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Heathrow key to post Brexit competitiveness

The planned expansion of Heathrow Airport should go ahead to ensure Britain can compete and succeed after Brexit, the London Chamber of Commerce and Industry has said.

Responding to the government’s consultation on runway capacity in the South East of England, LCCI also said it was vital that there was no ‘capacity gap’ in the period between now and the mid-2020s when Heathrow’s new runway will be operational.

That would mean ministers acting to put in place short-term measures to boost capacity for the next decade including making the best use of existing airfield, airspace and terminals.

LCCI chief executive Colin斯坦bridge said: “It has taken a long time to secure permission for a new runway at Heathrow – but construction should begin as soon as practical.

“Brexit has greatly increased the need for additional airport capacity. Given that a new runway will not be open till perhaps 2025, Ministers need to be creative in utilising existing infrastructure.

“If the capital does not have capacity to accept flights from key markets then UK competitiveness will be weakened – potentially lost to other European cities”.

Consequences

Separately, LCCI also warned that government should be wary of unintended consequences when considering airport operating hours and ‘night flights’. The Chamber pointed out that ‘early morning arrivals’ bring benefits to the whole UK economy.

This means that flights taking off on the other side of the world and in different time zones must arrive at UK airports early to meet demand for convenient departure and transfer time and to ensure business passengers reach their final location in time to begin a working day, which in London, as scheduled by London Underground, begins at around 5.30 am.

Renewed call for metro mayors’ panel

LCCI has revived its call, made in the 2016 mayoral elections, for greater collaboration and sharing of ideas and objectives among the increasing number of leaders of metropolitan areas.

Specifically the Chamber has said that Mayor of London, Sadiq Khan should convene a metro mayors’ panel to explore how to encourage best practice on devolution within local government.

Now that Manchester, West Midlands, Liverpool and Bristol have elected new mayors LCCI believes that such a panel could benefit all five areas in discussing not only devolution, but also Brexit.

Policy director Sean McKee said: “The idea of elected mayors coming together as a united voice is a more powerful one now than ever.

“Not only could they share best practice, but would also be a voice the government would have to listen to.”

LCCI member companies can get a health plan, EAP and discounts from £5 per employee a month!
Progress report – Sadiq Khan

Last month Mayor of London Sadiq Khan marked his first year in office. London’s highly-respected newspaper The Evening Standard assessed how he was doing on the major issues facing the capital – policing, housing, business, the environment and transport. Most progress had been made in the areas of business and the economy, and the environment but there were things to commend too in housing and transport.

Policing
The newspaper noted that crime in London had risen for the first time in several years, with knife and gun crime soaring. The Mayor was rightly prioritising neighbourhood policing – with an extra officer in every ward – but was failing to meet his overall 32,000 target.

The paper pointed out that the Mayor was Britain’s highest profile Muslim politician who was playing a major role against extremism through his terrorism review, more armed police and a powerful voice against hate crime. Appointing Cressida Dick as the Met’s first woman commissioner was hailed as a coup. No doubt tackling violence against women was a priority, but the Met could lose another £700 million in Home Office funding, putting all the Mayor’s plans at risk.

Standard verdict: needs urgent action.

Housing
Sadiq Khan had told Londoners the mayoral election was a “referendum on the housing crisis”. He subsequently landed a record £3.15 billion affordable housing deal from government but is accused of watering down promises of 50,000 homes a year.

First house-building statistics were disappointing but he blames his predecessor: he always warned of “a marathon not a sprint”. The draft London plan comes this autumn: the Standard expects action on homes on public land and skyscrapers and notes that one in four Londoners rent privately, “so London living rent and rogue landlords database are useful first steps.”

Standard verdict: too soon to say

Business and economy
The man who has promised to be the most pro-business Mayor ever has emerged as a powerful voice on Brexit — arguing the capital’s case with government, in Brussels and beyond.

The paper acknowledges that Khan has been pushing hard for reassurances for EU nationals already here – and for flexible immigration. “An actively pro-business mayor, he is winning over the City and business.”

The Mayor has lobbied against business rate rises, invested record sums in skills training and led trade missions to Europe and the US – some organised by the LCCI. London’s first night czar is boosting the 24-hour economy with a chief digital officer yet to come.

The Standard calls the #LondonIsOpen campaign “a big success, showing that the capital is open to the world, and reassuring Londoners.”

Standard verdict: leading the way

Environment
Cleaning up toxic air is key, says the Standard and notes that the Mayor supported Client Earth’s successful legal action for a new government clean air strategy.

The paper calls the Mayor’s doubling of cash for tackling air pollution and plans to get dirty vehicles off the roads are “among the boldest in the world.” It believes that the T-charge and the Ultra Low Emission Zone will encourage motorists to switch from diesel. The paper notes that there will be 12 clean bus zones on the most polluted roads, “but he needs to ensure dirty buses are not switched to nearby streets as in Putney.”

Khan was, the paper notes, gradually ‘greening’ the bus fleet, and more charging points would boost electric vehicles though a pledge to plant two million street trees had fallen to 420,000.

Standard verdict: bold and ambitious

Transport
The Standard noted that the Mayor’s promise that Londoners “won’t pay a penny more for their travel” came back to bite when it emerged his price freeze pledge.
only covered TfL fares. But, it said, the Hopper bus fare was a hit. No luck yet though in taking control of suburban rail or getting Crossrail 2 on track.

The paper said that questions remained over union links. The Mayor has claimed that he has almost halved the number of days lost to strikes, “but promised ‘zero’.” He had dropped two projects – new Routemaster buses and the Garden Bridge – but had pushed on with the Night Tube.

There was, the paper noted, more cash for cycling but the Mayor faced criticism for delays to the superhighways. Furthermore, “new projects could fall victim as TfL’s £700 million government grant goes.”

**Standard verdict: big challenges ahead**

**Determination**

The Mayor has been praised by Ben Rogers, director of the Centre for London, for, amongst other things, “the determination he has shown in appointing women and ethnic minority people to senior positions” in his administration. “It’s early days however and Mr Khan is right to spend time on getting the people and policy right. We will have to see what he has achieved in three years’ time and beyond.”

LCCI chief executive Colin斯坦 bridge said “Sadiq Khan’s promise to be the most pro-business Mayor ever is a huge but welcome commitment. Turning fine words into reality will not be easy but he can count on my support and that of the London Chamber in giving London businesses the environment they need and deserve.”

**Information alert!**

If you have a prospective new customer and need to check their creditworthiness you can use the LCCI information service to get the low-down on companies in the UK and Irish Republic – at no charge for members.

After providing the name and address of the company, ideally with the company registration number, you will receive an in-depth analysis of the company’s financial history (up to ten years), together with an overall credit score of between 0 and 100. This will help you decide whether to do business.

**Market information**

If you want to know more about a specific market in the UK or abroad to further your business, the LCCI information service includes an online library comprising hundreds of market data reports written within the past 18 months.

All industry sectors are covered and titles include *Online Retail in the United Kingdom*, *Confectionery in France*, *Oil and Gas in Russia* and *Automotive in China*. Each report provides an in-depth market overview including the key industry players, market value (actual and forecast), market volumes, category segmentation, geography segmentation and market rivalry. All reports are researched and written by global business publisher MarketLine and are 35 pages long on average.

Contact LCCI information executive Alexa Michael at amichael@londonchamber.co.uk.

**Immigration cap will slow economy**

Following the announcement last month that net migration had fallen below a quarter of a million LCCI policy director Sean McKee said: “This leads to serious questions about how we can build the houses we so desperately need.” He warned that “an arbitrary cap” on immigration would slow the economy.

The drop had been driven by an exodus of eastern and central European workers who had been working in the housing and construction industries following the Brexit referendum result.

The official figures showed that net long-term immigration had fallen below a quarter of a million for the first time in nearly three years. There were 248,000 more arrivals than departures in 2016, down by 84,000 on 2015, according to the Office for National Statistics.

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LCCI sets out manifesto priorities for Brexit and London’s global city status

In its London Business Manifesto – Capital Matters – LCCI has set out its key asks for the next government to ensure that London continues to maintain its status as a globally competitive city.

LCCI believes it is vital that as the next government negotiates the exit from the EU it prioritises the London workforce, both current and future and commits to long and short term infrastructure investment.

This includes guaranteeing the status of EU nationals, committing to major infrastructure projects such as Crossrail 2, introducing a new ‘T Level’ in construction and digital skills and fundamentally reviewing business rates.

‘Maintaining the capital’s competitiveness now and into the future will require a Brexit that works for London’s businesses, large and small.’

As a result of this research and feedback from members, LCCI is calling for the next government to limit uncertainty and maximise opportunity by making four key commitments. These are to:

Deliver a Brexit that works for London by:

- Securing a realistic transitional period for Brexit to enable businesses to adjust to new circumstances and prioritise minimising costly tariff and non-tariff barriers to trade.
- Granting indefinite leave to remain for existing EU national employees within the capital to reassure them and their employers.
- Establishing a separate ‘Shortage Occupation List’ for London (like Scotland has) and create a ‘Capital Work Permits’ system to meet employers’ future labour needs.
- Prioritising the preservation of aviation and maritime arrangements with the EU to secure swift market access and maintain London’s status as a global hub.

Provide infrastructure to underpin a ‘megacity’ by:

- Securing Parliamentary time for a hybrid bill to designate Crossrail 2 as major infrastructure of national importance and commence development works.
- Auditing and mapping disused or poor quality land within the Metropolitan green belt to identify ‘brownspace’ plots of land where small developers can bring forward new housing.
- Boosting short-term airport capacity through airfield, terminal and rail-link enhancements and future-proof the UK economy by enabling a new runway at Gatwick, after Heathrow.
- Permitting Transport for London (TfL) to seek responsibility for commuter rail services into London as each mainline franchise comes up for renewal.

Equip tomorrow’s skilled workforce by:

- Guaranteeing high-quality work placements for students pursuing a technical route so that young Londoners are equipped to be the skilled employees of tomorrow.
- Improving collaboration with businesses on apprenticeships to overcome hurdles to implement...
“Steps must be taken during the next parliament to strengthen the capital’s economic foundations and, by doing so, its ability to thrive in a post-Brexit world.”

Facilitating greater devolution for the capital’s economic foundations and, by doing so, its ability to thrive in a post-Brexit world.

Create a business environment conducive to growth by:

- Creating a business environment
- Developing a Massive Open Online Course to support smaller businesses
- Facilitating greater devolution for London focused on London Finance Commission proposals to help the capital fund future skills and infrastructure needs.
- Undertaking a fundamental review of business rates to ensure the tax remains fit for purpose in today’s digital age, and give London government greater flexibility over rates administration.
- Reviewing the impact of office-to-residential permitted development rights within the capital and explore how to safeguard essential office and commercial space.
- Encouraging greater SME take-up of exporting opportunities through raising awareness of departmental support services and arranging more trade missions and to potential new international markets.

Going global

LCCI’s Enterprise Europe Network (EEN) team took a stand at last month’s Going Global and Foreign Direct Investment Expo which took place at ExCeL in Docklands.

The event assembled under one roof the main players in world trade to help and advise companies of all sizes in their actual or potential cross-border transactions.

Pictured on the EEN stand is Emilie Siguier, an intern in the LCCI’s internationa business team and a student of politics and media engagement.

www.goinggloballive.co.uk

Not that long ago, in a galaxy not so far away, the galactic confectionary forces of Nestlé and Cadbury continued their decade-long intellectual property battle – however, their legal contest serves as a stark reminder as to not only global businesses but SMEs about the trials and tribulations of successfully obtaining trademark registration.

Nestlé’s latest encounter revolved around their attempt to trademark the shape of its infamous four-fingered KitKat bar. Nestlé’s desire to trademark the well-known four-fingered shape snack can be traced back to a failed attempt in the European Court of Justice two years ago including losing a High Court ruling last year which ruled that Nestlé could not trademark the four-fingered shape.

Despite these setbacks, Nestlé decided to appeal last year’s High Court ruling as they believed the four-fingered shape was sufficiently unique enough to be a trademark. However Cadbury, who itself suffered defeat by Nestlé in its attempt to trademark their recognised purple colour, did not give Nestlé a break. Cadbury fought Nestlé’s appeal and the Court of Appeal agreed that the four-fingered shape had not gained the level of distinctiveness required to claim trademark registration.

An IP lesson from the Bar Wars ...

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Last month two highly influential organisations in the capital announced new leaders. The City of London Corporation’s policy chairman, succeeding Mark Boleat, is Catherine McGuinness who assumes the role after serving 20 years as an elected member, laterly as deputy chairman. Across the river at London & Partners Laura Citron was announced as the new boss of the agency which promotes the city around the world for higher education, foreign direct investment, business and leisure tourism, and major sporting and cultural events.

Prosperity
At the City of London Corporation Catherine McGuinness will lead on all on policy issues affecting the UK’s financial and related professional services sector. Her role also covers the City Corporation’s responsibilities as a local authority, overseeing the City’s open spaces, educational commitments and cultural institutions.

McGuinness is committed to building on the strong ties with political representatives in the UK, EU and internationally, to ensure the City remains the leading global financial centre after Brexit.

Prior to becoming policy chairman, McGuinness spent several years practising as a solicitor, as a partner in a City law firm – advising a number of international financial institutions – and as head of legal in an international bank. She is also a member of the governing body for The City Academy, Hackney, which is co-sponsored by the City and by KPMG, as well as on the board of the Barbican Centre.

She said: “As chairman of the policy and resources committee my goal is a vibrant, thriving City contributing to the prosperity and well-being of the capital and the country.

“Assuming the role of policy chairman at such a critical time for the financial and related professional services sector is a significant task.

“I am keen to explore how the sector can benefit from leaving the EU, particularly in developing our relationships with new international partners.”

Global
Laura Citron joins London & Partners from WPP where was managing director of the government and public sector practice, leading hubs in London, Beirut, Nairobi, Brussels, Singapore and Sydney.

Fluent in French and Russian, Citron has held roles at WPP in London and Moscow and also spent a number of years working as a public servant in London and Brussels.

Commenting on the appointment (which he agreed) Mayor Sadiq Khan, said: “As London and the rest of the United Kingdom enters such a significant period in our history, it has never been more important that we continue to tell the world that London is Open, that our city is the business capital of the world, and that we welcome people from all over the globe. I believe that Laura is well placed to help me tell London’s story and cement our standing as the world’s only truly global city.”

Laura Citron added: “There has never been a more crucial time to make sure London continues to be the greatest city in which to invest, study and visit. As a Londoner I can’t think of a better job than promoting the city I love and I am looking forward to working with the Mayor of London and my new team at London & Partners.”

www.cityoflondon.gov.uk
www.londonandpartners.com

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Apprenticeships are a hot topic at the moment, but how do training providers ensure that they meet employer’s needs and support them throughout the process? A recent survey of 4000 employers by London South Bank University (LSBU) has highlighted what apprenticeship challenges employers face and what support they need. The survey found that most employers wanted:

- Clear and effective communications about how the apprenticeship process works
- On-going support and information throughout the process
- Support with the challenges in recruiting apprentices and choosing the right provider
- ‘A relationship with a trusted provider is very valuable’

In light of these results, LSBU has created an Apprenticeships Team made up of 8 experts that provide account management for all employers including help with understanding the process, undertaking training and skills analysis and the levy. In an effort to provide clear impartial information, all employers have the option to receive regular apprenticeships updates via email and attend free employer events. Furthermore in response to employer requests a designated team member will support employers to find the right apprentice.

Needless to say, Apprenticeships is a priority for LSBU. For 2017-18, the university plans to offer 22 Higher and Degree Apprenticeships in a broad range of areas including construction, engineering, housing, health and management. A number of these are relevant to all industries and both new and existing staff thus providing a great way to make the most of the levy.

Chartered Manager Degree Apprenticeship incorporates a degree in Business Management with Business Practice, and a professional qualification as a Chartered Manager with the Chartered Management Institute (CMI).

Associate Project Manager Higher Apprenticeship which is relevant to staff in roles such as assistant project manager, junior project manager and project team leader.

Digital Marketing Degree Apprenticeship is relevant to a range of marketing based roles including digital marketing executive/ officer, digital marketing account manager, digital marketing analyst and includes a BA (Hons) Marketing with Digital Marketing.

Digital and Technology Solutions Professional is for staff in roles such as Network Engineer, Software Engineer, IT Consultant, Business Analyst, Cyber Security Analyst, Data Analyst. It incorporates a degree in BSc (Honours) Digital and Technology Solutions Professional (subject to validation).

Get in touch with the LSBU Apprenticeships Team to discuss your needs and how we can support you.
June 2017

Your business

Wannacry – Wanna Review your Information Security?

THE Wannacry ransomware virus that hit the world last month demonstrated just how vulnerable our systems and information is to hostile attacks. Estimated to have hit in 99 countries across the globe, the attack on the NHS alone was deemed to have been the largest cyber-attack in its history and the impact was severe. Appointments and operations were cancelled and doctors warned that the infiltration could have cost lives.

Whilst the stakes in business may not be as high, last month’s attacks do afford us a wake-up call and highlight the need for more robust information security systems. Now is the time to take proactive action to protect our information, in all its forms, and so deter terrorists, criminals and others before damage can be done.

Much can be done to detect attempts to gain information about you or to steal your proprietary information in preparation for more serious attacks. In most cases, there are tell-tale signs which, if dealt with immediately, can prevent the loss of information and reduce the subsequent risk of action against you. In general terms this means deploying an appropriate method of surveillance to look for indications that something is wrong.

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at the hotel we were ready for our late evening dinner at the HUNter 486 bar and restaurant which takes its name from the 1950s telephone code for Marylebone. The restaurant is also quirky, with an eclectic mix of masculine Tom Dixon seating, luxe soft furnishings and dazzling chandeliers. Some tables have curtains that can be drawn to give diners a private dining experience. The ‘Best of British’ inspired menu was developed by head chef Gary Durant and I enjoyed his dressed Dorset crab and avocado starter, flat iron steak with peppercorn sauce and portobello mushroom. This was followed by a super-light homemade mascarpone sorbet pudding with blossom water, oranges and slivered toasted almonds – all presented with five star service. The restaurant also boasts a wood fired oven, Martini Library and Champagne Lounge.

I discovered that not only is this hotel family-friendly with interconnecting rooms and self-catering facilities that, combined, almost make up a ground floor apartment – it is also extremely dog-friendly. Toys, blankets and treats are all available for your best friend! I was shown around the hotel’s high tech, state-of-the-art conference room and facilities, perfect for round tables and board meetings away from the office. The library is another space that can be hired for private receptions or even as a private dining room seating 22 people, accommodating 60 for a standing reception. There is also a small but functional gym with a yoga area.

In my tour I noticed that no two rooms looked the same. Each one has been thoughtfully decorated with plush fabrics and stylish bold prints, typical of RDD, the designers.

At breakfast you receive a copy of the morning paper with a breakfast cart to help yourself to fresh fruits and cold cut meats while your breakfast is being prepared. After such a heavy meal the previous night, I kept it simple and went for the scrambled eggs and smoked salmon. I was told that the organic sausages are picked up from Selfridges food hall – a must-try for next time I visit!
Last month businesses from across East London gathered to learn about London City Airport’s expansion plans at a briefing organized by East London Chamber of Commerce.

The expansion will generate significant supply opportunities for East London businesses and Liam McKay, London City Airport’s director of public affairs said “a key plank of our success is liaising with our local community, sharing information and giving opportunities to people”.

Last year, London City Airport received permission to expand from the UK government. The £350 million City Airport Development Programme includes plans for seven new aircraft stands, a parallel taxiway to maximise runway capacity, and a terminal extension to accommodate increasing passenger numbers. The privately funded investment is due to be completed at the end of 2021 and will enable 6.5 million passengers per year to travel through the airport’s doors by 2025, and 30,000 additional flights per year.

The construction project is due to commence in 2017 and will also generate up to 2,100 jobs, with 500 jobs in the construction phase alone and 1,600 jobs once the transformation is complete.

Visit the website to register for updates on supply opportunities.

www.londoncityairport.com/home/page/responsible-growth-local-businesses
Cyber attacks – advice from NCSC

Following last month’s global coordinated ransomware attack on thousands of private and public sector organisations – most evident in the UK in the National Health Service – the National Cyber Security Centre (NCSC) reported no initial subsequent accounts of the same kind. But, the service added, it was important to understand that “the way these attacks work means that compromisements of machines and networks that have already occurred may not yet have been detected, and that existing infections from the malware can spread within networks.”

NCSC warned that further cases of ransomware may come to light, possibly on a significant scale, and urged a national focus on two lines of defence.

Limit the spread
The first is to limit the spread and impact of the attacks that have already occurred. Due to broad government and partner efforts, a variety of tools are now publicly available to help organisations to do this. This guidance can be found at ncsc.gov.uk – under the title ‘Protecting Your Organisation From Ransomware’. www.ncsc.gov.uk/guidance/ransomware-latest-ncsc-guidance

NCSC said that it was already known that there had been attemps to attack organisations beyond the National Health Service. “It is therefore absolutely imperative that any organisation that believes they may be affected, follows and implements this guidance. We have set out two pieces of guidance: one for organisations and one for private individuals and SMEs which can be applicable regardless of the age of the software in question. It will be updated as and when further mitigations become available and we will announce when updates have been made on Twitter (@ncsc) and elsewhere.

Secondly, it is possible that a ransomware attack of this type and on this scale could recur, though we have no specific evidence that this is the case. What is certain is that ransomware attacks are some of the most immediately damaging forms of cyber attack that affect home users, enterprises and governments equally.

Defences
It is also the case that there are a number of easy-to-implement defences against ransomware which carry considerably reduce the risk of attack and the impact of successful attacks. These simple steps to protect against ransomware are not being applied by either the public or organisations as thoroughly as they should be.

Three simple steps for companies to undertake are recommended:
• Keep your organisation’s security software patches up to date
• Use proper anti-virus software services
• Most importantly for ransomware, back up the data that matters to you, because you can’t be held to ransom for data you hold somewhere else.

Home users and small businesses can take the following steps to protect themselves:
• Run Windows Update
• Make sure your AntiVirus product is up to date and run a scan – if you don’t have one install one of the free trial versions from a reputable vendor
• If you have not done so before, this is a good time to think about backing important data up.

Protection
NCSC has said that it will work closely with the National Crime Agency in support of their criminal investigation, and with international partners in both other governments and the commercial sector, and will continue its effort to get ahead of this threat. “We would like to reassure the public that resources from the government, law enforcement and public and private sector organisations are working together to manage further disruption from the current attack and to increase protection against any further attacks in the coming days. The country’s security and law enforcement agencies are working round the clock to protect the public. Private sector efforts have made a very significant contribution to mitigate the cyber attacks so far and to prevent further disruption.”

Further updates will be provided when appropriate.

www.ncsc.gov.uk

“NCSC warned that further cases of ransomware may come to light, possibly on a significant scale, and urged a national focus on two lines of defence.”

Amazon and trade marks

Virtuoso Legal, who have recently been nominated for “IP Team of the Year” among giants of the industry in The Lawyer Awards 2017, answer the hot topic of the day:

What do you need to know about your brand if you sell online?

The great beauty of having a registered trade mark is that it tells the World who it actually is that supplies your goods and services.

For some time, Amazon helped brand owners who sell their own branded goods stand out from the crowd. They achieved this by using a brand registry. Here, brands were registered with Amazon to be listed as an official seller, even if those brands were not registered as a trade mark. This meant that unregistered brands were easily protected on the portal.

In practice, this often gave *anyone* a monopoly over the brand name in the “Buy Box” and the listings - whether or not it was actually registered by the seller as a trade mark. This meant prospective consumers could search against your brand name (which is hugely valuable on a marketplace like Amazon) and find non-affiliated sellers who happened to register them first - clearly an unfair situation!

Amazon are now changing the rules of the brand registry - and rumour has it that only those who have a registered the trade mark can now register officially with Amazon. As such, whether or not you sell on Amazon or other online platforms, the best protection you can obtain is to register your brand as a trade mark!

The award winning IP team at www.virtuosolegal.com are ready to assist with the protection of your brand on 020 7412 8372.

Virtuoso Legal – The Intellectual Property Specialists
Tel: 020 7412 8372
philip@virtuosolegal.com
www.virtuosolegal.com
Brexit Q&A – how do the political parties compare in their manifestos?

Prime Minister Theresa May's decision to call a snap General Election on Thursday 8 June 2017 “to make a success of Brexit” has naturally made Brexit the major focus of the election. Indeed, some political commentators have dubbed the contest the 'second EU referendum'. The Prime Minister, who has a working majority of just 17 in the House of Commons, said she wanted 'unity' at Westminster as Britain begins the complex process of withdrawal from the EU.

So, where do the different political parties stand on Brexit in their respective manifestos?

Conservatives
“Brexit means Brexit. As we leave the European Union, we will no longer be members of the Single Market and the Customs Union”.

If elected to government, the Conservatives state they will:
• Ensure the best possible deal for Britain in leaving the EU, delivered by a "smooth orderly Brexit"
• Rule out membership of the Single Market – instead they want to retain "maximum freedom" to trade with the EU
• End freedom of movement of people within the EU
• Refuse to guarantee the rights of EU citizens living in Britain until EU countries offer the same deal for Britons living there
• Walk away with no deal in preference to obtaining an unsatisfactory one
• Not hold a second referendum on EU membership.

As Britain leaves the EU, it will no longer be a member of the Single Market or Customs Union but the Conservatives will "seek a deep and special partnership", including a comprehensive free trade and customs agreement. There may be specific European programmes in which Britain will want to participate and if so, it would be reasonable for Britain to contribute. The Conservatives say that they will "determine a fair settlement" of Britain's rights and obligations as a departing member state, according to the law and in the spirit of Britain's continuing relationship with the EU. However, they are prepared to walk away from the negotiations with no deal rather than accepting one that does not work in Britain's best interests.

Labour
“Labour accepts the referendum result and a Labour government will put the national interest first. ... We will end Theresa May's reckless approach to Brexit, and seek to unite the country around a Brexit deal that works for every community in Britain.”

If elected to government, Labour will:
• Build a close new relationship with Europe "not as members but as partners"
• Retain benefits of the Single Market and Customs Union
• Immediately guarantee existing rights of EU nationals living in Britain and secure reciprocal rights for UK citizens living elsewhere in the EU
• Not accept a “no deal” option at the end of Article 50 negotiations. It will negotiate “transitional arrangements” instead to avoid an economic cliff-edge

Scrap the Conservatives’ Great Repeal Bill and replace it with an EU Rights and Protections Bill.
Labour will also scrap the Conservatives’ Brexit White Paper and replace it with new negotiating priorities that will highlight retaining the benefits of the Single Market and the Customs Union. Labour believes these are essential for maintaining industries, jobs and businesses in Britain. Their manifesto stops short of stating explicitly whether Britain will remain part of the EU Single Market and Customs Union. However, it does say that freedom of movement will end when Britain leaves the EU.

The Green Party
“The Green Party accepts the result of the referendum, but we reject the extreme Brexit pursued by our Government. We have a different vision for Britain’s future.”

If elected to government, the Green Party will:
• Put democracy at the centre of the debate about Britain's place in Europe
• Remain in the Single Market to protect UK jobs and workers’ rights
• Fight to retain freedom of movement, including the rights of EU citizens to remain in the UK and for young people to study, work, live and travel in the EU
• Push for a new Environmental Protection Act and a new Clean Air Act to ensure environmental protections are maintained and enhanced
• Scrap the Great Repeal Bill but replace it with a Great Reform Bill to deliver proportional representation, reform of the House of Lords and a written constitution
• Give the British people the final say on the outcome of Britain’s negotiation with the EU.

The Green Party insists that the British people have the democratic right to vote on whatever deal is negotiated for Britain’s departure from the EU. This should be given through a ratification referendum that includes an option to reject the deal and for Britain to remain in the EU.

United Kingdom Independence Party (UKIP)
“We will act as the government’s backbone in these negotiations. If voters elect a UKIP MP, they can be sure it will be a true Brexiteer.”

Since its formation in 1993, UKIP’s entire purpose has been to believe the final decision should be made by the British people, not by politicians, in the form of a second referendum after Britain has negotiated a deal with the EU.

If elected to government, the UKIP will:
• Offer a referendum on the negotiated deal – this would be a second EU referendum in all but name.

The most pro-EU of any British political party, the Liberal Democrats say that they acknowledge the result of the 2016 referendum, which gave the government a mandate to begin negotiations for Britain to leave the EU. However, they

Liberal Democrats
“We passionately believe that Britain is better off in the EU ... Every vote for the Liberal Democrats is a vote to give the final say to the British people in a referendum on whether to accept the deal or remain in the EU.”

If elected to government, the Liberal Democrats will:
• Fight to remain in the Single Market and the Customs Union
• Accept freedom of movement of people as the price for remaining in the Single Market
• Immediately guarantee existing rights of EU nationals living in Britain and secure reciprocal rights for UK citizens living elsewhere in the EU
• Offer a referendum on the negotiated deal – this would be a second EU referendum in all but name.

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Brexit Q&A is researched and compiled by Alexa Michael, LCCI business information executive. LBM readers are invited to submit their own questions for responses to be published in future issues. Send them to amichael@londonchamber.co.uk

Elephants anyone?

So much time is spent talking about ‘engagement’, particularly in relation to staff but what about your leaders?

Fact – only 47% of MDs in the UK are engaged. Despite this MDs and Boards across the country believe that managers should be engaged as they are paid to be – sadly it doesn’t quite work like that.

We have conducted organisational reviews around the globe and found inner conflict in management teams destroying workplaces.

Somehow it has become acceptable for managers and senior people to air frustrations about others in ‘corridor conversations’ which breeds a culture of conflict where management teams work against each other to facilitate their own agendas. Why would it ever be okay to use the workplace as a political ground for positioning career progression?

We talk to these leaders about ‘getting the elephants out of the room’. A painful and often emotional process with one agenda; to make the leadership team work better together, even if they are never going to be great friends. Be aware of the great friend scenario too as this creates an environment where business leaders simply pat each other on the back despite poor performance. So we aim to achieve a position where leaders challenge each other, openly, transparently and professionally to deliver Company goals.

In our experience, leaders ensure the following are in place:

- Mutually agreed values embedded in the business and created with staff. These need reinforced from the top. Politics and positioning must be treated as a breach of these values.
- A sound organisation structure based on a clear operating model.
- Clear roles and responsibilities – as well as accountabilities.
- A clear strategy so people know what journey you are taking them on.
- Delivery on promises and less carrots to incentivise.
- And a bundle of communication (including what’s acceptable and what isn’t).

As well as helping to move these ‘elephants’ the door, to prevent risk and liability to the business.

Scottish National Party (SNP)

“Scotland is at a hugely important crossroads. We are facing a future of a hard Tory Brexit - not just outside of the EU but outside of the world’s biggest single market.”

It could be argued that Scottish independence is the dominant political issue north of the border, rather than Brexit.

Currently the SNP holds 56 of Scotland’s 59 Parliamentary Constituencies. However, it exists only in Scotland, so would never be in the position of winning a Parliamentary majority in the whole of Britain. The SNP is a strongly pro-EU party and campaigned for Scotland and Britain to remain in the EU. If the Scotland were to win independence from the rest of Britain in a future referendum, it would not automatically remain in the EU and would have to apply for membership as a newly independent nation.

The SNP’s election manifesto states that it will campaign for Scotland (and Britain as a whole) to remain in the EU.

If elected, UKIP will:

- Work to ensure that Britain withdraws completely from the EU
- Bring in a ‘one-in-one-out’ zero net migration policy, involving not just EU migrants but those from around the world

At time of writing, UKIP has not yet published its manifesto. See www.ukip.org/manifesto for details once it is available.

Plaid Cymru (Welsh Nationalist Party)

“Whether people voted to Remain or to Leave, they now expect politicians to get on with securing the best possible deal for them.”

While support for independence is not as strong in Wales as it is in Scotland, Plaid Cymru is a similarly pro-EU political party and campaigned for Remain in last year’s EU referendum. Plaid Cymru exists only in Wales, so would never be in the position of winning a Parliamentary majority in the whole of Britain.

The Party’s 2017 General Election manifesto states that Plaid Cymru will:

- Fight to get the best possible Brexit deal for Welsh agriculture and industry
- Ensure that Wales can continue to buy and sell to Europe without any expensive trade barriers
- Guarantee the rights of all EU citizens currently living and working in Wales
- Secure the money promised to Wales by the Leave campaign, including Wales’ share of the extra £350 million a week for the NHS

For more information, go to: www.snpr.org/manifesto

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A new arbitration service was launched last month by the London Chamber of Commerce and Industry (LCCI) to offer members and other businesses an in-house service. Hitherto the Chamber has acted as a referral point. The London Chamber of Arbitration (LCA) resurrects a historical role for the LCCI as it traditionally played a major part in the provision of arbitration facilities for its members and those who had inserted appropriate arbitration clauses in their contracts.

However, in the recent past the practice has been to refer disputes to other arbitration bodies.

Bespoke
At the launch Robert Griffiths QC, Head of Mondial Chambers, president of the new entity, said: “The London Chamber of Arbitration will provide a bespoke service to those who do business in and with London and will enhance London’s pre-eminent status as an arbitration centre.” [see below for an edited version of Robert Griffiths’ address at the launch].

LCCI chief executive Colin Stanbridge commented: “This is an excellent way to provide another service for our members to compliment those on offer.” He thanked Robert Griffiths and fellow board member Kathryn Britten for bringing the concept to the Chamber.

“We hope it will be an attractive facility not only to businesses in London but those throughout the UK and overseas.”

The new court was also welcomed by Sir Richard Aikens of Brick Court Chambers who treated guests at the LCA launch to an analysis of arbitration, particularly its future in London following Brexit. [See next month’s LBM for an edited version of his speech.]

Mediation
The LCA can also provide alternative dispute resolution services, including mediation, on request. The LCCI board will shortly announce a panel of arbitrators who have been drawn from the ranks of former members of the Judiciary and current senior practitioners.

A list of members who have accepted invitations to join the panel will be published on the LCCI’s website.

For enquiries about the London Chamber of Arbitration email arbitration@londonchamber.co.uk

Litigation and arbitration – co-ordinates not rivals

When it was once suggested to Groucho Marx that he should do something for posterity he famously replied: “what has posterity ever done for me?” The London Chamber takes a different view. It believes that it has put in place an arbitration institute which will endure for the benefit of future generations of its members and subscribers as well as for the whole business community of London.

Charles Dickens said cynically in Bleak House, “the one great principle of English law is to do business for itself.” The motivation of the London Chamber is to encourage the doing of business by others.

Qing Emperor Kung X, who ruled China in the late 17th and early 18th centuries was an early proponent of arbitration. As he put it: “the good citizens who may have difficulties among themselves will settle them like brothers by referring to the arbitration of some old man or the mayor of the commune. As far as those who are troublesome, obstinate and quarrelsome, let them be ruined by the law courts; that is the justice due to them.”

Essential
There has been immense debate about the pros and cons of litigation and arbitration. But the debate is a false one. Whether to litigate, arbitrate or, for that matter, mediate will depend upon many factors. The two systems are co-ordinates rather than rivals.

Arbitration today plays an essential role in the global infrastructure of trade, industry and commerce and thus in the development of the rule of law. It is only fitting that the chamber of commerce and industry of our great City should be at the vanguard of that process.

As the practice of arbitration has become a global industry, it has resulted in the complexion of arbitration changing from something that was thought of as a cherished system with an essential though modest role to play in the Rule of Law to something that might be seen as the new El Dorado to the modern commercial dispute lawyer.

Arbitration is a jurisdiction of choice, it is consensual; the parties have decided before a dispute arises they want it to be determined by a certain person in a certain way. As an American trial lawyer once said, “I don’t want to know what the law is, I want to know who the judge is.” Such a sentiment is consistent with the view that cases are essentially decided on the basis of the quick intuitive judgement of the judge and that the expressed reasons are redundant and no more than an ex post facto exercise seeking to justify on the basis of rationality and prec-
Arbitration rules

To use the London Chamber of Arbitration service the following clause should be inserted into contracts:

Any dispute, controversy or claim arising out of or in connection with this contract, or the breach, termination or invalidity thereof, shall be finally settled by arbitration in accordance with the Arbitration Rules of the London Chamber of Arbitration. The Arbitral Tribunal shall be composed of a sole arbitrator. The seat of the arbitration shall be London. The language to be used in the arbitral proceedings shall be English. The contract shall be governed by the substantive law of England and Wales.

arbitration@londonchamber.co.uk

“As the focus of UK trade moves back from Brussels to London there will be a need to adapt to new trading conditions and the refinement of its dispute resolution facilities.”

Competitive

The London Chamber of Arbitration has been resurrected at the right time in the Brexit era. It will provide a bespoke service to those who do business in and with London and will enhance London’s preeminent status as an arbitration centre. It is a competitive market which is good. It may be that in this golden age of arbitration London cannot rest on its laurels. The world of arbitration has moved on. There are other quality arbitration centres in the Far East and elsewhere which have their attractions. As the focus of UK trade moves back from Brussels to London there will be a need to adapt to new trading conditions and the refinement of its dispute resolution facilities.

The London Chamber of Arbitration is strategically and functionally placed to perform that role. It will have its place in posterity.

Robert Griffiths QC is head of Mondial Chambers and president of the London Chamber of Arbitration. This is an edited version of his address at the Chamber’s launch at Central Court, Southampton Buildings last month.

Mediation at the pre-action protocol stage

In a recent article, my colleague, Richard Price, warned of the costs of litigation and advised engaging in mediation at an early stage before costs become prohibitive. Here, I address what to do next if litigation looks inevitable.

Mediation must still be considered. I now deal with what needs to be done to ensure that mediation has the greatest likelihood of success?

The Civil Procedure Rules contain direction and guidance in the form of pre-action protocols. Briefly, these protocols explain the steps that a court will expect parties to a dispute to have taken before commencing proceedings. Importantly, these steps and the costs incurred are to be proportionate to the sums in issue. Unreasonable costs will not be recoverable in any litigation, which, in any event, should be the last resort.

The standard approach is for the parties to engage in pre-action correspondence by way of a letter of claim and a letter of response. In this manner, the parties will have exchanged sufficient information to understand the other party’s position and to make decisions about how to proceed. The object is to try and settle the issues without commencing proceedings. The parties are encouraged to consider a form of Alternative Dispute Resolution (ADR) to assist with settlement. One of these forms is mediation.

If the dispute should not settle, parties are expected to continue to consider the possibility of reaching settlement at all times. Only reasonable and proportionate steps should be taken by the parties to identify, narrow and resolve the legal, factual or expert issues. What follows is a route map for pre-action conduct:

1. The claimant writes a letter to the defendant with concise details of the claim, the basis on which the claim is made, a summary of the facts, what the claimant wants from the defendant, and if money, how the amount is calculated.

2. The defendant responds within a reasonable time – 14 days, or, in a complex case, no more than 3 months. This response should state whether the claim is accepted and, if not accepted, the reasons why, together with an explanation of which facts and parts of the claim are disputed and whether the defendant is making a counterclaim as well as providing details of any counterclaim.

3. The parties should disclose key documents relevant to the issues in dispute. A party’s silence in response to an invitation to participate or a refusal to participate in ADR might be considered unreasonable by the court and could lead to the court ordering that party to pay additional court costs.

By using these procedures parties can, and often do, reach settlement of their dispute without incurring the costs of litigation. A win-win position all round.

Colin Manning

Colin was accredited by CEDR as a mediator in 1997, and is a Registered Mediator with the Civil Justice Council. He mediates in a broad range of disputes to which he brings over 40 years experience as a commercial litigator and is one of the most experienced and widely regarded barrister commercial mediators. He relates easily to the parties, understands their needs, and adopts a realistic, friendly, but firm approach to the process. He is listed as a leading mediator in Chambers & Partners and Legal 500, where he has been described as a calming presence and a voice of reason in complex mediations - the sort of guy prepared to go the extra mile.
A debate about immigration figures captured the attention of the media with the *Evening Standard* focusing particularly heavily on the issues. The newspaper quoted Colin Stanbridge in a front page article in which he put forward LCCI’s belief that the important issue was securing the skills needed by London, rather than imposing a figure.

Two weeks later the *Standard* revisited the topic with a double page spread, using research compiled by LCCI for its Permits, Points and Visas report, and again quoted Stanbridge who said: “What is crucial is that we are able to attract the skills that London so desperately needs to remain competitive post-Brexit.”

**Strikes**

Away from the election debate, *City AM* featured research from LCCI which had found nearly three quarters of London businesses believe that trade unions should maintain a minimum level of service on the tube during strikes. Quoted in the piece, policy director, Sean McKee said the strikes were having a "detrimental impact on the city's economy on a day-to-day basis.”

Another piece of research to hit the headlines in *City AM* was focused on trying to solve the housing crisis. LCCI were reported as calling on the government to prioritise spending on first-time buyers in the capital so that businesses could attract the best workers.

And looking to the future the *Evening Standard* ran a story about expected commuter chaos over the August bank holiday weekend with three of the capital’s main rail stations expected to be closed for engineering works. LCCI commented to say that while the need for maintenance work was understood, it was also vital for London to be seen to be open for business.

Meanwhile, as speculation and debate continues around future trade deals, LCCI deputy chief executive Peter Bishop gave his views to *City AM* on the spirit in which negotiations should be conducted following reported comments made by European Council president Donald Tusk and chief negotiator Michel Barnier.

Katherine McGee is press and media relations manager at LCCI
**Overseas business opportunities**

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

**Germany**
Manufacturer of promotional gifts and giveaways in wood. The articles are made of finest woods such as maple, walnut, ash and beech and the product portfolio comprises among others handbags, pens, cell phone cases and wallets that can be used as giveaways. The company is now looking for distributors that want to enter a distribution services agreement. Ref: BODE20170410001

**Italy**
A small factory produces and designs chairs and armchairs in various wood types, including beech, durmast and maple for homes and the contract market. Every phase of the production, from the careful choice of the raw materials to the construction of the chair is made inside of the factory, from qualified personnel. At present, the company is looking to expand to the United Kingdom as well as Eastern Europe, but proposals from any country can be discussed. Ref: BOIT20160323003

**Poland**
A famous Polish brand of slow-food products of the highest quality is expanding in Europe. is looking for distributors and franchisees (for more than 150 types of products such as sweets, meat products, vegetable preserves, fruit preserves, honeys, coffee, tea, liqueurs, etc.). They already have a recognizable brand and well established position on Polish market in a premium segment. They currently possess over 45 branded retail shops in major shopping centers and in most prestigious streets of the biggest cities in Poland. Ref: BOPLE20170412001

**UK**
The UK company is seeking to become UK franchisees of existing successful European brands in food and drink products e.g. selection of delicacies such as rolls, pastry, cakes chocolate, macaroons, special occasion cakes, cupcakes, wedding cakes, loose teas & coffees, fresh cut sandwiches, scones, and bread. Ref: BRUK20151116001

**Sweden**
SME that has developed a new design for large scale wind turbine rotor blades is looking for partners with knowledge in noise reduction. Any knowledge could be considered that would affect or reduce the noise generated by the rotor blades, including e.g. acoustics and aerodynamic design. The company is interested in technical cooperation. Ref: TRSE20170511001

**Poland**
Polish software house offers high-quality IT solutions for improved business management (ERP, SAP) seeks partners abroad. The company from Lower Silesia is a software house specialised in advanced IT solutions, including ERP systems to assist with management and SAP solutions. The company is interested in entering new markets and offering its services to new customers. It wants to co-operate by outsourcing and entering service agreements with other enterprises. Ref: BOPL20170119003

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**Boiling Frogs**

If you place a frog in a pot of boiling water it will understandably scramble out quickly.

However, if you place it in a pot of water at room temperature and gradually turn up the temperature, the frog will do nothing. As the temperature increases, the frog will become groggy until it no longer has the strength to climb out of the pot. Though there is nothing physically restraining it, it will sit there and boil.

The frog’s psychological apparatus for sensing threats is geared towards noticing sudden changes in its environment, not gradual ones. Its ability to adapt to the increasing temperature is not a good thing for it in the long run. But isn’t this how change creeps up on us in life?

I have discovered this phenomenon in business – we get accustomed to terrible situations and don’t realise how hot the water is getting.

Why do we stay in water that is approaching boiling point? Is it because it is difficult to self-evaluate? Quite often, it takes an outsider to see the problem gradually building up.

Sometimes, however, we fear that jumping out of the water will land us straight in the fire. We are paralysed by the prospect of change. So, instead, we tread water, hoping that the heat will stop. What is riskier: to try to change the environment or jump out of the pot, or to continue to adapt to the increasingly unpleasant environment?

We will not avoid the fate of the boiled frog until we learn to see the gradual processes that often pose the greatest threats. We need to constantly question how comfortable we are and whether the situation is good.

What kills the frog is not the boiling water but its inability to decide when to jump out.

We all need to adjust to people and situations, but we also need to know when to change the situation. Blaming the water for changing around us is pointless.

Excerpted from “Sparks: Ideas to Ignite your Business Growth” by Shweta Jhajharia, a leading global business coach. Claim your FREE COPY at londoncoachinggroup.com/sparksbook

![Image of a frog in a pot](image-url)
The next government can’t take megacity London’s global competitiveness for granted

by Colin Stanbridge

It is a testament to the resilience of London businesses that, since last year’s referendum, we have not experienced any sense of panic about Brexit. Rather, firms across the capital have largely taken a pragmatic and level-headed approach to Britain’s exit from the EU.

As Brexit looms on the horizon they will look to new Ministers to bring a similar focus on what needs to be done to ensure that London and the wider UK prospers in the years ahead.

For the capital’s businesses that means the new government moving to limit uncertainty and maximise opportunity during the Brexit process as well as considering how to ensure London remains a great place to do business.

Optimism from political figures is all very well but London firms need a bit more from government to boost confidence, spur investment and grow the economy.

London’s position as a leading global city cannot be taken for granted. By 2020 the capital is forecast to reach a population of nine million and achieve megacity status by 2030 with over ten million citizens.

Practical

The London Chamber of Commerce and Industry has published Capital Matters; our business manifesto for the General Election outlining the areas the new government needs to get to work on – managing a practical Brexit and tackling the capital’s pressing needs – to ensure Britain remains competitive and thrives in a post-Brexit world.

A Brexit that works for London would ensure continued access to talent. Granting indefinite leave to remain for existing EU national employees within the capital would reassure them and their employers. To help meet employers’ future labour needs establishing a separate ‘Shortage Occupation List’ for London (like Scotland has) along with a new ‘Capital Work Permits’ system would be prudent.

London will need the right infrastructure as it becomes a ‘megacity’ not least in housing its workers. Auditing and mapping disused or poor quality land in the metropolitan greenbelt could identify ‘brownspace’ plots of land to bring forward new housing. And in the post-Brexit setting, with international trade a priority, LCCI advocates a boost in short-term airport capacity through airfield, terminal and rail-link enhancements while longer term, practical future-proofing of the UK economy should see a new runway at Gatwick, after Heathrow.

Practical future-proofing of the UK economy should see a new runway at Gatwick, after Heathrow.

Skills

Flexible immigration has partly addressed London skills shortages but a major challenge in the future will be equipping tomorrow’s workforce with skills to compete. Guaranteeing high-quality work placements for students pursuing a technical route and prioritising new ‘T-Levels’ in construction and digital sectors could help meet the demands of UK industry and support young people into long-term fulfilling careers.

And policymakers can be bold, creating a business environment conducive to growth by undertaking a fundamental review of business rates to assess the relevance of the tax in today’s increasingly online marketplace. Finally, given LCCI’s extensive international activity, new Ministers should look to encourage greater SME take-up of exporting opportunities to potential new international markets.

The new government, to be elected on 8th June, will look to steer post-Brexit Britain towards economic prosperity – and maintaining London’s competitiveness will be central to that.

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

See pages 6-7 for more on the LCCI’s general election manifesto

This article first appeared in CityAM
UK must improve language skills to prepare for Brexit

UK businesses and institutions urgently need to prioritise language skills to avoid competitive disadvantage from Brexit, according to the Institute of Translation and Interpreting (ITI).

At its international conference in Cardiff earlier this year ITI highlighted how Brexit could expose this as a major weakness if action is not taken urgently.

The UK has traditionally lagged behind many countries in the ability of its citizens to speak other languages, as Lord Harrison pointed out during the debates on the EU Bill (Notification of Withdrawal). “Our ignorance of continental languages, people, customs, habits, and especially markets has made us carelessly complacent. We idly rely on speaking English fortissimo in brokering trade deals.”

Challenges
And Brexit will bring new challenges. If the UK removes itself from common EU rules, practices and reciprocal arrangements, it is likely there will be a need to produce a higher volume of bespoke trade, contractual and legal documentation.

While the English language will continue to play a very important role in the EU, it is also likely that ‘doing everything in English’ will no longer be a given. The President of the European Commission has already said English could become less significant in terms of the business of the EU.

This means that it will be even more important to have access to individuals who can speak the language of those with whom there is a desire or need to communicate.

If large numbers of EU nationals currently living in the UK leave as a result of Brexit, there will be a shortfall in necessary language skills.

Strengths
In relation to translation and interpreting, this could make it more difficult to sustain one of the strengths of the language sector in the UK – the preference for practitioners to be translating into their own language to maximise accuracy and quality.

The UK’s vulnerability in this area is compounded by the fact that organisations often do not understand what is involved in translation and interpreting and what constitutes a professional service. How do you know if a professional translator has done a good job for you if you cannot actually speak the language?

Empathy
ITI chairman Sarah Griffin-Mason commented: “It’s important to remember that competence in another language is not just about knowing the words, it’s about cultural awareness and empathy too. Whether through a better trained workforce or use of appropriately qualified translators and interpreters, businesses need to put themselves in a strong position to build important new relationships and sustain existing ones in very different trading conditions.”

UK businesses and institutions urgently need to prioritise language skills to avoid competitive disadvantage from Brexit, according to the Institute of Translation and Interpreting (ITI).

At its international conference in Cardiff earlier this year ITI highlighted how Brexit could expose this as a major weakness if action is not taken urgently.

The UK has traditionally lagged behind many countries in the ability of its citizens to speak other languages, as Lord Harrison pointed out during the debates on the EU Bill (Notification of Withdrawal). “Our ignorance of continental languages, people, customs, habits, and especially markets has made us carelessly complacent. We idly rely on speaking English fortissimo in brokering trade deals.”

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In the present climate, businesses may be looking at growth whilst cautious of overcommitting resources. There are a number of options including franchising. Whilst many have heard of the term and its association with international brands, the opportunities within franchising and how it operates are unknown.

What is franchising?
Franchising involves granting a license to another enabling that person to run a business under the same brand and utilising the same processes, often referred to as a “blue print”. A franchisor provides training, processes, support and access to a network. A franchisor will not need to be involved in setting up the business, or daily tasks such as dealing with staff, freeing up time to grow.

I want to franchise my business, what next?
Franchising is a not a “cheap” way to expand. Franchising involves an investment of time and money, but done properly the financial rewards can be considerable for franchisor and franchisee.

“Franchising involves an investment of time and money, but done properly the financial rewards can be considerable for franchisor and franchisee.”

To provide invaluable practical lessons.
Consider practical points including:
• What is my brand and is it legally protected?
• What aspects of selling the service/product should be uniform?
• What will set my business apart, can my success be replicated and how?
• What training will I need to deliver at the outset and throughout?
• What processes will form part of the Operations Manual, (the core guide documenting how the franchise is run)?
• What qualities am I looking for in a franchisee?
• How will the franchise be funded?

You should also seek professional advice on at least the following:
• independent financial and accountancy advice, including tax planning; and
• legal advice on the franchise agreement itself, brand protection, non-disclosure agreements, marketing materials and Operations Manual.

Is franchising always appropriate?
Franchising will not always be an appropriate model for growth, for instance if your business is closely aligned to your personal skills rather than a brand or servicing a niche market in a limited geographical location. Consider the alternatives.

Rebecca Young
Associate
Business Legal Services – Dispute Resolution

www.iti.org.uk
June 2017

06/06/17 Time: 09.30-11.00  LOCAL MEMBERS AND NON-MEMBERS
Maximise Your Membership
Venue: Jurys Inn, Wellesley Road, Croydon CR0 9XY
Nearest station: East Croydon
Local Member, Member's Guest and Non-member: Complimentary
Contact: Linda Saran Tel 020 7203 1700
Email: lsaran@londonchamber.co.uk

06/06/17 Time: 18.00-20.00  ALL MEMBERS
Business Beyond Brexit
Venue: WeWork Moorgate, 1 Fore Street, London EC2Y 9DT
Nearest station: Moorgate
All members: Complimentary
Contact: Events Team Tel 020 7203 1700
Email: events@londonchamber.co.uk

07/06/17 Time: 12.30-14.30  ALL MEMBERS
Time To Talk Business
Venue: Artsadmin, Toynbee Studios, 28 Commercial Street, London E1 6AB
Nearest station: Aldgate East
Patron Member, Premier Plus Member, Local Member and Member’s Guest: Complimentary
Contact: Irene Fatuzzo Tel 020 7203 1965
Email: ifatuzzo@londonchamber.co.uk

12/06/17 Time: 09.00-12.00  ALL MEMBERS AND NON-MEMBERS
Incoterms Training Course
Venue: Europe House, 32 Smith Square, London SW1P 3EU
Nearest station: St James’s Park
Patron Member, Premier Plus Member, Local Member and Non-member: Complimentary
Contact: Marta Zanfrini Tel 020 7203 1822
Email: mzanfrini@londonchamber.co.uk

14/06/17 Time: 10.00-12.30  ALL MEMBERS AND NON-MEMBERS
Workshop: Marketing Your Business on a Budget
Venue: Start Up Croydon, Weatherhill House, New South Quarter, 23 Whitestone Way, Croydon CR0 4WF
Nearest station: East Croydon
Patron Member, Premier Plus Member, Local Members and Member’s Guest: £12.00
Non Members: £36.00
Contact: Linda Saran Tel 020 7556 2393
Email: lsaran@londonchamber.co.uk

14/06/17 Time: 11.00-11.45  LOCAL MEMBERS AND NON-MEMBERS
Maximise Your Membership
Venue: Metro Bank (Ealing), The Townhouse, The Broadway, Ealing, London W5 5JN
Nearest station: Ealing Broadway
Local Member, Member’s Guest and Non-members: Complimentary
Contact: Donna Subero Tel 020 7556 2394
Email: dsubero@londonchamber.co.uk

14/06/17 Time: 12.00-14.00  ALL MEMBERS
Connect 4 Lunch
Venue: Metro Bank (Ealing), The Townhouse, The Broadway, Ealing, London W5 5JN
Nearest station: Ealing Broadway
Patron Member, Premier Plus Member, Local Member and Member’s Guest: Complimentary
Contact: Donna Subero Tel 020 7556 2394
Email: dsubero@londonchamber.co.uk

20/06/17 Time: 08.30-10.30  MEMBERS AND NON-MEMBERS
Cyber Security – critical business protection and why your staff could be your biggest risk!
Venue: HSBC, 8 Canada Square, London E14 5HQ
Nearest station: Canary Wharf
Patron Member, Premier Plus Member and Local Member: £15.00
Non-member: £15.00
Contact: Irene Fatuzzo Tel 020 7203 1965
Email: ifatuzzo@londonchamber.co.uk

27/06/17 Time: 08.00-09.30  ALL MEMBERS
Moving Towards Brexit: London Business Views One Year on from the Referendum
Venue: One Moorgate Place, London EC2R 6EA
Nearest station: Moorgate
All Members: Complimentary
Contact: Events Team Tel 020 7203 1700
Email: events@londonchamber.co.uk

29/06/17 Time: 12.00-14.00  PATRON AND PREMIER PLUS MEMBERS
Changing Places Lunchtime Networking
Venue: University of Liverpool in London (ULiL), 33 Finsbury Square, London EC2A 1AG
Nearest station: Moorgate
Sponsored by: BCM London
Patron Member, Premier Plus Member and Member’s Guest: Complimentary
Contact: Events Team Tel 020 7203 1700
Email: events@londonchamber.co.uk

29/06/17 Time: 12.00-14.00  ALL MEMBERS
The Grapevine Network
Venue: Best Western Plus London, Croydon Hotel, 2 Dunheved Road South, Thornton Heath CR7 6AD
Nearest station: West Croydon
Patron Member, Premier Plus Member, Local Member and Member’s Guest: Complimentary
Contact: Linda Saran Tel 020 7556 2393
Email: lsaran@londonchamber.co.uk

How to book your place(s) at a London Chamber of Commerce event
Visit londonchamber.co.uk/events to book your place/s on any of the above events following the instructions below.
• For ticket fee events use our online booking facility or download and complete a booking form and fax or post it to us with your payment. All prices are inclusive of VAT.
• For free events book by following the instructions under each event’s entry on our online events diary

*Members are welcome to bring a non-member guest to a Changing Places/Cereal Networking event. Please note that non-member guests are only able to attend one Changing Places/Cereal Networking event per year. If they wish to attend more than this they will need to join the London Chamber of Commerce.
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July 2017

05/07/17 Time: 12.00-14.00

**Connect 4 Lunch**

**Venue:** ILEC Conference Centre, Ibis London Earls Court, 47 Lillie Road, London, SW6 1UD

**Nearest station:** West Brompton

**Patron Member, Premier Plus Member, Local Member and Member’s Guest:** Complimentary

**Contact:** Donna Subero Tel 020 7556 2394

**Email:** dsubero@londonchamber.co.uk

05/07/17 Time: 12.30-14.30

**Time To Talk Business**

**Venue:** Holiday Inn London – Whitechapel, 5 Cavell Street, Whitechapel, London E1 2BP

**Nearest station:** Whitechapel

**Patron Member, Premier Plus Member, Local Member and Member’s Guest:** Complimentary

**Contact:** Irene Fatuuzzo Tel 020 7203 1965

**Email:** ifatuuzzo@londonchamber.co.uk

05/07/17 Time: 18.00-20.00

**Changing Places Evening Networking**

**Venue:** Metro Bank, 1 Southampton Row, London WC1B 5HA

**Nearest station:** Holborn

**Sponsored by:** BCM London

**Patron Member, Premier Plus Member, Local Member and Member’s Guest:** Complimentary

**Contact:** Events Team Tel 020 7203 1700

**Email:** events@londonchamber.co.uk

06/07/17 Time: 18.30-20.30

**Summer Party**

**Venue:** College Garden, Westminster Abbey, Great College Street, London SW1P 3RX

**Nearest stations:** Westminster and St James’s Park

**Sponsored by:** South Essex College

**Patron and Premier Plus Member:** £99.60

**Local Member:** £138.00

**Non-member:** £174.00

**Contact:** Events Team Tel 020 7203 1700

**Email:** events@londonchamber.co.uk

11/07/17 Time: 15.00-18.00

**Business Networking Event with UK and Pakistan Business Leaders**

**Venue:** High Commission of Pakistan, 34-36 Lowndes Square, Belgravia, London SW1X 9JN

**Nearest station:** Knightsbridge

**Patron, Premier Plus Member, Local Member and Non-member:** Complimentary

**Contact:** Ruma Deb Tel 020 7203 1949

**Email:** rdeb@londonchamber.co.uk

12/07/17 Time: 15.00-19.00

**Procurement: Defence and Security – An essential guide on bidding, supplying, cyber security and export support**

**Venue:** Central London venue to be confirmed

**Patron, Premier Plus Member, Local Member and Non-member:** Complimentary

**Contact:** Ruma Deb Tel 020 7203 1949

**Email:** rdeb@londonchamber.co.uk

12/07/17 Time: 08.15-09.30

**Capital 500 Quarterly Economic Survey Presentation – Quarter 2 2017**

**Venue:** CBRE, Henrietta House, Henrietta Place, London W1G 0NB

**Nearest station:** Bond Street

**Patron Member, Premier Plus Member, Local Member and Member’s guest:** Complimentary

**Contact:** Events Team Tel 020 7203 1700

**Email:** events@londonchamber.co.uk

13/07/17 Time: 10.15-20.00

**LCCI Golf Day**

**Venue:** Royal Blackheath Golf Club, Court Road, Eltham, London SE9 5AF

**Nearest station:** Mottingham

**Patron, Premier Plus and Local Member:** £139.20

**Non-member:** £180.00

**Team of Four**

**Patron, Premier Plus and Local Member:** £556.80

**Non-member:** £720.00

**Contact:** Events Team Tel 020 7203 1700

**Email:** events@londonchamber.co.uk

13/07/17 Time: 18.00-20.30

**Summer BBQ**

**Venue:** Farleigh Golf Club, Old Farleigh Road, Warlingham CR6 9PE

**Nearest station:** Upper Warlingham

**Patron Member, Premier Plus Member, Local Members and Member’s Guest:** £25.00

**Special offer, buy 3 tickets for the price of 2**

**Contact:** Linda Saran Tel 020 7556 2393

**Email:** lsaran@londonchamber.co.uk

18/07/17 Time 18.00-20.00

**Asian Business Association (ABA) Summer Reception**

**Venue:** Sky Bar, Grange Holborn Hotel, 50-60 Southampton Row, London WC1B 4AR

**Nearest station:** Holborn

**Patron and Premier Plus Member:** £66.00

**Local Member:** £56.00

**Non-member:** £126.00

**Contact:** Events Team Tel 020 7203 1700

**Email:** events@londonchamber.co.uk

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LCCI events highlights

- **Summer Party**
  Westminster Abbey Gardens will provide the perfect setting for this year’s Summer Party taking place on Thursday 6 July. Co-sponsored by South Essex College, an evening of networking in this exclusive venue in the heart of Westminster. Tickets start at £99.60 inclusive of VAT for Patron and Premier Plus members.

- **Business Beyond Brexit - Briefing and Reception**
  The event in partnership with WeWork, will discuss how, following Brexit, we can encourage and support British businesses to harness the opportunities available, engage in international commerce and maintain London and the UK’s global reach and presence. Taking place on Tuesday 6 June at WeWork Moorgate, we can encourage and support British businesses to harness the opportunities available, engage in international commerce and maintain London and the UK’s global reach and presence. Tickets start at £99.60 inclusive of VAT for Patron and Premier Plus members.

- **Annual Golf Day**
  Book now for the LCCI golf day on Thursday 13 July at Royal Blackheath Golf Club. Guests will enjoy a day of networking and 18 holes at the oldest golf course in England. Breakfast, refreshments and a post-round meal will be provided. The day is open to all members and non-members with prices starting at £139.20 inclusive of VAT per person.

- **Property and Construction Summer Reception**
  Tony Pidgley CBE, President, LCCI and Chairman, The Berkeley Group and Cllr Darren Rodwell, Leader of the Council, London Borough of Barking and Dagenham will be our guest speakers at this exclusive reception taking place at BMA House on Wednesday 26 June. Sponsored by Bond Bryan Architects, CBRE and Willmott Dixon Interiors, the reception sells out every year so early bookings are recommended. Tickets start at £99.60 inclusive of VAT for Patron and Premier Plus members.

- **Capital 500 Quarterly Economic Survey – Q4 2017**
  LCCI’s Capital 500 Quarterly Economic Survey - in partnership with leading polling agency ComRes - is London’s largest and most authoritative business survey, measuring business performance and confidence in the capital. Join us for a presentation of the findings from the second quarter of 2017 on Wednesday 12 July at CBRE. Panellists include Simon Carter, Chief Executive Officer, ComRes, Vicky Pryce, Board Member, CEBR, Kevin McCauley, Senior Director - Research and Consulting, CBRE and Steve Kinnock, Economics Correspondent, Sunday Times with discussion chaired by Colin Stanbridge, Chief Executive, LCCI. This complimentary event is open to all members.

- **Changing Places Lunchtime Networking**
  Our bi-monthly flagship networking receptions are regularly attended by up to 100 members from a wide range of industry sectors. University of Liverpool in London (UIL), will play host on Thursday 29 June. Sponsored by BCM London, this complimentary event is open to Patron and Premier Plus members only.

- **Prestige Summer Breakfast**
  Embrace morning networking in style at Sky Bar at Grange St Paul’s on Thursday 17 August from 8.30am - 10.30am. Sponsored by BCM London this event will provide high-level networking opportunities over a glass of fizz and breakfast whilst enjoying panoramic views of St. Paul’s Cathedral. Open to all members and non-members prices start at £54.00 inclusive of VAT per person.

- **Asian Business Association Summer Reception**
  Connect with up to 150 business- and meet industry leaders that shape the landscape that your business operates in on Tuesday 18 July at the Sky Bar, Grange Holborn Hotel. This event is about networking with other Asian and non-Asian businesses to help you expand your business within the UK and overseas; whilst enjoying the stunning view and ample seasonal drinks and canapés. Open to all members prices start at £66.00 inclusive of VAT per person.

International

LCCI trade missions

- **Nigeria**
  Monday 2 – Friday 6 October 2017
  Register your interest with Ruma Deb
  Tel: 0207 203 1949
  Email: rdeb@londonchamber.co.uk

- **United Nations: Geneva and Copenhagen**
  Tuesday 10 – Thursday 12 October 2017
  Register your interest with Marta Zanfrini
  Tel: 0207 203 1822
  Email: mzanfrini@londonchamber.co.uk

- **Iran: Tehran**
  Multi-sector
  October 2017
  Register your interest with Marta Zanfrini
  Tel: 0207 203 1822
  Email: mzanfrini@londonchamber.co.uk

Iran election points to stability

The re-election of President Rouhani in Iran has been interpreted as an indication that Iran wishes to stick to its programme of reform and modernisation, and that a continuity of government will promote security and stability.

Analysts and regional experts make the point that the country is looking to promote ties with the world and neighbouring countries and that this will be evident in trade development.

This makes LCCI’s planned autumn trade mission to Tehran, the country’s capital, particularly timely (contact details to register an interest are on this page) especially too as historic ties with the UK run deep.
ADVERTORIAL

Looking to sell your business?

If you’re thinking about selling your business, you have a couple of choices when it comes to your route to market.

You can employ the services of a business broker or transfer agent. They will value and market your business, prepare your documentation and negotiate on your behalf – for a fee or commission.

This isn’t for everyone and can prove costly to the small business owner. Another option is a more DIY approach.

Toundjel Chimen found a buyer for his dry cleaning business through BusinessesForSale.com – an online listings service that advertises over 68,000 businesses for sale and attracts over 1.5 million buyers every month.

“We found BusinessesForSale.com very user friendly and convenient. I could edit my listing at will. I could see how many people were looking at my business. After 2-3 weeks we’d had over 750 hits on the actual business page and 8 offers!”

This approach meant that Toundjel had to respond to and manage all the enquiries on his Richmond based business.

“Well, I could tell which ones were timewasters and who were the genuine ones. The timewasters basically wanted to know how much we made and that’s it.

“I didn’t want them to look at just that. I wanted them to look at the shop, what we provided to the community and what sort of service we provide. Basically, finding someone to take over the business and carry on the good work that I’ve put in over the last 25 years.

“I did it all by myself, I’ve been in the business 38 years and dealing with the public is one of my specialities.”

To find out more contact www.businessesforsale.com/sell

The Moonwalk has raised in excess of £113 million for vital breast cancer causes.

Electric

The atmosphere was electric, with men and women dressed in elaborately decorated bras, tutus and the customary shocking pink feather boas. The privilege of being able to enjoy the most iconic sights of London, in a mostly traffic-free atmosphere was just about surpassed by the sheer warmth and enthusiasm of the volunteers.

I have raised just over £1,000. There should be more to come as LCCI has dedicated its monthly ‘dress down day’ for staff to contribute toward my fundraising efforts.

My view is that if you want to see London in its night-time beauty and you are not afraid of walking either a full marathon or half marathon – this is a wonderful way of raising funds for the cancer charity.

Hardeep Kalsi is consultant, patron members at LCCI. Readers can make donations in aid of the breast cancer charity through the website below – note that she was Walker 502, London Moonwalk 2017 www.walkthewalk.org
Translating research into health benefits – the Francis Crick Institute

Francis Crick is most famous for being the co-discoverer of the structure of DNA. The institute named in his honour is the largest single biomedical research centre in Europe with 1,200 scientists from six different organisations working together on biological research. It is one of the most complex buildings ever built in London and is located in the Knowledge Quarter of Kings Cross.

The world class science and research taking place at the Crick – as it is invariably known – is inspiring in itself but several factors add to its ‘wow’ factor.

Collaboration
Six organisations are combining collaboratively like never before. Scientists from a wide range of disciplines work together and share laboratories and their findings; collaboration is not just actively encouraged, it is part of everyday working life. The Crick’s founding partners – the Medical Research Council, Cancer Research UK, the Wellcome Trust, University College London, Imperial College London and Kings College London – are located in the same building and team structures are based on projects. This approach has economic benefits, reducing the time to translate research findings into health benefits for patients and economic benefits for the UK. Typically it takes 17 years to progress from a scientific discovery to a new treatment protocol or drugs.

Landscaping
The building itself is cutting edge. Building a science lab close to major railway lines and numerous underground lines presented particular technical difficulties and the Crick wanted a building that reflected the local environment but did not overshadow it. The use of red tiles on the exterior reflects nearby St Pancras station, the building is intentionally set back from pavements to be less imposing, the split roof – with one side lower than the other – is intentionally unobtrusive, and the roof is modelled on the nearby railway engine sheds in recognition of the area’s history. Considerable focus has also been given to landscaping the surrounding areas to provide green spaces for local residents.

Community
The Crick has always delivered on its commitment to working with the local community. Local Somers Town and Camden groups were involved from early stages of planning and design and throughout the project. Within the Crick the Living Centre provides a community space for local people focused on health and wellbeing; there are also public exhibition areas and a gallery.

Leader
A strategic priority is the creation of future science leaders. Scientists take part in school assemblies and much use is made of the Weston Discovery Lab at the Crick with science programmes and projects (and appropriately sized equipment) aimed at young minds. The Crick is targeting 25,000 children in Camden and encourage interest in science, technology, engineering and maths – all vital to ensuring the UK has the skills to remain as a leader in scientific discovery and innovation. The Crick is keen to build links with SMEs specifically in areas of artificial intelligence related to biomedicine and technology development.

Helen Tanner is patron membership manager at LCCI
www.crick.ac.uk

Behind the scenes at the Crick

Last month LCCI patron members were given a behind-the-scenes tour of this home to some of the world’s greatest scientific minds working on cures for cancer, Down’s syndrome and Alzheimer’s. The visit included an overview of the Crick’s work and the current collaborative working environment and approaches aimed at increasing the speed of scientific discovery, in turn increasing economic benefits for the UK.

Preconceptions about science labs were dispelled during the tour as the companies witnessed scientists at work in light, airy, open-plan labs. The mix of architects, lawyers and education providers made for interesting discussions about the technical challenges of the building, intellectual property and security.

Seeing the children’s laboratory was a highlight. Considerable effort has gone into making this a safe and engaging space for young, enquiring minds. However the subliminal message for the need to engage children at an early stage in science, technology, engineering and maths came across loud and clear. They will be responsible for ensuring that the UK remains a major player in design, engineering and scientific research for the generations to come.

Helen Tanner
Changing places

Free2Learn was the host of last month’s Changing Places evening networking event sponsored by resilience experts BCM London. See page 28 for BCM’s Khuram Zubair’s Two Minute Interview in which he calls for a ‘walking to work’ day.

Becoming a qualified executive coach

An interview with graduate Elaine Rippon

Elaine qualified as an AoEC Practitioner in Executive Coaching in 2015. Here, she explains why she chose this particular course and what she got from it.

What does coaching mean to you?
Since doing the Diploma my view on coaching has changed completely. Coaching for me, is about providing a safe, confidential, neutral space for, an executive in this case, to use me as a sounding board, to coach for performance. It’s a catalyst for them to go forward and to succeed in whatever that might be.

Could you describe how you’ve gone on to use your learning?
It’s changed the way I interview - giving people more space, more reflective time and the deeper thinking. The deeper listening and other coaching techniques I use in my consultancy practice, and actually at home too with my husband and it’s working very well!

Would you recommend the Practitioner Diploma programme to others?
I really would. For the blended learning element certainly, the value for money certainly and also we’ve had such a great group of people, whether we’ve been lucky, or whether it’s always the case, overall it’s been a fantastic experience!

The Practitioner Diploma is run ten times through the year. To find out more about the Academy of Executive Coaching (AoEC) and the Practitioner Diploma in Executive Coaching, please visit our website at http://www.aoec.com/training/practitioner-diploma/

If you have any enquiries please contact the Programme Manager, Sue Burston at sue.burston@aoec.com or on 01959 569516.
Who are you?
I am Khuram Zubair, a director/advisor at BCM London. We help organisations across the capital ensure that they are ready for anything. Specifically we empower business continuity professionals with cutting edge tools and the most up-to-date information available in real time.

What was your first job in London?
Many years ago I secured my very first job in London as a senior manager for a technology services company. We offered a 24 hour, 7 day a week and 365 day per year technology services to aviation clients in EMEA.

I loved London from the moment I stepped off the train on my first day and knew that the excitement I felt coming to work each day was a great reason to get up in the morning.

Which one business achievement over the last 12 months are you most proud of, and why?
I am very proud to have helped BCM achieve its business goals and objectives over the past year, including securing all important clients and achieving improved profit. There's nothing quite like knowing that you had a hand in the success of a company that provides such an important service.

"If there is one thing I hate about my job it's ...
… travel disruption in all its forms. Train strikes, weather interruptions, traffic jams. It's frustrating because I am constantly on the move around London and the rest of the UK meeting clients. If I am late it can be the difference between giving a good impression or a bad one. But if I find myself stuck I see it as an opportunity to get some extra work done and I try not to let it affect my stress levels. It's not easy though!

If you were advising a young entrepreneur which business person would you suggest as a model?
Steve Jobs. Now there's a man who had an influence and a charisma that few people can achieve. He focused on detail, but also had the big picture in mind at all times. He built a following by using his talent to create things that people loved — it really doesn't get any better than that.

How is your business reacting to Brexit?
Getting on with it as business risks and cyber resilience will remain irrespective of the state of national/regional politics and borders. In fact, businesses may well wish to secure their risk factors even more robustly which can only be a good thing for us.

What is your favourite and least favourite thing about London?
The positive has to be the fact that this city is forward-looking and accepting of business and social culture. It is full of different cultures and offers opportunities that smaller cities never could. The negatives have to be travel times – London infrastructure hampers its ability to improve these and the constant strikes are frustrating.

If you were Mayor of London for the day which one thing would you change?
Have a 'walk to work from train/tube day' – i.e. no vehicles in the city for one day. Ideally in the summer when people can have a chance to linger after work. I think that people will realise that it really is possible to walk from their usual train or tube stop. In many cases people don't realise that they could walk it just as quickly as the tube. Imagine how peaceful London would be without traffic noise!

What is your favourite view in London?
Crossing Waterloo Bridge on the way home on a crisp winter's day as the sun sets over the city to the left, and the lights of Westminster are on but still bathed in the setting sunlight. On these days the noise, hustle and bustle of the city fade into the background and the beautiful light gives me the feeling that coming into London each day is ultimately worthwhile and such a privilege.

www.bcm.london
Tea at the Palace

Every year Her Majesty The Queen welcomes thousands of guests to spend a summer afternoon in the beautiful gardens of Buckingham Palace. On each occasion around 27,000 cups of tea, 20,000 sandwiches and 20,000 slices of cake are consumed.

The parties give her, and other members of the royal family, the opportunity to speak to a broad range of people from all walks of life, all of whom have made a positive impact in their community.

This year the LCCI's Nick Charles, Karen Pitfield, Angela Reed and Vanessa Vlotides were amongst the 8,000 guests at the first event in May and were able to witness the relaxed and friendly style of the Royal Family at close quarters.

Winning business

Show me a company that does not want to win new business and I will show you one which is economical with the truth.

LCCI is running a workshop later this year to help companies find, bid and win public sector contracts in the UK, Europe and beyond and covers the contracts themselves as well as the possibility of becoming part of the wider supply chain via established prime contractors.

By the end of the course participants will be able to:
- Create a competitive bid strategy that will demonstrate their suitability to deliver the contract
- Produce a bid management plan that will address all bid requirements
- Draft initial responses that address all buyer requirements
- Run effective reviews with senior decision makers
- Write complete responses which maximise chances of scoring marks.

In addition they will have learned from the experience so future tender responses can be created more efficiently.

The workshop is suitable for anyone involved in bidding for public sector contracts, or who provide products and services to public sector suppliers.

The workshop takes place on 26 September. Register with Marta Zanfrini: mzanfrin@londonchamber.co.uk

Tender monitoring

A tender monitoring service is provided by the LCCI as part of the Enterprise Europe Network which it hosts. This enables subscribers to receive tailored information about the following types of tenders published in the Official Journal of the European Union.

Public works contracts, public supply contracts and public service contracts:
- £106,000 (€135,000) for public supply and service contracts awarded by central government authorities (e.g. ministries, national public establishments)
- £164,000 (€209,000) for public supply and service contracts. These are awarded by contracting authorities which are not central government authorities. They cover the following: certain products in the field of defence awarded by central government authorities; certain services in research and development (R&D), telecommunications, hotels and catering, rail and waterway transport, provision of personnel, vocational training, investigation and security; and certain legal, social and sanitary, recreational, cultural and sporting services
- £4,104,100 (€5,225,000) for works contracts

Water, energy, transport and postal services sectors:
- £328,400 (€418,000) for supply and service contracts
- £4,104,400 (€5,225,000) for works contracts.

For further information contact the Enterprise Europe Network London office at enterprise.europe@londonchamber.co.uk
GDPR – getting data protection right!

Barely a day goes by without cybercrime and data leaks hitting the headlines. IT lawyer Jill Dovey (left) of Muckle LLP and consultant Steve Williams of business and IT consultancy Waterstons explain their approach to GDPR adoption and compliance and why planning for it now could save you a lot of time and money in the future.

The legal landscape
Currently, the UK legal requirements relating to personal data are set out in the Data Protection Act 1998 (DPA) and enforced by the regulator, the Information Commissioner’s Office (ICO). The DPA and equivalent legislation across EU member states is based on the EU Data Protection Directive 95/46/EC, but as each country was able to adopt the directive on an individual basis, there are variations in data protection compliance requirements across Europe.

Last year, the introduction of the General Data Protection Regulation (GDPR) kick-started a two-year implementation period requiring all EU member states to comply with the new regulation by 25 May 2018.

As the GDPR is a regulation, not a directive, it automatically becomes law in each EU member state.

Brexit impact
The UK Government has confirmed that the Brexit vote will not affect the introduction of the GDPR. This decision is not surprising given so many businesses now operate across borders. One of the GDPR’s major aims is consistency of data protection laws, as the need for local member state legislation on data has been removed. The primary objective is to harmonise the regulatory environment to simplify international business.

Even if there is a change in stance by the UK government, the GDPR has ‘extra-territorial reach’ which means that all organisations who offer goods or services to, or monitor the behaviour of, EU data subjects need to comply with the GDPR, irrespective of their geographical location.

Simply, the GDPR is UK law and is likely to remain so. Even if the UK elects to change the law in this area, your business still needs to comply if it employs anyone from Europe, or if you trade with Europe at all.

Scope
The GDPR applies irrespective of size. Everyone from sole traders to multinationals need to comply. Of course, it is expected that the regulators (in the UK’s case the ICO) will treat organisations proportionally, but the principles remain the same for all.

Fines of up to four per cent of global annual turnover or £20 million (whichever is the higher) can be imposed on any businesses that don’t comply. This is on top of any compensation payments made to affected individuals and PR damage, which could be unquantifiable. It’s a huge jump from today’s maximum of £500,000.

Key changes
The GDPR has many similarities with the DPA – the principles are similar and key definitions remain, such as ‘data controllers’, ‘data processors’, ‘personal data’ and ‘sensitive personal data’. A data controller says how and why personal data is processed and the data processor acts on the data controller’s behalf and instructions.

As with the DPA, the requirements under the GDPR apply only to personal data, meaning data that identifies a living individual. However, the definition is more detailed and makes it clear that online identifiers such as IP addresses can also amount to personal data. Additional obligations remain if you handle sensitive personal data which have been widened slightly from the DPA and can include generic and biometric data where processed to uniquely identify an individual, for example.

Main changes:
• a new accountability requirement, which means you now have to demonstrate how you’re complying with the GDPR, such as documenting decisions taken about data processing
• data processors have to actively comply with legislative requirements under the GDPR (they can no longer push responsibility on to data controllers)
• some organisations will need to appoint a data protection officer who is independent, not conflicted (so not the IT director) and has a direct reporting line into senior management
• the ICO will need to be informed 72 hours after an incident is identified under mandatory breach notification procedures
• the GDPR introduces data portability, a new concept which gives the right for a data subject to receive personal data concerning them in a commonly used and machine readable format to transmit to another data controller
• data subjects have a right to be forgotten, also referred to as data erasure
• privacy by design is now a legal requirement and not a best practice recommendation.

“As technology and digital leaders, you need to ensure that you manage your organisation’s information securely.”

Information governance
Delivering good information governance goes hand in hand with GDPR compliance. Boards are interested in minimising risk to their organisations, without unreasonable bureaucracy. As technology and digital leaders, you need to ensure that you manage your organisation’s information securely. There are a handful of measures you can take:
• have meaningful policies and stick to them
• understand enough about the law, and comply with it
• have clear accountabilities in your structure, and demonstrate how you comply.

Keep calm and carry on
There’s no need to worry about introducing and implementing the GDPR. There’s still plenty of time to identify the requirements, plan and implement policies, systems and strategies to ensure compliance.

The ICO has lots of accessible guidance and toolkits to help ensure that you are compliant. As the regulator and body who will be imposing the fines this is the best source of information you can use.

Systems integrators, lawyers, and trade bodies are also great sources of help and advice. Lawyers can assist with training and creating the policies required in compliance programmes.

Jill Dovey is an associate solicitor and commercial IT expert at Muckle LLP. Steve Williams heads Waterstons’ education practice and works on mergers and acquisitions.

www.muckle-llp.com
www.waterstons.com
www.waterstons.com
Getting the drift

LCCI’s regular ‘Cereal networking’ event was hosted last month by the Drift Bar at Heron Tower in the City sponsored by Qatar Airways and Scottish Widows. LCCI deputy chief executive is seen here (above) introducing Craig Musson, corporate account manager at Qatar Airways (left) and Steven Gaunt, workplace pension advisor at Scottish Widows.

Come visit us at the Facilities Show – 20th – 22nd June at the Excel Centre – Stand N860

The Facilities Show is an ideal time to visit suppliers within the Facilities industry where we are exhibiting on Stand N860.

Tact FM is a hard services led Facilities Management Company. We make it our responsibility that your buildings and services run efficiently, smoothly and most importantly that all services / consumables are cost effective and of a high standard.

We can manage all your building services/maintenance and supply facilities management support in a way which works best for your company and any projects in hand. Whether you need to re-tender a contract or review your FM strategy we can tailor make a consultancy package to meet your needs. Our true area of expertise lies in:

• Complete asset management strategies
• Air Con/HVAC
• Planned preventative maintenance services
• Multi site Mechanical and Electrical maintenance
• Electrical fixed wire testing / PAT Testing
• Building fabric maintenance and repairs
• Consumables / Distribution of parts

At Tact FM, we pride ourselves on delivering a professional approach and a consultative service tailored to each of our client’s needs and requirements. We have direct relationships and partnerships with leading manufacturers and suppliers bringing you quality of service and the latest innovations to the market.

Contact us to find out more on how we can assist your Facilities requirements
Tel: 01628 244905
Email: contactus@tactfm.com
www.tactfm.com
Our students from the Judd School in Tonbridge have beaten more than 40,000 students across the UK to be crowned 2017 Student Investor Champions in a competition run by the London Institute of Banking & Finance.

The team of sixth formers Hamza Assan, Sam Brown, Stephen Little and Ollie Baker triumphed in a tense final against seven other teams, where they outperformed the market in several live trading simulations, before delivering a compelling presentation on currency exchange to a panel of business experts.

The team have won an all-expense paid trip to New York City, where they will visit the New York Stock Exchange, Wall Street and other world-renowned sites, as well as securing £2,000 for their school and £200 each for themselves.

**Premier**

The Student Investor Challenge is the UK’s premier investment competition for schools and colleges. Each year more than 10,000 teams take part, competing over a three month period. To reach the final, the Tonbridge team not only had to actively manage two virtual £100,000 stock portfolios, but also had to successfully predict the rise and fall in value of certain asset classes.

The 2017 competition was the most competitive yet, with over 1,000 teams outperforming the market, securing some £2 billion in virtual profits.

Michael Rowlands, head of economics and politics at the Judd School, said: “I have been consistently impressed by the team work and resilience of the group. They have had their set-backs. A few investments in the early days of trading did not go their way, but they just kept going. This is the culmination of three months of hard work. I am so pleased for them. Myself and the team have found the whole Student Investor Challenge incredibly interesting and rewarding. I would recommend the completion to any aspiring investor.”

**Impressive**

Alison Pask, managing director, Financial Capability & Community Outreach, at The London Institute of Banking & Finance, said: “In the 20 years the Student Investor Challenge has been running, never before have the markets seen such turmoil, which makes the achievements of all our finalists highly impressive. To a team, they have demonstrated an impressive array of skills from teamwork and decision-making to communication and problem solving. Skills which will serve them well throughout their lives.

“While the final was exceptionally close, the team from the Judd School were worthy winners. Not only did they demonstrate their impressive knowledge of how financial markets respond to geopolitical events, they also worked together to develop their highly successful response and wow a panel of experts.”

**Inspiring**

The London Institute of Business & Finance prepares young people for life in modern Britain providing qualifications which help schools instil the knowledge and confidence their pupils need to make good financial decisions, as well as inspiring the next generation of finance and banking professionals.

The Institute’s learning programmes, qualifications and wider community-based initiatives focus on the everyday financial skills needed and essential skills employers say are missing. Through its financial champions in schools, membership and higher education qualifications, it aims to make the banking and finance sector more accessible and attainable.

www.libf.ac.uk
Location, location, location – why a London base is good for your business

When it comes to business sales, London companies are more than twice as likely to be acquired as regional competitors. Jonathan Dunn explains how to approach a potential sale.

Every week across London, more than 50 businesses are bought and sold on average, as acquisitive corporations and investors seek out innovative fast-growing companies to add to their portfolio.

It's not hard to see why. The capital is packed with head offices – offering a readymade top-notch client base to SME suppliers – while London also boasts the most diverse workforce of any UK city. These two factors make it easier to find innovative growth opportunities.

However, this is not a situation where they should go it alone. The initial bid is unlikely to be the best price, and the demands on time of pursuing negotiations can distract from running the business.

As Sam Pemberton, founder of video captioning firm Softel who sold to US giant Belden Inc, said: “We had been approached by a number of companies interested in purchasing Softel. We wanted to make sure we got maximum value and avoided any traps or pitfalls in the process.”

Synergies

The key to securing a deal is to understand the motives of the potential buyer. An industry player acquires for specific reasons – further growth, extend capabilities, fend off core markets, or develop new cross-selling opportunities known as synergies.

But in certain industries, owners are increasingly approached by private equity groups, with offers to fund growth plans in return for all or part of the equity. This is especially a well-trodden path in the London food service market, where small chains offering new concepts can be scaled up and rolled out nationally.

Similarly, cutting edge technology firms are repeatedly approached with unsolicited offers from venture capital and private equity providers, with London firms accounting for a third of UK tech investments.

With London SMEs receiving so much uninvited attention, what should business owners do if they are approached?

• Assess all options

You may feel the need to get your business independently valued first. However, traditional accounts-based valuations often focus on past performance, rather than future potential. Remember, this is about what your business is worth to the acquirer, so understanding buyer motives is critical.

• Get the right support

If you want to go ahead with the unsolicited offer, you could use your accountant to facilitate a deal. But if the initial offers are too low and you need to drive up the price via a competitive process, choose a sell-side advisor who will find other bidders, while keeping you – not the buyer – in control of the negotiation process.

Jonathan Dunn is executive director of BCMS

For London business owners keen to find out more, BCMS and Rathbone Investment Management are hosting a free panel discussion with experts and business owners. How to handle an offer for your business takes place on June 14 2017 from 5.00 pm to 7.30 pm at Rathbone’s office in Finsbury Circus.

www.bcms.co.uk

Cancer Research UK is Pickford’s new charity partner

Pickfords, the UK’s largest and possibly best-known removals and storage company, has announced a change in its CSR policy and the principal charity it supports. The 400-year old firm will now be supporting Cancer Research UK, the world’s largest independent cancer research charity, dedicated to its vision to beat cancer sooner.

The decision to support Cancer Research UK underpins a new objective; to create a healthier workplace for Pickfords employees.

Lifestyle choices

The new partnership means Pickfords employees will have access to a range of health information to keep them better informed about cancer prevention, diagnosis and treatment. Understanding changes in lifestyle choices and the adoption of healthy habits will help to reduce the risk of developing cancer and to know how to spot cancer early.

Pickfords’ managing director, Russell Start said, “We felt the time was right to work with a charity with new objectives. It is likely that all of us have been touched by cancer at some point in our lives, so I hope we will all benefit from improved awareness and will get behind our fundraising activities to support the search for a cure.”

www.pickfords.com

Managing director Russell Start shows support for Cancer Research UK by sporting new lorry badges on Pickfords vehicles.
What if computers could help leadership?

The recent increase in computers’ performance has been enlightened by the first victory of a computer against a human champion of Go. Actually, this huge increase has enabled the renewal of concepts in artificial intelligence such as Artificial Neural Networks, allowing computers to challenge human intelligence. Until recently, computers were considered powerful for dealing with computations involving big numbers and a high number of computations, a non-complex, and yet difficult task, but far less efficient in solving complex, yet somehow easy tasks, such as Image Recognition or Natural Language Processing. Siri or its equivalent shows everyday users how our computers or even our smart phones are becoming more and more ‘human-like’.

Omnipresent
These tools rely on a domain of computer science called machine learning, which encompasses an entire class of algorithms, based on statistical models, which have the ability to adapt to a vast quantity of data fed to the computer to train the algorithm. Machine learning is omnipresent in many other areas of our everyday lives such as e-marketing and spam filtering.

Their increasing sophistication, coupled with the increasing amount and diversity of data on which they are trained, promises that our lives will become more and more reliant to computer-based decision making. Machine learning algorithms rely on training (adapting) a model based on observations from the past: this will have the tendency to reproduce the old model. And the objectivity of computer based decision backfires when moral values or empathy should be driving the decisions. Computers have their own biases. Sometimes, it is even the way to initiate machine learning: starting from a ‘prejudice’.

Furthermore, computers are not almighty. Recently, the reactions to the crash of a Tesla car on autopilot reminds us that, as much as people are often prone to trust blindly the results given by a mathematical model or a software, they are also irrationally unwilling to forgive their mistakes.

Anyway, computers are probably more objective than humans. But is objectivity really the goal? Hannah Arendt has said: “Fortunately, we have prejudices; otherwise, we would have to make again our judgements every time we need them”. Likewise some of our most irrational cognitive biases are essential elements of human thinking. For example, the ‘identifiable victim effect bias’ enhances our capacity to feel empathy for ‘real people’, while the ‘negativity bias’ acts as a kind of self-protection.

Objectivity
Actually, there are at least a couple of caveats to be aware of in an approach of computer decision making in management. Machine Learning algorithms rely on training a model based on observations from the past: this will have the tendency to reproduce the old model. And the objectivity of computer based decision backfires when moral values or empathy should be driving the decisions. Computers have their own biases. Sometimes, it is even the way to initiate machine learning: starting from a ‘prejudice’.

Complexity
Some of our cognitive biases are universal, but many are driven by our culture(s). We need these different cultures to be able to live together and to deal with the complexity of our world. They represent bonds as much as boundaries. Let us preserve them, whatever biases they involve, or we could risk becoming as human as a computer network! Contrary to computers, our very nature includes relational and emotional intelligences. These are actually sometimes a hindrance for reasoning. But also a genuine asset for leading people.

So, machines are really good at identifying patterns among a huge amount of information, at tackling complicated issues. They are focused and able to dig very deeply into a collection of information. Human intuition is good at integrating pieces of information coming from multiple sources. We are able of lateral thinking as well as peripheral sight. We are able to see in the width, rather than in the depth, to deal with complex problems involving numerous simple factors. And we are capable of feelings. Why not add our respective strengths?

Leadership is a complex issue. Computer could help leaders to focus on the complexity of their leadership tasks. If they understand the computer’s logic, they can use their reasoning to complement the computer’s recommendations. And their intuition, their specific relational or emotional intelligence to go further.

In our company we aim at offering the best of both worlds: a set of dedicated apps, yet under development, based on reliable statistical models, focusing on detecting and defusing conflicts, and assessing global staff motivations; and highly professional coaching, relying on our expertise in how people communicate, fully taking into account the complexity of managerial communication, including our human biases and so-called imperfections.

Thus, rather than witnessing the end of the human race because of full artificial intelligence, we could promote a new era of computer-aided leadership, for the best of our society.

Jacques Arnol-Stephan is an executive coach and director of J2-Reliance Ltd. Damien Arnol is a co-director and head of innovation at the same company.

www.j2reliance.co.uk
Defining digital strategy

by Agnieszka Szrubkowska

A solid digital marketing strategy should set clear business goals, measure market share and progress, optimise existing strategies and help you to remain competitive. Fortunately, no matter how much the industry changes, the basics of defining a digital marketing strategy are quite simple.

1. Evaluation
Don’t start any activities without looking into your past. Analysing your marketing efforts – online and offline, successes and failures – can help you focus on setting the best key performance indicators (KPI) for your business.

When you analyse:
• determine the time period you would like to evaluate
• review any past marketing activities and analyse its success
• assess your brand’s current presence in the digital/marketing world and compare it to competitors
• don’t forget to analyse your competitor’s strategy too
• review your web analytics data for this time period and understand how people behaved on your website
• figure out what makes you stand out from your competitors and what you could do differently.

2. Identify your customers
Customers should be the centre of your digital marketing strategy. If you’ve been running your business for a while, you should already know who your customers are. But when it comes to digital marketing, specifics are a necessity. For example, knowing that the target for your fashion market is simply ‘young females’ is not sufficient. You need to know details such as age, interests, occupations, location and marital status in order to successfully reach a potential customer. You should also discover what channels they are consuming, and what type of content they like to read.

A ‘persona’ is a set of potential customers with similar demographics and interests. A company can have multiple personas and these can be used to personalise ads and campaigns. Give each category an appropriate name and treat your personas as individual customers and communicate with them on a personal level.

With technologies available today and different techniques to collect data about users, marketing campaigns can be highly personalized, delivered at the right message, at the right time and on the right device.

Marketers should ensure that they deliver quality, customised campaigns for different personas.

3. Set goals
Not setting up goals and objectives for marketing campaigns is one of the most frequent marketing mistakes. How will you know if your marketing strategy is successful if you don’t have a goal?

Setting goals or KPIs can help motivate and give purpose to the strategy itself. You need to establish SMART goals – specific, measurable, attainable, relevant and time-bound – in order to create a marketing strategy that gets results.

Remember:
• be realistic with your KPIs, don’t set your expectations too high
• measure each of the KPIs – identify a method to measure e.g. Google Analytics.

4. Fix a budget and choose the channels
How much budget should be allocated to digital marketing? This depends on the type of business, its nature, target market, competition and how different types of target demographics behave through the buying funnel. When setting up the budget, you should:
• define your overall marketing budget and split it into offline and digital
• look at the historical data of what has worked before
• decide whether you will use any paid media like paid search or social media advertising
• allocate a specific portion of the budget for each digital channel you want to use
• look at your current resources and decide whether all of your digital marketing activity will take place in house, or if you’ll need to outsource some elements.

5. Make the plan
With the research and collected information, plan your marketing activities for the coming period. Your plan is unlikely to be perfect from the beginning and not every assumption you make is going to be correct. Despite careful planning you still can’t predict exactly how your customers will behave. It is therefore essential to continuously measure and monitor your strategy’s performance and to change elements where needed.

With digital you can get quick results and amend the strategy, budget split or channels you are investing in quite easily.

Review your strategy and identify changes needed regularly:
• create a measurement and monitoring plan
• check the success of the individual elements of your strategy at continuous intervals
• if something is not working out, isolate the different elements and try to identify what the problem is
• revisit previous analysis, personas and budget allocation and try something new
• create a clearly defined KPI for your new plan.

6. Evaluate the results
A vital part of any strategy is analysis. At the end of every campaign and towards the end of every fiscal year, the numbers should be reviewed and the campaign’s effectiveness measured. Your digital marketing strategy for the following year can then be revised with the information you’ve collected. This evaluation cycle will help you to continuously improve your future strategies, until you’ve perfected them.

Digital marketing is here to stay. If your company does not have a digital marketing strategy in place, it’s time to get one. If you do have one, it’s time to refresh it. The nature of our industry means that change is always just around the corner – and marketers need to keep up with the changes.

Agnieszka Szrubkowska is the managing director of Web Behaviour Specialists

www.web-behaviour.com
Booking through hotel bed banks – what you need to know

by Martine Holland-Robinson

We’ve all seen the adverts for cheap hotel rooms and the immense amount of hotel booking platforms that appear to be available to the consumer. One may think that it is easy to book a hotel room online – but what are the hidden costs and implications associated with booking through a hotel bed bank?

A hotel bed bank is an organisation that negotiates special rates with accommodation providers and acts as a wholesaler selling the accommodation. If you have employees travelling on company business within your organisation, you may like to consider whether you are obtaining the best deal online for your Hotel accommodation in terms of costs and duty of care for your travellers.

Consider these points when searching online for your hotels:
• **Price** – you won’t always find the cheapest rate online

Are you sure that the internet is offering the cheapest rate? Are breakfast, wi-fi and airport transfers included in the price? Are you still able to claim your loyalty points?

Quite often when you book online, the hotel may be in the local currency and the rate appears very favourable – however be aware of hotel currency conversion rates at time of check out – the rate at which you are actually charged may be very different than what you originally expected.

• **Availability** – just because a hotel bed bank says that a hotel is full – it may not be. Hotels will ‘close out’ availability to booking sources such as bed banks as they get busier, but hotel rooms may still be available through agents that have direct links with the hotel.

• **Time** – it may look like a simple process, but employees could spend hours trawling through booking sites looking for the cheapest hotel room, wasting valuable working hours.

• **Safety** – how do you know that the hotel you are booking is definitely available? Hotels, like airlines, often overbook their rooms – expecting a certain number of cancellations. You do not want your employees to be greeted at a hotel to be advised that they can’t be accommodated. Sometimes websites are searching through other meta search engines which are not always updated. It has been known for a hotel to be booked that actually closed down six months ago! Ensure that hotel bookings are reconfirmed prior to arrival and that your employees have access to 24/7 support should disruption occur or if the hotel does not meet with health and safety standards.

• **Loyalty** – if you book through a bed bank the hotel is unable to track your loyalty and status. Many hotels also refuse to grant hotel loyalty points to guests if they have booked using a bed bank. If you want to be amongst the first in line for an upgrade, or the last person to be moved elsewhere when the hotel is oversold – bear this in mind.

• **Service** – organisations deserve to receive high levels of service. Who at an online travel website knows you personally and remembers your travel preferences, makes expert recommendations and strives to find a hotel that meets with your requirements? It is also worthwhile considering the implications that occur when things go wrong and the hotel fails to meet with your expectations. It is very difficult to raise a complaint directly with the hotel if you have booked through a third party, the hotel may simply refer you back to the bed bank. When business travelers are dissatisfied with their hotel accommodation they need to ensure that they have access to the appropriate channels to make contingency plans and expedite complaints.

Martine Holland-Robinson is customer relations manager at ACE Travel Management www.acetravel.co.uk

Members’ noticeboard

**Present Communications Ltd**

Present Communications Ltd are very pleased to welcome Kieron Johnston to the team as Technical Operations Manager. Kieron brings with him a wealth of experience in broadcast audio as well as production management.

**Hodge Jones & Allen**

Title: Breakfast Networking Event

Date: 27.06.2017

Time: 8am-9:30am

Location: Draught Orders Bar, HJA Office

Price: Free admission

Description: Family, Dispute Resolution and Property Dispute partners will be giving important legal snapshot’s updates. While enjoying a cup of tea or coffee & fresh pastry you will have an opportunity to build new business relationships and find out more about Hodge Jones & Allen and other local businesses.

RSVP Patricia at pgoncalves@hja.net [https://www.hja.net/]

**The Stafford London**

Experience The Game Bird at The Stafford London

Recently opened at The Stafford London, The Game Bird is a contemporary tale about relaxed, informal dining any time of the day.

A place to eat, drink and socialise, the focus is on modern British comfort cooking executed with style and panache, all wrapped in a seductive ambience that oozes cool sophistication.

To book your table call 020 7518 1234, email reservations@thegamebird.com or visit www.thegamebird.com

**Global Expansion Summit (Investinx Ltd)**

Join us on 19-20 June at the Global Expansion Summit.

Hosted in partnership with London & Partners, the Summit brings together 400+ C-Suite and 50+ Heads of International Expansion, from 700+ companies and 62 countries to discuss international & cross-border business strategy. Key themes include innovation, finance, global talent & mobility, global supply chains, logistics, outsourcing, FDI, risk and cyber security. The 2017 Summit will feature government-led workshops...
A day at the Oval

Surrey v Middlesex at the Kia Oval in the Royal London one day cup was the attraction for an LCCI networking event last month. You can’t guarantee the weather in May (yes, it was seasonably cold) but the game went the distance without any rain delays with Surrey eventually winning with a modicum of comfort.

Cap City Dental

CAP City Dental is celebrating its 20th Anniversary this year. Established by Dr George Druttman, CAP City Dental is a fully private dental practice in the City of London, located at 123 Cannon Street, just opposite Cannon Street Station. Cap City dental provides the highest quality of patient care to the City-based employees since 1997.

Our philosophy is the integration of dental health, function and aesthetics. We offer general dental treatments and specialise in cosmetic dentistry/smile enhancements and helping dentally anxious patients.

For more information please visit www.capcitydental.co.uk

Birkbeck – University of London

Central St Martins Birkbeck MBA

Where the traditional gives way to the creative

The Central Saint Martins Birkbeck MBA is a different kind of MBA that puts profit, people and the planet at the core of its philosophy and: places creative approaches and social engagement at the heart of future management and leadership challenges the orthodox business school approach to education and challenges the boundaries of the disciplines focuses on cross-disciplinary collaboration.

Combine genuinely creative thinking and innovation with core financial and strategic management skills Join us and apply now for Oct 2017: www.csm.ac.uk

New platform for donating businesses nominated for Digital SME of the 2017

KindLink: a new online platform for donating businesses and charities has had a strong month in May when it was nominated for Digital SME of the year and at the same time featured on the BBC technology program ‘Click’. BBC reports that the new charity platform promises to give 100% of donations to charities while helping businesses showcase the good causes they support whilst building their brand name.

Find out more on www.kindlink.com
EU strengthens humanitarian support for Myanmar/Burma, calls for greater aid access

Commissioner for Humanitarian Aid and Crisis Management Christos Stylianides has concluded his official visit to Myanmar/Burma, announcing new funding of €12 million for the country as part of an overall €27 million package for the South and East Asia and Pacific.

As the first Commissioner to visit Northern Rakhine State, he called for greater access for aid organisations working in the area and visited several EU funded humanitarian projects.

“The European Union is committed to supporting those in need in Myanmar/Burma. The recent violence in Northern Rakhine State has created pressing humanitarian needs. During my visit I saw that malnutrition rates have deteriorated after the recent crisis. Our humanitarian partners are helping government authorities develop a food security and nutrition strategy for this region, but we still need better humanitarian access in order to facilitate a quick and full response by aid agencies to assist all affected communities. It is particularly important to help Rohingya civilians who have suffered involuntary displacements as well as supporting their livelihoods.” said Commissioner Stylianides.

More than half a million people in Myanmar need humanitarian assistance, including almost 220 000 who are living in displacement. Over €9 million of the new EU funding will provide direct humanitarian assistance to communities living in conflict-affected areas (including Rakhine, Shan, and Kachin States), while another €3 million will fund disaster-risk-reduction activities to strengthen the resilience of communities at risk of natural disasters.

Since 1994, the European Commission has provided €229 million in humanitarian aid to Myanmar/Burma.

“Our humanitarian partners are helping government authorities develop a food security and nutrition strategy for this region, but we still need better humanitarian access.”

Commission publishes Spring Economic Forecast

In its Spring Economic Forecast, the European Commission expects euro area GDP growth of 1.7 per cent in 2017 and 1.8 per cent in 2018.

The European economy has entered its fifth year of recovery, which is now reaching all EU Member States. This is expected to continue at a largely steady pace this year and next.

The growth projections for the euro area are slightly up on the Winter Forecast (1.6 per cent for 2017 and 1.8 per cent for 2018). GDP growth in the EU as a whole is expected to remain constant at 1.9 per cent in both years.

Today’s economic forecast shows that growth in the EU is gaining strength and unemployment is continuing to decline. Yet the picture is very different from Member State to Member State. Tackling the causes of this divergence is the key challenge we must address in the months and years to come.

Unemployment continues its downward trend, but it remains high in many countries. In the euro area, it is expected to fall to 9.4 per cent in 2017 and 8.9 per cent in 2018, its lowest level since the start of 2009. The trend in the EU as a whole is expected to be similar, with unemployment forecast to fall to 8.0 per cent in 2017 and 7.7 per cent in 2018, the lowest since late 2008.

The global economy gathered momentum late last year and early this year as growth in many advanced and emerging economies picked up simultaneously. Global growth (excluding the EU) is expected to strengthen to 3.7 per cent this year and 3.9 per cent in 2018 from 3.2 per cent in 2016.

EU to join international convention combating violence against women

Last month the Council adopted two decisions on the signing of the Council of Europe Convention (Istanbul Convention) on preventing and combating violence against women and domestic violence.

By deciding to join the Istanbul Convention, the European Union confirms its commitment to combating violence against women within its territory and globally, and strengthens the existing legal framework and its capacity to act.

Helena Dalli, minister for Social Dialogue, Consumer Affairs and Civil Liberties of Malta said: “Violence against women is a violation of human rights and an extreme form of discrimination. By joining the Istanbul convention, the EU reaffirms its leading role in ending violence against women and tackling all forms of discrimination based on gender. This is yet another achievement that will surely have a positive effect on those who are vulnerable to gender-based violence.”

All EU member states have already signed the Convention. Having the EU join the Convention as well will ensure complementarity between the national and EU level and will consolidate the capacity for the EU to play a more effective role in international fora such as the Council of Europe Group of Experts on Action against Violence against Women and Domestic Violence (GREVIO).

The Istanbul Convention of the Council of Europe is the most comprehensive international treaty on combating violence against women and domestic violence. The Convention was presented in 2011 and entered force in August 2014.

The Istanbul Convention recognises violence against women as a human rights violation. It addresses violence against women through measures aimed at preventing violence, protecting victims, and prosecuting the perpetrators.
EU protects citizens from toxic mercury, paves the way for global action

Last month at the UN headquarters in New York, the European Union has triggered the entry into force of the global treaty aimed at reducing exposure to mercury.

The ratification of the Minamata Convention on Mercury, confirms Europe’s leading role to protect citizens’ health and the environment around the world.

Upon initiative from the EU, the Minamata Convention on Mercury, the new global treaty on mercury was negotiated and concluded in 2013. The EU has one of the most ambitious policies for protection against mercury. However, as 40 to 80 per cent of mercury deposited in Europe comes from mercury emissions in other parts of the world, strong international action is needed to protect the health of our citizens.

Karmenu Vella, Commissioner for Environment, Fisheries and Maritime Affairs said: “The new global treaty on mercury will help protect millions of people all over the world from exposure to this toxic heavy metal. With ratification the EU has delivered the decisive bit and triggered its entry into force. This is a great success of EU green diplomacy. It highlights Europe’s commitment to strong and concerted international action.”

The Minamata Convention, which is named after the location of the worst-ever case of mercury pollution, will not only tighten environmental standards worldwide, but also help create a level playing-field, as all major economies will apply environmental requirements similar to those already in force in the EU.

Pregnant women, infants and children are at particular risk from mercury in the food-chain, and the Convention will bring about significant decreases to their exposure in the long term. For example, by prohibiting the use of dental amalgam for these vulnerable categories.

Given the instrumental role played by the EU in the negotiations on the Minamata Convention, its content is inspired to a great extent by Union legislation. The Mercury Regulation also sets rules that put the EU firmly on track for becoming the first mercury-free economy. This includes putting an end to all uses of mercury in industrial processes and prohibiting any new use of mercury in products and industry, unless proven that it is needed for the protection of health and the environment.

The ratification of the Convention, its content is inspired to a great extent by Union legislation. The Mercury Regulation also sets rules that put the EU firmly on track for becoming the first mercury-free economy. This includes putting an end to all uses of mercury in industrial processes and prohibiting any new use of mercury in products and industry, unless proven that it is needed for the protection of health and the environment.

It is the perfect occasion to get information about the ongoing regenerative medicine challenges and topics, learn about the major European ecosystems, get the chance to present your innovative projects and meet the European actors in your field and build international partnerships.

**Location:** Paris, France
**Registration Deadline:** Tuesday 4 July 2017

**EVENTS**

**Tuesday 4 – Wednesday 5 July 2017**
The brokerage event e-Health Connection will take place in the surroundings of Castres, in Midi-Pyrénées (France), during the e-Health Summer University on 4–6 July 2017. The event gathers healthcare professionals, industrials, industrial solutions providers, patients, healthcare and social financial backers, institutional representatives, researchers and students. It is an ideal opportunity to find international partners for technology transfer, business co-operation and collaborative research, in pre-arranged 20 minute meetings in one location.

Attending this event will give you easy access to enterprises in the field of health, ICT and social. Come to this event and find/promote e-health solutions!

**Location:** Castres, France
**Registration Deadline:** Monday 3 July 2017

**Friday 7 July 2017**
This B2B event aims to initiate R&D, technological and commercial collaborations between organizations from different countries in regenerative medicine and affiliated sectors, with one-to-one 20-minutes pre-scheduled meetings. Please note that the bookings are managed on the principle “first come - first served” basis, and the priority is given to international B2B meeting.

**Location:** Paris, France
**Registration Deadline:** Wednesday 19 July 2017

**Thursday 20 July 2017**
The forest-based sector has a great potential for the Bioeconomy and offers a great variety of innovative and engineered products. In Bavaria, the structure of the forest-based sector and the wood processing industry consists of a large number of small and medium-sized companies which often do not have capacities for research activities and/or access to partners for a technological cooperation.

The brokerage event, organised by the Enterprise Europe Network of Bavaria, aims at initiating new collaborations for the development and production of future wood- and bio-based materials.

**Location:** Rosenheim, Germany
**Registration Deadline:** Wednesday 19 July 2017

Registrations for all events are now open.
For further information please contact the Enterprise Europe Network London office at enterprise.europe@londonchamber.co.uk
Chatbots could be one of the biggest drivers of workplace efficiency

Chatbots are one of the hottest trends at the moment and they are quickly expanding into workplaces around the world. In enterprises we are already seeing their use for customer relationship management, however bots also have the potential for many other business functions.

With businesses increasingly adopting a multitude of cloud solutions, chatbots are uniquely positioned to streamline communications. As bots spread to sales automation, automated recruitment, intelligent Q&A and other applications, we’ll see even greater impact on efficiency. With that in mind, here are four tips to make bots a success in your business:

1. Learn from your employees
   Take a close look at what your employees are doing on the company messaging platform you’re using. Tech-savvy employees can easily bring public bots into a corporate messaging platform, and this is an opportunity for IT to discover what employees are already using.

2. Choose a messaging platform that has enterprise expertise
   Look for providers that have an enterprise-level customer base, and ask them about activity logging and monitoring, data loss prevention setup, compliance support, bot and integration administration, and other enterprise concerns. On the functionality side, SMS is still a good channel for enterprise messaging communication and most bots can work on SMS. Find a messaging platform that is SMS capable.

3. Set proper expectations
   Figure out what your employees need and performance capability you are already missing. For example, a bot that proactively moves a support case through different teams with automated reminders and contextual support case data will increase the productivity by shaving minutes off each case as opposed to eliminating the need for a specific person in the chain.

4. Develop an information & security governance strategy
   Bots introduce new issues within information and security governance. Like email systems, enterprises should also scrutinise their messaging platforms to ensure data loss prevention and e-discovery technology can be applied. Determine whether the ability to bring in chatbots will be democratized or controlled, and whether your corporate policy permits the use of public as well as private bots.

“We’re just beginning to see the impact that well implemented bots can have on companies, but as the importance of integration shows no signs of dimming, bots will only grow more relevant in driving efficiency forward.”

“We’re just beginning to see the impact that well implemented bots can have on companies, but as the importance of integration shows no signs of dimming, bots will only grow more relevant in driving efficiency forward.”

Call 0800 098 8136

The Women in Construction Summit will highlight the important contribution that women make in the construction and affiliated sectors. It will also serve to break down barriers, create opportunities and offer support for women considering a career in the industry, while providing an invaluable platform for networking and sharing best practice.

Opportunity to..
- Attend inspirational keynote presentations from leading women in their field
- Connect with top construction professionals, business leaders & academics
- Learn new skills & share best practice in live workshops
- Speak on stage, addressing the issues that matter in your sector
- Exhibit – showcasing your organisation to an audience of current & future construction professionals
- Sponsor the attendance of young women in full time education considering a career in the built environment

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

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

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

Budget, but HSF health plan’s saving ethos doesn’t stop there. There are other ways to save! HSF health plan now includes HSF Perkbox, which provides a vast selection of discounts and special offers. For example, our health cash plans start at £52 a year.

With every plan, you get HSF Perkbox, which gives you 5% discount at Sainsbury’s. With an average weekly grocery bill at £100 you would get £5 off a week, giving a saving of £260 a year. Minus the £52 for the plan, you would still save £208 a year!

When it comes to things like accessing a GP, there can be a long wait: we hear every day that GPs are under huge pressure to provide services against an impossible budget. Worryingly, the average projected time to see a GP is going to lengthen over the next 12 months. Within a HSF health plan, you can also access elements of healthcare such as a GP advice line, giving you an immediate point of contact to get medical advice. And this is available 24 hours a day, all year round.

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

Lillie Square, London SW6

WITH the recent Phase 2 launch of the 48-apartment Lillie Square 7, Newton Waterproofing takes a closer look at how the specialist installation of its waterproofing products have protected one of the highest profile developments in London.

Located in Earls Court, the 77-acre masterplan will transform the area into over 800 luxury residences, including below ground structures that have been waterproofed by Newton in accordance with British Standard 8102:2009.

Protection for the Lifetime of a Structure

Considering the prestige of the development, it is no surprise that every element of the building design has been specified with the structure’s lifetime performance, efficiency, sustainability and cost in mind.

This approach includes the waterproofing protection, a consideration that is frequently overlooked at the design stages. However with Sir Robert McAlpine and Newton Specialist Contractor Stonehouse Property Care on board, Lillie Square gave early consideration to a thorough waterproofing solution, also ensuring that it was professionally installed.

The project also benefited from the long-term partnership between Newton Waterproofing and Stonehouse Property Care, who have worked together as suppliers and installers on an extensive portfolio of domestic, commercial and civil projects throughout the UK.

Basement Waterproofing

When considering the waterproofing requirements of Lillie Square, Newton identified the best solution as a combination of the ‘Type C’ Newton System 500 and the ‘Type A’ Newton 107F membrane, in order to provide a dry and habitable space, defined as ‘Grade 3’ by BS 8102:2009.

Newton System 500 was installed throughout the basement areas in order to capture and remove any ingressing water. Once captured by cavity drain membranes, Newton Basedrain channels the water to a sump chamber containing dual pumping systems to be discharged from the building, all of which is supported by high water level alarms, battery backup units and power inverters.

Although extremely robust, Newton System 500 also requires a second from of waterproofing to ensure complete protection. The spray application of Newton 107F made it particularly suitable for Lillie Square, whilst the technical performance of the membrane saw it able to resist both positive and negative water pressure, whilst being extremely tough and flexible at the same time.

Result

By getting involved at an early stage and collaborating with the main contractor as the ‘waterproofing specialist’, Newton designed an integrated waterproofing solution that also fulfilled the recommendations of the British Standard. This strong foundation was supported by the expertise of Newton Specialist Contractor Stonehouse, whose professional installation ensured that the below ground areas of this prestigious development achieved the required level of protection.
I have fond memories of a management lecture given over 20 years ago by the late leadership guru Sir John Harvey-Jones of ICI and BBC ‘Troubleshooter’ fame.

Sir John claimed some of his most valuable lessons were achieved as a young submarine commander in WW2. I can never forget his words at the time, as they made me chuckle: “One of the first lessons you learn in such a role is that only one person can be the captain, but any member of the crew can sink the boat!” I hope that I’m not straying too far from the context of his lecture by relating this hard-earned wisdom to security. Of course, the captain and officers of a ship are not only responsible for the operational effectiveness of the vessel in achieving its mission, but also the safety and security of all their personnel on board; it follows that each crew member has a role to play. This same argument applies today in relation to the commercial and public sector activities we undertake in ever-evolving operational environments that contain a diverse range of real threats and unknown risks.

Identifying and understanding the nature of threats is the first essential step towards securing commercial activities. In this context, I refer to threats as those actions that are designed to do us harm, where the adversary has both the intention and capability to damage or disrupt our business or, indeed, our whole way of life.

Recent events clearly demonstrate how this applies in the realms of international terrorism, where our Security Service has assessed the threat as ‘Severe’ for several years now, meaning that a terrorist attack is highly likely. Following the tragic Manchester bombing in May 2017, this was raised to ‘Critical’, meaning that an attack is imminent. Events in the domain of cyber threats, also demonstrate how carefully orchestrated criminal (or terrorist) planning means cyber attackers can seriously disrupt day-to-day operations, steal wealth and data, or create hazards to health and safety. Other attackers are simply motivated by malice and exercising their technical ability to achieve similar negative outcomes with little outlay and little personal, financial or ideological benefit. Of course, due to the disproportionate impact achievable, terrorism and cyber threats remain the critical headline grabbers; but there is also a whole range of conventional threats which may vary from industry to industry, place to place, or even from time to time. Such threats, which thrive on our vulnerabilities, seek to undermine our systems, processes, physical boundaries, or simply our habits, to relieve us of our personal or corporate assets through theft, fraud, extortion, intimidation or personal harm.

There are many potential leadership approaches which sit between the two extremes of Paranoia and Passivity, neither of which are recommended! The former will easily lead to commercial paralysis, the latter simply to commercial apathy in dealing with security threats. It is in this realm of assessing the likelihood of such security threats affecting our business and the potential impact should they occur that point good business leaders towards effective security risk management. In this manner, security can be seen as a business enabler rather than simply as an add-on cost. I overheard a remark very recently “if you think the cost of securing an asset is unwelcome, wait until you see the cost of failure”, a question that I am sure is currently doing the rounds of NHS Trusts and will have tested the minds of companies such as Talk Talk, Hatton Garden Safe

‘Security is a leadership issue, it’s not merely a matter of battening down the hatches’
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Deposit Company, Manchester Arena and many others who have suffered very serious and public breaches of their security systems in recent times. London Chamber of Commerce’s Cyber Secure Report (2014) revealed that ‘The high cost of protection is the main barrier to London firms’ implementation of stronger cyber security measures’, albeit this appeared to be based on perception and possibly lack of awareness of free, less expensive and more cost-effective measures.

Security, as a business enabler, sits firmly within leadership and management levels of corporate governance and operational delivery in a similar manner as such subjects as financial accounting, marketing, etc. Interestingly, as Jerry Hart, Global Security Risk Manager at SGS, points out in Security & Risk Management – Critical Reflections and Interpretational Perspectives (Centre for Security Failures Studies Publishing, 2016), security-related academic courses almost always include leadership and management modules, whereas similar leadership and management courses, such as MBAs, rarely include corresponding skills and awareness in relation to security issues.

Traditional security doctrine often takes a layered approach to security issues, also known as ‘Security in Depth’. This starts with policies and procedures, which revolve around people and corporate information. Referring to the earlier Sir John Harvey-Jones lesson, this helps ensure that personnel are aware of their responsibilities to the business and to their colleagues by not leaving any ‘hatches’ open. Modern day equivalents may be as mundane as introducing rogue USB sticks to company IT systems, careless handling of passwords, ignoring foreign travel advice, failing to screen employees or visitors. These layers become increasing technical as they deal with the physical and virtual barriers that we put in place to ‘Deter, Defend, Deny, Delay and Detect’ incoming threats to our business and people and our communities at large.

So where can business leaders fill these gaps? The Association of Security Consultants (ASC) is a long-term member of the London Chamber of Commerce and is represented on its Defence & Security Group. The ASC is the only UK source of Registered Independent Security Consultants (RISC). Its carefully vetted members are required to adhere to a strict Code of Conduct which puts the recipient of the security advice as its prime focus. They are not sales people for one product or service or another, but represent the broad range of the skills and expertise required to meet all security-related issues. The ASC also runs a series of seasonal ‘Business Group’ events in the City of London at the Honourable Artillery Company (HAC). These events provide excellent ‘Learning, Sharing and Networking’ opportunities for security professionals and end users alike. Its annual conference CONSEC (CONSEC 2017 is scheduled for 12 October 2017 at the Heathrow Marriott Hotel) explores current and future security issues through the knowledge and experience of leading thinkers and practitioners. All ASC events are open to London Chamber of Commerce members at preferable rates.

Joe Connell is the Chairman of the Association of Security Consultants. He is an Ambassador for the London Chamber of Commerce and a member of its Defence & Security Committee. Joe is the owner and director of Praemunitus Ltd Security Intelligence & Risk Consultants, winner of the 2017 UK Outstanding Security Performance Awards (OSPAs) in both the ‘Outstanding Security Consultancy’ and ‘Outstanding Investigator’ categories.

For further information, please see www.securityconsultants.org

Layered Security in Practice

Questions you should ask when looking for your next security partner

FINDING a trustworthy partner can be difficult and where security is concerned, you can’t take any chances.

We’ve put together a list of questions that you can pose when interviewing your next security driving firm.

• Are you ISO 9001 certified for VIP anti hijack services?
• Does your vehicle insurance specify private hire AND asset protection services?
• (You need to be sure that they have comprehensive insurance for all driving requests.)
• Do you have public liability insurance that specifies all aspects of the work undertaken?
• Do you own more than one passenger vehicle that’s armoured to Level B6/?
• What certifications do your drivers hold?
• (You’re looking for answers that include Police or Military advanced driving certificates in VIP anti hijack skills and/or instructor certificates)
• What technology are your vehicles equipped with?
• (You’re looking for confirmation that they have the right tech, including trackers, CCTV and ANPR Cameras.)
• How many secure asset moves have you completed in the last 12 months?
• (A good, busy firm will be able to say 500 or more.)
• Can you supply 4 references from current clients to support the above?

If the answer to any of these questions is no, you should be speaking to us as we can answer YES to all of them.
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Our Italian offices are located in Rome, Milan, Bologna, Catania and Palermo and they assist our UK and international clients in managing and resourcing their business in Italy. In addition, we have a London Office, offering support to the companies operating in the UK.
Is your website SEO ready to go international?

The best way to build brand awareness when expanding your business overseas is with an online presence. But there are SEO factors you need to consider to be successful. Your site may be accessible from most countries via its web address, but international customers will more likely find you through Google than going directly to your page.

There are three SEO stages to consider when going international.

**On-Page SEO**

**Page Content**
It seems obvious but translating your site into the language of your new target market is vital. Your potential customers most likely search in their native language, meaning translated page content is a necessity.

> “It seems obvious but translating your site into the language of your new target market is vital. Your potential customers most likely search in their native language, meaning translated page content is a necessity.”

Google Translate can be useful, but there’s no comparison for properly translated copy, (including page titles and meta descriptions) that utilise a language’s nuances and avoid translation issues. This gives the search engine something to ‘read’ and rank.

**Page Images**
Search engines can’t read and understand images (yet), but uploading images to the site and tagging them in alternate languages adds additional relevance in rankings:

- Upload a relevant file name – “house.jpg” for English and “haus.jpg” for German audiences
- Add an image Title Tag – “A big House” in English and “Ein Großes Haus” in German
- Add an image Alt Tag – “A picture of a big House” in English and “Ein Bild von einem großen Haus” in German.

**Internal Links**
Links within your page’s body copy that point to other internal pages are a great way to cultivate internal relevance and boost search engine rankings. It’s important to ensure that relevant internal links are pointing to their translated alternative.

**Addresses**
If you have an address for the business in an overseas location, you need to ensure that this address is visible in the alternate language versions.

**Technical**

**Hreflang Tags**
When your site has alternative languages, you need to have appropriate hreflang tags in the <head> of pages. These tags direct users to the alternate language versions and tell search engines there’s an alternate site in that language. This means there’s no risk of content duplication while telling search engines these pages are for specific countries.

**Server Locations**
Site speed is an important factor in both SEO rankings and converting users. The less distance between your site’s server and the end user means load times will be quicker. Use a local server where appropriate for your site in other countries.

**Content Delivery Network (CDN)**
Similar to the above, and potentially a lot easier to implement, is a CDN. In principal, a CDN stores all of your site’s static files (images, style sheets, etc.) in the cloud and sends a version that is closest to the user.

**Off-Page**

**Backlinks and Mentions from Local TLDs**
Off-Page SEO offers opportunities for your website’s international growth. When you’re based in the UK, you’ll likely have ‘.co.uk’ or ‘.uk’ links and mentions from Top Level Domains (TLDs). When setting out in other markets, it’s important to get those links and mentions from appropriate TLDs, like ‘.de’ (Germany) or ‘.fr’ (France).

Expanding your business overseas is an exciting time, but it pays to make sure that all of the elements of your business are ready for the move, including your site. By implementing these SEO strategies, you can help ensure you reach your new target audience.

Please feel free to ask any questions in the comments or get in touch directly.

Chris Simmance – Director at Optus Digital Ltd

Chris is the Owner and Founder of Optus Digital Ltd, a full-service Digital Marketing agency based in London. He has been working on websites since the late 90’s and in Digital Marketing for the last five years.

Chris loves the technical side of SEO and enjoys working on campaigns that help grow businesses.

Chris has worked with major brands such as Three Mobile and Tesco Bank to improve their online performance.

For more details, contact us: www.optusdigital.co.uk
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Linkup China Ltd. is a Business Consultancy that helps UK SMEs Expand to China, by (1) Market - media exposure, events, website translation; (2) Manufacture - specialised in supplying products to companies with less than 20 years; (3) Sell - connect with Chinese investors, sales in E-commerce, set up an office in China. Yuri, Founder & CEO, has international experience in assisting clients going into China over the years based in Beijing, Guangzhou, London.

Offer to members

Book a 1-2-1 15 Minute Slot for China Business Clinic at No 1 O2. We will discuss the market potential for your product or service, how to establish a presence in the market, and the support to help you. Code: LCCI. Expires: 31/07/2017

Contact
Yuri (Rui Ou)
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Cap City Dental

Interested in engaging with leading policy makers? Want the Government to understand your industry? Communications agency PLMR is running ‘The Business Hub’ private lounge at this year’s Conservative Party Conference, from 1st to 4th October. The 1,500 sq ft lounge will host sponsored panel breakfast debates and evening receptions. It’s the perfect opportunity to host a policy discussion with key influencers, to network and to promote your organisation to those making decisions about your industry.

Offer to members

20th Anniversary Offer to LCCI Members: Check-up and Hygiene appointment for new patients including health and cosmetic consultation plus hygiene treatment for £85.00. Please quote LCCI when making an appointment.

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For more information contact us on: 020 7621 0600, dental@capcitydental.co.uk and visit www.capcitydental.co.uk.

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