQ for some casual networking over a few drinks and light lunch. Free to attend for Patron and Premier Plus Members only.

Programme Partners: CIBC and SSE Energy Solutions



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Electronic Travel Authorisation Scheme
Thursday 21 September, 10.00am – 11.00am

Five steps to Create a Robust Marketing Strategy & Plan
Monday 25 September, 3.00pm – 3.45pm

Export Licensing
Tuesday 26 September, 10.00am – 11.00am

OCTOBER

How to Sell Services via E-Commerce – with Real-Life Examples with Małgorzata Radkiewicz, eCommerce Strategist at NoA Ignite
Monday 2 October, 10.00am – 10.45am

Go Connect! at Breakfast Networking

Tuesday 3 October, 9.00am – 10.30am
LCCI

Our monthly flagship networking events are regularly attended by up to 60 members from a wide range of industry sectors. The next breakfast will take place at LCCI on Tuesday 3 October, 9.00am – 10.30am. This complimentary event is open to Members and the

Export Quotations and Sales
Tuesday 3 October, 10.00am – 11.00am

Capital 500

Tuesday 3 October, 12.00pm – 2.00pm
LCCI

On Tuesday 3 October, 12.00pm – 2.00pm 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 Q3 2023 results. This complimentary event is open to all Members, Community Network and Non-members.

Sponsored and hosted by Haymacintyre

Asian Business Association Networking Reception at Mint Leaf

Tuesday 10 October, 12.00pm – 2.00pm

*Programme Partner: University of Westminster***Bank of England Economic Update and Networking Lunch**

Wednesday 11 October, 12.00pm – 2.00pm

How to Avoid Unfair Dismissal Claims with Sarah Jo Loveday, Founder, peopleknd

Monday 16 October, 1.45pm – 2.30pm

Introduction to a Global Blueprint Strategy

Tuesday 17 October, 10.00am – 11.00am

AI and Deep Web – Threat Detection and Clean State Recovery at LCCI

Tuesday 24 October, 5.00pm – 7.30pm

NOVEMBER

Networking Training

Wednesday 1 November, 2.00pm – 4.30pm

LCCI Members' Lounge

Networking Training: How to work a room with Heather White, Smart Networking at LCCI. This workshop is ideal if you are new to networking or have some networking experience but are not getting the results you need from the events you are attending. Taking place on Wednesday 1 November, 2.00pm – 4.30pm in the LCCI Members' Lounge. Tickets start at £48.00 inc VAT per person.

How to Drive Productivity and Resilience in the Workplace during Challenging Times with Sarah Jo Loveday, Founder, peopleknd

Monday 6 November, 1.45pm – 2.30pm

Supply Chain Resilience

Tuesday 7 November, 10.00am – 11.00am

International Trade Week Networking Reception at LCCI

Thursday 7 November, 12.00pm – 2.00pm

Business Owners Club Winter Reception at The Tower Hotel

Tuesday 7 November, 6.00pm – 8.00pm

*Programme Partner: LenovoPRO***Hosted by The Tower Hotel****Women in Business Reception with Naomi Riches MBE, London 2012 Paralympic Champion at Tower Suites**

Wednesday 8 November, 6.00pm – 8.00pm

City of London Chamber Property and Construction Networking and Briefing with guest speaker Shравan Joshi MBE, Chairman of Planning & Transportation, City of London Corporation

Tuesday 14 November, 12.00pm – 2.00pm

Global Entrepreneurship Week - Networking Reception at LCCI

Tuesday 14 November, 5.00pm – 7.00pm

Go Connect Networking at the Juno Rooms

Tuesday 21 November, 3.00pm – 5.00pm

International Market Intelligence and Research

Tuesday 21 November, 10.00am – 11.00am

Black Business Association Networking Reception with Segun Akinwoleola, Founder, The Gym Kitchen and Dr Calton Brown, Founder, Black Business Entrepreneurs Conference (BBEC) at LCCI

Thursday 23 November, 6.00pm – 8.30pm

Menopause and Work: How to avoid the exit of your most senior and valuable women in your business

Monday 27 November, 2.00pm – 2.45pm

National Networking Online with Dorset Chamber

Wednesday 29 November, 8.45am – 10.30am

Asian Business Association Winter Reception at Bombay Brasserie

Thursday 30 November, 6.00pm – 8.30pm

Programme Partner: University of Westminster

DECEMBER

Annual Winter Reception

Thursday 7 December, 6.00pm – 8.30pm

Fortnum & Mason

Celebrate the festive season on Thursday 7 December, 6.00pm – 8.30pm at Fortnum & Mason. The reception will be held on the ground floor field restaurant, overlooking the store's world-renowned Food Hall, where attendees will be treated to fine wine and delectable canapés. Guests will also have the opportunity to indulge in some in-store shopping prior to the reception and enter a business card draw to win a hamper. Tickets start at £118.80 inclusive of VAT for Patron and Premier Plus members.

**Go Connect Festive Networking at LCCI**

Wednesday 13 December, 3.00pm – 5.00pm

Shield Pest Control – Providing the Highest Standard of Commercial and Domestic Pest Control Services within London



Shield Pest Control is one of London's longest running and highly reputable pest control service organisations with almost fifty years in business. The company is renowned for providing incredibly high standards of pest control services to both domestic and commercial clients across the United Kingdom.

The expert team of BPCA-qualified pest technicians at Shield Pest Control have a combined wealth of experience under their belts, completing over 6,000 jobs per annum, whilst working in a number of distinct and unique environments.

Shield Pest Control's broad portfolio of over 500 commercial clients, including retailers, public buildings and corporate customers, as well as residential homes, means that the team are familiar with a wide range of environments, bursting with a thorough bank of expert pest knowledge.

Shield Pest Control is proud to have been a Royal Warrant Holder since 2008, providing its high-quality services to The Royal Household to ensure that its residences are kept pest-free and safe. The business's Royal Warrant is an incredible indicator of the effectiveness, quality, standard, and reliability of Shield Pest Control's range of services that are designed to help clients no matter what the pest problem is, including rodent pest control, bird proofing,

insect control and sanitisation. As London's oldest independent pest control company, Shield Pest Control is certain that its team has the specialist knowledge to help clients in the most effective way possible.

Providing one-off treatments, emergency response, comprehensive regular service and multi-service agreements, Shield Pest Control ensures that its service guarantees effective results, with free advice offered to aid in prevention of re-infestation and environmentally friendly products used whenever possible.

2023 has already been a fantastic year for Shield Pest Control with the business being appointed to manage pest control services for high-profile client The London Clinic, helping to maintain the hospital's existing high levels of cleanliness. Shield Pest Control began service for The London Clinic in February 2023, aiding in the prevention and deterrence of pests within multiple clinic site buildings in and around the medical district of Harley Street.

The business has also just entered its fifth year of being a recognised Planet Mark certified business by reducing its carbon emissions as a company by -37.9%, as well as -28.4% per employee in comparison to the previous year, a fantastic achievement for Shield Pest Control. By 2050, all businesses within the United Kingdom must be at net zero decarbonisation by law, so this certification and Shield Pest Control's dedication to understanding its carbon footprint is a great step towards supporting the future.

Furthermore, the team has been taking part in charity work, raising an incredible £4,000 for its local food bank, Bromley Borough Food Bank, alongside The Royal Warrant Holders Charity Fund. At the beginning of the year, the Shield Pest Control team visited the food bank to deliver a cheque of £4,000.

The team, including Managing Director Daniel Steward along with Bromley Borough Food Bank staff and volunteers, also took part in a half-marathon sponsored walk that was organised and arranged by Shield Pest Control. The group walked a total of 13.1 miles and smashed the initial target of £2,000, raising an incredible £2274.00, along with an extra £340.00 raised by Shield Pest Control's Contracts & Compliance Manager Alison Bennett through a local community Coronation party that she helped to organise in May. This extra £340.00 was used to purchase tins, coffee, cleaning products and other essential items that have been delivered to the food bank.

Shield Pest Control is proud to work across the entirety of the UK, from the South to the North of England and everywhere in between, as well as Wales and Scotland. With pests just as common in rural areas as they are in urban, Shield Pest Control's qualified technicians can be available quickly, anywhere in the UK.

Get a free quote today by calling Shield Pest Control on **0800 954 8098**.



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At the races

Lingfield Park racecourse was the picturesque venue for an LCCI prestige event in August

In a viewing area overlooking the finishing post, patron members were briefed by LCCI director Liz Henderson on chamber activities before networking, enjoying a three-course lunch and, of course, placing the odd bet on the six races on offer.



Close finish

Members also had the opportunity to inspect their potential money-earners in the parade ground and witness the winning jockey interviews. Pick of the day for the racing enthusiast was perhaps Hollie Doyle riding Onight to victory in the third race in a close finish.

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Who's who on the Women in Business Advisory Board

Representation of women in business is a concern for all. Currently, only one-fifth of businesses in the UK are led by women, and female-led businesses face specific and entrenched barriers to achieving their full economic potential. Companies with higher female representation already outperform those with fewer, and it is estimated that the UK economy could generate an additional £250 billion if women had the means and access to start new businesses at the same rate as men.

Inclusivity

LCCI wants to ensure everyone can prosper in business and women are no exception. Its Women in Business group aims to grow the representation of women in under-represented sectors and promote inclusivity as a marketplace and financial advantage. The group seeks to champion issues that need to be addressed for women by key stakeholders and the management of organisations.

The group's Advisory Board leads on five workstreams: growing the engagement of women in under-represented sectors; building inclusive female entrepreneurship; campaigns on relevant issues e.g. access to finance; promoting the role of women in international trade; and practical support to help women progress in business.



Lead – Liz Henderson, LCCI director of membership and events

Started her career in marketing in the energy sector and has a proven track record of delivery of transformational brand, loyalty and engagement programmes within brands including British Gas, Centrica,

the AA and Saga PLC. She cares passionately about the role of London Chamber in supporting the growth of London businesses and ensuring people of all diversities and genders can thrive and grow in their business careers.



Karen Burge: owner, Karen J Burge Ltd

Has owned diverse businesses for over 30 years, is a certified business coach and has been a mentor at Sussex University. She runs online courses for entrepreneurs and advises business owners on their business growth and marketing strategies.



Laura Chandler: partner, Mishcon de Reya LLP

Has over 15 years' experience as a corporate transactional lawyer advising a broad range of clients, including entrepreneurs, family businesses and corporations on both UK and cross border matters.



Erin Corrigan: event sales executive, Crystal Palace FC

Organises and delivers the venue hire of Selhurst Park stadium. Her team hosts a range of events from business meetings, corporate away days to film productions. She

also hosts the Her Business of Sport podcast which highlights women in the sport industry.



Kala Desai: head of the funds (London), FSE Group

Focused on supporting high growth innovative businesses with debt solutions. Previously an MD in leveraged finance, and a credit committee member making lending decisions.



Amanda Fergusson: chief executive, Greeting Card Association

Amanda has held several senior sales and marketing roles, and also had her own business both as a distributor and latterly as a business consultant and mentor.



Corinna Field: co-founder, Red Lion PR

Launched in March 2020 with a month-old baby in tow, and then the world went into lockdown. Now the company is twelve people strong with clients spanning tech, retail, home, drinks, wellness and travel.

Abby Ghafoor: founder and chief executive, Arc Management Consulting

Has collated over 25 years of



experience within marketing and management consulting. Her company (based in London and Paris) specialises in marketing and business consultancy services across various industries and platforms.



Anil Gupta: general manager (UK), Ophthalmic Experts Ltd

A dispensing optician for 47 years, he has been a Rotary member since 1989 and worked for decades providing free eye care in Africa and Asia.



Priya Kainth: mortgage and protection advisor, Abode Mortgages Bureau

An experienced financial advisor with a focus on lending, she assists individuals/businesses achieve their financial goals. Areas of expertise include mortgages residential, buy-to-let, commercial properties and bridging/development loans.



Aylin Kilic: director, Prudens Consultancy Ltd

Aylin has 35 years of experience in various sectors like energy, construction equipment, printing and beverages as acumen in both sides, performing at executive level and later acting as an consulting advisor in business strategy and development, market research and market entry.

**Marc Ortman: co-founder and chair, GEN UK**

Leads the development of several programmes - Global Entrepreneurship Week UK, Restart Ukraine, assisting Ukrainian women entrepreneurs rebuild their businesses, Startup Planet, net-zero innovation conference at COP28, LeZero, the inaugural Paris to Venice zero-carbon rally, export accelerator Xporter, and GEN UK HUB community.

**Sarah Loveday: HR consultant, peopleknd**

A senior HR specialist, entrepreneur and founder with a passion for helping organisations achieve their vision by strengthening their ability to drive transformative change in their leadership, culture, and employee experience. She is an accredited mediator and a lecturer.

**Nadia Minors: global payments solutions senior manager, HSBC**

Provides compliance advisory on cash/liquidity management and payments products. She is a non-executive director

of Progress Together, a membership body aimed to improve socio-economic diversity, progression, and retention within the UK financial services.

**Julie Nel: managing director, B4Secure**

Her company provides threat intelligence and investigation support. A senior leader with extensive experience in delivering threat and risk analysis within law enforcement, military and commercial sectors. Actively engaged within numerous forums promoting gender equality.

**Natalia Nicholson: chief executive and founder, Women in Digital Business**

Runs a social enterprise that provides training and mentorship for female entrepreneurs. The organisation was set up out of a desire to help under-represented women succeed in business. As a woman, she understood that being a woman already comes with challenges, and being a black one makes it even more challenging. Has worked with brands like BT, Google Digital Garage, Godiva Chocolatier, and Barking Enterprise Centre.

**Annie Pang: founder director, Adrian Salt and Pang Ltd**

An urban planning and land economist, highly experienced in tuning in to clients' corporate objectives and anticipating the steps needed to realise them. She has performed in major UK and international concert platforms and is actively involved in developing and supporting the arts.

**Dr Alka Patel: chief executive and owner, Lifestyle First**

Also known as the Health Hacking Doctor who reverses ageing. Through her longevity concierge, she helps ambitious business owners and entrepreneurs to live longer and feel younger. She does this using her unique and bespoke Health Hacking Code which is three steps to become 10 years younger in just three weeks.

**Anna Purchas: London office senior partner and regional chair, KPMG LLP**

Chairs the London region, focusing on the private enterprise market, and leads KPMG's work with the UK professional services sector. A qualified accountant, she has worked in audit and transaction services and held CPO and COO roles in the UK and Denmark.

**Waheeda Shah: chief executive, Cosmos Financial Solutions & Ephesus Luxury Properties**

An experienced international finance professional, (FCMA). She is chair for CFOP City and Westminster and National Conservative Policy Forum lead on health.

**Fayha Sultan: UK director, The Corporate Group**

Specialises in the UAE commercial market and is contracted with the The Corporate Group, an Emirati owned corporate based in Dubai, as the UK director - business development. She assists companies in the UK with their market entry into the UAE and Saudi Arabia.

**Jacqui Thornton: head of facilities, Active Facilities Management**

Highly experienced executive coach, committed to delivering excellent customer service built on a clear professional reputation within the facilities management industry. The key drivers are achieving results facilitating change for organisations and individuals to fulfil their true potential.

**Arif Zaman: enterprise outreach manager & senior lecturer, Bloomsbury Institute London**

Also director, Commonwealth Businesswomen's Network, author, Reputational Risk (Financial Times, 2004). Previously adviser, corporate governance and South Asia, Commonwealth Business Council and global market and industry analyst, British Airways.

London Business Matters

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Published by:

CROSBYASSOCIATES
MEDIA

Crosby Associates Media Limited

634 Birchwood Boulevard

Birchwood, WA3 7QU

Tel: 0330 124 3780

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Rt. Hon Kemi Badenoch MP, Secretary of State for the Department for Business and Trade; Guy Parmelin Federal Councillor, Federal Department of Economic Affairs, Education and Research



Flourishing Trade Relations: The Promising Future of UK-Swiss Economic Partnership

By Natalie Thomas, Head of Swiss Business Hub UK, Embassy of Switzerland, London

As the Head of Swiss Business Hub UK, I am pleased to witness the remarkable progress and growth in trade relations between the United Kingdom and Switzerland. Our longstanding bilateral ties, coupled with shared values and complementary economies, have laid a solid foundation for a promising future in economic and trade partnership.



Our two Nations have also been at the forefront of technological innovation, thriving tech sectors and a history of scientific excellence. With closer trade cooperation, the future holds potential to tighten even further the collaboration in the field of technology. This article explores the recent developments and highlights the key factors driving this momentum between the UK and Switzerland.

Trade Statistics Reflect Growing Momentum:

The trade statistics between our two Nations underscore the growing momentum and depth of economic collaboration. In 2022, the bilateral trade volume reached an all-time high, exceeding pre-Brexit levels. Switzerland is the UK's seventh-largest trading partner, with bilateral trade reaching over CHF 44 billion. Swiss exports to the UK have shown consistent growth, with chemicals,

pharmaceuticals and precision instruments being the major contributors. The UK is also Switzerland's 3rd largest services trading partner. Conversely, the UK exports a diverse range of goods and services to Switzerland, including chemical and pharmaceutical products, precision instruments, machinery and electronic devices and automobiles.

Strengthening Economic Integration

The bilateral trade agreement (roll-over from the EU) signed between Switzerland and the UK in 2020 has

played a vital role in maintaining economic integration between our two Nations. By keeping the level playing field, the agreement provides stability and predictability for businesses, ensuring a favourable environment for cross-border trade and investment. It secured the stability needed to nurture trade and investment flows between our nations, providing certainty to companies and investors on both sides.

The Free Trade Agreement (FTA) is currently being modernised further, with the FTA negotiations being launched in Bern in May of this year by Federal Councillor Guy Parmelin and UK State Secretary for International



Trade, Kemi Badenoch. The first round of negotiations took place later on that month in London.

Switzerland is aiming to integrate provisions on the trade in services, investments, digital commerce, and intellectual property rights. The new agreement is intended to ensure non-discriminatory market access in several areas that are important for the Swiss economy and will improve mobility of service providers in both directions. It also aims to improve legal certainty for economic exchange and contribute to cooperation between the two countries.

Innovation and Research Collaboration:

Switzerland's reputation as a hub of innovation is well-deserved, and the nation boasts a robust ecosystem that fosters technological advancements. It is home to leading research institutions, world-class universities, and a highly skilled and multilingual workforce. Additionally, Switzerland has a long-standing tradition of promoting entrepreneurship, collaboration between academia and industry, and an unwavering commitment to research and development. The vibrant technological clusters span various industries, including pharmaceuticals, biotechnology, precision engineering, clean energy, and information technology. Renowned innovation hotspots such as Zurich, Basel, Lausanne, Lugano, and Geneva house a multitude of startups, research centres, and corporations.

Both the UK and Switzerland are globally recognized for their commitment to innovation and research. Strengthening collaboration in these areas will prove crucial in driving economic growth and addressing global challenges. Initiatives such as the Swiss-UK Science and Innovation Memorandum of Understanding (MoU), which promotes stronger networking and cooperation between the research and innovation communities of both countries, highlight our shared dedication to scientific advancement and technological



breakthroughs. This MoU was signed in London in November 2022 by Federal Councillor Guy Parmelin and then UK Minister of State at the Department for Business, Energy and Industrial Strategy, George Freeman.

Sustainable Development and Green Finance:

As the world increasingly focuses on sustainable development and combating climate change, the UK and Switzerland are well-positioned to lead the charge. Both countries have made substantial commitments to transitioning to green economies, driving sustainable practices, and promoting green finance. By sharing expertise and collaborating on clean technologies, renewable energy, and sustainable finance initiatives, we can accelerate progress towards a sustainable future.

Foreign companies investing in Switzerland benefit not only from its technological prowess but also from the emphasis on sustainable practices and the opportunity to collaborate on impactful projects. The financial sector is an early mover towards sustainable finance and Switzerland leads in so-called impact investment and blended finance.

Conclusion:

The future of UK-Swiss trade relations is undeniably promising, fuelled by historical ties, shared values, and complementary economies. Both countries are committed to enhancing economic cooperation, innovation, and sustainable development. As the Head of Swiss Business Hub UK, I am confident that our collaboration will continue to thrive, bringing substantial benefits to businesses and investors. Switzerland offers foreign companies an exceptional ecosystem to harness the power of cutting-edge advancements.

I am delighted that in June of this year, an MoU was signed between Switzerland Global Enterprise and the Department for Business and Trade. At the event, Federal Councillor Parmelin was joined by International Trade Minister Nigel Huddleston to celebrate the flourishing trade relationship between these nations, which has created major opportunities for businesses on both sides and demonstrates the profound impact of cooperation in an interconnected world.

Therefore, by seizing the opportunities that lie ahead, we can build a resilient and prosperous future together.

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REGION OF MURCIA: THE BEST LOCATION FOR YOUR INVESTMENT IN CONTINENTAL EUROPE

The Regional Development Agency of Murcia, INFO, was partly created to manage the largest industrial investment in Spain at the time (General Electric Plastics project) but also with the general purpose to attract foreign direct investment. Nowadays, INFO is the oldest Investment Promotion Agency (IPA) in Spain, even older than the national investment agency (Invest in Spain), created years later.

In the last 21 years, INFO has worked in 1,200 investment projects comprising a 34+ billion Euro portfolio, with one of the largest confirmation rates of all IPAs: 34.8% in the last five years. In other words, Murcia's Investment Agency has contributed to the development of 290 projects, for a creation of 14,182 jobs.

Reasons for Investment

There are currently five reasons why Murcia is a very attractive region for foreign investment:

1. Talent

The region is one of the few places in Spain with 7 universities and 94 professional colleges within a radius of 150 km, which provide companies with 120,500 qualified people every year. In addition, salaries are among the most competitive in the country, 20% more than the average in Spain. Coupled with a recruitment support service and incentives that can be between €3,000 and €6,000 per position, talent is one of the most important reasons why companies come to invest in Murcia.

2. Investment Acceleration Unit (UNAI)

Murcia is the only region in Spain with an UNAI, which streamlines the administrative processing of investment projects. Projects eligible for assistance by the UNAI enjoy by law a 50% reduction in administrative processing times for the project, including licenses and permits. In addition, they will have a single register where they can carry out all their procedures.

3. Operational costs of establishment

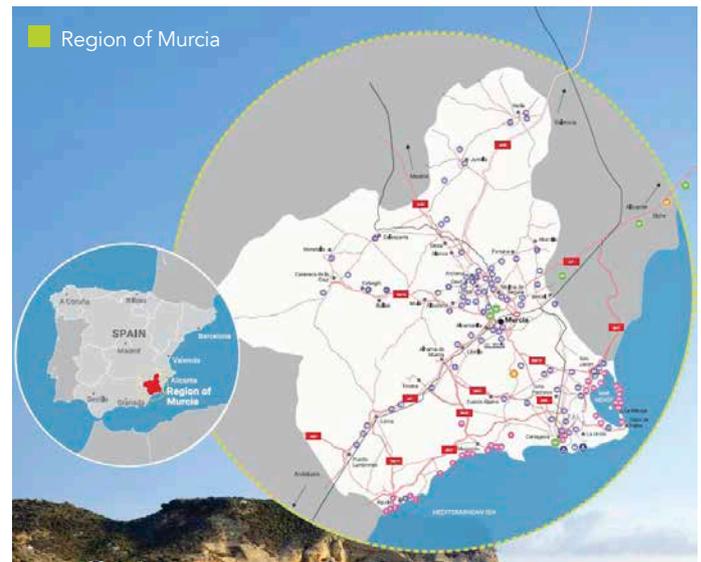
With an average industrial land cost of €70/m², the region is 58% more affordable than the average in Spain. In addition, we have complete detailed descriptions of all 81 industrial parks in our system, so choosing the location is particularly easy.

4. Investment incentives

The region currently has the highest level of investment incentives with European funds allowed in the EU, which can reach up to 45% in grants. Employment aid is among the highest in the country, whereby companies may have access to an incentive of between €3,000 and €6,000 per position, in addition to free training sessions. In addition, INFO has its own aid schemes for investment, R&D development, exports and foreign trade, and its own financing facilities.

5. Connectivity

Once established in the region, the company will be completely connected with the rest of the world. We have the second largest fleet of trucks in Spain for road transportation which, together with the Port of Cartagena and two more ports within 250 km, will make the products available all over the world. The region's location in the center of southeast Spain gives the company access to a market of almost 8 million people in less than three hours.



These five characteristics differentiate the Region of Murcia and are sometimes the reasons why companies choose us over other regions. In just eight years since its creation, UNAI has managed 236 investment projects, accounting for the creation of 8,156 jobs and an investment of over 4.6M euros. Among the projects successfully processed by the UNAI this year is the largest solar plant for self-consumption in Europe by Sabic, with an installed power of 100 MW.

Increasingly Dynamic Sectors

The **agrofood** sector, from agricultural technology and farming solutions to preparation of fourth and fifth range food products. This industry attracts more investment than any other, both foreign and local. Andros Group, The Gutsy Captain Spain, Fortini Group Growers Symborg, Fruveco, G's and the multinational corporation PepsiCo are some of the main brands.

The **logistics** sector, which accounts for some of the main investment projects over the last years when the large operators in the Region are promoting new facilities in the main axes of demand together with the magnificent regional highway network: this is the case of outstanding investments by business groups such as Fuentes, Primafrio, El Mosca, Caliche or La Espada. The largest industrial real estate developers, such as VGP, Prologis or Panattoni, continue to show interest in consolidating logistics facilities in Murcia.

As for the **tourist** sector, it is currently developing some

major projects. The arrival of the Chilean group Empresas Phoenix, the Grand Hyatt, Roc Hoteles or even Ona Hotels & Apartments have carried out important business operations in this sector, one of excellent outlooks in the Region.

Within the **industrial** sector, the Turkish company Noksel or Corvus, manufacturer of special cars, the Korean firm SK Lubricants or Repsol's recent plant expansion, the largest industrial investment ever made in Spain, are some examples together with the expansion of facilities in the Escombreras Valley (Cartagena) of Masol Cartagena Biofuel, or the Japanese Nippon Gases, in the same industrial location, or the project of the German AED Engineering in the Fuente Alamo Technology Park, in the automotive sector.

As for **ICT**, it is important to mention two projects with a tremendous impact in terms of job creation: the Japanese company NTT Data and the French, Capgemini.

This small, single-province region is located on the Southeast of Spain, in the heart of the Mediterranean coast, with a solid business network in both traditional and emergent industries, is well prepared for the increasingly globalized and competitive economy. In addition to its over 300 days of sunny weather per year, beautiful landscapes and delicious Mediterranean cuisine, the region is known for having a very competitive cost of living compared to national and European averages.





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Wallonia.

The preferred destination for trade and investment in Europe

Over the past few years, Wallonia, the French-speaking region of Belgium, has emerged as a preferred destination for trade and investment, becoming the new hub for businesses seeking to expand in Europe. Located close to Brussels (just two hours away from the UK) and situated at the heart of a distribution network offering access to millions of customers, Wallonia has positioned itself as the ideal destination for companies looking for an attractive, exciting, and prosperous business opportunity.

A prime place to invest

The region boasts a stable and transparent regulatory environment, with a government that is committed to promoting a business-friendly culture. Furthermore, it offers an attractive range of tax incentives and subsidies to businesses - including **competitive corporate tax rates** that are lower than in neighbouring countries France and Germany. Additionally, there is **access to capital grants (investment aids)** for land, building, equipment & machinery and intangible assets, plus **investment incentives in the form of a cash grant** (tax free cash back) up to 50% for small companies and up to 30% for large companies. **With 100% foreign ownership** allowed and tax-free dividends, it's an enticing destination for companies looking to boost their bottom line. Key sectors which offer access to these – and more - investment opportunities include life sciences, agri-food, environmental technologies, transport & logistics, engineering & new materials, digital & aerospace and aeronautical.

Wallonia's strategic location also allows business owners to benefit from distribution channels that facilitate access to a market of over 700 million people. With access to three seaports and an extensive network of highways, railways, and airports, investors can enjoy the region's efficient logistics, custom services, and cross-border transportation facilities, making it an easy hub for international trade.

Strategically sound

With its excellent education system and large international student population, the region has a highly skilled, adaptable, and multilingual workforce, ideal for companies looking to tap into the rich pool of talent available in the region. Whatever your sector, you'll find a qualified workforce available to support your business.

Wallonia has also created a supportive ecosystem comprising of innovation centres, incubators, and accelerators that provide tailored support services to entrepreneurs and businesses. These services include mentorship, networking opportunities, funding, and research & development programs. Investing in Wallonia is not only an economically sound decision but also a socially and environmentally responsible one, as the region has also committed to promoting sustainable development and taking action to meet the net zero target.

And, for those businesses keen to consider the region further, The Wallonia Export and Investment Agency (AWEX) provides a wealth of resources to potential investors, offering information on market access and market intelligence, access to a range of service providers, as well as offering assistance in setting up companies, obtaining permits, and visas. Essentially offering a 'plug and play'

concept, AWEX lowers barriers to entry and makes it easier for companies to set up and operate a business quickly and easily.

Safe and stable

Creating a business-friendly environment to attract foreign investment from abroad has been Wallonia's priority for some time. With its free-market economy and strong economic fundamentals - anchored in political stability, sound monetary and economic policies, a robust judiciary system, sound rule of law and transparent public institutions - Wallonia is a trusted partner for businesses and is a safe and ideal jurisdiction to route and ringfence investments into Europe.

These assets, together with its ideal location, make it one of the five most attractive European regions for overseas investors. In fact, from 2017 – 2021, Wallonia attracted cumulative foreign direct investment to the tune of EUR 5.5 billion, which consisted of 409 investment projects, and created around 10,500 jobs. Within this FDI, the UK was in the top three (USA 23.2%; UK 12.9%; France 12.1%), showing how, despite global economic headwinds, Wallonia remains one of the most resilient economies of the region and a highly attractive investment option for businesses across the globe.

It offers enormous potential for businesses looking to expand into Europe, with a dynamic and diversified economy, a talented and highly skilled workforce, excellent logistics infrastructure, supportive government initiatives, and favourable tax policies, it's an optimal destination for investment – and a clever choice for smart business.

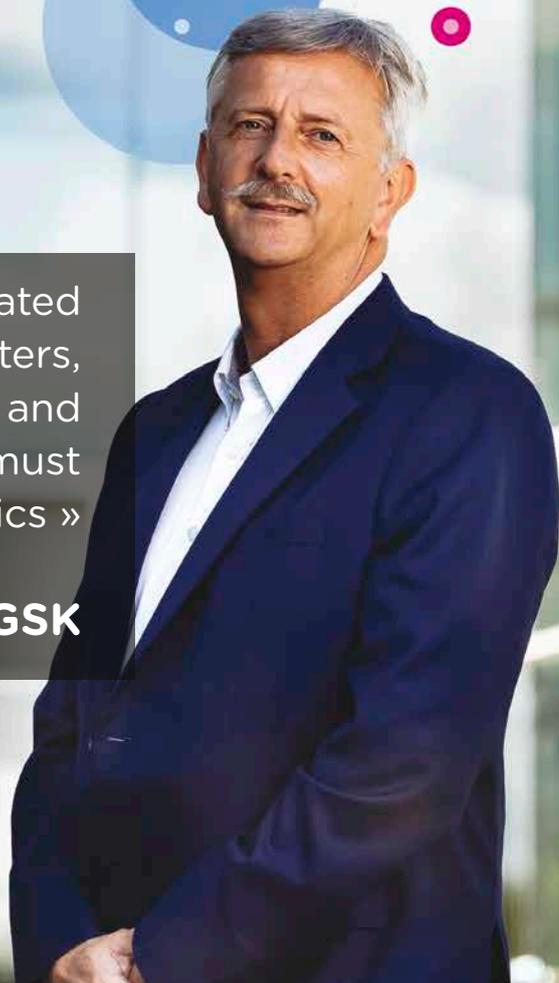
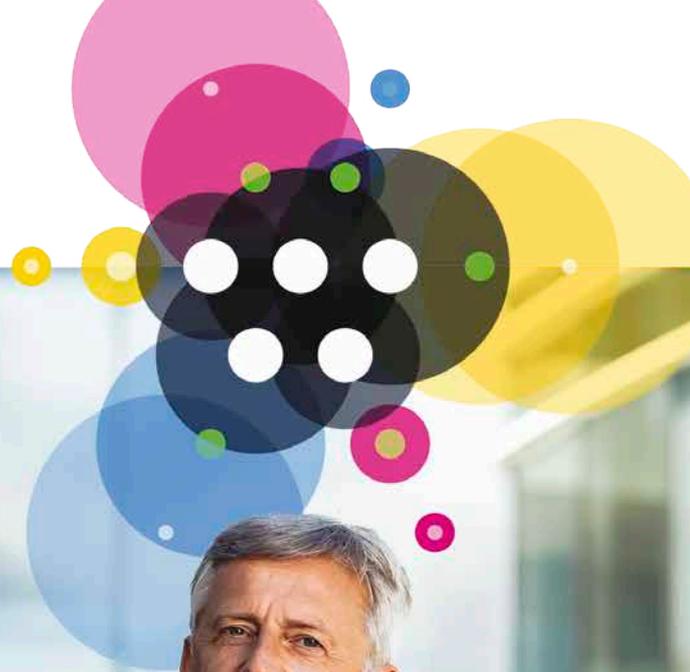
Learn more about how investing in Wallonia can help your business.

For more information contact Mr. Baudouin de Hemptinne,
Trade and Economic Counsellor – The Wallonia Export and Investment Agency (AWEX)
17 Grosvenor Crescent, London, United Kingdom, SW1X 7EE
T: 0207 245 4162 | E: b.dehemptinne@awex-wallonia.com | w: www.investinwallonia.be



#InvestInWallonia

Wallonia, a world of opportunities



« The *bio-pharmaceutical valley* created in Wallonia around academic centers, small and large pharmaceutical and biotechnology companies like GSK must inevitably rely on a successful bio-logistics »

Pascal Lizin - GSK

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TO RISK
CAPITAL

TAX,
LEGAL AND
LOGISTICAL AS-
SISTANCE

ASSISTANCE
FOR START-UP &
DEVELOPMENT

TALENT
ACQUISITION

ASSISTANCE
FOR OBTAINING
REGIONAL AND
EUROPEAN
GRANTS

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LOCATION

Our business development managers are at your service. From the feasibility study to the implementation of the investment, we provide personalised and free support.

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Wallonia.be

The southern site provides excellent transport links and will see multi-office space created. Credit: Aerial Imaging South East commissioned by Medway Council.

TAKE YOUR BUSINESS TO NEW HEIGHTS AT INNOVATION PARK MEDWAY

Medway prides itself on being one of the most promising growth areas in the South-East; it is currently home to over 14,000 businesses and has an economy worth £5.9billion. Medway is the biggest regeneration zone within the Thames Gateway and as a result, continues to grow faster than Kent and the rest of the South-East.

Have you heard of Innovation Park Medway? It's an inspirational new location that will create high quality, innovative commercial space for businesses working in technology, precision engineering, manufacturing and support services. Situated next to Rochester Airport with excellent transport connections, including the adjacent M2 motorway and local public transport links, Innovation Park Medway is an ideal location for businesses to expand in the south-east.

Spanning over 60,000m² across two sites (northern and southern), the site will help grow Medway's local economy by creating around 3000 jobs.

There's been good progress made in developing the southern and northern sites over the last year. Infrastructure work has been completed on the southern site by the contractor Breheny, which included the installation of drainage, power, lighting, utilities, roadways and landscaping.

The site will offer a multi-office building and car park, with roadways work already completed to enable easy access into the site. The decked car park will provide open roof parking, with over 15 electric charging points, as the council continues to ensure green technology is at the heart of Medway's regeneration developments.

The council is due to appoint a building contractor shortly to work on the construction of the southern site office building, providing state-of-the-art workspaces for several businesses. It's expected that construction work on the office building will commence in autumn 2023.

Meanwhile on the northern site, Infrastructure work has also now been completed by the contractor FM Conway. Laying the foundations for the next stage of the development, work has included landscaping, as well as the installation of power, lighting, utilities and roadways. Up to 28 plots are currently available on this site. Earlier this year, outdoor gym equipment was installed around the northern site as part of the council's vision to develop a park that supports positive health and wellbeing. Impressive outdoor green spaces and extensive landscaping will be available across both sites, with works for seeding the grass set to begin in September.



The northern site of Innovation Park Medway is taking shape with infrastructure works now completed. Credit: Aerial Imaging South East commissioned by Medway Council.

Bus stops, cycle paths and cycle stands have also been installed to encourage sustainable transportation and promote

a range of lifestyle and travel choices, as well as looking at sustainable energy solutions across the entire northern site.

The park will also provide access to high quality research, development and partnership opportunities with local universities. Innovation Centre Medway's current partnership with the University of Greenwich gives businesses unsurpassed access to new local, national and EU funding and network, test facility, collaboration and research opportunities.



Parkland Zone: One of the impressive green spaces coming forward at Innovation Park Medway. Credit: Project Centre commissioned by Medway Council.

With recruitment support to help provide opportunities for local people, occupiers will also have access to further and higher educational institutions. Medway Council's skills and employment team plan to provide a range of support for businesses looking to secure a plot at Innovation Park Medway, including upskilling their current workforce and advice on apprenticeships and traineeships.

Make a sales enquiry today

There are currently a range of plots available, including office space for lease.

To make a sales enquiry, email ipm@harrisons.property or sam.vyas@avisonyoung.com

For more information visit innovationparkmedway.com



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Female entrepreneurs on the rise

Starting your own business is a big step and it isn't for everyone. But those with innovation and entrepreneurialism are proving that with the right attitude and drive, it is possible to take that first step in determining your own destiny.

In 1984 (when the earliest data is available), there were 646,000 women in self-employment in the UK. By 2020 and that number more than doubled to 1.6 million (for context, the UK population grew by 18% between 1984 and 2019).

According to the Rose Review Progress Report 2023 on female entrepreneurship, more women than ever are starting new businesses.

more new businesses led by women were founded than ever before, and this is despite economic uncertainty.



The report states that in 2022, more new businesses led by women were founded than ever before, and this is despite economic uncertainty. Last year over 150 000 new all-women led companies were founded, which is twice as many as were founded in 2018, just before the first Rose Review was published.

And it is not just in the UK where the increase is taking place, according to the World Economic Forum women started 49% of new businesses in the US in 2021, up from 28% in 2019.

Interestingly the biggest leap among women starting their own businesses in 2022 was among women aged between 16 and 25 – making up almost a quarter

(24.3%) of all new businesses started in the UK during 2022. In the UK, female entrepreneurs are getting younger too. Since March 2020, the proportion of under-35s starting businesses has more than doubled, from 16.4% to 34%.

Web domain company GoDaddy in its Venture Forward study of 2.3 million microbusinesses in the UK, found women are now running almost 40% of UK microbusinesses – up from 32% before March 2020.

So yes, women have and are making great strides in entrepreneurship within the UK, representing a huge economic potential for the UK and here we highlight women who are making a difference. Enjoy the read!



We are the voice of the higher education sector in London

London Higher represents nearly 50 higher education institutions across London and is the largest sector body of its kind in English higher education. Since becoming CEO in October 2020, Dr Diana Beech has been instrumental in creating a name for the organisation both in London and beyond. Diana has grown the membership and established London Higher as a key policy influencer, creating valuable connections across government and sector partners.

London Higher gives London's universities a voice and a space for sharing concerns, advice and best practice, aligned to current priorities. The London HE community is ever stronger due to Diana's persistent efforts to bring about changes on key issues, such as campaigning tirelessly against the abolition of London Weighting from the government teaching grant in 2021/22 and for its future reintroduction. Under Diana's leadership, London Higher has pioneered the UK's first regional International Education Strategy, looked in depth at the student experience in

London through a Living and Learning in London report, and recognised the importance of partnering with business through a Powering London report. In addition, London Higher is co-delivering the Mayor of London's Creative Skills Academy and has received £2.2m to deliver the Metro London Skills Cluster with partners.

Having previously worked in pursuit of the success of UK higher education – both as policy adviser to three Universities Ministers and, before that, as Director of Policy and Advocacy at the Higher Education Policy Institute (HEPI) – Diana champions the priorities of London HE in a way that benefits the whole sector and, importantly, overcomes tensions between regions and institutional types. For her, the success of 'brand London' is all about the success of 'brand UK' and she uses her convening power within London and beyond to build allies and establish a commonality of mission.

Diana champions London and HE issues by giving interviews and presentations at high profile events, authoring a range of blogs on current



public affairs, and achieving impact through her active social media presence. You can follow Diana on Twitter [@dianajbeech](#).

LONDON
HIGHER



Supporting Higher Education in London



Celebrating its centenary this year, Moore Kingston Smith's Managing Partner, Maureen Penfold reflects on her journey, the firm's key milestones, and supporting women in business.

Maureen Penfold joined Moore Kingston Smith as a trainee in 1982. Becoming Managing Partner in 2016, she has since steered its development into a leading top ten challenger firm, recently securing private equity

backing to ensure lasting success for its clients and people.

Finding a passion for supporting owner-managed businesses and bringing value to her clients, seeing others succeed became Maureen's motivation and incentive. That remains the essence of Moore Kingston Smith today, with bespoke solutions shaped over many years of tuning into clients' needs in an ever-changing world.

With businesses becoming increasingly international, the decision to join the Moore Global network in 2017 would provide clients with an even more comprehensive offering. The 2023 completion of private equity backing while retaining partnership status was significant, it being a first for a major UK professional services firm. This paves the way for growth and the development of innovative solutions to meet evolving client requirements while promising clear career progression for those who join its journey.

Pivotal to providing service of the highest quality, Moore Kingston Smith's people-first reputation flourished under Maureen's leadership, as she swapped expectations

of trouser suits for the authentic self, fostering an inclusive environment to enhance equal opportunities.

Proud to lead a firm that is 47% female, Maureen reflects on empowering women in business: "With a mean gender pay gap of 8.7%, we are an industry leader in fair pay, continuing to educate and understand how we can further level the playing field."

"Hosting our International Women's Day panel is a wonderful opportunity to share the experiences of ambitious businesswomen, and as part of the network's Women in Leadership initiative we seek to make change by understanding the barriers women face in accessing and progressing within the business environment, and the actions required to break them."

"To be surrounded by so many incredible businesswomen is inspiring. The firm and I champion the role women continue to play in the business community."

For more information visit mooreks.co.uk



**Debbie Beard
Director
CDN Consular Services Ltd**

Debbie Beard is CEO of CDN Holdings Limited and sits on the board of 8 companies.

As a 19-year-old teenager, having worked in consular documentation, full of enthusiasm but with no funding as such (sale of a beloved TR7) and not much resources it seemed like a great idea to start a consular company that would "break the mould"!

I have always been a driven individual with full commitment to whatever I put

my mind to, and this certainly helped during the early years of fledgling company struggles. Staying true to myself and the vision gave me the confidence to keep going.

CDN was established 40 years ago, and the export market was a thriving business with 4 main consular agents sharing most of the work. I saw an opportunity to provide a more customer relations-based service focussed on a more personable approach.

Office headquarters was a shed in our garden with 2 of us completing the documents, delivering, sales, accounts and everything in between. Fast forward to today and we operate from our own 11,000 sq. ft headquarters with over 50 staff.

Our work ethic of being the best never faltered and the drive and determination soon established us as a market leader. CDN is the largest privately owned consular company in the UK and Europe. We offer a complete end to end documentary support service to the pharmaceutical industry, from registration of certificates to legalisation and completion.

In 2019 CDN expanded its operations by opening an office in The Netherlands and subsequently our US office was opened in the autumn of 2022 in Washington DC. We are now a truly global partner to all our valued clients.

Having successful women friends, also juggling family and careers, is a wonderful advantage to have especially when you may have some self-doubt.

We don't always make the right decisions, but we grow from learning that failure is sometimes just another part of success.

**W: cdn-consular.co.uk
T: 0333 8000 100
E: info@cdn-consular.co.uk**



Red Lion is a female-founded consumer PR agency, operating from the heart of vibrant Kings Cross, London.



Corinna Field & Ellen Durrant

They specialise in building and nurturing the reputations of consumer-facing businesses of all sizes; from start-up and scale-ups to long-established global names.

Founders Corinna Field and Ellen Durrant combine 30+ years' experience with straight-talking, honest and empathetic consultancy. Their client list spans well-known brands in the

drinks, retail, wellness, FMCG, fashion, travel and tech space.

As entrepreneurs they know firsthand the highs and lows of building a business. This is why commercial impact is at the core of everything they do, as their clients can testify.

Red Lion stands by its values of

PASSION – Living and breathing the media, social networks and popular culture

KNOWLEDGE – Of what makes the media, influencers, and their respective consumers tick

DETERMINATION – Leaving no stone unturned in the pursuit of excellence

TEAM – A nurturing environment that empowers

Services include

- Strategy and planning
- Creative ideation
- Client counsel
- Press Office
- Talent management
- Stunts and events
- Influencer amplification
- Content creation
- Experiential
- Issues and crisis comms

 Red Lion PR

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www.redlionpr.com



Nikki Flanders Managing Director



Customers have been central to my 25-year career. I've been fortunate to work across several sectors including high street and digital retail, telecommunications, and energy.

While working with a host of talented colleagues throughout, I have seen multiple shifts in consumer

behaviour, product innovation and application of technology. This has included the shift from physical to digital retail, proliferation of smart phone technology, cloud revolution and now in the energy sector, the need for homes, businesses, and urban areas to make strides on their decarbonisation journeys.

I am currently Managing Director for the customer businesses across UK and Ireland in a FTSE 100 energy company, SSE. We serve just over 1.2m customers providing renewable energy and low carbon solutions.

SSE Energy Solutions partners with customers in their efforts to reduce emissions by providing green traceable energy and a range of solutions including smart energy buildings management and electric vehicle infrastructure and tariffs.

I recognise the last few years have been incredibly tough for households and businesses. Through the pandemic and into the recent period of high wholesale energy prices, we have endeavoured to help our customers as much as possible. This has included measures such as shorter contract lengths and extended payment terms for businesses where needed.

Thankfully wholesale energy prices have dropped from their extreme highs last year but are still around double what they were historically. Developing more home-grown renewables not only reduces our reliance on imports of volatile fossil fuels but is also critical to get to Net Zero. That is why SSE has plans to invest £18bn over the next 5 years developing clean energy infrastructure, while creating 1000 green jobs a year in the process.



Petronella West, Women in Business



I am proud to be the CEO of Investment Quorum (IQ), a boutique wealth management firm in London. Serving my clients is one of my key strengths and passions. Since founding the company in October 2000, our mission has been to empower you – our client – to achieve the goals and ambitions you desire. We think your client journey is slightly different when you come to us – our advisers spend a lot of time focusing on your outcomes, your objectives and your motivations before we even start the advice process. Our highly

personalised approach leads to long lasting relationships – you become part of the IQ family.

Unfortunately, life is never a straight path, there are many potholes along the way, and you can be sure that we will be right there with you through the toughest of challenges. I am fiercely determined that IQ will remain independent under my leadership. Our independence allows us to put our client's needs at the heart of everything we do. But my dedication extends beyond the realm of financial planning. I am on a mission to inspire a positive change in the financial services industry, where all clients' needs are paramount, and more individuals can access quality financial advice.

I am keen to nurture new talent and empower a new generation of wealth managers dedicated to delivering exceptional client outcomes. I was very proud to be recognised as Female Wealth Management CEO of the Year in 2022.

Yet, my journey has not been without its challenges. In a male-dominated industry,

I have confronted biases head-on and tried to ensure that I speak out on those rare occasions when gender has been an issue for the wrong reasons. Hoping that this gives other women the right to do the same.

For me, leadership is about fostering an environment of psychological safety, embracing vulnerability, and forgiveness. Simply doing the right thing more often will always lead to better outcomes.

It's never too late to take control of your financial future. Discover the personalised guidance and expert investment solutions we offer by visiting our website, www.investmentquorum.com

[linkedin.com/in/petronella-west-881a5527](https://www.linkedin.com/in/petronella-west-881a5527)

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IQ INVESTMENT QUORUM

Get ready for a green future!

As we start to look to sustainable energy to fuel our future, Get Charging have the green solutions you need!

Whether you're one of the thousands investing in an Electric Vehicle (EV), are a business looking to provide charging solutions for their employees or are looking for ways to turn solar energy into power to run your home, Get Charging have the answer for you. They are passionate about helping to build the infrastructure required to move the UK towards its green targets set by the government.



Based in the North East of England, Get Charging has extensive experience in engineering, infrastructure, construction and manufacturing. They have forged strong relationships across the region and throughout the UK and use these partnerships to help build a more sustainable world for future generations.

Get Charging supply innovative and bespoke EV charge point solutions to domestic and commercial properties and workplaces. They work with a range of brands including Wallbox, Tesla, Easee, PodPoint and Rolec, so are able to find the best solution for your needs.

They're also able to supply and install Solar PV and

Battery storage systems through partnerships with Powervault and BrightSpark Energy. So, you can use energy generated from solar panels to run the appliances in your home and charge your car – lowering your energy bills and reducing your carbon footprint.



To discuss your green energy requirements, contact Get Charging. Visit their website at get-charging.co.uk, call on **01740 617057** or email info@get-charging.co.uk.

Explore the government grants available to help with the cost of charge point installation for workplaces and those living in flats or rented properties, with off-road parking! Search 'OZEV charge point grant' to check eligibility or contact Get Charging to help!

Contact us now for a FREE, no obligation quote, or for a friendly yet professional chat about your green energy needs! Call us on **01740 617057** or email info@get-charging.co.uk.



GET CHARGING
GO GREEN
GET EV READY

Which structure takes priority: Business or people?



When starting a business, a future business structure is not typically front of mind for a business owner. When time comes to go from solopreneur to making the first hire, the focus turns to ‘I need someone who can do X’ but how is this determined? What I notice as a business mentor is that the first hire is typically someone who can do what the founder can do with the aim of doubling the output. The next hire is typically involved with administration as this is the area, I find most people wanting to outsource as soon as they can. Outsourcing makes perfect sense as administration is not the reason people start a business in the first place.

Is it right to think of a business structure after hiring has started? My argument would be that the business structure should be in place prior to hiring people into the business. The reason being people management is easier to implement if you know how your business is structured. How to come up with a structure when you do not have people to populate the structure? Defining clear and measurable business goals make a solid basis for the structure of the business and once you have established these, focus must turn to how to achieve them. Setting out sales processes and customer journeys are key focus for making the structure work for your business – and to assess your people structure now and in future.

Lack of business structure, goals and strategy makes it very difficult to recruit successfully, determining future assessment of development needs and making these work for your business. Leadership coaches and training professionals can tailor any course but without a set outcome, a business will be more likely to end up with a generic offering and it makes it near impossible to measure the success of the training. Staff who attend such generic courses are often seen disengaging from the training and in the worst cases from the overall business.

The business structure and subsequent training/coaching requirements are very relevant for the future planning of the business, and not least for exit planning. Most of my clients do not consider exit planning as relevant as they plan to still have many years in their business however it is an important factor when discussing the purpose of management coaching. When developed out of a plan for succession, management coaching becomes a very powerful tool for current requirements but also for the future. An exit from the business may seem like a lifetime away however it is nevertheless vital to the future of the business that the impact is considered. Planning and strategizing the exit before it is due includes developing and growing the skillset and mindset of upcoming leaders and hence growing the business.

Recommended steps for ensuring your business is structured for growth and staff development:

- Set goals for the business (1 year, 3 years and 5 years).
- Decide the structure required to sustain this growth. Consider new areas for recruitment.
- Align the current staff to the structure to identify gaps in positions unfilled and review your current staff’s skillset to identify learning requirements.
- For positions not filled, complete analysis of skillsets required for each position within the structure.
- Review structure and requirements every 6-12 months.

By developing and inspiring future leaders through coaching/training within the business you will get better and more sustainable results but with the best result if within a determined business structure.

Running a business is learning everyday – make sure you ensure your people learn with you to achieve the goals for the business.



Anne Williams
Business Mentor & Director
UK Business Mentoring

Helping your business achieve its full potential.



BUSINESS REVIEWS

A review of key ideas of your business to identify what needs improving and suggestions as to how it can be done



BUSINESS MENTORING

A Mentor helps you overcome challenges in your business through coaching, guidance and advice



BUSINESS TRAINING

First class training in all aspects of business to help you and your people maximise their potential



STRATEGIC PLANNING

Support in deciding where you want to take your business and how to get there



EXIT PLANNING

Planning when and how to exit your business to maximise value



STAFF ENGAGEMENT EVENTS

Designed to ensure your people are on board with the values and strategies of the business

Nisai Group Launches Professional Development Institute for the Workplace

Established in 1996, Nisai Group (Nisai) has always promoted opportunity and inclusivity through the means of education and training, supporting individuals from school age into adulthood to achieve their own personal goals and aspirations.

Following significant year on year growth and expansion outside of the UK, Nisai has taken the next step in their strategic plan to extend their education and training offer into the workplace. This extended offer is Nisai Professional Development Institute (NPDI). Through this expansion Nisai has grown from 52 employees in the UK at the end of 2019 to 184 globally in 2023. With much of this increase being in organic growth, Nisai understands the importance of staff recruitment, staff retention and the value of impactful training.

Nisai's approach to training is aligned to our approach to education. Our unique perspective has a focus on personalised, inclusive learning where employers can pick from a menu of granular units as what is relevant to an individual might not be relevant to other members of the team. This targeted approach supports role related skills development and ensures budgets go further by only paying for what is relevant to the individual. This flexibility means that those in employee, leader and management roles can benefit from the units that will support their ability to succeed in their jobs. With productivity and industry experts behind the development of the programmes, NPDI supports in the development of knowledge and skills.

During a launch event at the Institute of Productivity (IoP) in July, Nisai invited members of the local business community to IoP's office in the Humber to give an initial overview of NPDI. During the event, senior colleagues from NPDI and IoP discussed the need for structured, impactful and trackable training in the workplace and how this not only improves productivity in the organisation but also leads to better employee retention.

By looking at the effects of a lack of training in the workplace it is recognised that this can result in reduced productivity, unhappy or dissatisfied employees and increased staff turnover. When the greatest asset in a business is the staff it employs, NPDI have developed courses that have minimal impact on the working day whilst increasing knowledge that builds confidence to apply that knowledge in demonstrable skills. In turn positive behaviours are created with the support of the organisation and in collaboration with NPDI.

Understanding the principles of personalised learning from their years of supporting hard to reach and vulnerable children and adults, Nisai and NPDI understand the importance of knowing the start point, the end objective and the route to getting to that point. Through the knowledge and expertise of industry and productivity experts, NPDI support businesses with an initial diagnostic tool to identify areas of development and strength resulting in businesses accessing the modules and training that best suits their needs. This tool can be used again once training is complete and participants have had the opportunity to apply their knowledge in real-life situations. This exercise through self-assessment, allows the business to see first-hand the areas of improvement and along with data collected by the organisation, the measurable impact whether that be increased profitability or more effective use of resources.

Nisai's CEO and Founder, Dhruv Patel commented "The value of programmes accessed through NPDI comes from the knowledge and global expertise of our colleagues at IoP plus the ease and accessibility of the platform developed by Nisai. This next stage in our growth will be true to our ongoing focus and support for lifelong learning whether that be business related or core skills in numeracy and literacy."

Nisai continue to expand internationally ensuring their offer like their workforce is one that is truly global. With offices as far reaching as Canada and Japan, Nisai continue to invest in the future and through NPDI, the impact will now be felt, not just by the participants but also the businesses they are working for.

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BREATHING NEW LIFE INTO THE SWINDON OFFICE MARKET

1 Newbridge Square, Swindon's most prominent office development is set to transform the South West office market when it launches later this year. With a £7.5m refurbishment well underway, this exceptional scheme will bring high quality, sustainability and wellbeing to its tenants, and with enquiries already flooding in, **FI Real Estate Management MD, Tim Knowles**, shares insight on the brand new office concept and its impact on the town.



"We began our refurbishment of 1 Newbridge Square in March this year and the response we've had so far has been incredible; the development and its transformation represents our confidence in Swindon, it will elevate the town and the wider regional market, and will give businesses greater choice outside of London. With any refurbishment comes the opportunity to innovate and break the moulds of tradition, something we have taken to new heights in Swindon."

Reinvigorating Swindon

"We're very proud to be at the forefront of Swindon Council's plans to bring forward £1bn of new developments to revitalise the town into a vibrant place to live and work. No investment - whether new-build or refurb - should ever be done in isolation; we should always look at the bigger picture, creating spaces for leisure, retail, residential, entertainment all supported by infrastructure and exceptional places to do business. This is what is taking place in Swindon."

"1 Newbridge Square is just one piece of the puzzle. The development sits right at the heart of the town centre, which brings huge benefits in terms of connectivity as it's only four minutes from the train station. But its prominent position also makes it a vital catalyst for wider redevelopment. We're creating office and retail space

at 1 Newbridge Square, but we also have plans for further redevelopment work to bring new leisure and residential schemes to the town, and that makes 1 Newbridge Square the cornerstone of a wider cohesive regeneration strategy."

A Cat A Office with a Difference

"At FIREM, we have a UK-wide portfolio of 15m sq ft of assets across the office, industrial and retail sectors and we constantly keep these spaces under review to make sure that they are giving our tenants the very best spaces to thrive. That means moving with (or in many cases spearheading) new trends in how we use our space. For 1 Newbridge Square, we've put a huge emphasis on work-life balance to create a destination - much more than just a place to work. Post-pandemic office use has remained a hot topic and many businesses are still feeling their way with the new normal, but what is universally true is that businesses are looking to create workplaces where employees can feel at home. We see ourselves as a solution for employers encouraging their teams back into the office. Wellbeing has understandably crept up the agenda, and

this has been considered in every touch point at 1 Newbridge Square.

"Designed with a user-centred approach for comfort, community and connection, 1 Newbridge Square features have been designed to energise and rejuvenate, to create a happy, inspired and productive workforce, which brings obvious benefit to both staff and employers. This is achieved through breakout spaces and a business lounge to cultivate collaboration, and these features are topped off with music curation, scents for wellbeing, and an on-site gym where wellbeing events and yoga classes will be held."

A Focus on Net Zero

"Of course, wellbeing comes hand-in-hand with sustainability as we all look to make our offices and homes more efficient and healthier spaces. Alongside this, every business is taking stock of its own sustainability and ramping up investment in Environmental, Social and Governance (ESG) strategies. We take our role in decarbonising the built environment and achieving Net Zero very seriously and 1 Newbridge Square is no exception. With a Net Zero fit out, Energy Performance Certificate (EPC) A rating and BREEAM Excellent rating, we've considered every available opportunity to improve efficiency. We're installing a Variable Refrigerant Flow (VRF) system, EV charging and green walls for air cleansing, giving our tenants the assurance that their premises support their environmental commitments."



For more information, contact the FI Real Estate team on 0845 500 6161 or visit <https://fi-rem.com/property/1-newbridge-square/>



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How the Employee Ownership Trust Offers the Ideal Exit Strategy at ZERO Tax

David Craddock is a recognised authority in the UK and worldwide on employee share schemes and the author of *Tolley's Guide to Employee Share Schemes*. In this article, David identifies the role that the *Employee Ownership Trust* (EOT) can fulfil in facilitating the ideal tax-efficient and cost-effective exit strategy as an alternative to a trade sale or an initial public offering.

The Latest Triumph for Employee Ownership

The initiative to introduce the EOT through Schedule 37 of Finance Act 2014 emerged from the Coalition Government as the single most significant triumph in the development of employee ownership since Enterprise Management Incentives (EMI) and the Share Incentive Plan (SIP) were introduced by New Labour in 2000. Unlike EMI and the SIP, which deliver direct employee share ownership to individual employees, the EOT offers indirect employee share ownership. The unique feature of the EOT is that the sponsoring

company's shares are held in a discretionary trust as a collective arrangement for the long-term benefit of the company's total workforce in stabilising the company's ownership structure and securing its independence.

Although different in kind from EMI and the SIP, either of these two scheme arrangements can, if the company so chooses, operate alongside the EOT and offer direct employee share ownership to complement the collective ownership by the EOT. Notably, the grant of EMI options to senior employees, properly implemented and

communicated, can act as a motivational empowerment for executives, thereby ensuring that the shareholder succession is matched by a management succession that is so essential for a successful exit. Nevertheless, the EOT can operate without any accompanying tax-advantaged (tax-approved) employee share schemes, and still offer, courtesy of its own 2014 legislation, if the company so decrees, tax-free bonuses to its employees.

Ironically, although the word *employee* precedes the words *ownership trust*, the introduction

of the EOT is not conditional upon offering any form of specific employee financial benefit. In its most basic form, by allowing the sale of a controlling interest to the trust, the selling shareholders enter a transaction with the trustees at a zero capital gains tax rate. The economics reasoning behind the legislation is that the sale of its shares to the trust secures the independence of the company in perpetuity. Any sale to a third-party acquirer - which often results in redundancies through reorganisation and economies of scale - is therefore, forestalled. This preserves not

only jobs but also the company's culture that has evolved over many years, and its contribution to the community in which the company is based. Operating in this dynamic, therefore, the EOT is pro-business, pro-employee, and pro-community with an accent on giving the company a safe and secure business environment in which to grow and flourish with its own business identity.

The Headline Capital Gains Tax Exemption: ZERO Tax Charge for the Selling Shareholders

The EOT provisions of Schedule 37 of Finance Act 2014 are effective from 6th April, 2014 through insertions into the Taxation of Chargeable Gains Act 1992 (TCGA 1992) and the Income Tax (Earnings and Pensions) Act 2003 (ITEPA 2003).

Under Section 236M, TCGA 1992, the *Controlling Interest Requirement* secures a complete exemption from capital gains tax for the seller of the shares for the sale of the 51% (or more, up to 100%) controlling share interest to the EOT in a defined single tax year. This exemption is available for persons who are not companies. Provided the statutory requirements are met, notably that the shares are in a trading company or the parent company of a trading group, then the capital gains

tax exemption is available to an unlimited extent. The fact that the exemption is unlimited is a particularly attractive feature, even if the seller has access to Business Asset Disposal Relief, for the simple reason that the sale of shares to the EOT attracts zero capital gains tax on an unlimited amount of value.

The tax-efficiency of the EOT for the selling shareholders is underlined by the fact that the legislation also states that the sale of qualifying shares to the EOT does not in any circumstances constitute a chargeable transfer for inheritance tax purposes, provided the conditions for the introduction of the EOT are met. Furthermore, a contribution of cash by a close company to an EOT to fund the trustees for the purchase of the shares is not a transfer of value for inheritance tax purposes either. Additionally, with the EOT existing as a discretionary trust for the benefit of the company's employees, the trust is exempt from the 10-year inheritance tax charges and exit charges on distribution.

The Income Tax Exemption for Qualifying Bonus Payments to Employees

Chapter 10A within Part 4 of ITEPA 2003, introduced as a new EOT insertion, is devoted to the rules for the tax-free status which accord

to qualifying bonus payments to employees. The tax-free status is given as an exemption from income tax for up to £3,600 for each employee in any given tax year, operated for all employees on a same-terms basis. The income-tax-free payments remain subject to National Insurance Contributions although a corporation tax deduction is available in the same way as for payments that are normal taxable emoluments paid outside the context of the EOT. Although it is the establishment of the EOT that provides the opportunity for the company to introduce qualifying bonus payments, it is the company that pays the qualifying bonus payments to the employees and not the EOT trustees.

The Deferred Consideration

The Sale and Purchase Agreement for the sale of the shares is between the existing shareholders and the EOT trustees acting on behalf of the EOT. Although the company is not a party to this agreement, it is the company that funds the EOT through an arrangement that must be non-binding in order to ensure that monies received by the EOT from the company are not subject to income tax.

The whole of the sale proceeds, linked to the whole company value, will be paid to the existing shareholders immediately following the sale if the EOT has the available funds, albeit supplied by the company. Alternatively, though, the sale proceeds may be paid as a series of deferred consideration payments over whatever time-period is manageable for the company to fund the EOT. Given that the deferred consideration does not have to appear on the balance sheet, the creditworthy status of the company is protected in the eyes of the

business community. This piecemeal payment profile is an appealing feature for a company that, at the actual date of the sale transaction, does not have the full amount of the available cash to fund the EOT.

The deferred consideration approach does, of course, require the company to fund the EOT from future earnings. The departing shareholders will usually, therefore, want to remain as directors, whether remunerated or otherwise, until such time as the deferred consideration has been paid. Indeed, they may well remain after that date, often with the role of mentor to the successor management of the company. Furthermore, they can be appointed as directors of the trustee company and play a significant role in the developing nature of the new arrangements in which the company is now operating.

The EOT Implementation

The whole process can be undertaken and completed in a short time span, typically over four to six weeks, and executed under the safe protection of sound legislative principles. Remember that a key advantage of the EOT as the chosen exit strategy is that the time and costs normally associated with a trade sale in dealing with the acquiring company's lawyers are not incurred. The company directors, working with their advisers, are in control throughout the process and all professional fees are corporation tax deductible.

The implementation should be supported by communications with employees to enable them to see the benefits and opportunities of the company being controlled into the future by an EOT. The tax-free bonuses can be offered as a particularly attractive feature to the employees.





However, the companies that prosper most after becoming EOT-owned are those that properly embrace the collective ownership concept of a trust owning the shares for the benefit of the employees and, in that spirit, choose to invest in their human resources activities (training programmes, career development, etc.) in support of the achievement of their strategic objectives.

Since 2014, some 500 companies have taken the EOT route to a company sale. The ownership by the EOT of

the shares of the company in perpetuity stabilizes the independence of the company and reinforces the employees' confidence of continuing employment. In a consultation on exit, as well as discussing the advantages of the EOT, discussion should also be given to the *Employee Share Trust* ("EST") which allows a more gradual sale approach over several years. The capital gains tax rate for the sale of shares to the EST (as distinct from the EOT) is the Business Asset Disposal Relief rate of

10%. As another possibility, the company owners may prefer a model that allows them to maintain ownership into retirement while taking substantial dividend payments on their shares.

David Craddock has been advising on employee share schemes and employee share trust arrangements for over 35 years. He advises on every aspect of the implementation process, working personally with the client at each stage, and offering solutions and expertise in all the technical questions that require

clarification during the consultation. As an expert share valuer, David is the Technical Secretary and Advisor to the Share Valuation Worked Examples Group that meets quarterly with HMRC. He is also a member of the Steering Committee of The ESOP Centre, Economics Policy Adviser to The Employee Shares Policy Forum and the Educational Director of The ESOP Institute.

DAVID CRADDOCK, MA(Oxon)
David Craddock Consultancy Services



Specialist in Employee Share Ownership and Reward Management
Employee Ownership Trusts (EOTs)
Management Buyouts, Share Valuation and Investment Education

David Craddock welcomes an opportunity to discuss your Employee Ownership Trust Initiative with you.

Please feel free to contact David at:

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Mobile: **07831 572615**

E-mail: **d.craddock@dccconsultancyservices.com**

Please also see the website of David Craddock Consultancy Services as follows:

www.davidcraddock.com





Reflections of a degree apprentice

By Martha Smith, Undergraduate Environmental Consultant at WSP

The green sector plays a crucial role in the government's target of achieving Net Zero by 2050. However, a shortage of skilled professionals in this sector has been a continual challenge for employers within the sector. Only one in eight workers possesses 'green skills', according to LinkedIn's Global Green Skills Report. One way to address the skills gap is to invest in technical education initiatives like apprenticeships. These are tailored programmes which allow employers to train people to have the skills they need most.



talent. This is made up of apprentices, sponsored students and graduates on formalised training schemes, helping to boost prosperity and provide opportunities for those looking to get into the sector. One of these apprentices is Martha Smith, who currently works within the business' Earth & Environment division and is completing an Environmental Practitioner Degree Apprenticeship, Level 6.

This piece reflects on Martha's career journey so far and her thoughts on her experiences.

ROUTE INTO AN APPRENTICESHIP

After completing my A levels, I knew university wasn't for me but wanted to continue my education and secure a degree qualification. WSP has an extensive apprenticeship programme and I applied for the degree apprenticeship programme which provides me with experience in the workplace, alongside studying for a qualification.

WSP, leading environmental and engineering professional services consultancy, now has over 10% of its workforce in 'earn and learn' positions across the UK. This has secured WSP's position as a Gold member of the 5% Club - the movement of employers campaigning for greater skills training across the UK - and has also helped the business create a strong pipeline of

Following an extended project qualification in sixth form that focused on developing a sustainable town through solar cells and using Pavegen - pavement slabs that generate energy via electromagnetic induction - I realised the role the environment plays in construction projects and wanted to enter the industry to develop my knowledge further.

And through joining WSP as a degree apprentice, I can explore the innovative ways in which we can use infrastructure to help combat climate change.

The increasing issue of climate change and the relationship between the built and natural environments fascinates me, and through joining WSP as a degree apprentice, I can explore the innovative

Continued on p107...

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To find out more, please contact us at business.london@yorks.ac.uk or visit yorks.ac.uk/london-campus/business

*Launching September 2023

Continued from p105...

ways in which we can use infrastructure to help combat climate change.

EXPERIENCE AS AN APPRENTICE

The degree apprenticeship programme has a 20% off the job and 80% on the job structure and after completing the course, I will finish with a degree level qualification. Being part of the earth and environment teams means I get to rotate between the various teams within WSP's environmental business unit every six months. So far, my time has already been spent in the Environmental Assessment and Consents Team, Sustainability, Landscape Architecture and Ecology teams.

As well as the day-to-day role, I am part of the Professional Growth Network which organises meaningful networking opportunities for Early Career Professionals to develop and work towards professional goals.

REFLECTIONS ON AN APPRENTICESHIP PATHWAY

Choosing to undertake a degree apprenticeship has been invaluable to me, as I have the opportunity to learn from professionals in the workplace whilst also studying for a degree. Although it was a big step up from leaving sixth form and entering the working world, I have been able to rise to the challenge and it taught me to be more time efficient from the start. WSP also supported me through this transition along with the university to ensure I could ask for help whenever it was needed.

For anyone else thinking about hiring an apprentice or thinking about becoming one themselves, I would highly recommend it. It has provided me with the best of both worlds. With this apprenticeship I have the comfort of knowing that I will graduate with a degree in something I am passionate about, along with actual workplace skills that employers will be looking for. I also have the knowledge that I am working on something that will have a positive impact on the environment.

To find out more about how you can get your organisation involved visit: https://find-employer-schemes.education.gov.uk?utm_source=LondonBCCutm_medium=editorial&utm_campaign=rev&utm_term=und&utm_content=Martha_WSP

The Croydon College Group

encompassing Croydon College, Coulsdon Sixth Form and Croydon University Centre, has a long history of delivering education.

Croydon College offers a wide range of technical and vocational qualifications, which are career-based and are tailored towards real working environments and are designed to give students the best opportunities to gain the qualifications and skills they need for the career they want. The College prides itself on top-quality teaching spaces, industry-standard facilities, software and equipment, as well as links to over 1,000 employers.

Studying at the College prepares students for the workplace, by creating a learning environment that blends hands-on technical learning with knowledge and professional work experience.

In addition, Croydon College is one of south London's leading providers of apprenticeships. Apprenticeships are offered at a range of levels, and open to anyone over the age of 16. There are no tuition fees as training costs are funded by the government and employers.

Coulsdon Sixth Form College provides the young people of Coulsdon and the surrounding area with an exceptional sixth-form experience. Small enough to know each individual student, yet big enough to provide wide subject choice and access to amazing facilities and teachers who bring their industry experience to the classrooms, studios and workshops.

The choice of subjects at the College is extensive with 30 A Levels to choose from and a wide range of BTEC subjects. There is more choice at Coulsdon than many other school sixth forms or colleges and its small class sizes provide room for individual attention and support. Students can also build their own programme of study combining A Levels and BTECs where appropriate, allowing a specialist focus on their studies while boosting their UCAS points.

Croydon University Centre, located right in the heart of Croydon, are passionate about offering high-quality, affordable university degrees and higher national

programmes directly to the community. Courses are designed with local stakeholders in industries in high demand including healthcare, nursing, teacher training and construction.

Tuition is offered in small groups in a supportive and inclusive environment, making the Centre a truly unique place to study, with contact time built flexibly around existing work, childcare or other commitments.

The University Centre has a partnership with the University of Roehampton - one of the top ten universities in London. This collaborative partnership ensures the programmes are updated and incorporate important employability elements and essential academic skills within it. This allows students a real opportunity to further their career ambitions or progress to postgraduate opportunities beyond Croydon University Centre.

We're enrolling now - find out more at www.croydon.ac.uk, www.coulsdon.ac.uk and www.croydonuniversitycentre.ac.uk.

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Apprenticeships Align to UEL's Careers First Ethos

The University of East London (UEL) began its higher degree apprenticeship provision in 2016 with the Digital and Technology Solutions apprenticeship, and our first employers included well-known names, such as Barclays and Accenture.

It has grown significantly since then. Today we support over 1,500 learners on 16

“The University of East London has been pioneering futures since 1898, from the 2nd Industrial Revolution through to where we are now, the 4th. We are a careers-led university. Our mission is to prepare you for the jobs of the future.”

Professor Amanda J. Broderick
Vice-Chancellor & President

Apprenticeship Programmes ranging from Civil Engineering to Teaching providing opportunities for learners to gain a higher education degree while also improving their knowledge and skills at work.

Apprenticeships help employers upskill their workforce, while also improving recruitment and retention at almost every level within an organisation from new starts to senior leaders.

For UEL, the tripartite relationship between the apprentice, the employer and the University embraces the very ethos of the University's "Vision 2028" transformation strategy, a mission to prepare our students for the jobs of the future.

Our apprenticeship programmes produce graduates with the skills, tools and competencies sought by employers in a rapidly changing world. Apprenticeships



also align with UEL's long-standing commitment to inclusion and social mobility.

UEL stands out from other providers by ensuring apprentices are embedded in the same high-quality education experience as our traditional courses. As such, we have dedicated teams across the University that work in partnership with our six Schools to pioneer a high-quality apprenticeship experience for both our apprentices and employers.

We strive to keep our courses innovative and current with the changing pressures of careers-centric learning and it is our goal to solidify a position as one of the leading apprenticeship providers in the country.



As part of our commitment to innovation growth, we are proud to announce the development of 5 new apprenticeships, these include; Sustainability Business Specialist Level 7, Youth Worker Level 6 and more.

For more information about how your business can benefit from degree apprenticeships, visit us at www.uel.ac.uk/study/apprenticeships. Both apprenticeship levy paying and smaller non-levy paying organisations can benefit from apprenticeships and we can guide you through the process.



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Hiring an apprentice is an effective way to grow talent and develop a motivated and qualified workforce. They are an exciting option for both apprentice and employer: as well as filling skills gaps, our research shows that they boost morale and staff retention.

You can hire someone new or upskill an existing employee. Our dedicated team of apprenticeship managers will support you and your apprentice through the entire journey.

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southbankinnovation.co.uk/events

Join the Skills Revolution

The Government's Skills Revolution campaign is an open call for employers to support business growth with training and employment programmes. As an Ofsted 'Good' national training provider, Ixion can provide easy access to apprenticeships, driving better results, plugging skills gaps and improving staff retention.

From IT teams to marketing, team leaders and management, apprenticeships cover a range of subjects, levels and job roles. Apprenticeships are suitable for any sector, providing a cost-effective solution to train new staff or upskill existing staff.

The importance of apprenticeships

One of Ixion's clients, Theo Petrou, General Manager at Mears Group says:

"Apprentices are the most important employees of any organisation. They are an investment into the future sustainability of any business as they are essential to the insurance of its progression."

Newly recruited apprentices can go on to become loyal and valued members of staff, with 90% of apprentices staying with their employer after completing their apprenticeship. (Source: National Apprenticeship Service).



Apprenticeships can boost the skills in your workforce and improve productivity while creating a learning culture and a socially responsible business that boost the local economy.

Contributing to a more sustainable society

Technological efficiencies, process improvement plus employee awareness and development can support your organisation to contribute to a sustainable society.

Rachel Green, Stakeholder and Key Account Manager at Ixion says:

"Businesses are focusing on their sustainability now more than ever and how they can reach their net zero targets. A number of our programmes directly support green careers, including our suite of IT and management apprenticeships."

Based on your needs

Apprenticeships are flexible training programmes and can be adapted to the needs of the organisation, the individual and their role, and are supportive of special educational needs.

Ixion undertakes an organisation-wide needs analysis to understand training requirements both now and in the future. Ixion also use a number of diagnostic tools to support and adapt programmes to ensure individuals reach their potential.

As Ixion's latest Ofsted report highlights:

"Leaders and managers work with employers and their apprentices to offer highly relevant programmes. Many apprentices complete useful additional qualifications. For example, apprentices employed by the National Autistic Society take a level 2 certificate in understanding autism spectrum disorder alongside their apprenticeship. Apprentices studying learning and development and human resources gain qualifications with the Chartered Institute of Personnel and Development. Managers and staff ensure that training sessions and assessment opportunities occur at the time best suited to apprentices shift patterns."

Join the Skills Revolution!

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- Learner Wellbeing Support Service.
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We are living in a volatile and uncertain world, which creates a challenging environment for businesses operating today. At London Metropolitan College (LMC) we understand the challenges London businesses face and have proudly supported our cities employers to recruit, develop and retain top talent since 2018. With over 70% of London employers experiencing difficulties recruiting staff, LMC are supporting businesses to grow talent from within.

Did you know that there is now government funding available to cover 95% of the cost of staff development, from entry level roles, right through to senior management. Apprenticeships create a unique opportunity to develop your people capability, creating a productive working environment for your staff, by offering pathways to development, that will allow your employees to grow with the business.

There are many longstanding misconceptions about apprenticeships, that they are for 16–18-year-olds and suited to trade professions but the reality is in stark contrast to this, in fact in 2022, 47% of all apprenticeship starts were over the age of 25, compared to just 22% aged 16–18 years, furthermore the largest growth area for apprenticeships is seen in the higher and advanced apprenticeships, with health, business, law and STEM leading the field. The recent London Skills Survey, noted that top skills needed within the capital included, data handling, project management and administration, and at LMC we deliver apprenticeships across these key areas, from entry level Business Administration to Degree Apprenticeship Programmes in collaboration with the University of West London.

As a specialist provider LMC bring even greater efficiencies to your business, embedding project management principles into all our programmes. Project management is more than just a simple qualification, it is your key to ensuring your business is as efficient and productive as it can be, and that your employees are delivering the best work they can, with the resources they have.

Apprenticeship prices start at just £250, with our degree programmes just £1,100, for the entire duration. If you are a London based SME, you may also find support through the London Progression Collaboration, to cover the full cost of funding for your apprenticeship.

Our Apprenticeship Programmes

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- ▶ L3 Project Controls Technician + ECITB L3 Diploma in Project Controls Practice
- ▶ L4 Information Manager
- ▶ L4 Associate Project Manager + APM Project Management Qualification
- ▶ BSc (Hons) Integrated Degree Apprenticeship in Project Management + APM Project Management Qualification
- ▶ L6 Project Controls Professional Apprenticeship + Enhanced degree option available.

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Don't get caught out by the CSCS skills card changes!

Get qualified at New City College to obtain your new card

CSCS Industry Accreditation cards will soon become invalid and many construction workers will need to be assessed and gain a qualification in order to obtain one of the new CSCS cards.

The changes are likely to affect around 60,000 workers, managers and employers in the building industry.

Cards previously gained through 'Grandfather Rights' – or employer recommendation – will be banned on 31st December 2024 and cannot be renewed.

What you need to do next will depend on your occupation and what qualifications you already hold. Construction workers with no prior qualifications will now have to achieve an NVQ Level 2 in their trade in order to hold a card that allows them access to building sites.

Now is the time to plan ahead!

All workers must register for the qualification before their card expires in 2024. If you are an employer, you must help your employees complete and achieve the qualification.



If it all sounds a bit complicated, do not despair. At New City College, we can help!

We have tailored courses for construction workers – making it cheaper and quicker for employees to get qualified and obtain their new CSCS card. Our NVQ-only pathways will help ensure workers have the relevant qualifications that are now needed within the industry.

Why are these changes being made?

The new scheme has been developed through the Construction Leadership Council's drive for a fully trained and competent workforce.

Will I have to attend college to achieve the NVQ?

No, NVQ assessments are completed in the workplace so you will not have to take time off work or attend college.

How much will it cost?

This varies depending on the college or training provider, the qualification and assessment method. CITB grants are available to assist with the costs.

How long will the NVQ take?

The qualification can be achieved in a minimum of 14 weeks. The average is between 6 and 12 months from registration to receiving the certificate.

Will I have to do the NVQ again when my CSCS card needs renewing?

No, NVQs are generally lifelong qualifications.

If you have any questions about the changes and would like to discuss your options, our course advisors really know their stuff, so give us a call on

020 7613 9239 for honest, straightforward advice. See our courses at New City Trade Skills ([ncctradeskills.co.uk](https://www.ncctradeskills.co.uk))



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Whether you are just starting out, an experienced professional or an allied tradesman, we can help you find the right course and get qualified quickly and effectively.

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Department
for Education



APPRENTICESHIPS AND PROFESSIONAL DEVELOPMENT

The BSc Environmental Health Apprenticeship degree and MSc Professional Risk and Safety Management (Degree Apprenticeship) are excellent and cost-effective tools in securing the professional development of your workforce.

Typically, an apprentice will split their time 80/20 between work and study. Our apprenticeship programs aim to integrate the key knowledge, skills and behaviours expected of professionals through on-campus studies and experience in the workplace. Charlie Kilkenny, an Occupational Health & Safety apprenticeship graduate, discussed his reasoning for returning to academia whilst working a senior position at Keltbray.

“I felt I was at a point in my life where I wanted to develop and better myself further academically.”

Apprentices are exempt for any financial costs for their professional development and actually ‘earn as they learn’.

These apprenticeship programs are covered in full by the apprenticeship levy, and so employers do not directly pay the course fee and can be assured that their workforce have an all rounded skillset within the context of their organisation.

Mapping apprenticeships to internal career progression, providing structured pathways that increase and maintain employee satisfaction has been proven to improve retention rates.

Apprenticeships can also facilitate social mobility, reaching people from diverse backgrounds to open up opportunities for all and so diversify your workplace.

We strongly encourage critical thinking with a view to producing professionals with sound judgement and the ability to find creative and innovative solutions in the workplace to ensure the existing and future fulfilment of your business strategic aims.

The BSc is accredited by the Chartered Institute of Environmental Health (CIEH) and the MSc is accredited by the Institute of Occupational Safety and Health (IOSH), which are both recognised professional bodies the respective industries.

“...for those that feel they’re ready to step up and take on their next personal challenge, they may want to consider the MSc Apprenticeship.

As did I, you may well feel a little daunted that this will take you three years to achieve, but this will reflect well on your CV and ultimately will make you more attractive to employers, especially for those more senior positions.”

Charlie Kilkenny, Head of HSQE, Keltbray

Email apprenticeadm@mdx.ac.uk to find out more.

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Develop your workforce with:

- BSc Environmental Health (Degree Apprenticeship, CIEH)
- MSc Professional Risk and Safety Management (Degree Apprenticeship, IOSH)

Contact apprenticeadm@mdx.ac.uk to find out more



Welcome to Singletree Accountants Ltd

Based in Enfield, London, Singletree Accountants helps clients with their tax and bookkeeping queries.

Our team members have years of experience, and can assist clients in the film and TV industry, retailers, wholesalers, small business owners and private individuals. No matter whether it's management accounting or inheritance tax, we're on hand to help you.

We aim to make your business our business, and we're always on hand to help.



Who we are

Situated in Enfield, London, Singletree Accountants provides accountancy and tax services to clients of various sizes and types throughout the UK.

We have years of experience helping our clients minimise their tax liabilities. From payroll to personal taxes, we can help you.

Looking for accountants who specialise in the food industry, the film and TV industry, wholesale or online? We're the firm for you! Our team members have been acting on behalf of clients in these industries for many years.

Who we help

Singletree Accountants help clients in a range of sectors and industries. We have experience in helping hoteliers, wholesalers, retailers and film and TV producers to minimise their tax bills.

Although we're based in London, we help clients across the country. Our friendly team works alongside you to minimise your tax bill and manage your books and accounts in a timely manner.

Our clients

Singletree Accountants' clients benefit from our experience and friendly service. We aim to get to know you and your business, and our team members always tailor their advice to suit your specific circumstances.

We have many years' experience in helping clients with a range of queries – from inheritance tax to payroll, we have the knowledge to help you. Singletree Accountants specialises in helping clients in the retail, food, film and TV industries, amongst others. We understand the myriad of regulations these industries face: as such, we modify our advice to help clients maximise their profitability and minimise their tax liability.

Singletree Accountants also helps individuals with their personal taxes. We will advise you in regard to income tax and inheritance tax – simply contact our team to discover how we can help you.

In addition, our team members are proficient in making use of computerised accountancy systems and cloud accounting. We can assist you in installing and setting up such systems, and we can talk you through using its various functions.

Find out how we can make the difference for your business – contact us today.





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THE STEALTHY SIEGE: NAVIGATING CYBER SECURITY CHALLENGES FOR SMES IN THE UK

In this era of digital transformation, businesses of all sizes are experiencing a profound shift in operations. Amidst this evolving landscape, small and medium-sized enterprises (SMEs) face a unique set of cyber security hurdles, often lacking the necessary resources for effective combat. Providers of software solutions primarily focus on tailoring products for larger corporations, leaving SMEs to wrestle with inferior versions or invest in solutions that overpromise and underdeliver.

Regrettably, cyber security vendors often present stripped-back versions of enterprise-grade software to SMEs, asserting their effectiveness. While these versions might be affordable and user-friendly, they frequently lack the robust features and comprehensive protection that their larger counterparts offer. It's akin to attempting to squeeze a square peg into a round hole; the solutions are not customised for the specific needs and challenges of smaller enterprises, leaving them exposed to cyber threats.

Exacerbating the issue, vendors often oversell these solutions. The cyber security market, riddled with technical jargon and complexity, can be treacherous for the layperson. SMEs often find themselves investing in solutions that promise comprehensive protection but fail to provide the resilience they require. In the absence of technical expertise, it's easy to fall victim to the allure of 'all-in-one' solutions and inflated promises. Unnecessary features are presented as essential, leading to wasted expenditure and insufficient defences.

Even when a solution is apt, the cost of implementation and ongoing maintenance can be prohibitively high for SMEs. Beyond software procurement, companies must also invest in infrastructure, staff training, and continuous system updates to stay ahead of evolving threats. These costs can rapidly deplete budgets, forcing businesses to make difficult decisions about where to invest their limited resources.

Moreover, smaller firms often lack the means to maintain a dedicated IT security team, compelling them to rely on employees who may lack specialised expertise. This results in a security strategy that is reactive rather than proactive, leaving these businesses



susceptible to breaches. Given the potentially catastrophic financial and reputational consequences of data breaches, this is a risk that SMEs can ill afford.

To tackle these challenges, SMEs themselves must take a strategic initiative. They need to understand that cyber security solutions are not a 'one size fits all'. It is crucial to assess their unique needs and vulnerabilities and seek out products that cater to these specifics, rather than settling for watered-down enterprise versions. An investment in research at the outset can yield significant returns in the long run.

Grasping the true value of a solution is another critical step. SMEs must develop a discerning eye to sift through the hype and inflated promises. It is advantageous to reach out to industry experts, subscribe to cyber security newsletters, and participate in webinars or workshops. Knowledge truly is power, and an informed decision will protect against being oversold or under-protected.

In terms of costs, SMEs can explore open-source software or SaaS (Software as a Service) models. These solutions frequently offer robust security at a reduced cost. Additionally, outsourcing certain aspects of their cyber security

needs could be considered. Managed security service providers (MSSPs) provide scalable, cost-effective services, allowing businesses to remain protected without the burden of a dedicated team.

Fostering a culture of cyber security within an organisation is of equal importance. All employees should be trained to comprehend the risks and responsibilities associated with cyber security. Regular workshops and training sessions can help ensure preparedness and vigilance within the company.

Lastly, SMEs should seek assistance from government bodies or industry groups. Engaging with these entities can provide access to a wealth of knowledge and collective experience.

Facing cyber threats is an unavoidable aspect of the digital age. Still, with proactive measures and strategic initiatives, SMEs can successfully navigate this complex landscape. The focus should not be on having the largest budget, but on spending wisely and cultivating a culture of security. If executed properly, cyber security can transition from a daunting challenge to a competitive advantage.

Digital Innovation in the Enterprise

Businesses in the UK understand the importance of digital transformation to stay relevant as well as ahead of the competition today. Following its 15-year track record of success in North America, [x]cube LABS has launched its operations in the UK region to help UK enterprises with digital innovation.

Who We Are

We offer a range of IT services that cover all aspects of digital product development. As a company specialising in digital product engineering, we focus on our target markets, understand the domain, and build assets that deliver value faster, more consistently, and effectively for our clients.

We Leverage Latest Technologies to Drive Results

From IoT and Cloud services to mobile apps and immersive technologies, we have crafted solutions for diverse industries, as well as for startups. The outcomes are usually seen in the form of higher

customer engagement, robust performance, unlocking of new capabilities, and more.

Innovation and Customer-Centricity Drive Us

We specialise in creating seamless customer experiences that empower businesses to be future-ready. Our commitment is not only to technology but to crafting innovative solutions that enhance customer engagement.

Collaborative Problem Solving For Every Stage

We work closely with clients to understand their needs and challenges. We stand with you at every step of your product development cycle, from ideation, to execution, to launch, and beyond. We deliver impactful solutions across a diverse range of sectors, including healthcare, manufacturing, agritech, clean energy, and finance.

Transforming the Healthcare Sector

We have delivered digital solutions

for leading healthcare companies such as Dr. LalPath Labs, Pulsara, THIM, and Lansinoh. Our solutions resulted in enhancing operational and clinical decision-making, and improved patient experience.

Smarter Solutions for Industrial Manufacturing

We have leveraged emerging technologies to deliver solutions that helped trim operational costs, optimize resource utilization, and boost efficiency. Some of our clients in manufacturing include Mann Hummel, Ryobi, and Tesoro.

As businesses in the UK navigate the intricacies of the digital era, we look forward to embarking on the journey of transformation by being the partner of choice for businesses in the UK.



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digital natives at work



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From passive consumption to active learning: Why the 'Netflix of learning' fails to empower modern professionals



The CIPD's Learning at Work 2023 report highlights how the 'Netflix of learning' approach does not align with the needs of employees in today's workplace.

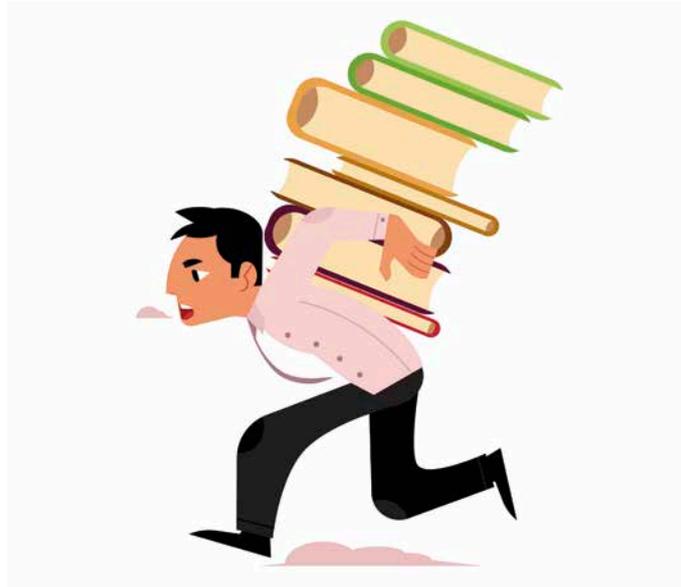
Why the 'Netflix of learning' is inadequate for modern workplace training

The term 'Netflix of learning' describes learning platforms that provide a wide range of educational resources. These aim to make learning accessible, easy and convenient for self-learners and offer a diverse choice of subject material.

While offering an array of content which is available anytime, anywhere, it does not always mean that the learning will be sticky, has significant depth or rigour, can provide additional tailored support if required, or is credentialed to a professional standard.

The CIPD says that 'it is important not to overload individuals with choice. Those familiar with learning theory understand that minimising the cognitive load of individuals, ensuring relevance to the task in hand, and creating opportunity for practice is essential for learning.'

The report also advises that employers 'should prioritise building skill over content to play a proactive role in talent retention. The methods and media currently in use are focused on content and programme creation instead of being harnessed to address the evidence-informed principles of



reflection, learning transfer, application learning and facilitating an environment to support continual growth and learning. Sometimes this will mean saying 'no' to traditional methods and embracing informal and collaborative learning and development, such as coaching and mentoring. Always it will mean working smarter with others.'

Effective learning transfer has to be a strategic priority for employers

We also learn that 'addressing the skills gap is the number one priority for 29% of L&D professionals, but they are prioritising inputs (for example, increasing self-directed learning) over outputs (for example, speeding up the transfer of learning).'

It reveals that 'given the wider organisational focus on both staff retention and the skills agenda, it is surprising that only 8% are prioritising speeding up the transfer of learning back into the workplace or creating a more inclusive learning offering for all. Perhaps giving more of an

emphasis to the application of learning science to our work would influence what we prioritise and what we don't.'

Where helping employees to confidently perform in their jobs, this is imperative to consider when designing learning pathways and content. It is also important to note that adult learning theory and particularly, allowing time for reflection is often a neglected aspect and one for which there is often no space on computer-based learning. As the CIPD suggests, 'strategies for ensuring effective learning transfer are becoming increasingly important.'

Learning and development practitioners must adopt ways of being able to build skill and shift the behaviours of everyone going through their training programmes. Also, learners need to be given an environment where 'they feel comfortable to practise, learn and fail.' Learning opportunities should support employees with 'career progression and job transition as current skills become obsolete and new roles emerge.'

The power of coach skills training - unlocking lasting skills development

From our own client work we see time and again how coaching skills, coaching and action set learning are transforming the performance of employees. Working with future leaders, middle managers and team leaders, the investment in developing coaching skills and coaching is yielding improvement in a myriad of areas including retention, engagement, productivity, wellbeing, people management capabilities and agility.

Complementing mentoring, on-the-job learning, stretch assignments and traditional classroom or virtual training, coach skills training creates lasting learning experiences and helps master skills for life. The advantage of coach skills training is that it supports learning transfer, encourages reflection and its impact can be assessed as these skills can be directly and immediately applied in the workplace. The return on learning investment is also tangible and is not what the CIPD calls 'a mad rush at the end of the programme - it becomes the result of working together with stakeholders to co-create value.'



By Karen Smart,
head of consultancy, AoEC



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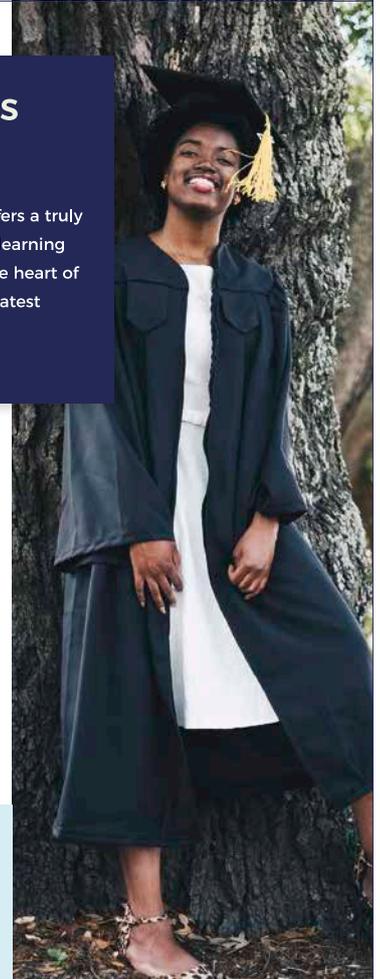
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Principal's Message

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If you're reading this thinking this isn't urgent, then think again, with a surge in re-bookings from 2022 and brand-new party goers wanting to experience the

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So, before you go on your summer holidays, get in contact with us and secure the date that works for you now, to save on any disappointment later in the year.

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