

LONDON

Business Matters

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Photo of the Mayor and Janette Sadik-Khan, former NYC Transport Commissioner: Greater London Authority / Caroline Teo



Letter from the editor

Investment is in the air. Mayor Sadiq Khan, featured on our front cover, has been in New York, promoting the capital and meeting with a host of investors committed to London where – at the Guildhall – the new government hosted a successful International Investment Summit.

Astounding

The Mayor of London also took advice from those behind the pedestrianisation of Times Square and other spaces in the Big Apple to inform his plans for Oxford Street (p 12). Apparently it attracts an astounding 500,000 visitors every day so it is no wonder that much thought is being given to how the experience can be improved and maintained.

Attractions

There are plenty of other attractions of course. Trafalgar Square for example and the keen anticipation for the next work of art to appear on the fourth plinth (p 10). Move from there down towards the river to HMS Wellington whose remarkable history – and current venue-hire revitalisation – is charted on page 20 by veteran journalist Keith Wheatley.

Less central areas have their attractions too. See page 17 for a feature on Containerville, a circular economy initiative located by Regents Canal. Such initiatives play an important role in London's

high score as a base for entrepreneurs (p 11). And they are backed up by key services such as London's Air Services (p 19) and protection in the workplace (p 16).

Clarity

Jane Lamprill (p 40) makes the case for clear writing, something unfortunately we cannot take for granted. There is definite clarity though in the three business books reviewed on pages 38-9; and, staying with the literary world, *LBM* also takes a look at book festivals (p 7) – something of a growth industry with over 100 organised across the UK in 2024, with 15 in London alone.

Diverse

In the dim and distant past I covered 'retention of title' clauses in my international trade studies and I am pleased to update my (and, I hope, readers') knowledge of this important subject with Giambrone & Partners' article on page 44.

We also cover share purchase agreement disputes (p 51), the rising cost of cybercrime (p 34), AI strategies for legal professionals (p 36), and dressing for success (p 43) to cover a diverse range of subjects for *LBM* readers.

We wish those readers a happy festive season and recommend The Big Read (p 54-5) – a guide to international gifting etiquettes, continent by continent.

Peter Bishop

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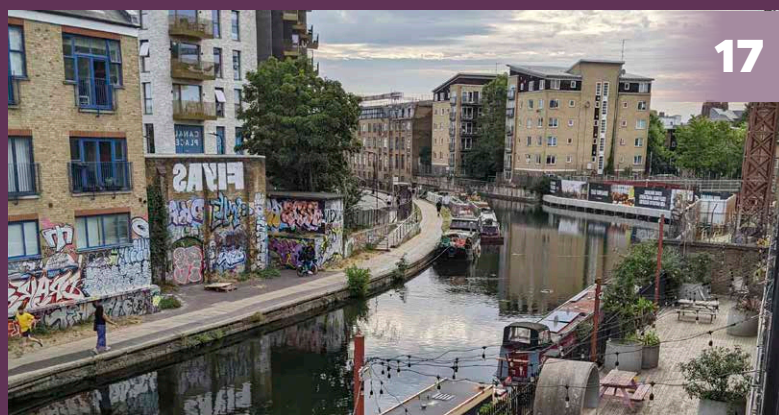
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Promoting London in New York



Mayor Sadiq Khan packed a lot into his autumn visit to New York to promote London as a leading destination for business, tourism and sport

During his trip the Mayor met with business leaders from Accordion, the world's leading advisory and tech platform for the private equity market who have announced they will be opening an office in London. He also met with leaders from CliftonLarsenAllen, a major US accountancy firm who have acquired the London-based AI and analytics platform Engine and will launch their international brand CLA Global in London to run all their activities outside North America.

Investment

In a further boost to the capital, Constant Contact, an adtech company have opened an office in Marylebone – and Thoropass, a compliance and audit platform from NYC is gearing to set up in the city. This follows the recent Salesforce announcement of a \$4 billion investment in the UK including a new office in Southwark.

Perhaps the Mayor's biggest coup though was the announcement during the trip that the Concordia Europe Summit will be held in London in spring 2025. This will bring together hundreds of global, regional and national policymakers to showcase investment and partnership opportunities across the capital.

Climate crisis

Khan was in New York both in his capacity as Mayor of London and also as chair of C40 Cities – a global network of 100 mayors of the world's leading cities that are united in action to confront the climate crisis. The timing of the visit coincided with a United Nations General Assembly meeting which had tackling

climate change on the agenda.

London faces stiff competition but remains the leading location globally for US businesses looking to expand overseas. Last year saw New York invest \$1.7 billion into London climate start-ups and climate-focused companies, with the capital the top city for foreign direct investment from the US over the last 10 years, when compared to all other cities globally. Around 3.5 million visits were made between the US and London in 2023, surpassing pre-pandemic levels by 12 per cent.

Transformation

Mayor Khan also took the opportunity to visit Times Square to see first-hand how the New York landmark could provide inspiration for the future regeneration of Oxford Street – see page 12 for the plans for this. He was briefed by Janette Sadik-Khan, the former NYC Department of Transport Commissioner (pictured with the Mayor) who led the transformation of New York's public realm through various pedestrianisation and improvement schemes.

www.london.gov.uk



Photo of the Mayor and Janette Sadik-Khan, former NYC Transport Commissioner: Greater London Authority / Caroline Teo

By the book

Book festivals are well and truly established in the UK writes **Daniel Peters**. The likes of Hay and Cheltenham used to dominate – and still do a roaring trade – but now they are joined by another 100 such events run annually. These range from festivals in Mallaig (population 700) in the Scottish Highlands to Brighton; and from Belfast to Lowestoft.

Celebration

In the capital there have been 15 this year. The London Literature Festival at the South Bank is the “longest-running celebration of the written and spoken word of its kind”. This year its line-up included Deborah Levy, Allan Hollinghurst, Hanif Kureishi and Dame Jilly Cooper.

The London Literature Festival at the South Bank is the “longest-running celebration of the written and spoken word of its kind”.



Other book festivals in London include those hosted in Barnes, Clapham, Chiswick, Deptford, and Richmond. Wimbledon bills itself as “London’s leading literary festival”, a claim perhaps open to question. In their list of ‘authors’, more than half of them could equally be described as ‘celebrities’. In fairness however alongside Richard E Grant, Mary Berry and Geoff Hurst, there were such heavyweight writers as Robert Harris, William Boyd, Will Hutton and Torsten Bell.

Fascinating

I attended a session – expertly moderated by author and journalist Stefan Stern – with Hutton, former editor of the *Observer* whose new book is *This Time No Mistakes: how to remake Britain* and Bell, newly-elected MP for Swansea West and author of *Great Britain? How we get our future back*. Both books are fascinating, with serious analysis) and some optimism which inspired hope that, with politicians of Bell’s pragmatism and intellect in influential positions, the country can develop and thrive.

See **LBM’s business book reviews** on page 38



(L-R) Stefan Stern, Torsten Bell and Will Hutton

VAT guide for raising capital for your business

By Sharon Parker,
VAT Director



There may be a time when a company decides it needs to raise capital. Whatever the reason for doing so, the directors will need to consider how best to raise the desired funds. This will generally require them to seek professional advice on the relevant tax, legal and other implications associated with different types of capital raising activities.

The VAT implications of these different methods of raising capital can be easily overlooked. This can result in costs to the business which may otherwise have been mitigated by taking specialist VAT advice and implementing careful VAT planning.

Equity funding – Share issue

Where a company issues new shares, it’s essentially making shares available to be purchased in the ownership of the company. This is not considered a business activity and is ‘outside the scope’ of VAT. VAT incurred on professional fees is treated as a general overhead of the business and is recovered in line with the business’s normal VAT accounting methodology.

The same VAT treatment also applies to the issue of other types of securities, such as bonds, debentures and loan notes.

Sale of Existing Shares

Where a company sells existing shares, such as in disposing of a subsidiary, this

is a business activity and is VAT exempt. VAT incurred on the associated professional fees is not recoverable if the purchaser of the shares is in the UK. This long-established VAT treatment has been challenged recently in the case of Hotel La Tour and is likely to be the subject of further litigation.

Where shares are sold to a person belonging outside the UK, this is subject to a special VAT treatment which applies to ‘specified supplies’. The seller is entitled to recover the VAT it incurs on professional fees and other costs, which are attributable to the sale of the shares.

Debt Finance

Where a business borrows money from a third-party lender, the recipient of the funds is not treated as making a supply. The VAT incurred on professional fees is likely to be treated as a general overhead of the business and recovered accordingly. However, close consideration must be given to the facts, which may indicate that a different VAT treatment applies.

How can we help?

The Lubbock Fine VAT team has considerable experience in advising clients who are seeking to raise capital on the VAT implications of their intended financing arrangements. Please contact Sharon Parker (sharonparker@lubbockfine.co.uk) for an initial confidential discussion.

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High aspirations in Luton

LCCI's visit to Luton Rising in October was timed to coincide with the government's International Investment Summit at London's Guildhall which put investment at the centre of the UK's economic vision and highlighted the UK's strong economic landscape in industries such as technology.

Assets

Led by chief strategy officer Lucie Risley, the LCCI team gained insights into the successful economic development company whose assets include London Luton Airport, the Luton DART and other commercial properties. DART is the direct air-rail transit which makes the journey from Luton Airport Parkway station to London Luton Airport in under four minutes.

Charismatic

The company is solely owned for community benefit and has been described as the most socially impactful airport in the country. *LBM* readers were introduced to the company and its charismatic managing director – Nick Platts, a former Australian air force pilot – in a feature earlier this year.

Key takeaways from the visit included:

- **Growth aspirations:** Luton Rising aims to become a key player not only in the local economy but also on the national stage. Its focus on sustainable infrastructure and innovation is setting the foundation for long-term success, and a



positive decision for its proposed Development Consent Order for the long-term sustainable growth of the airport can be the catalyst.

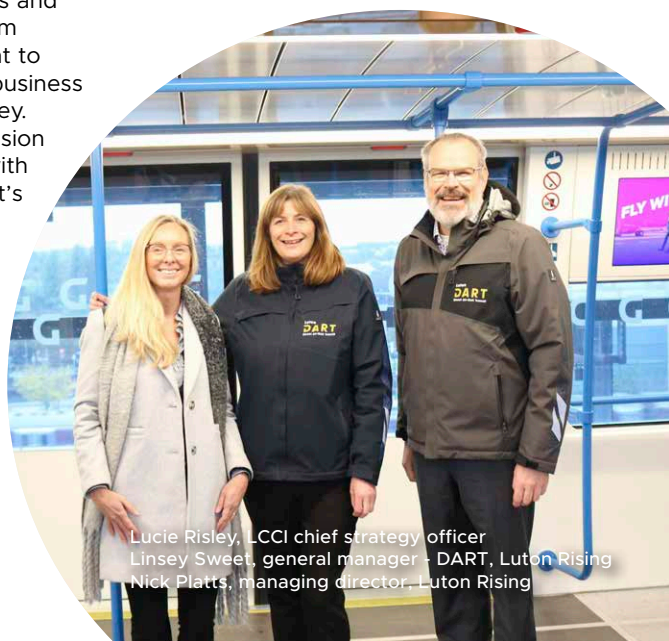
- **Investment opportunities:** attracting inward investment is both a challenge and an opportunity. The aim is to make Luton an even more attractive destination for investors.
- **Policy support:** the need for infrastructure improvements and regulatory support from the new government to create a thriving business environment is key. Luton Rising's vision aligns closely with the government's agenda for regional development and economic growth.

Pivotal

With the international investment summit shining a spotlight on UK business, it was pivotal to highlight the

importance of investment in areas like Luton, and ensuring London and the UK remains a competitive and attractive destination for global investors. It is also important to highlight London's ongoing role as a vital investment gateway which spreads jobs and opportunity across the nations and regions of the UK.

www.lutonrising.org.uk



Lucie Risley, LCCI chief strategy officer
Linsey Sweet, general manager - DART, Luton Rising
Nick Platts, managing director, Luton Rising

What does security architecture do?

It's hard to be confident that your business is not only protected, but that you're protecting the right things, making the right security decisions, spending your security budget in the right places, and getting the most out of your security technology.

By understanding goals and priorities specific to your business, security architecture can determine the exact controls and technologies that provide the most protection, ensuring you have the right processes and policies to support it, and the feedback and assurance you get is all working. Not only that, but by understanding your business' goals, a well-designed security architecture can even turn security into a business driver, not just by protecting your objectives but helping you to achieve them.

But what does a well-formed security architecture look like? The 'physical' appearance will be different for every organisation, but ultimately it provides you with a framework where your IT security is:

Business-driven: Your controls, choice of products, alignment with standards – all your cybersecurity decisions – are made with the business' objectives in mind. Security is not a blocker, but an enabler of business; and it might even create new opportunities.

Risk-focused: Understand what's important and what needs to be protected most, helping to quantify risks to assets, and apply proportional, measurable controls to it – not just once, but for as long as you need it to.

Cost-optimised: With the volume of tools and job titles in the market it's too easy to over or



under-invest, and it's not always clear you're getting value for money. Security Architecture provides clarity on your security spend, streamlining your technology, and ensuring you're getting the desired return on your investments in line with your risk profile and business needs.

Comprehensive but adaptable: Security Architecture often starts with IT or security teams, but should eventually encompass the whole business. This doesn't mean every team becomes cybersecurity experts, but that security decisions account for everyone's needs. It also acknowledges that

businesses aren't static; a well-formed architecture adapts to business changes, providing a secure framework without needing constant redesign.

Measurable: Like businesses, security isn't static. A strong architecture will provide metrics for security performance, benchmarked against your expectations, giving you assurance that all controls, tools, processes and decisions are continuously providing the right amount of protection, and gaps are highlighted before they become a problem.

Traceable: Why did you buy Product X or apply Control A? Your business has many stakeholders, so you might

not have these answers, but a well-formed security architecture ensures that decisions can be justified to all, and that you have acknowledged their needs, in their context in the process of protecting the business. Your CEO probably doesn't care that your antispam solution has blocked 1,000 phishing emails, but they do care that the business isn't appearing in the news because of a breach. Your security architecture will demonstrate why your antispam is important beyond its immediate outcomes.

Security Architecture is more than just technology. It considers strategy, policies, processes, operations and people; looking at the big picture and drilling down into the detail to continuously ensure you're doing 'enough' security in all the right places, at all the right times in a measurable and justifiable way.

To find out more about how we can assist you in managing, improving or developing your security architecture, contact the cyber team
cyber@waterstons.com



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Victims of violence

The latest work of art to grace the fourth plinth in Trafalgar Square is **850 Improntas** created by Mexican artist Teresa Margolles.

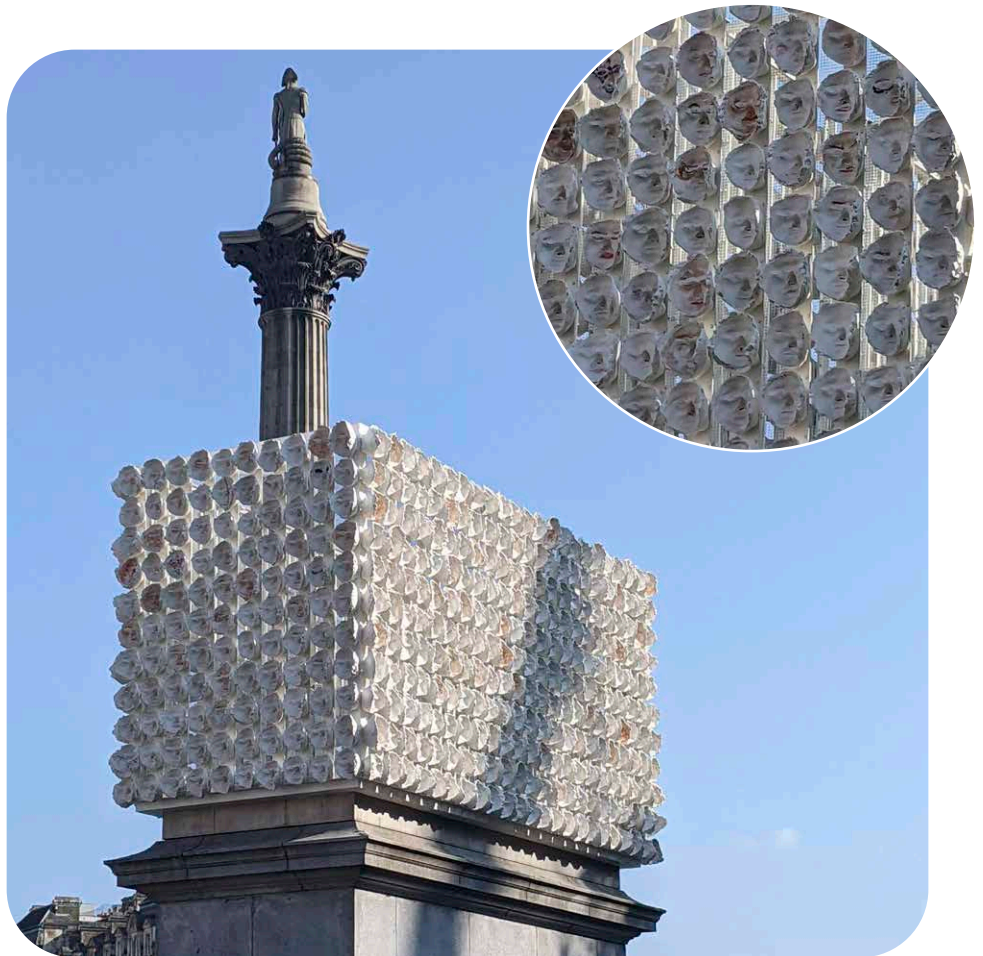
The sculpture is made up of plaster casts of the faces of transgender, non-binary, and gender-non-conforming people who have been victims of violence. The casts, made in London and Mexico, were applied directly to the participants' faces. They are arranged in the shape of a skull rack the like of which was used in Mesoamerican civilizations for the public display of human skulls, typically those of prisoners of war.

Resilience and humanity

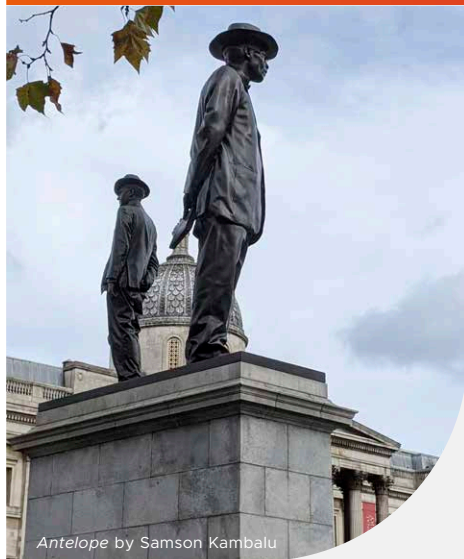
Margolles created the sculpture to promote trans rights and to signal the murders and disappearances of trans people, especially in Latin America. It is a reminder of the resilience and humanity of the trans community, and a call for awareness of their freedom and rights.

The sculpture is intended to deteriorate and fade with the affects of time and the capital's weather – acknowledging the realities and harshness of life.

King George IV, Major General Sir Henry Havelock, and General Sir Charles Napier are featured on Trafalgar Square's other plinths.



Taking the fourth



Antelope by Samson Kambalu

Margolles' work is the 14th installation that has appeared on the fourth plinth. The first was in 1999 and depicted a life-sized figure of Christ, naked apart from a loin cloth, with his hands bound behind his back and wearing a barbed wire crown. The

work by Mark Wallinger was followed at intervals by equally celebrated artists such as Rachel Whiteread (2001) and Antony Gormley (2009). The full list of works and their creators, in reverse chronological order, is:

- *Antelope* by Samson Kambalu
- *The End*: Heather Phillipson
- *Really Good*: David Shrigley
- *Gift Horse*: Hans Haacke
- *Hahn/Cock*: Katharina Fritsch
- *Powerless Structures, Fig. 101*: Elmgreen & Dragset
- *Nelson's Ship in a Bottle*: Yinka Shanibare MBE
- *One & Other*: Antony Gormley
- *Model for a Hotel*: Thomas Schütte
- *Alison Lapper Pregnant*: Mark Quinn
- *Monument*: Rachel Whiteread
- *Regardless of History*: Bill Woodrow
- *Ecce Homo* by Mark Wallinger.



Nelson's Ship in a Bottle: Yinka Shanibare
MBE by QuentinUK, CC BY-SA 3.0



The Invisible Enemy Should Not Exist:
Michael Rakowitz



London scores high for entrepreneurs

The UK capital has been assessed to be the best city in Europe and the second best in the world to be an entrepreneur

A new SumUp study has shown that it has three times more networking clubs than top ranking New York; it also outranks the East Coast US city for quality of life. London scores nearly 90 per cent on business survival rates and boasts 18.6 new businesses per 1,000 people – the highest new business density in the world. It has the most WeWork locations in Europe – 30, one of which shares a building with LCCI in the City.

Wealthy

London is home to 227,000 millionaires – the most in Europe and the third highest in the world. Online searches for 'moving to London' exceed 1,000 per month, making it the most popular city in Europe and offering the potential for new businesses to flourish in a wealthy environment.

Tax

Tax and finance are two of the most important aspects for business owners to consider, to maximise profits and funds for reinvestment. However, despite London being the best city to be an entrepreneur in Europe,

the UK has one of the highest tax brackets in the continent.

However, despite London being the best city to be an entrepreneur in Europe, the UK has one of the highest tax brackets in Europe.



Personal income tax is 45 per cent in London, the 4th highest rate in the global index. Sales tax and capital gains taxes are also significantly higher than other cities in the index, at 20 per cent.

Despite this, the city's many benefits outweighed its negatives for entrepreneurs, making it a highly-attractive location for business owners to thrive.

www.sumup.com/en-gb/business-guide/best-cities-for-entrepreneurs

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Transforming Oxford Street

A Mayoral Development Area has been designated to bring forward the regeneration of Oxford Street, one of London's genuinely iconic shopping thoroughfares. Mayor Sadiq Khan is establishing a Mayoral Development Corporation that will have specific planning powers to deliver a world-leading scheme that works for residents, visitors and businesses. As part of these proposals, previous pedestrianisation plans will be revisited and used to create an attractive European-style tree-lined avenue.

Inspiration

At the heart of the Mayor's plans – supported by the new government – is the delivery of proposals to pedestrianise the road. A revitalised Oxford Street is expected to increase visitor numbers, create new jobs and boost growth in London and across the UK. Mayor Khan has been taking inspiration from New York which he recently visited – see page 6 – and met with the person responsible for the

city's transformation of public spaces under Mayor Bloomberg.

Oxford Street is famous across the world. It welcomes more than 500,000 visitors every day and generates approximately five per cent of the capital's economic output. It is home to numerous flagship stores, including Selfridges and John Lewis, as well as being a key commercial centre.

Regeneration

Although the street remains a vital part of the UK's tourism, leisure and retail offer, generating revenue for the Exchequer that is reinvested across the country, it is in need of major regeneration. Competition from online retailers and out-of-town shopping centres, the closure of flagship department stores, and the prevalence of 'candy stores' have put significant strain on Oxford Street's attractiveness, while tourism numbers have not fully recovered since the pandemic.

The proposals would deliver a much-improved experience for shoppers, residents, workers and tourists visiting Oxford Street and the surrounding area, returning this part of the capital to its former glory.

Endorsements

The plans have been welcomed by government and businesses alike, with some special endorsements from the mayors of Barcelona and Paris. LCCI chief executive Karim Fatehi MBE

commented:

"London is a global tourist destination, with a diverse and vibrant retail scene which attracts around 30 million visitors every year. Oxford Street is the city's most famous street and the busiest shopping destination in Europe.

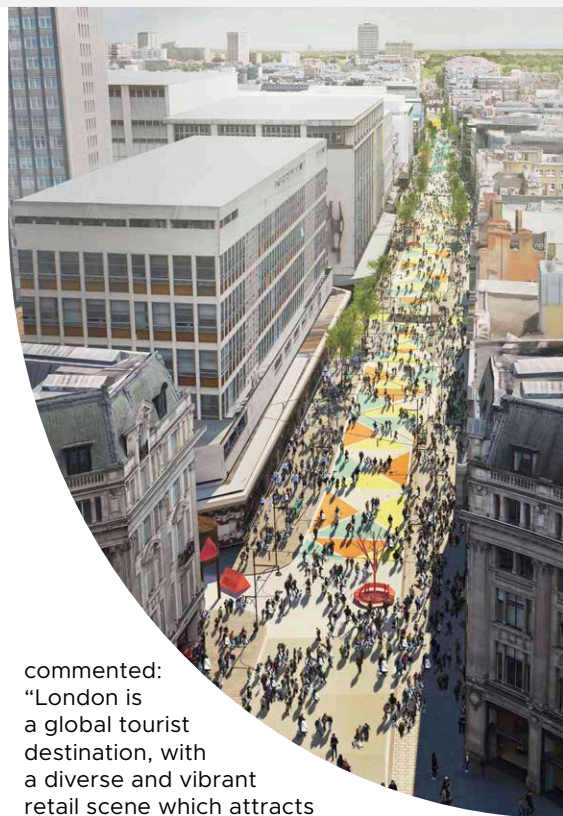
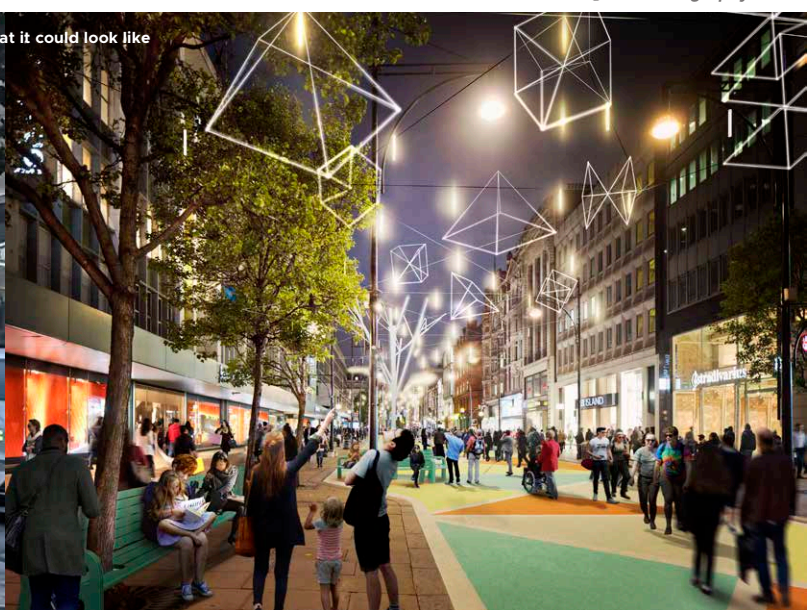
"But over the last decade it has seen the closure of several iconic brands and an increase in low quality retail stores. We are supportive of the efforts being made by Westminster Council to reverse this trend, but we must now go further to ensure that the capital's premier shopping street continues to flourish and brings back forward-looking brands and footfall that maintains our competitive lead on other cities. For this reason, we are pleased that the Mayor of London will now take forward this significant and innovative new scheme to transform Oxford Street for visitors, residents, tourists and businesses, including the many small businesses, the lifeblood of our economy, that operate in the West End."

www.london.gov.uk

Photos @GLA Photography



Oxford Street now vs what it could look like



Football, fintech and the community

In recent years Fulham FC has shown itself to be among the most inventive and ambitious football clubs in a crowded and highly competitive field. It has the distinct advantage of having one of the best locations for a sporting stadium and adds to this business acumen and a genuine interest in the local community.

Its latest venture, the opening of Markers by FIS, an innovation hub for businesses as part of Fulham Pier, was launched in October at an event hosted by Fulham fan, author and TV personality Richard Osman.

Natural fit

Osman was joined by Shahid Khan and Alistair Mackintosh, respectively owner and chief executive of Fulham FC, Stephen Cowan, leader of Hammersmith & Fulham Council, and Tony Warren, executive vice president of strategy at leading fintech company FIS. In their discussion the audience learned that London was seen as a natural fit for FIS to develop an innovation centre outside the US.

Fan experience

Moreover Fulham pier was recognised as already setting the gold standard for new fan and customer experiences. The club has identified that the football industry is ripe for innovation and that financial technology can help foster fan loyalty in exchange for rewards: 54 per cent of UK football fans said they would be willing to share personal data with their football club in exchange for special offers, rewards or incentives.

Ecosystem

New technologies, such as

embedded finance, have huge potential to drive transformation of the fan experience. For example, within a club's digital ecosystem, fans could purchase goods and services in real-time, via a brand that they trust, while clubs make intelligent use of data to better understand their customers.

Sustainable

Macintosh said that the vision for Fulham was "to look at the 340 days when we're not playing football matches, and if we got that right we knew then there would be something for the community. People come for the amenity but stay for the community." His chair, Shahid Khan (also the owner of American football team Jacksonville Jaguars, had, he believed," put the vision on steroids, he made it what it is. The football club can be sustainable, give something back to the community and the walkway is now open for the first time in history. It's not just for the matchday."

www.fulhamfc.com
www.FISglobal.com



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What will the 'right to switch off' mean for London's businesses?

By Rhian Radia, Consultant Employment Lawyer
Bishop & Sewell



The way many of us work has changed dramatically over the past four years with hybrid and flexible working commonplace. So how might the Labour government's proposed 'right to switch off' work for businesses in the capital, asks Bishop & Sewell's Rhian Radia?

The proposed 'right to switch off' could make it potentially unlawful to contact employees outside of normal working hours. The government's proposal is to give employees the choice to ignore work emails, phone calls or instant messaging when not working.

The proposals, the government argues, reflect the blurring of lines between home and work following the covid pandemic. Whilst many of us may agree, the question of whether it is practical or indeed workable in a fast-paced city like London remains.

It is unlikely that an employee would be successful in bringing a tribunal claim solely off the back of their employer contacting them outside of normal working hours. However, it is not inconceivable to see this becoming an aggravating factor in wider tribunal claims and reflected in tribunal awards.

How could the 'right to switch off' work?

To understand how such a right to switch off might work it helps to look to countries

where such rights already exist. Ireland, France and Belgium have a similar employment right. Whilst the details vary, the regulations in these countries tend towards best practice for employers or a negotiated agreement. In all examples, small businesses are excluded from regulations. Only in Portugal does a 'right to rest' lead to businesses facing fines.

It is unlikely that the Labour government would steer towards a strong legislative stance, perhaps opting instead for a code of conduct without specific sanctions. Even if sanctions were to be introduced, questions would remain how they could be meaningfully enforced.

For many employers, the wellbeing of their staff is important and achieving a positive work-life balance will be a key part of that in the interests of retention and recruitment and getting HR practices right. This has to make sense in these changing times.

Rhian Radia is a Consultant Employment Lawyer at Bishop & Sewell. She can be reached by email: rradia@bishopandsewell.co.uk or telephone: **+44 (0)20 7631 4141**.

Visit bishopandsewell.co.uk or follow on social media.

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Building a better London

| by Vittoria Zerbini

Public transport in the capital is set to grow following the approval of the London City Airport expansion submission by the government and the Transport Secretary indicating that HS2 will likely reach Euston station. To crown this positive news, LCCI's quarterly economic survey – *Capital 500* – continues to show optimism in the business community, reflecting a continuation of trends from the last report. Nonetheless, the survey also highlighted the need for faster worker visas to help the London economy. Coverage of these stories featured in *Sky News* and *The Standard*.

Worker visas

The urgent need for faster worker visas to address vacancies in London businesses is a claim strongly supported by business leaders. In *The Standard*, LCCI chief executive Karim Fatehi MBE highlighted that London's diversity is crucial for accessing a skilled workforce. Fatehi also called for the government to create a supportive immigration system to ensure sustained economic growth and stability, especially ahead of the Budget. Nonetheless, the survey showed a continued optimism among businesses, with rising workforce sizes and domestic sales.

The Standard

Worker visas for London businesses need to be speeded up to fill vacancies, bosses urge the Government

Home Office

HS2 for economic growth

Transport Secretary Louise Haigh gave indications that HS2 is likely

sky news

London City Airport loses bid to overturn Saturday flight restrictions - but passenger cap raised



LONDON CITY AIRPORT

Chief Executive, London Chamber of Commerce
Karim Fatehi MBE

to reach London's Euston station, with an announcement expected during the Budget, regardless of previous doubts about funding and private investment for the extension from Old Oak Common. With Euston as a central hub, HS2 can enhance connectivity between major cities like London and Birmingham, supporting business growth and addressing concerns over capacity and connectivity in the region. Contacted by *CityAM*, LCCI emphasised that connecting HS2 to Euston is crucial for London's economy and the UK as a whole.

Airport expansion

London City Airport's application to expand its capacity has been approved by Ministers. This move was previously blocked at the local level due to environmental concerns and is still raising alarms among climate campaigners. The government assures that the

expansion will not hinder progress toward net-zero goals. The airport request to have flights available on Saturdays has not been accepted. In an interview with *Sky News*, Fatehi emphasised the need for the UK to compete on a global scale and voiced support for the government's commitment to this goal. He concluded that the expansion was vital for business growth and economic development.

CITYAM

HS2 will reach Euston, transport secretary signals



Vittoria Zerbini is media and policy assistant at LCCI

The Knowledge

LBM's test of what readers know about London

1 Who wrote the novel *London Belongs to Me*, described as a “romp through working-class London on the eve of WW2”?

2 At which London stadium was Winston Churchill booed during the 1945 General Election campaign?



Winston Churchill

3 Which Livery Company whose work encompassed the making of swords is based in Warwick Lane EC4?

4 Which performing arts centre is opening an East London base in February 2025?

5 Bayern Munich striker Harry Kane scored his 67th and 68th goals for the England men's football team in September. For which London club did he previously play?

6 In which London park did the Duke of Wellington fight a duel with Lord Winchilsea?

7 In 1987 a fire at which Tube station resulted in the death of 31 people?

8 A wing of which London gallery was funded by the Sainsbury family?



By Tony Negrett from Birmingham, UK - andrew@ccpr.co.uk

9 A wing of which London gallery was funded by the Sainsbury family?

10 Which English writer considered there to be no “duller spectacle ... than a rainy Sunday in London”?

Find the answers on page 67

SPONSORED COLUMN

TGI FRIDAYS – THANK GOD IT'S...OVER



For lovers of mega burgers, thick shakes or endless chicken strips, welcome news was reported in October about the survival of the restaurant chain TGI Fridays which has raised the point again about the status of our high streets.

It has been no secret that the restaurant chain had been struggling in part due to dwindling high street footfall and tightened purse strings from the cost-of-living crisis. This culminated in TGI Fridays' owners entering administration in September sparking concerns about the viability of the restaurant chain and putting 4,500 jobs at risk. Following their appointment, the Joint Administrators have been seeking a sale of the UK based restaurants to keep the chain alive which has now drawn to a close.

The sale to the new owners, who also own Byron Burger which itself entered and was bought out of administration back in 2023, has resulted in the saving of nearly 2,400 jobs whilst keeping 51 restaurants open.

The rescue deal was not all good news however, with the reported closure of 35 restaurants; including (to my deepest regret) the Swansea branch where I happened to take my wife on our first date. The restaurant closures have also resulted in over 1,000 staff being made redundant.

It is not only the restaurant industry that has seen difficulties over recent times. Wilkos was a huge loss for the high street and news has recently been

released of financially troubled Cineworld agreeing a restructuring plan through the High Court.

The increased popularity in streaming platforms, last year's writers strikes and lingering debts from COVID-19 brought Cineworld to its knees. Despite the 2023 summer resurgence with the success of hits Barbie and Oppenheimer (or Barbenheimer), the struggles have continued, and the four companies behind the cinema chain were at risk of entering administration. The restructuring deal now agreed will release well-needed equity funding to keep it going alongside improved lease terms with their landlords, albeit with the closure of six sites.

What these events show us is that institutions of British high streets are not safe from everchanging trends, but there is still hope. The news of TGI Fridays' survival (which disappointingly did not come out on a Friday) and Cineworld's restructuring will give comfort that, despite financial challenges, there is still enough interest to keep these brands alive. Who knows, perhaps our high streets are not quite dead yet.

Gareth Rees is a Senior Manager in the Menzies Business Recovery team based in the London office.

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MENZIES
BRIGHTER THINKING

Tackling violence against women and girls

Commissioner for the City of London Police *Pete O'Doherty* explains the measures being taken to tackle a growing problem

Violence Against Women and Girls (VAWG) has reached epidemic levels in England and Wales, in terms of its scale, complexity and impact on victims.

The National Police Chiefs' Council (NPCC) annual report on VAWG shows a 37 per cent increase in recorded VAWG related crimes from 2018/19 to 2022/23. It's predicted that at least one in every 12 women will be a victim of VAWG every year (two million victims).

National shift

The number of VAWG offences is stark and implies a deeply rooted issue in our society. A national shift in approach is needed to turn the tide on the abuse women and girls face. The NPCC are calling for a whole-system approach, led by the government. This would bring together criminal justice partners, government bodies, education, health, voluntary sectors and industry in a new partnership seeking to reduce the scale and impact of VAWG.

Our local strategy ensures we are making our spaces in the City safer, and relentlessly pursuing offenders. We are active members of the City of London Crime Prevention Association and we understand the importance of working with local communities and businesses. Through these partnerships we support

initiatives such as taxi marshalling (safety and security of women utilising taxi services) and safer havens (working with local businesses to provide safer spaces for women to continue their onward journeys).



Preventative measures

We introduced Operation Reframe to create a safe space for women visiting the local night-time economy. The operation aims to 'reframe the night' moving from a 'policed' approach to facilitating preventative measures with community partners. We work with licensing teams, street cleaning, environmental and community teams, security agencies, St John Ambulance and the Samaritans, to focus on the safety of women, whilst building trust and confidence in the police. Preventative interventions include helping women to get home safely, inspecting private hire vehicles, providing mental health / medical care, general welfare, and testing drinks for spiking.

Safety initiative

We test 'Ask for Angela' in licensed premises. This is a safety initiative in the UK where individuals can ask for Angela in bars and clubs to highlight when they are in a situation in which they feel unsafe and need help.

Feedback from members of the public show a clear appreciation for the work

being undertaken.

The initiative is also breaking new ground by embracing male colleague support, with men training to become advocates and allies, and then supporting women in the City as guardians. It also allows us to retain a local police presence, whereby officers can still respond in real-time to any incidents of crime, whilst providing reassurance for women from all parts of the city.

Collaborative

'Capable Guardian' volunteers in place at local businesses and within the police is a further initiative which progresses a conventional policing approach to a more collaborative and supportive one.

Surveys conducted with those people who had contact with Operation Reframe found that 86 per cent agreed that they would be confident in approaching a guardian volunteer as part of the operation, showing the value in this approach to supporting women.

City of London Police will continue to work with partners to implement Operation Reframe at various points throughout the year. We will also be cited as demonstrating excellent best practice within UK Policing's Fifth annual report on Gender Equality in Policing.

If you are interested in participating in any of these projects, contact Detective Superintendent Kate MacLeod

kate.macleod@cityoflondon.police.uk

www.cityoflondon.police.uk

Protection in the workplace

The Worker Protection (Amendment of Equality Act 2010) Act 2023 came into force in the UK on 26th October 2024. This new legislation aims to better protect employees from sexual harassment within the workplace by creating a 'preventative duty'.

Pro-active duty

It imposes a new duty upon employers to take 'reasonable steps to prevent sexual harassment of their employees in the course of their employment'. This pro-active duty on employers is intended to lead to a cultural change and

encourages organisations to ensure that their workplace policies and best practice procedures work for all members of staff and put employee safety at the forefront.

Burden of proof

The Act also provides a tribunal with the ability to impose a 'compensation uplift' award (up to 25 per cent) to an employee if it is satisfied that an employer has contravened the legislation.

The new legislation will now place an increased burden of proof upon employers to demonstrate what they

have done to tackle sexual harassment within their organisation.

The City of London Police is committed to tackling sexual violence and harassment in all its forms and keeping those who work in the City safe. LBM is grateful to them for supplying this bulletin to bring to the attention of our readers.

www.cityoflondon.police.uk



Circular economy in action

Looking for an example or the circular economy in action? Check out the Containerville campus in London E2, between Hackney Road and Regent's Canal.

Pioneering

This is where a fleet of shipping containers has been re-cycled (or indeed 'upcycled' as the marketing literature describes it) into "ready-to-use workspaces, where a diverse network of pioneering professionals building successful businesses have found a home."



Tenants include architects, designers, film editors and

producers, hairdressers, printers and at least one tailor who, when *LBM* visited, was busy providing the kit for the cast of *Redlands*, the Rolling Stones drugs raid play that was due to open at Chichester Theatre.

Substantial

The site opened in 2015 with 30 workspaces – it now holds 78 container units – with breakout spaces overlooking the canal for lunch and al fresco working spots. For a more substantial meal, tenants have the choice of visiting the Food Map Café whose ambitious theme is suggested by its name.

www.containerville.co.uk



SPONSORED COLUMN

Pension decisions for the new government



Mike Hardy

Autumn won't leave much time for the new government to settle before important pension policy decisions need to be made.

When MPs return to work after the summer recess, many areas of policy will require attention. Some are inheritances from the last government, while others are of the current government's own creation. The pensions arena provides good examples of both:

The lifetime allowance In March 2023, Jeremy Hunt announced the abolition of the lifetime allowance (LTA). His action removed a £1,073,100 ceiling on the tax-efficient value of pension benefits. In her then shadow role, Reeves pledged to reinstate the LTA. However, Labour's manifesto in June included no mention of the LTA's resurrection, prompting speculation that the idea had been dropped. To complicate matters further, the legislation scrapping the LTA is faulty and requires amendment. Clarification on all counts is needed in the forthcoming Budget.

State pension age The decision on when the State pension age (SPA) should rise to 68 has been deferred twice. Each time the decision was delayed until after an impending election. The last deferral moved the decision deadline to July 2026. Not unreasonably, the previous government had said it would give the public ten years' notice of any SPA change. The new government now finds itself boxed in, unable to defer any further, as the original recommendation in the 2017 Cridland Report was to start phasing in the new SPA from April 2036.

Automatic enrolment

The last government set a target of the mid-2020s for reducing the minimum age for auto-enrolment from 22 to 18 years, and increasing contributions. However, the 2023 legislation responsible for this change has not yet been enacted. The government faces a difficult balancing act here, as reform would mean better pension provision, but higher costs for employers, greater pay deductions for employees and more tax relief paid out by the Treasury.

None of the above should mean you pause your retirement planning. You are likely to have at least reached retirement if you want to wait for a reform-free pension period before taking action.

Tax treatment varies according to individual circumstances and is subject to change.

The Financial Conduct Authority does not regulate tax advice.

The value of your investment and any income from it can go down as well as up and you may not get back the full amount you invested.

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First female president of the Royal College of Physicians

Dame Margaret Turner-Warwick (née Harvey Moore), one of the world's leading thoracic specialists and the first woman president of the Royal College of Physicians, was born in London on 19 November 1924

Distinguished

Born into a distinguished family (her barrister father was William Harvey Moore QC and her grandfather was Sir George Baden-Powell, son of mathematician Baden Powell), Turner-Warwick was educated at schools in London and Exeter before studying medicine at Lady Margaret Hall, Oxford. She continued her studies at University College London where she contracted tuberculosis and spent time recovering in a Swiss sanatorium. On graduating, she worked as a doctor at University College London and Royal Brompton Hospital, where she was consultant physician from 1965.

Lung function

Turner-Warwick specialised in thoracic medicine, which saw rapid change in the post-war era. Effective treatment for tuberculosis had recently been found. Working with clinical immunologists Jack Pepys and Deborah Doniach, she helped to increase the understanding and measuring of lung function. Her research covered lung immunology, especially of fibrosing lung diseases. She showed they were associated with autoimmune diseases, rheumatoid arthritis, systemic sclerosis and systemic lupus erythematosus, a severe form of lupus. Her findings revealed the relevant auto-antibodies in the blood. She discovered that different treatments were needed for rates of forceful inhalation. Her greatest clinical trial was with inhaled corticosteroids, which became part of modern treatment for lung disease.

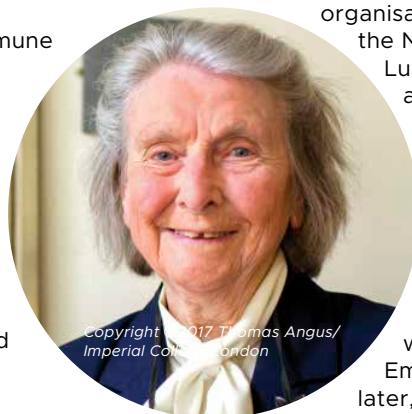
Notable

She had a most notable career which



@RCP London

she combined with her marriage in 1950 to British urologist Richard Turner-Warwick and raising their two daughters. Following her role as senior lecturer at the Institute of Diseases of the Chest, Turner-Warwick was appointed Professor of Thoracic Medicine at the Cardiothoracic Institute in 1972, a position she held until 1987. She was also the Institute's Dean between 1984 and 1987. The organisation later became the National Heart and Lung Institute (NHLI) and part of Imperial College in 1995.



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Expertise

Turner-Warwick's career did not end with her retirement from the NHLI in 1987, when she was made Professor Emeritus. Two years later, she became the first female president of the

Royal College of Physicians in its 500-year history, a position she held until 1992. Between 1991 and 2000, Turner-Warwick was also a member of the Nuffield Council on Bioethics,

an independent charity that looks at bioethical issues stemming from new advances in medicine.



Royal College of Physicians

Additionally, Turner-Warwick held myriad positions in the medical world that drew on her expertise. She was Chairman of the Asthma Research Council between 1982 and 1987, President of the British Thoracic Society 1982-83 and Vice President of the TB Alert charity in 1999. Turner-Warwick served as Chairman of the Royal Devon and Exeter Health Care NHS Trust between 1992 and 1995.

Outside of her work, she continued to be actively involved in life at Lady Margaret Hall and painted many watercolours, often of the Dorset coast.

In 1991, Turner-Warwick was made a Dame Commander of the British Empire.

Legacy

Turner-Warwick died aged 92 in August 2017. She was survived by her husband, daughters, six grandchildren and four great-grandchildren. Two of her granddaughters followed her into medicine, to her great pride.

Her posthumous legacy was the Margaret Turner-Warwick Centre for Fibrosing Lung Disease, which was established at Imperial College in 2021. This is the UK's only centre for fibrosing lung diseases. Its purpose is to increase knowledge of fibrosis biology and to develop and apply new and effective treatments that will eventually cure pulmonary fibrosis.

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



Saving lives in the capital

This autumn London's Air Ambulance Charity celebrated the arrival of its two new helicopters, the culmination of the charity's *Up Against Time* appeal supported by London's businesses and philanthropists

Responsible

Patron HRH The Prince of Wales visited RAF Northolt, where he met with medical and pilot crews, as well as Airbus engineers responsible for designing and developing the helicopters.

Former England football captain David Beckham, who previously supported the charity in its Omaze campaign, joined Prince William in the helicopter for a run through of the specifics of the new aircraft before also meeting representatives from across the charity.



Gratitude

Jonathan Jenkins, chief executive of London's Air Ambulance Charity,

Jonathan Jenkins, chief executive of London's Air Ambulance Charity, expressed his gratitude to the people of London and said: "The arrival of our new Airbus helicopters is truly momentous for our charity."

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expressed his gratitude to the people of London and said: "The arrival of our new Airbus helicopters is truly momentous for our charity."

The new helicopters were put into service with immediate effect, helping London's Air Ambulance Charity continue its life-saving mission across the capital, supported by the generosity and dedication of its supporters.

www.londonsairambulance.org.uk

SPONSORED COLUMN

Changes in Immigration

Immigration has seen multiple positive monumental changes in the recent months, which will continue to strengthen within the coming years.

The UK's changes within the immigration sector reflects the strengthening of policies to aid humanitarian assistance and improved global attitudes. There has been recent greater understanding to the matter surrounding immigration in the UK. Efforts have contributed to economic growth, security and settlement within communities. One change that has been the catalyst for this is, technological advances. Electronic Biometric Residence Permits (eBRPs) are seeing the current movement towards a new technological world allowing faster entry and exits. This advancement has by no means improved convenience, efficiency and security whilst foreign nationals can easily manage their immigration status. Real time verification has enabled authorities to confirm identities in a more streamlined, swift manner. While also reducing the risk of the BRP being misused or subject to identity theft.

These developments reflect the shift towards a digital world and enhanced security within immigration services. Allowing a community that builds up national security and crime prevention. While optimizing services for foreign nationals as it allows for a more efficient transition into a new country. The eBRP is becoming an essential tool within immigration management that'll further go on to simplify process like healthcare and employment. Improvements in immigration policies and public services have provided inclusion for foreign nationals. Policy changes and adaptation to

immigration services have created a spiralled effect of involvement and a shift in public attitudes. Foreign nationals have the access to multiple pathways to best suit their individual situation. The UK offers a sensitive range of options to those in need of humanitarian aid, employment or a differing lifestyle to suit family needs or personal achievement. The changes in immigration in recent times have created a higher level of social cohesion, diversity and prosperity.

These policy changes are allowing for a holistic approach, encouraging integration and a plethora of resilient communities. These very changes that have been seen through a legislative process have created positive change for immigration, alongside the development of community support. These shifts in attitudes are the very changes that allows the UK to thrive as a diverse hub of interconnection. Where foreign nationals can continue to grow and contribute to the fabric of social enrichment.

Prepared by ADBH Advisory's Paralegal, Gabbie Fayers

To make sure you get it right or to discuss alternative UK immigration options, please contact Anna Bose of anna@adbhadvisory.com



A remarkable history



Keith Wheatley charts the transition of HMS Wellington from war hero to Thameside attraction

She's not a big ship. Painted white rather than warship grey and stripped of her guns, HMS Wellington now looks stylish rather than menacing. However, this 1200-ton sloop is the last naval ship afloat to have taken part in the six perilous years of the Battle of the Atlantic.

Darkest days

In the darkest days of WW2 when Britain stood alone against Nazi Germany, only supplies of food, fuel and armaments shipped across from the USA kept the UK population afloat. Between 1939-45 HMS Wellington escorted an incredible 103 convoys across the 3,000-mile route. Somehow she survived when 2,200 other ships were sunk, mainly by U-boats.

Nowadays the ship is without her guns and depth charges but standing on the open bridge and looking down past Tower Bridge towards the sea it only takes a little imagination to see what life must have been like for the Royal Navy personnel who risked – and lost – their lives protecting merchant ships from U-boat attacks.

Saved

Saved from the near-inevitable post-war scrapyard, Wellington arrived in



London in 1948 to be moored alongside the Thames Embankment opposite Temple tube station. Her role for the next 75 years was to be a floating livery hall for the Honourable Company of Master Mariners but in 2023 the HCMM departed for Greenwich and a new era began.

The Wellington Trust are now the custodians of the ship, with HRH Princess Anne as patron. The long-term aim is to raise a steady revenue stream to maintain HMS Wellington by using the ship as a unique hospitality venue. With

a dining hall to seat 180 in the converted engine room and an open quarterdeck to host the same number in the summer, a snug wardroom bar and a location close to the City, the potential seems clear.

Conservation and education

"Conservation and education are at the heart of our purpose. As a Trust, we must balance how we do this to ensure the physical and financial future of HMS Wellington. We cannot do one without the other," said the Trust chair Prof Dominic Tweddle, former director of the National Royal Navy Museum, explaining the move into the venue-hire arena.

"This is an exciting development in securing HMS Wellington's future. It will both provide much needed revenue for her conservation and preservation, as well as help tell the Wellington Story to brand new audiences. She's a wonderful ship with a remarkable history, and we look forward to welcoming our new clients and supporters onboard."

Keith Wheatley has been a journalist and author specialising in nautical matters for nearly 50 years. He wrote regularly for the *FT* and *Sunday Times* and covered three Olympics and six America's Cups. His books include *Britain's Maritime History* published with the National Maritime Museum.

Get on board

The Wellington Trust has appointed a panel of catering companies to work with aboard the venue, including Blue Strawberry, Caiger and Co, and Easy Gourmet. "Blue Strawberry is thrilled to collaborate with HMS Wellington as one of their preferred catering partners," said director Stuart Jenkins. "We share a commitment to exceptional quality, sustainability, and innovation in the event space.

Together, we look forward to creating memorable experiences on such an iconic viewpoint on the River Thames."

www.thewellingtontrust.org



Unleashing growth

| Lord Mayor Elect **Alastair King** writes for *London Business Matters*

“Johan Wolfgang von Goethe remarked that the hardest thing to see is what is in front of our eyes. Living and working in London, it can be easy to forget that the City of London is a proudly progressive, multicultural, multilingual, pluralistic success story – a global economic powerhouse and “a roost for every bird”, as Benjamin Disraeli commented. Indeed, thanks to our deep and abundant talent pools, enabling regulatory environment, the use of the English language, and globally central time zone, the Square Mile remains the number one financial centre in the world, leading the pack in areas like insurance, foreign exchange, and legal services. It’s something we should be unabashed in celebrating and risk taking for granted at our peril.



that has seen it survive disease, famine, fire, schism, and attack, and through it all, come out stronger on the other side. To continue to thrive, we must show a willingness to adapt again.

Many of us who work in the FPS sector share the same feeling: we have been driving with the handbrake on in recent years. So, through this year’s mayoral theme – *Growth Unleashed* – my pitch is a simple one: to be bolder, think smarter, and take off the handbrake, reigniting the City’s appetite for positive risk, seizing our national edge in innovation, and supporting the many communities that make London unique.

So, through this year’s mayoral theme – *Growth Unleashed* – my pitch is a simple one: to be bolder, think smarter, and take off the handbrake, reigniting the City’s appetite for positive risk, seizing our national edge in innovation, and supporting the many communities that make London unique.

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Cheerleader-in-chief

Despite the City’s long history as an international hub of commerce and trade, we have no God-given right to this pre-eminent status. What’s more, many seek to eat our lunch. It’s the role of Lord Mayors (an office stretching back continuously since 1189) to serve as cheerleader-in-chief for the Square Mile and the wider UK financial and professional services sector, both at home and abroad – a task I look forward to when I am formally given the reins on 8th November.

Honour

To be elected the 696th Lord Mayor of London is not only a tremendous honour but a remarkable feat – not by me or any of the other colourful individuals, like Dick Whittington, who have held this post, but by our City. It speaks to the longevity and adaptability of the Square Mile, one

that they can fire on all cylinders. At its heart sit three key pillars.

First, growth optimisation. By advocating for both regulatory and mindset reform, we want to help people feel emboldened and challenge industry to maximise opportunities via responsible risk taking.

Linked to this, our second pillar: technology, or, more accurately, seizing the white heat of tech. We want to ensure the UK FPS sector is habitually the early adopter of dynamic new technologies that can give it the competitive edge. To help encourage this, we’ll be organising both a hackathon series and *Pitch at the Mansion House* events – a means of introducing British capital to British technology companies that are seeking to raise between £5m and £30m to scale up.

And third, with more diaspora groups calling London home than any other city in the world, there will be a strong focus on communities throughout this mayoralty. By establishing *City Belonging Networks*, we hope, with the support of the City’s many stakeholders, to amplify and celebrate each community’s contribution to the Square Mile, encouraging them to help us expand the pool of talent that will keep the City growing. The first four of these – for the Muslim, Jewish, LGBT, and Armed Forces Veterans communities – will be launched by the end of the year.

No limit

We have lots of other exciting initiatives planned, not least *Lord Mayor’s Awards* to recognise the work taking place across the City. The Lord Mayor’s Show on 9th November is an opportunity to play your part in an 800-year-old City tradition – an annual reminder that despite only being 1.12 square miles in size, there’s no limit to this city’s ambition and what it can achieve when it comes together. ”

Three pillars

Guided by 20 stakeholder events with senior political, business, and community leaders, as well as journalists, trade associations, and ambassadors, *Growth Unleashed* seeks to support people and businesses so



The hidden impact of lung health on your business

by Sophie Brown

One in five of us will get a lung condition – like asthma or bronchiectasis – in our lifetime. But lung health in the UK is at a crisis point. More people are dying from a lung condition in the UK than anywhere else in Europe, and lung conditions are now our country's third biggest killer.



Poor lung health is having a huge financial impact on businesses, health services and the economy. Lung conditions cost the UK economy a staggering £188 billion a year. Of this huge figure, £4.2 billion is linked to lost productivity – for example, from people requiring time off work for their own health or to care for a loved one.

Wellbeing

Additionally, people with lung conditions are twice as likely to end up in A&E in winter, as things like cold weather, winter viruses and damp and mould can make it harder for them to breathe. Now more than ever, companies must be aware

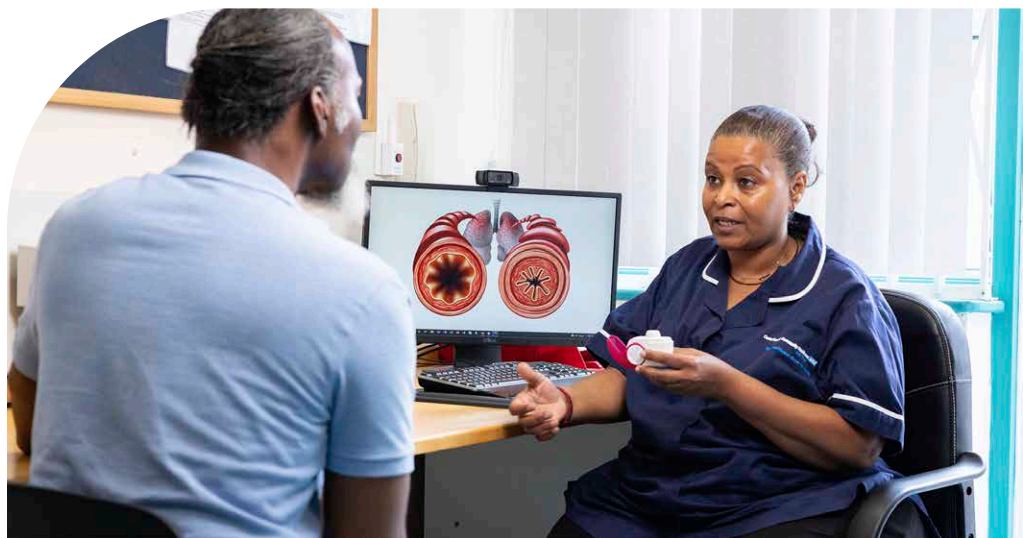
of the likelihood that many of their employees will have a lung condition and work with these employees to protect their health and wellbeing.

Asthma + Lung UK is the trusted voice for millions of people across the country affected by lung conditions. The charity funds life-changing research to develop the treatments and cures that people with lung conditions need

to live well, and works closely with national and local leaders to demand that lung health is taken seriously.

Resources

Asthma + Lung UK has a wealth of online resources which can be shared with employees to help them to manage their lung health, such as condition specific self-management plans, recovery plans and health advice booklets. Its winter health guide gives employees free, personalised advice to manage their lung condition over the winter





months, reducing their risk of becoming seriously ill or ending up in A&E.

Employees should also be made aware of the helpline, manned by a team of nurses and lung health experts, where employees can seek clinical advice regarding their lung condition, and also non-clinical advice such as debt support. The charity also delivers 150 in-person and online support groups across the country, which are proven to actively improve lung capacity and keep people out of hospital. After six

months of attendance to support groups, studies show a 42 per cent reduction in unplanned GP visits and a 57 per cent reduction in unplanned hospital admissions.

Strategic partnerships

Many employees with lung conditions report that they feel their employer doesn't understand the seriousness of their condition, or the impact this has on their performance at work. To help businesses to demonstrate their commitment to taking lung health seriously, multiple strategic partnerships with businesses of all sizes and across multiple sectors are run. These long-term, sustainable partnerships link the work with each company's strategic objectives, unlocking shared value and impact.

Fundraising

From IT and accounting, to marketing and social media management, the

charity relies on a variety of skills and experiences to shape the projects. A dedicated team can also work with companies to run bespoke fundraising events to bring employees together and raise vital funds to transform lung health. A previous 'charity of the year' partnership with Thales raised £220,000, funding vital diagnosis tests for children with asthma.

Far too many employees who struggle to breathe feel isolated and alone, or don't have the tools they need to manage their lung condition. By sharing Asthma + Lung UK resources with employees and demonstrating a commitment to lung health, companies can boost employees' wellbeing and help them to better manage their health.

Sophie Brown is a copywriter at Asthma+Lung UK

www.asthmaandlung.org.uk

2024 in LBM front covers From electoral outcomes to the drive for investment

Professor Tony Travers of the London School of Economics guided us expertly through the upcoming year of elections in the first issue of 2024. All but the matter of the US elections in November have been resolved at the time of writing when Harris and Trump are neck and neck in the polls. What will the result mean for London and UK. We will provide the analysis in the first issue of 2025.



Celebrations

The Year of the Dragon, celebrated in central London with a parade of floats, dancing troupes, firecrackers and acrobats, made for an arresting front cover in March. Reputed to be the



biggest Chinese New Year outside Asia, it is the only one in the lunar cycle to feature a mythical creature as opposed to an animal.



Our next two issues featured the sorry saga of Hammersmith Bridge and (more optimistically) the role of Beth Horn in a successful Tech Week, pictured with LCCI chief executive Karim Fatehi MBE.



Legacy

Hard on the heels of the Paris Olympics, in September LBM looked back on the legacy of the London 2012 Games and featured the latest impact report from *Here East*, the tech and education campus housed in the former press and broadcast centre. Mayor Sadiq Khan packed a lot into his autumn visit to New York to promote London as a leading destination for business, tourism and sport



– and surely had much to regale potential investors with about the capital's Olympic triumph. He is seen in Times Square on the cover of the current issue.



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A city of villages: a review of the London rental market

by Catrina Kemp and Rebecca Ticehurst

Searching for a rental home in London can be daunting. The first question is, “How much will it cost?” There’s a simple answer: the median rent (as of Q3 2024) is £2,560 per month. However, this is far from the full picture. London is a city of contrasts where prices vary depending on location, property size, and stock availability.

Location

London is a patchwork of neighbourhoods, each with its own energy and price tag. From the more affordable boroughs like Croydon, where the median rent is £1,689, to high-end Kensington & Chelsea at £3,882, location can double your rent. It’s not just about the price – lifestyle factors like commute times, access to green spaces and local amenities play a role in where you want to live.

The space dilemma

Space doesn’t come cheap. While it’s no surprise that more rooms mean higher rent, the jump can be steep. On average, each extra bedroom adds £550 to your monthly rent. This means decisions about space are often budget driven.

Imagine you’ve found a charming one-bedroom flat in the borough of Camden. This will typically cost around £2,250 per month. However, you suddenly realise you need a second room for a home office. If staying in Camden is a must, brace yourself for an £800 increase per month. Meanwhile, in Greenwich you could get a two-bedroom property for the exact same £2,250. Then comes the

trade-off between space and commute length. Renting in London is about weighing these. Do you prioritise space or convenience?

Stock levels

Stock availability is a factor many overlook. You might find the perfect area and budget, but there are no properties available. London’s rental stock took a hit during the pandemic, with many tenants signing long-term contracts and other landlords selling their properties. Though stock levels have improved, they remain below pre-pandemic levels, making competition fierce.

Boroughs like Tower Hamlets and Kensington & Chelsea have the most properties entering the market. Other areas popular with families, such as Richmond, are seeing fewer listings. In such competitive areas, multiple applicants often bid on the same property, and you may find yourself in a bidding war. Simply put, just because an area fits your budget doesn’t mean you’ll easily find a home there. It’s always worth keeping an open mind and having back-up options.

Apartment or house?

London is dominated by apartments, which make up 86 per cent of the rental market. If you want a house with a garden, you’re in for a challenge – especially in central boroughs. For example, in Camden, only seven per cent of available rentals are houses. If you expand your search to outer areas like Kingston upon Thames or Havering, your chances improve significantly.

The correlation between property type

and size is also key. Most London apartments have one or two bedrooms, while houses tend to offer three or more. If you’re moving with family or sharing with friends, looking for a house may offer better value for money, more space and more opportunities.

Furnished or unfurnished?

Over half of London’s rental properties are furnished, while only 28 per cent are unfurnished. The rest are labelled as ‘flexible’ or ‘part-furnished’. However, if you’re specifically after a house, the trend flips: 52 per cent of houses are unfurnished.

Key question

The key question is: what are you looking for? There’s no one-size-fits-all answer. Whether it’s balancing a short commute with a larger living space, compromising on location for better stock availability, or choosing between a furnished flat or an unfurnished house, London’s rental market requires a thoughtful and flexible approach. But relocating to London doesn’t have to be difficult. With the expertise and data-driven insights of destination service providers, relocators can quickly find a place that fits all their needs – without getting lost in the complexities of this vibrant, ever-changing city.

Catrina Kemp and Rebecca Ticehurst are respectively marketing executive and global relocation director at Icon Relocation Ltd

www.iconrelocation.com



Tackling turbulence

Delegates at a recent networking reception for the aerospace industry were briefed on critical role a strong logistics capability plays in international trade growth, the impressive achievements in carbon emission reductions, and latest on SAF – sustainable aviation fuel.

Technology

They also learned of the government's role – through the Department for Business and Trade (DBT) – in supporting the sector through, for example, the development of

technology to ensure the UK industry maintains or grows its place in the global aerospace supply chain.

Speakers at the event included Phil Carter, head of aerospace exports, DBT, Alyson Playford, director of aviation, Heathrow airport, and Stéphane Perrin, director of enterprise accounts (Government Aerospace Defense), UPS Ltd. They are pictured with LCCI chief executive Karim Fatehi MBE.

The event was organised in partnership with UPS Ltd

...for example, the development of technology to ensure the UK industry maintains or grows its place in the global aerospace supply chain.

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Goods exports on the rise

Office of National Statistics (ONS) data has shown that the volume of UK goods exports surged by 10.8 per cent in the summer to complete a three-month period of two double-digit increases either side of a double-digit dip. Sales to the EU rose by 13.2 per cent and to non-EU countries by 8.4 per cent.

Driver

Exports to the EU were led by rises in machinery and transport equipment, with aircraft sales to Germany a major driver. Chemicals exports were also strong, chiefly medicines and pharmaceutical goods to Germany and Belgium.

For non-EU countries, demand was high for manufactured material goods in India, mechanical machinery in China,

and chemicals exports in the USA.

Increase

Taking the past three months, as a whole, goods exports values rose by 2.8 per cent from the start of June to the end of August.

On UK goods imports, there was a small increase of 0.2 per cent in volume terms in August, with non-EU imports rising by 2.8 per cent. This was driven by fuel import rises from Norway and increased mechanical equipment imports from China. However, this was offset by a fall in EU imports of 2.4 per cent in volume terms, led by lower car imports from Germany and refined oil from Belgium.

Services

Services exports were estimated to

have a steady month with growth of 0.2 per cent in August in both value and volume terms. Services imports to the UK increased slightly by 0.5 per cent in value for August.

www.ons.gov.uk

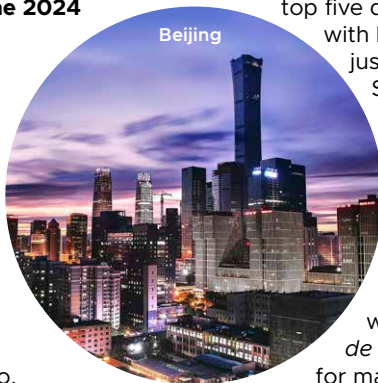




Budapest named world's best 'workcation' city

Budapest has topped the 2024 global list of best cities for travellers working abroad in International Workplace Group's second annual Work from Anywhere barometer. Cities were scored across 10 criteria including climate, transport, general living costs and broadband speed.

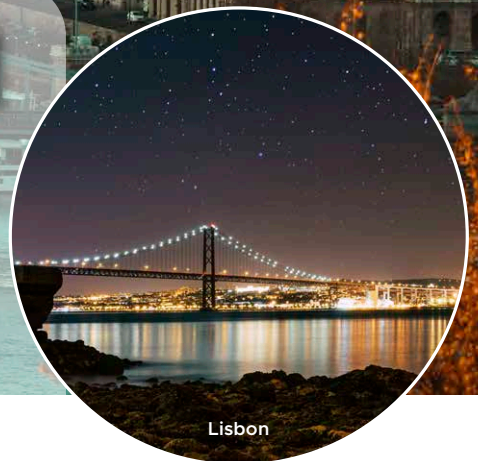
Barcelona, Rio de Janeiro, Beijing and Lisbon complete the



Beijing

top five destinations in the list with London coming in at 27th just ahead of Athens and Sydney.

'Workcations', where travellers combine work and leisure at their destinations to prolong holidays, have exploded in popularity since hybrid working became the *de facto* working model for many. Thanks to the proliferation of hybrid working



Lisbon

and cloud technology, employees can now work from wherever they feel most productive. More than four in five hybrid workers have, or would consider, extending a holiday to work remotely from their chosen destination.

www.iwggplc.com

IWGG International Workplace Group

Trading places

Gareth Thomas, Minister for Services, Small Business and Exports in the Department for Business and Trade, briefed chief executives from UK chambers of commerce in London earlier this autumn.

LCCI's Karim Fatehi MBE was among the group who heard the London MP lay out the ambitions of the new government and the key areas of work for himself and fellow ministers in industrial strategy, making work pay, and trade.



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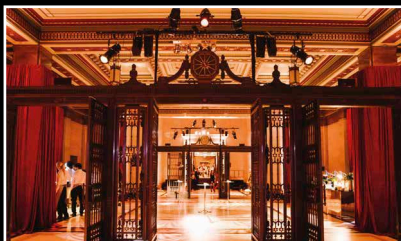
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Resilience in an unpredictable world

| by David Boosey

In today's tech-driven era, the role of the chief finance officer (CFO) is transitioning from goalkeeper to attacking midfielder, whilst still retaining goalkeeping instincts and remaining vigilant of disruptions. The game has changed, and so have expectations and risks. Resilience is a critical necessity for survival and growth, therefore CFOs in technology businesses must embrace agility, be forward-thinking, and be adaptable to navigate the strategic frontiers successfully.



Vulnerabilities

Covid and other global disruptions have upended traditional assumptions and models of business and finance. The playing field shifted, revealing the vulnerabilities of rigid structures and strategies. Resilience emerged as the linchpin for businesses striving to weather the storm, and to thrive. CFOs need to prepare for a wide range of events that could affect workforce availability, supply chains, and customer demand requiring a level of strategic thinking and scenario planning previously not commonly undertaken.

One of the big lessons from the pandemic, war in Europe and the Middle East, and trade disputes between the USA and China, is the huge impact on our global supply chains. We are more connected than ever meaning we are more reliant on global stability. There is a general trend to start building resilience and latency in supply chains, which reduces short-term profits but minimises future shocks.

ESG

By integrating ESG – Environmental, Social and Governance – principles into our strategies and scenario planning, we not only mitigate risks but also unlock opportunities for sustainable growth.

If we consider the impact of our organisation's actions on society and

the environment, we can mitigate the risks arising from future changes in legislation and societal reaction to the climate crisis. This, along with other future scenario planning matters will allow us to consider new opportunities and lead our businesses along the path of sustainable growth.

Tech-driven adaptations

The impact of generative artificial intelligence, the billions being pumped into general intelligence, increasingly sophisticated supply chain automation, shifting regulations on financial recording and transacting through blockchain technologies, all mean CFOs need to keep abreast of a wide range of moving parts. We need to see through the hype to what the real change to our business will be. We cannot do this alone, the topic is too vast, so we must collaborate with our peers and our advisors to understand the big picture and adapt our strategies and operations to leverage opportunities.

Tech companies have exemplified resilience by leveraging digital technologies, data analytics, cloud computing, and cybersecurity to enhance operational efficiency, customer experience, innovation, and risk management. Companies like Amazon, Microsoft, and Zoom have demonstrated how a dynamic business environment led to innovation and opportunity when a rapid technological change was needed. However, the darker edge of this is that as we live in an increasingly digitised world, unimagined threats emerge to our data integrity and security. Taking on the goalkeeper role, CFOs must invest time, energy and money into the protection of their data and IT systems.

Strategic role

As strategic leaders and partners, CFOs play a pivotal role in navigating uncertainty and complexity. Balancing

financial risks with identifying growth opportunities requires a nuanced understanding of the business landscape. Economic uncertainty, geopolitical instability, and market fluctuations can affect investor confidence, consumer spending, and business performance. CFOs must monitor market trends, assess potential risks, and adjust financial strategies to navigate volatile market conditions and safeguard the financial health of their organisations. By building capabilities and fostering a culture of innovation within the finance function and the organisation as a whole, CFOs can steer their companies toward resilience and success.

Frameworks

Effective resilience strategies rely on robust frameworks and best practices. Scenario planning, stress testing, agile budgeting, dynamic forecasting, and contingency planning are indispensable tools in the CFO's arsenal. By embracing these methodologies, CFOs can anticipate challenges, seize opportunities, and pivot swiftly in response to changing circumstances.

Regulatory changes, including tax reforms and data privacy and industry-specific regulations can significantly impact the financial operations and compliance requirements of technology businesses. The faster the pace of change in the environment, the faster the changes in regulation; and the more likely they are to be reactive and contain unintended consequences. This presents a lot of challenges and threats but also opportunities.

CFOs will benefit from creating a culture of curiosity, experimentation, and collaboration across the organisation. Resilience can only be achieved by teams embracing innovative ideas, approaches, and perspectives, working together to take advantage of the opportunities that continuous change brings.

David Boosey is a partner at MHA

www.mha.co.uk

Overseas business opportunities

A selection of business co-operation offers made by companies wishing to work with UK firms taken from the Enterprise Europe Network Partnership Opportunities Database.

To find out more about these and similar opportunities contact Innovate UK Business Growth at contact@innovateukedge.ukri.org.



Greece

An information technology company with expertise in artificial intelligence applications assists businesses perform more effectively through improved communication with their clients. It is interested in concluding commercial agreements with agents or representatives that can introduce the Greek company's products into foreign markets.

REF: BOGR20241008011



Romania

An organic agricultural company with 72 hectares of certified organic farmland is cultivating high-quality, eco-friendly Stanley plums. It holds ecological certification, reflecting its commitment to sustainable farming practices and environmental stewardship, and is seeking like-minded business partners.

REF: BORO20241007020



Netherlands

A capacity development and knowledge organisation which helps companies become more inclusive for persons with disabilities. They provide expert advice, cutting-edge tools, and hands-on technical support to guide clients on the path to true disability-inclusion. They collaborate with NGOs and local governments to drive impactful change through comprehensive and training programmes focused on community-based rehabilitation.

REF: BONL20241007017



Croatia

SME specialises in CAD/CAM/CNC machining production, welding engineering and manual

welding. Their services include machining and dealing in commercial materials like steel, stainless steel, aluminum, copper, brass and plastic. The company is looking for partners needing custom-made machined and welded parts with supplier agreements.

REF: BOHR20241002010



France

SME importer of vanilla and spices from Madagascar seeks equipment to guarantee product free of microbiological load from high-quality vanilla (beans/powder) and spices (grains/powder) while preserving the organoleptic properties of the product. A commercial agreement with technical assistance is being sought.

REF: TRFR20241007025



Hungary

SME offers services for industrial participants. The company's abilities include custom machinery design and fabrication, equipment upgrades, preventive maintenance, and emergency repairs. The company is looking for global partners to sign commercial agreements.

REF: BOHU20241007014



Poland

Company offers automation systems, including robots, gantry loaders, pallet systems, and data collection solutions (hardware/software). It designs special machines like transfer CNC centers, bending, drilling, and shaping machines. Their data collection devices handle up to six machines, generating savings and boosting efficiency in production facilities.

REF: BOPL20241004009



Switzerland

SME active in the remediation of contaminated sites offers a solution for soil, groundwater and wastewater treatment based on chemical oxidation processes. The processes can be applied to rapidly treat a wide range of contaminants (e.g. petroleum waste, hydrocarbons, polyaromatic materials) from 1 ppm up to 10% with a conversion rate of up to 99%. Partners for licenses, joint ventures, commercial or technological cooperation agreements are sought.

REF: TOCH20241004004



Ukraine

Medium-sized company from textile sector specialises in production of textile tapes. The company can design customised products made of various materials. Manufacturing capacity is offered. Trade partners (distributors, wholesalers) are also sought. Collaboration based on the manufacturing and/or distribution services agreements will be considered.

REF: BOUA20241003023



Portugal

Biotech company has launched an EU-approved mitochondria-targeted antioxidant active ingredient for cosmetics. The company is actively seeking licensing agreements or B2B supply partnerships with well-established B2C cosmetic companies focused in the European, USA and Brazilian markets. The company's unique mitochondrial targeting

enhances skin protection against oxidative stress from internal and external sources.

REF: BOPT20240930016



Italy

Designer and manufacturer of medical trolleys for devices, computerized management systems for diagnostic and therapeutic procedures, negatoscopes, X-ray film viewing and optometric tables seeks distributors or manufacturers of medical device for collaboration.

REF: BOIT20241003016

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





SME exporters fighting to make headway

British Chambers of Commerce (BCC) Trade Confidence Outlook for Q3 2024 shows a dip in SME exporters already poor performance on overseas sales. The percentage of SME exporters reporting increased exports has fallen back by five percentage points after an uptick in the second quarter. Overall, 22 per cent of SME exporters reported an increase in export sales, while 24 per cent reported a decrease and 54 per cent reported no change.

Less optimistic

The position for advance orders is even less optimistic with 19 per cent of SMEs reporting an increase, 56 per cent no change, and 25 per cent a decrease. SME exporters are consistently more likely to report decreased exports compared to before the pandemic and Brexit.

In Q2 2018, only 14 per cent of SME exporters reported a decrease in overseas sales, in Q3 2024 it stands at 24 per cent.

B2C and B2B

By contrast, domestic demand for SME exporters remains consistently more

buoyant, with 32 per cent reporting an increase in domestic sales in Q3 2024, against 22 per cent for overseas sales.

SME manufacturers are slightly more likely to report increased overseas sales, with 26 per cent reporting a rise in exports. This compares to SME services exporters supplying end customers (B2C) where 20 while saw an increase, while a similar proportion of firms supplying services to other businesses (B2B) saw a rise.

However, the picture for advance orders showed no improvement, with 24 per cent of SME manufacturers reporting an increase, 16 per cent of B2C firms and 17 per cent of B2B businesses.

Increasing concern

William Bain, BCC's head of trade policy commented: "While the UK economy made a brighter start in 2024, it's an increasing concern that this is not translating into a better performance on exports for our SMEs.

"It's also alarming that our research shows the services sector is experiencing a harder time than manufacturers, as it has been the UK success story since the pandemic.

Trade negotiations

"The government's forthcoming Trade Strategy needs to be laser focused on addressing the issues which are holding back exporters of both goods and services.

"It's also alarming that our research shows the services sector is experiencing a harder time than manufacturers, as it has been the UK success story since the pandemic."

"There are some positive actions already underway. These include significant trade negotiations restarting, the UK's imminent accession to the Pacific region's largest trade bloc, more focus on digital trade and a commitment to an improved EU trading relationship."

www.britishchambers.org.uk



Going for gold: Olympic influence on the French economy

by Freya Bishop

France has long been a key player on the global stage. The UK's relationship with neighbouring France has historically been complex, with proximity and market similarities fostering strong trade ties. The Paris Olympic Games have further strengthened this Franco-British partnership, with UK companies contributing significantly to the event's success, achieving £200 million in exports. France stands as the UK's fourth-largest trading partner, with bilateral trade exceeding £104 billion. The Olympic and Paralympic sports industry alone is valued at £25 billion.



Tourism

The Paris 2024 Olympics have created 61,000 jobs in the tourism sector, representing around eight per cent of France's economy. The first half of this year saw a surge in international arrivals, boosting a sector that, at its peak, contributed €220 billion to the national economy and supported 2.7 million jobs.

France is the most visited country in the world, with more than 84 million tourists wanting a piece of the action every year. Its population bought £23.8 billion of UK exports last year, making it a lucrative location for UK exporters.

The Franco-British economic relationship

France, with a population of 68 million and a 99 per cent literacy rate, serves as a crucial hub for international business, acting as a gateway to the European Union. Its key sectors include manufacturing, particularly in automation, aerospace, and luxury goods, as well as services – including tourism. Paris, a major European financial centre, has gained prominence post-Brexit, attracting companies that have relocated from the UK. The challenges and uncertainties in the commercial sector following the UK's departure from the EU have, in fact, bolstered France's finance, insurance, market capitalization, and asset management industries. This economic powerhouse significantly contributes to the nation's GDP and acts as a cultural epicentre for the country, with its rich history and picturesque landmarks setting it apart from other European cities.

Stunning

The Paris Olympics earlier this summer demonstrated France's investment strategy. One of the major attractions of the Games was the selection of venues, seamlessly integrating iconic and temporary sites. For example, the Palace of Versailles, a UNESCO World Heritage site, was chosen for the equestrian events, blending royal history with breathtaking scenery. Fencing was held at the Grand Palais where the stunning architecture captivated the audience, almost distracting them from the competition.

These temporary venues are part of France's broader commitment to sustainability and minimising CO₂ emissions. Unlike previous Olympics, Paris demonstrated that you don't have to reinvent the wheel, but rather work with existing structures and tourist attractions.

Post-Brexit regulations have meant that all goods traveling to and from the UK and EU member states are now subject to export and import customs procedures. France's economy is extremely varied, with a presence of both private and publicly owned enterprises. Germany, Spain, Italy, the UK, Belgium, the USA, the Netherlands, and China are France's major trading partners with machinery, automobiles, and aviation being the top three industries.

Market research

International trade remains exciting and optimistic, but it can be daunting to many, especially companies with no previous experience trading overseas. Preparation and diligence are always key to combating the challenges that one may face in international trade. Get the support you need from market experts who will help you draft your route to success in your overseas ventures.

Freya Bishop is international business assistant at LCCI

LCCI, through its Business Information Services, available to Premier Plus Members, can help companies access specialised overseas market information. Reports include:

- Overview of the economy
- In-demand products and services from the UK
- Information on export and import procedures
- What to expect when doing business in the country
- UK and worldwide import and export data.

www.londonchamber.co.uk



The rising cost of cybercrime

by John McLoughlin

The financial strain on businesses from escalating cybercrimes are growing at an alarming rate. For chief financial officers (CFO), the financial implications of cyberattacks are becoming impossible to ignore.

The increasing frequency and sophistication of these threats demand a more strategic approach to cybersecurity investment, yet many organisations continue to underestimate the financial consequences of a breach.

The financial toll of cybercrime can be divided into direct and indirect impacts. Direct costs include the immediate loss of revenue due to downtime. A business can grind to a halt in the aftermath of an attack, often requiring weeks to restore operations.

High costs

The cost of recovery, including professional support to restore systems, investigate the breach, and

work with regulators, is another major direct hit to the bottom line.

The indirect costs can be just as devastating. Many people do not understand how severe the indirect effects of a successful cyber compromise will be.



The most immediate indirect impact is the erosion of trust among customers, partners, and the public. A loss of trust often leads to a significant loss of business, as customers may turn away permanently.

Further indirect costs arise from regulatory reporting requirements and the protective measures necessary to safeguard individuals affected by the breach. These additional expenses can accumulate rapidly.

The true cost of a cyberattack extends far beyond ransom payments, regulatory fines, and recovery costs; it reaches into the personal lives of employees, affecting mental health and well-being. A cyber-attack is stressful to the business and those

responsible for recovery, which can lead to burnout and prolonged stress-related absences from work.

Investment gap

Despite the mounting risk, many organisations continue to under-invest in cybersecurity.

While some boards may approve increased spending on cybersecurity, this spending is often ineffective, with a focus on individual solutions rather than a comprehensive strategy.

The problem is that many business leaders still view cybersecurity as a technology issue. *Cybersecurity has nothing to do with technology*, it is about managing digital risk through a structured, resilience-based approach.

Technology is only an enabler; true resilience comes from understanding the broader risks and implementing a strategic framework that covers all aspects of digital risk.

Minimising financial damage

Prevention is better than cure. For businesses, this means building a robust cyber resilience framework. There is no way we will stop attackers trying to attack, but an effective

framework can help businesses detect and respond to threats before they cause significant damage.

Security comes from visibility. Resilience provides visibility, visibility gives us the capability to respond.

The sooner a threat is identified, the easier it is to contain, reducing the potential for widespread disruption.

True cost

The focus needs to shift from the cost of individual tools to the value of preventing cyber incidents in the first place.

Focus instead on what your business does to make money. By understanding how cyberattacks can disrupt revenue streams and harm customer relationships, business leaders can better justify the necessary investment in cybersecurity.

The financial impact of a cyberattack is not limited to the cost of recovery. Most businesses will face at least two weeks of downtime, followed by months of ongoing disruption. During this time, businesses lose not only revenue but also market share, as competitors swoop in to capture dissatisfied customers. This is the true cost of cyber risk.

By understanding how cyberattacks can disrupt revenue streams and harm customer relationships, business leaders can better justify the necessary investment in cybersecurity.

”

The rising cost of cybercrime is placing significant financial pressure on CFOs. While many organisations still under-invest in cybersecurity, the true cost of a breach – from lost revenue and reputational damage to regulatory fines and personal stress – far outweighs the expense of building a robust, resilience-based cybersecurity framework.

By shifting focus from technology solutions to strategic risk management, businesses can reduce their exposure to cyber threats and protect their bottom line.

John McLoughlin is group chief executive of J2 Software

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Boosting sales, reducing time and costs

I Des O'Connor on AI strategies for legal professionals

The legal profession is evolving rapidly, with Artificial Intelligence (AI) technology offering opportunities to enhance efficiency, reduce costs, and increase sales. For law firms, harnessing AI effectively can set them apart in a competitive landscape. Here are ten strategies designed to help legal professionals leverage AI to streamline their practices while maximising client engagement and growth.



production values, setting you apart from competitors.

Understanding the client's mindset

Legal clients often approach firms under stress. AI can help tailor your approach by providing data-driven insights into their needs. Delivering empathy-driven messaging, whether through video, text, or calls, is crucial to converting leads into loyal clients. Understanding client needs from the outset sets the tone for a positive experience.

Preventing client loss to competitors

Quick response times are essential to keep clients from moving to other firms. AI-driven tools like chatbots can handle client queries round-the-clock, even during off-hours, ensuring that prospective clients receive an immediate response. A chatbot that promptly engages visitors can significantly improve your lead capture and client retention rates.

The impact of video marketing

Video marketing is a powerful tool for law firms to enhance digital presence and client engagement. AI technology streamlines the video creation process, allowing firms to produce content that boosts SEO, builds credibility, and increases conversion rates. Platforms like YouTube, owned by Google, can boost your video content's visibility in search results, driving organic traffic.

Tip: Regularly create informative videos that address common legal issues to position your firm as a thought leader.

Elevating your authority through public speaking

Being featured on stage or in interviews elevates your status as an industry expert. Incorporating these clips into your website or marketing material builds trust and credibility with potential clients. AI can enhance these videos, improving quality and

AI-driven chatbots

Modern chatbots have evolved beyond simple text responses; voice-activated chatbots now provide clients with a more personalised experience. Implementing both text and voice AI chatbots ensures your firm is available 24/7, delivering answers instantly. This accessibility improves client satisfaction and helps capture leads more effectively.

AI Agents

AI agents transform the way law firms operate by automating repetitive tasks, scheduling appointments, and managing follow-ups without human intervention. These agents handle data analysis, document review, and even assist in creating case strategies. Deploying AI agents allows legal professionals to focus on higher-value work, reducing time spent on administrative tasks.

Tip: AI agents can also improve the accuracy and speed of legal research, ensuring your team stays ahead in a competitive market.

Optimising your website for SEO success

Many law firms miss out on valuable traffic by not fully optimising their websites for SEO. AI tools can identify niche-specific keywords and optimise

content to attract clients. Regular SEO audits ensure your website ranks higher in search results, bringing more qualified leads directly to your firm.

Enhancing LinkedIn engagement

LinkedIn is vital for legal professionals to connect with potential clients and industry peers. Ensure your LinkedIn profile is optimised with up-to-date information and uses AI-driven insights to refine your content strategy. Sharing engaging video content increases your visibility, as LinkedIn prioritises video in its algorithm.

Hosting workshops and webinars

Educational webinars or in-person workshops set your firm apart as a leader in the field. These events allow you to showcase expertise while building relationships with potential clients. AI tools streamline the creation and promotion of these events, making it easier to engage a broader audience and capture valuable leads.

Implementing a CRM for client management

A well-structured Customer Relationship Management system is crucial for tracking client interactions, follow-ups, and conversions. AI-integrated CRMs automate routine tasks like sending follow-up emails or scheduling consultations, freeing up valuable time for your team. Personalising client interactions through your CRM can improve engagement and conversion rates.

The author is the founder of Des O'Connor AI

He is leading two workshops on this subject for the legal profession on 30 January 2025

www.DesOConnorLaw.ai



Adopting AI to connect with Gen Z

| by Gary Clark



Gary Clark is a snow sports business expert and academy director at SIA Austria, a provider of gap year ski instructor courses
www.siaaustria.com

Wielding an estimated £115 billion purchasing power globally, Generation Z consumers – spanning those born between 1997 and 2012 – are a marketplace force to be reckoned with.

This tech-savvy generation therefore deserves attention from businesses with authentic digital experiences dominating their decision making.

Fifty-six per cent of Gen Z expect personalised content – which harnesses the power of artificial intelligence (AI) – tailored to their own unique interests and preferences.

Digital landscape

One of Gen Z's defining characteristics is their impressive levels of tech-literacy. They grew up in an increasingly digital world, spending their formative years surrounded by smartphones, social media and its accompanying personalisation.

From curated playlists on streaming platforms to customised, AI-driven product suggestions on e-commerce websites, they are accustomed to the tailored experience.

In fact, 89 per cent are willing to pay for customised experiences using their data.

This expectation extends beyond mere convenience but is a fundamental requirement for engaging this audience.

How AI can help?

With this desire for personalised communications, AI plays a pivotal role in meeting Gen Z's expectations.

Artificial Intelligence offers unparalleled capabilities in understanding and predicting consumer behaviour. For Gen Z, this means receiving content, recommendations and offers that resonate with their individual preferences and lifestyles. Here's how businesses can use it to create impactful marketing campaigns:

Personalisation at scale

In a recent survey, Gen Z shoppers expressed the highest rate of approval for personalised marketing. AI enables businesses to analyse vast amounts of data to discern patterns and preferences. This capability allows for highly personalized marketing campaigns that can adapt in real-time to changes in consumer behaviour.

Predictive analytics

AI-driven predictive models can anticipate Gen Z's needs. Whether it's suggesting the next binge-worthy show or predicting fashion trends, businesses can use these insights.

Sentiment analysis

Gen Z is vocal segment on social media. AI tools monitor conversations, identify trends and gauge sentiment. After analysing this, brands can adapt their messaging accordingly.

Hyper-targeted advertising

AI enables precise audience segmentation. Businesses can create hyper-targeted ads that resonate with Gen Z's diverse interests whether you're selling trainers or a gap year ski season.

Strategies for success

- **Data-driven creativity:** Combine AI insights with creative storytelling. Many firm's social media stories feature user-generated content, showcasing real experiences from their community.
- **Interactive experiences:** Use AI-powered quizzes, polls and AR filters. Gen Z craves engagement, and such elements can go 'viral' - driving brand awareness.
- **Ethical AI:** Be transparent about data usage. Gen Z values privacy and ethical practices.

By harnessing the power of AI, businesses can create tailored campaigns that resonate with this digitally native generation.

Getting inspiration at work

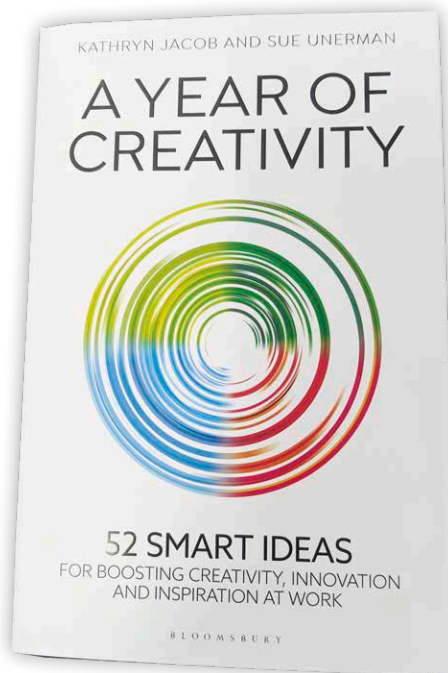
Authors Kathryn Jacob and Sue Unerman have impressive credentials in the business book market. Jacob, a chief transformation officer – formerly at WPP – and Unerman, chief executive officer of Pearl & Dean, previously scored a publishing success with *Belonging: the key to transforming and maintaining diversity, inclusion and equality at work*.

Creativity

Their latest – *A Year of Creativity* – demystifies what it means to be a creative, showing how we need to exercise our creativity muscles if we are to meet the challenges of an uncertain world. In 52 lessons it explores how to be creative (either individually or in groups and teams), how to nurture creativity, and how – as a result – to redefine yourself and your career.

Complexity

In essence the book demonstrates that if you want to win at work,



efficiency, strategy, and analysis are not enough. We live in times of increasing complexity and ambiguity;

even businesses that have themselves been major disruptors fear major new disruption themselves. In response, leaders are battenning down the hatches; the more uncertain the world, the more they retreat into stale, established patterns of behaviour.

Potential

This, they say, is a big mistake. The only way to secure competitive advantage is to ensure that creative thinking is driving your organisation. It will enable workplace satisfaction, boost performance, and encourage new ideas throughout teams. To tackle our uncertain environment and to win in the world of future business, we all need to get serious about creativity and the potential it can unleash.

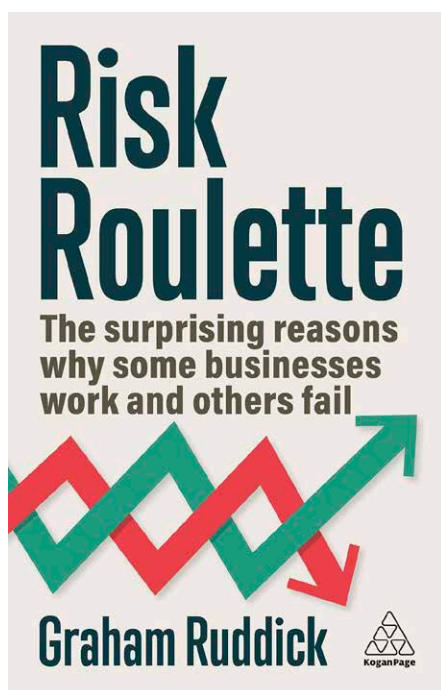
A Year of Creativity: 52 smart ideas for boosting creativity, innovation and inspiration at work

Authors: Kathryn Jacob and Sue Unerman

Bloomsbury Publishing

www.bloomsbury.com

Risky business



Risk is an integral part of business. But have you ever bet the house on a seemingly good idea only for it to become a bad business decision? And why is that some business leaders seem to be able to take long shots, and still come up trumps?

Pivotal trait

A new book from award-winning journalist Graham Ruddick reveals the surprising reasons why some businesses work, and others fail. Working as a journalist he has spent more than fifteen years researching and interviewing leaders, including the founders and chief executives of some of the biggest businesses around the world. Through this series of interviews, he has found that there's a pivotal trait leaders have when it comes to success: they understand risk.

Secrets

In a collection of thought-provoking stories, interviews and case studies from leaders in business, finance and sport, Ruddick reveals that risk isn't just about being risky and having a blasé attitude to responsibility. It's about understanding risk more broadly, from the level of risk involved in a decision and how to reduce it, to the difference between short-term and long-term risk.

Risk Roulette is an entertaining and informative read. It cites icons from the worlds of business, finance, journalism and sports who know how to make risk work for them, and reveals their secrets so you too can elevate your business.

***Risk Roulette: The surprising reasons why some businesses work, and others fail* by Graham Ruddick is published by Kogan Page on 03 October 2024, priced £13.94**

Under the influence

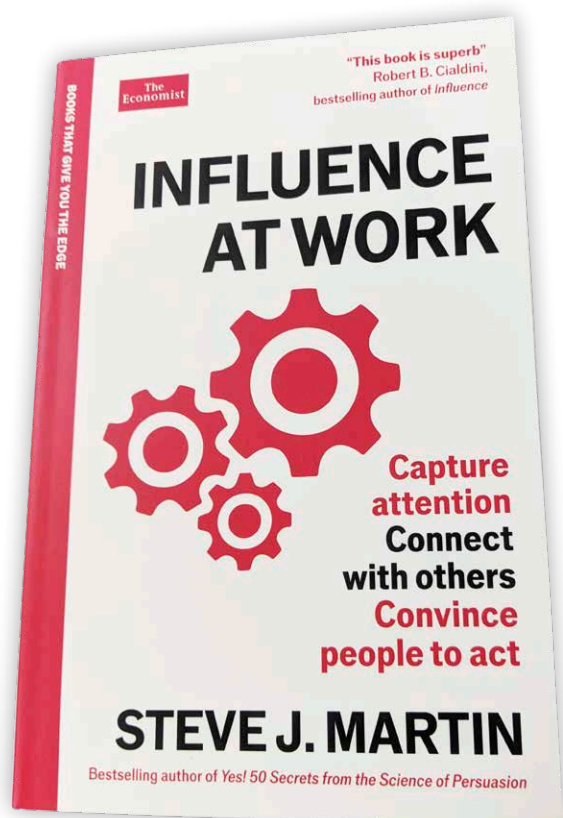
Bestselling author Steve J. Martin's new book is a guide to improving your influence at work. To achieve that, he maintains, requires an understanding of how the rules of influence work, not just those mandated by logic, economics and company policy, but the unspoken rules too. These are the ones that people rarely talk about and frequently have an out-sized impact on who and what gets listened to and done, and who and what gets ignored. Recognising and navigating these rules of influence is crucial, he believes, to our persuasive success.

Age-old subject
Influence at Work shows

you what these rules are and how to effectively deploy them to command attention, connect with others, win over the sceptics, sway the undecided and motivate people to act. The result is a new guide to an age-old subject: what influence is, why it matters. Crucially, says Martin, it will help the reader "become an effective persuader without compromising your ethics, your values, or feeling as if you're being manipulative."

Influence at Work: capture attention, connect with others, convince people to act

Author: Steve J Martin
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The need for a common framework to tackle information security threats

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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Autumn in the City

Invest in the City to drive progress for the entire nation – that was the message to the government at this autumn's City of London Chamber reception hosted by Lloyds Bank writes *Vittoria Zerbini*

The event brought together business leaders and financial professionals, focusing on the future of London's economy and its role as a global financial hub.

Distinguished

The event featured a distinguished lineup of speakers, including Alderman Prem Goyal OBE, chair of the City of London Chamber (CoLC), Sir Nicholas Lyons, Lord Mayor of the City of London 2022-23, and Rhys Herbert, senior economist at Lloyds Banking Group.

Alderman Goyal emphasised key priorities that would help solidify London's position as a global financial centre. He highlighted the importance of economic growth and making financial and professional services central to the UK's economic strategy. Goyal stressed the need for stronger partnerships between economic actors and the government to rebuild investor

confidence in the City. He also spoke about the importance of the City of London Corporation's SME Strategy to drive economic growth, noting that CoLC is keen to support and endorse these efforts.

Resilient

Former Lord Mayor Sir Nicholas Lyons discussed his efforts to shape the future of the city's financial landscape. He highlighted the importance of financial literacy and aimed to promote positive dialogue about financial services in politics. Lyons called for responsible and resilient investment strategies to revive the national economy, urging the government to invest in infrastructure projects alongside private businesses to spark growth.

Overview

Rhys Herbert provided an economic overview, noting that while the short-term performance of the UK economy has improved, international risks remain, particularly with regard to China and the Middle East. He acknowledged that the City of London contributes four per cent of the UK's GDP and expressed optimism about the City's future, although he remained cautious about broader national economic prospects due to slowing productivity growth.

Vittoria Zerbini is media and policy assistant at LCCI

The event was supported by Lloyds Banking Group. CoLC's programme partner is HRUC – Harrow, Richmond & Uxbridge Colleges



Rhys Herbert, senior economist, Lloyds Bank, Sir Nicholas Lyons, Immediate Past Lord Mayor of London, and Alderman Prem Goyal OBE, chair, City of London Chamber

How to close the UK's widening green skills gap

With skills gaps widening between employers' requirements and available talent, David Banaghan examines how employers can tackle the issue and future-proof their businesses for years to come

According to the LinkedIn 2023 Global Green Skills Report, one-third of all jobs advertised in the UK required at least one 'green skill'.

These are skills that may be needed to develop and support a sustainable, resource-efficient society. It includes climate action planning, conservation, and sustainable design.

At present, only one in eight British workers possess green skills, with the UK lagging behind several other major economies, including Germany and France.



A looming crisis?

From renewable energy to eco-friendly technologies, the call for professionals with green skills reverberates across industries.

However, the talent supply is currently insufficient to meet demand. Most alarmingly, this is how the UK compares to its European counterparts. In the wind energy sector, if Britain performed as well as Denmark, it could create an additional 98,000 jobs.

Green transformation

The UK's Net Zero by 2050 strategy will be extended far beyond policy statements and involve tangible, on-the-ground changes. Consider the following:

- **Infrastructure overhaul:** Thousands of miles of cables must be integrated into the national grid. Electric car battery factories need construction. Heat pumps must be installed. Wind, solar and other renewable energy farms will need expansion.
- **Certified welders and engineers:** Experts warn of a 'critical shortage' of certified welders and electrical engineers. These skilled workers

are the backbone of our green future, yet their scarcity threatens progress.

- **Net zero ambitions:** The UK aims to create a net zero carbon footprint by 2050. Achieving this goal hinges on a workforce equipped with green expertise.

Plugging the gaps

While the scale of the task may appear daunting, savvy green skills recruitment will bring economic opportunities for businesses.

The Institute for Public Policy Research (IPPR) estimates that the transition to a green economy could generate as many as 1.6 million new jobs. This potential job boom is both an economic opportunity and a prerequisite for achieving net-zero targets.

To thrive in a sustainable future, companies should invest in upskilling their workforce and nurturing talent with expertise in environmental practices. Additionally, they can leverage technology to level up their recruitment processes. Actions to consider include:

▪ Training and upskilling

Companies must proactively invest in training programs that equip existing employees with green skills.

Apprenticeships, vocational courses, and certifications can bridge the gap and empower workers to contribute effectively to sustainability initiatives.

▪ Collaborate

Partner with universities, colleges and vocational schools to design a curriculum that aligns with industry needs.

Encourage students to pursue

green careers by highlighting their opportunities and impact.

▪ Embrace technology

Harness the power of technology to meet your recruitment challenges head-on. AI-driven recruitment platforms such as applicant tracking software (ATS) can help identify and attract candidates with the necessary green skills for your business.

ATS can provide efficient sourcing and screening, customised job postings, automated workflows and effective collaboration among hiring teams – all essential processes in plugging green skills gaps.

▪ Promote diversity and inclusion

Address social class, background, and gender disparities. A diverse workforce brings fresh perspectives and can accelerate innovation.

Create pathways for underrepresented groups to access green training and employment. Digitised recruitment software can help you do this, eliminating any unconscious bias.

▪ Government support

Advocate for policies that incentivise green skills development.

Engage with policymakers, if possible, to ensure funding for vocational training and apprenticeships.

As the country transitions towards net zero, green skills are likely to continue to be one of the defining recruitment trends of the future.

Businesses that invest in their workforce's green capabilities today will reap the rewards of a sustainable tomorrow.

David Banaghan is head of customer success at recruitment software experts Occupop

www.occupop.com

Writing clearly is best for business – and the economy

by Jane Lamprill

For strong economic growth, people need to get things done efficiently. In 1936 Lord Mount Temple told Parliament: “Nothing is too great, nothing is too small for the bureaucrat to deal with”. So nothing has changed then! Bureaucratic gobbledegook still causes businesses to lose vast amounts of time and money. Regulations are of course needed for a fair and safe society – but cannot be enacted if people don’t understand them.

Financial and human costs of gobbledegook

New York Times columnist David Brooks has said that many organisations use bureaucracy to protect themselves from lawsuits. I suggest this is unethical where it hides truth or wastes consumers’ time and money. Brooks also cites journalist Annie Lowrey, who calls this ‘time tax’. People of all IQs find navigating impenetrable information exhausting. Other harms include:

- **Financial sanctions:** auditors must report breaches (mistakes) on a biannual basis to their Regulator. But audit firms risk financial penalties if they misunderstand and report biennially
- **Bereavement and economic distress:** complicated information causes distress to bereaved people, especially if they are running a business. If their loved-one had multiple assets, relatives can waste hours of phone-queue time, for advice about completing forms, much of which should be self-explanatory in the first place.
- **Medicines information:** babies are lovely! But if unplanned, can cause emotional and business difficulties. Rifampicin medicine treats serious infections but prevents the contraceptive pill from working properly. The advice to use alternative contraception is on page four of the patient information leaflet – why not on page one?

Clear writing brings economic and business benefits

Clearly written information helps the economy grow faster, because efficient businesses generate more taxable income. Moreover, investor confidence increases when the applicant shows:

- Transparent business and governance
- Clear instructions that save time and money
- Easy-read policies and procedures that increase productivity and reduce risk.

For example, reducing accidents saves lives, money and insurance premiums. Managers who create safety policies or monitor employee compliance, need to write clear, user-tested instructions. This is especially important for dangerous places like airports and mines.

Managers who create safety policies or monitor employee compliance, need to write clear, user-tested instructions. This is especially important for dangerous places like airports and mines.

Write clearly and improve business efficiency

An ‘active’ voice puts the subject of the sentence first. It uses fewer words and is easier and faster to read. Compare: ‘People will pay more money for concerts they enjoy’ with: ‘Concerts that people find more enjoyable, will facilitate an increase in ticket prices

and therefore optimise our income generation capability’.

Target audience

Tailor your writing to your reader – your target audience – or they won’t get it. How old are they? Are they ‘digital natives’? What is their role and first language? What is their best format - website? Letter? Large print?

Eye-friendly layout

Clearly presented information is important, especially for busy people and those with eye problems. Use a good-sized font. Having ‘white space’ around the text avoids a cluttered look. Bullet points help people read efficiently, save time and get your message across better. Columns are faster and easier to read because eyes have a shorter distance to travel across the page.

Tips for grant applications

An important part of economic growth includes funding for SME start-ups. I sometimes assess these applications, but by the 20th ‘wallpaper’ length paragraph, I lose the will to live! Clear concise applications are easier to review, with less risk of missing something important. Here are my suggestions:

- Use plain English
- Have a separate section for each topic, with short paragraphs.
- Don’t ‘cut and paste’ all over the place. This gives a bad impression and can duplicate mistakes.
- Review panels often include professionals from different disciplines, and will need straightforward explanations of your technical information.

So – keep writing clearly, and you (and the economy) will clearly enjoy greater success.

Jane Lamprill is a specialist plain language writer

www.laylanguage.com

Dressing for success – workplace wardrobe disasters to avoid

In today's competitive and fast-moving workplace, every detail counts when it comes to career advancement. While job performance comes first, the way we present ourselves at work can have a surprising impact on our professional trajectory. Experts at **Stock Mfg. Co** have identified key wardrobe mistakes that could be hindering career progress.

1. Heavy cologne or perfume

A study has found that over a third of people reported health problems when exposed to fragranced products, with 15 percent having lost workdays or jobs due to workplace fragrance exposure. While a pleasant scent is fine, dousing yourself in strong perfume or cologne can overwhelm colleagues and clients.

2. Flip flops or beach sandals

Beyond looking unprofessional, studies show that flip flops and sandals can affect posture, cause pain, make driving dangerous, damage toes, expose feet to infections, form blisters, and slow walking speed. Closed-toe shoes are generally more appropriate and convey a polished look.

Footwear choices impact your image, your health, and your safety too. Opting for professional, closed-toe shoes is about protecting yourself and projecting competence.

3. Noisy jewellery

Chunky bracelets or jangly bangles can be more than just a fashion statement—they can be a significant distraction. In open-plan offices or during meetings, the constant tinkling of jewellery can disrupt concentration and communication.

The workplace is an auditory environment as much as a visual one. Choosing quiet accessories shows respect for your colleagues' focus and maintains a professional atmosphere conducive to productivity.

4. Revealing clothing

A poll of 2,000 employees revealed that 'gym gear' and 'gym attire' were the clothing items considered most inappropriate for the office environment. Items such as crop tops, cycling gear, and sneakers were among those

deemed unacceptable in professional settings.

While there's a growing trend towards casual wear in some workplaces, there's a fine line between relaxed professional attire and gym wear. Wearing athletic clothing to the office can give the impression that you're not fully committed to your work environment."

5. Bold political statements

A study has revealed that 85 per cent of employees prefer no politics at work - this should extend to political clothing too. Expressing personal beliefs through politically charged T-shirts or hats can be divisive and may not align with a company's neutral image.

6. Ill-fitting clothes

Whether it's overly tight or excessively loose attire, poorly fitted clothing can give the impression of sloppiness or lack of attention to detail. Well-fitted clothes not only look more professional but can also boost confidence and comfort throughout the workday.

8. Excessive accessories

Large hats or overly elaborate hair accessories can hinder efficient service and appear unprofessional in hospitality settings. Keeping accessories minimal and functional ensures a sleek, professional appearance and prevents potential workplace hazards.

In the professional world, less is often more when it comes to accessories. Choose pieces that enhance your look without interfering with your work or your colleagues.

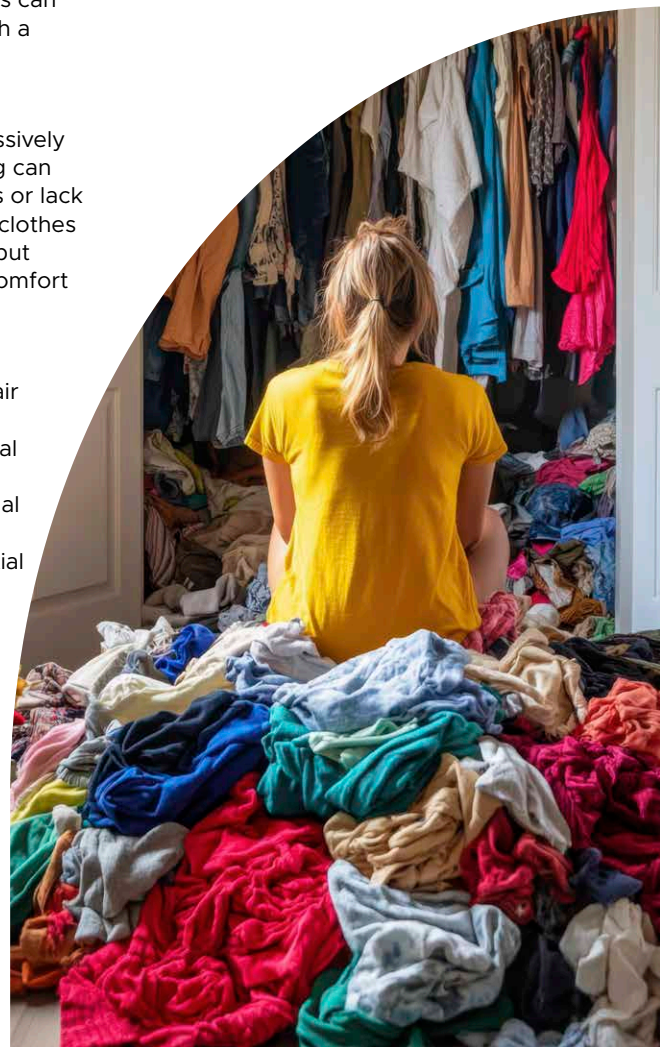
Career advancement

Remember, the goal isn't to hide your personality, but to

ensure your skills and contributions take centre stage. By avoiding these common pitfalls and focusing on polished, appropriate attire, you create a powerful visual representation of your professionalism. This can open doors, build trust, and ultimately contribute to your career advancement. In essence, dressing for success is about strategic self-presentation that enhances, rather than hinders, your professional journey.

Stock Mfg.Co is a leading authority in workplace fashion

www.stockmfgco.com



The benefits of professional salespeople

I Navin Jaitly on why some businesses don't grow as effectively as others

Like most business owners you are probably always looking for ways to grow your business. Whether that be to grow your revenue, grow your customer base or grow your market share.

There are many reasons why businesses find it a challenge to make this happen. However, for me the number one reason comes down to a lack of or ineffective sales or business development function.

Trial and error

Most small business owners excel at what they do. However they may not have had a background in sales or business development. Therefore they may lack the expertise to create effective sales strategies and processes and the ability to influence clients to work with them. This means that they have to resort to working extremely hard and using trial and error to make their businesses work.

Many businesses are doing well and have a steady stream of clients. However, the majority of their business is coming from word of mouth and referrals. While this is a good thing as it shows they have a great product or service, this can be a dangerous strategy to rely on. Effectively a business owner is outsourcing their lead generation

to others and has limited control over. Furthermore it is a much slower way of growing a business as it's reliant on external parties.



Challenges

Some businesses believe that the best way to grow is to hire professional salespeople. They think that doing this is the quickest and most effective way to grow. However, this has challenges.

Statistics show that 80 per cent of salespeople don't hit target and out of those over half significantly fall below target and end up being an expense for the business. The reality is that most of the top sales talent is snapped up by big companies that can offer bigger base salaries, more additional perks and greater security.

So it becomes difficult for SMEs to attract talent and they have to make do with what's available. However, average salespeople can still be an asset to a business. The problem is that most small businesses lack the processes, tools, sales training and knowledge to support their team and give them the best chance of succeeding. So what usually happens is they get stuck in the trap of hiring and firing and never reach their potential.

Expertise

The solution is to bring in an expert. By bringing in an expert sales or business development coach or consultant you solve several challenges at once.

The expert will develop the sales expertise of the business owner and as a result they will learn how to attract and convert more clients for bigger deals in shorter time frames. This will result in increased revenue, market share and profitability. They will also provide the business owner with the knowledge to create the best sales systems and processes to set up and this will ensure the continued long term success of the business. Should the business hire a sales team then the expert will train or coach them to be the most effective salespeople that they can be and effectively turn average performers into high performers. This will avoid the need to constantly hire and fire sales reps and will ensure that the capital that is being invested in the sales reps is achieving the highest ROI.

Ultimately by utilising the services of a top sales consultant or coach, you could be guaranteeing the success and growth of your business.

Navin Jaitly is chief executive of Navin Jaitly Coaching

www.navinjaitlycoaching.com

Retention of title in a sale of goods contract

I by Toby Miller

Businesses involved in the sale of goods on credit will at one time or another need to grapple with the problem of their purchasers failing to make payment on time or at all. The business may be able to negotiate a payment plan for the outstanding invoice, if that fails, there may be no option but to issue court proceedings for the monies due. However, if the sale contract has a retention of title clause, the seller's interests are better protected and the risk associated with sale of goods on credit is significantly reduced.



Validity and application

A retention of title clause is a crucial tool for sellers to manage credit risk and protect their financial interests when offering goods on credit. However, care must be exercised in the drafting of the clause to ensure that it caters for the particular type of goods being supplied and how those goods are likely to be used. Businesses should also review their contracts regularly to make sure that they take account of recent case law which can impact on the validity and application of these clauses.

Priority

A retention of title clause provides security to a seller of goods if the buyer defaults on payment. Furthermore, in the event of the buyer's bankruptcy, the clause can give the seller priority over other creditors. This means that the seller can reclaim his goods without having to join the line of unsecured creditors.

For a retention of title clause to be enforceable, it must be properly incorporated into the contract. It is key that the seller's terms of business apply and prevail over the buyer's terms.

Provisions

Retention of title provisions, in the simplest form, mean that title to the goods is retained by the seller until it has received full payment for the goods. The clause should also include wording that deals with the following (subject to the particular circumstances of the relevant contract):

- Both legal and beneficial title are retained by the seller

- The seller has the right to repossess the goods
- The purchaser is prevented from selling or using the goods
- The seller has the right to enter the purchaser's premises for the purposes of repossessing the goods
- The buyer must store the goods separately from other third party goods
- The seller's goods must be clearly marked
- The goods supplied may not be annexed to the purchaser's premises
- If the goods are annexed to the premises, consent from the owner of the premises must be obtained to enable the purchaser to repossess.

Other clauses to consider are an 'all monies' retention of title clause requiring the buyer to pay for the goods in question but also all other goods supplied by the seller to the purchaser.

Manufacturing

Where the purchaser is selling components in a manufacturing process, the seller can retain title under a basic retention of title clause provided that the goods maintain their identity, which depends on (i) whether

the goods still retain their original form, and (ii) whether the goods can be removed easily from other products. If the goods have lost their identity the seller has lost title. However, this type of clause has been subject of challenges in the courts and legal advice should be sought when seeking to enforce it.

In the event of the buyer becoming insolvent the Official Receiver must consider the

seller's claim when realising the assets of the insolvent company. The goods must not be sold until the Official Receiver is totally satisfied that the seller's claim is valid. The Official Receiver must pass the net proceeds of the sale to the seller, regardless of whether the goods were undersold.

In the event of the Official Receiver incorrectly selling the goods protected by a clause, a claim for damages can be made

by the seller. It is usual for the claim to be made for the market value of the goods; the claim cannot exceed the invoice value of this amount.

Toby Miller is a partner in the London office of Giambrone & Partners, specialising in commercial litigation and dispute resolution

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Endorsement and enforcement

I James Kopitko on the evolving Global Talent Visa

Launched during the pandemic, the UKVI's (visa and immigration) Global Talent Visa aims to attract top talent from around the world to the UK. Initially introduced as the Tier 1 visa, this route stands out for its sponsor-free work permits combined with a fast track to settlement, making it a particularly alluring option amidst the restrictive framework of other UK work visas. This category is crafted to enable professionals to thrive in the UK without the bureaucratic constraints often associated with traditional visa routes.



The visa caters to individuals with demonstrable talent or potential in fields like science, digital technology, arts, and culture, allowing them to live and work in the UK. The visa has been instrumental in addressing potential talent shortages after the UK's exit from the EU, offering a solution for highly skilled workers amidst stricter immigration policies.

Process

The application process consists of two stages: obtaining an endorsement from an approved

third-party organization, followed by the visa application itself.

This endorsement validates the applicant's credentials through an expert body in their field. Moreover, applicants who have won specific 'prestigious prizes' in their field are exempt from the endorsement requirement, streamlining the process for those with recognized achievements.

Requirements

Over the past four years, the Global Talent Visa requirements have grown more stringent, with increased emphasis on detailed evidence and comprehensive letters of support. For certain categories, applicants must now provide more evidence, and the requirements for these letters have become more comprehensive. For example, November 2022 changes required arts and culture applicants to submit letters from those who had directly worked with them over a two-year period—a stricter standard than before.

April 2023 brought further tightening of the 'exceptional promise' category, now focusing on individuals at the start

of their careers. This has inadvertently created a 'talent vacuum' by 2024, as mid-career professionals struggle to qualify under the new criteria. Although these changes aim to refine the selection process, they can also result in qualified candidates being left out due to evolving criteria.

Adjustments

These frequent adjustments present challenges for individual applicants, especially those mid-way through the application process when the rules suddenly change. Broadly, such shifts can deter potential applicants from pursuing the visa altogether, as some who might have previously qualified may now find themselves falling short. The involvement of third-party endorsing bodies adds another layer of complexity, as these entities, while regulated by the Home Office, establish their own criteria. This autonomy complicates access to a thorough appeals process when a decision is contested, unlike the standard appeal or administrative review procedures for other UKVI visa categories.

James Kopitko is a trainee solicitor at Barar & Associates

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Case study: the Tech Nation shutdown

An illustrative example of issues with third-party endorsing bodies is the closure of Tech Nation, the sole endorsing organization for digital technology applicants. In March 2023, without prior notice, Tech Nation announced it would cease operations due to the government's decision to redirect funding to Barclays' Eagle Labs. Although the Home Office confirmed that Eagle Labs would not take over

Tech Nation's role, little clarity was provided regarding the future of digital technology endorsements under the Global Talent scheme.

Volatility

Over a year later, as of late 2024, Tech Nation continues to process endorsements under the management of Founders Forum Group, which acquired it in April 2023. However, this arrangement is

clearly temporary, with no indication of when a permanent endorsing body will manage the programme. This situation underscores the volatility of relying on third-party entities for such a crucial visa route. The uncertainty has diminished confidence among potential applicants, who may fear a similar 'rug-pull' in the future, perhaps midway through the already protracted and time-consuming process.

Taxation of Carried Interest

The Labour Government is seemingly committed to reforming the tax treatment of carried interest – referring in its election manifesto to the current treatment as a “loophole” – seemingly on the grounds that the current treatment does not, in their view, correctly reflect the economic characteristics of carried interest. Given its manifesto, changes to the current treatment were due to be announced on 30 October at the Budget.



By Matthew Ratcliffe, Senior Associate in the Birketts Corporate Team

What is “carried interest”?

Carried interest is a form of reward paid to the managers of a private equity investment fund out of the profits of the fund.

To qualify as carried interest, the payment must be paid from profits of the fund that have been generated through returns from capital gains rather than income (for example, from the proceeds of the sale of shares by the fund rather than dividend payments).

Carried interest is paid once the fund’s profits reach a certain level and only after investors in the fund have been paid their capital in full and an agreed amount of profit (the “hurdle”). The profits above the hurdle will then be shared among the investors, on the one hand, and the fund manager and other recipients of the carried interest on the other (typically an 80/20 split). It is this payment of profit to the fund manager that is the carried interest.

Longer-term businesses

To generate reasonable returns for carried interest usually requires the

fund’s investments to be held for a significant period, so participants in the fund (including the fund manager) are incentivised to develop the long-term growth and profitability of the underlying fund through capital gains, rather than short term income. Longer-term investments tend to bring advantages absent from short term investments, such as investment by the business into infrastructure and innovation.

Reform of taxation of carried interest

Currently, provided the profits of the investment fund are derived from the sale of an asset, carried interest returns from those profits are taxed as capital gains at the rate 28%, rather than treated as a form of income and taxed at 45% (for additional rate taxpayers).

How might the Government reform taxation of carried interest? They could treat carried interest as employment income and tax it at the additional rate of income tax (or perhaps an income tax rate specific to carried interest, but lower than the additional rate). Or they could raise the capital gains rate applying to carried interest (or generally and apply the increased rate to carried interest). Alternatively, the Government could keep the current rate but reduce the number of people entitled to the current rate by removing the exemption to tax at income tax rates for recipients who are, employees.

Justification for and against reform

One rationalisation for reform of the tax treatment of carried interest is that such payments are mischaracterised as payments for gains on capital, when they should be treated as income. The fact that rights to carried interest are in many cases given to the fund manager without any requirement for investment by them in the underlying

fund is used to support this argument – in other words, the beneficiaries of carried interest have not invested in assets of a capital nature.

The counter is that carried interest is paid out of the proceeds of the disposal of assets of a capital nature – it is a capital gain, regardless of who invested in the assets generating that gain.

Also, if the recipients of carried interest as a class tend to generate wealth and devote their time to the growth of businesses over the longer-term, their presence in the UK should be encouraged, to the extent reasonable.

Conclusion

The Government faces a difficult balancing act in reforming the tax treatment of carried interest. A tax system that is too stringent might compel fund managers to relocate to jurisdictions which have more favourable tax rates for carried interest, leading to significant overall tax losses. The major economies within Europe have lower or comparable rates of tax for carried interest as compared to the UK (though what constitutes carried interest does vary from jurisdiction to jurisdiction).

Spain’s effective rate of tax is around 22.5%, Italy’s rate is 26%, Germany’s rate is 28% and France’s rate is 34%.

Indeed, despite the tone of its election manifesto, there are very recent signs that the Labour Government is conscious that changes to the treatment of could lead to net tax losses.



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Competing for top talent

Three letters can make the difference in a fierce market. *Humperdinck Jackman* discusses the contribution of ESG

Talent acquisition and retention is a hot topic for London's business community as forecasts indicate they will increase greatly their headcount at a rate greatly exceeding the rest of the UK.

It's not easy. Employers are finding themselves being interviewed by the best talent, while current staff are evaluating whether the company matches their values. The impact is felt across the board, and – be warned – were not just talking about GenZ here: mature workers are evaluating the same criteria.

Introducing a foundation of ESG to your business can make the difference, while delivering commercial benefits too. ESG – Environment, Social, Governance – is the modern approach to corporate social responsibility, or CSR. Gone are the vague claims and exaggerations of old, replaced with robust global frameworks supported by third-party certifications in the form of ESG ratings.

ESG frameworks provide a structured approach for businesses to demonstrate their commitment to sustainability, social responsibility, and ethical governance. By embedding these principles into the company culture, organisations can resonate more deeply with current and prospective employees alike.

Is yours a firm which visibly practices what it preaches? ESG initiatives, such as community engagement programmes, sustainability efforts, and fair governance practices, help create a sense of pride and purpose among staff. Such initiatives not only boost morale but foster loyalty, reducing

turnover, and enable the retention of top talent for longer periods.

After all, nobody left a business they loved.



First steps

Environment: Even a London-based business can contribute meaningfully to the environment. Whether you opt for sponsoring a beehive, support a forestry project, or just make it easier for everyone to reduce their waste at home and in the office, such actions are quantifiable and enhance your reputation.

Social: Start with your policies and fill in the inevitable gaps. A programme which incentivises employees to contribute time and expertise to a community project or charity, with some hours each year paid for by the employers, demonstrates concern for the community while creating a stream of positive marketing content. The possibilities are truly unlimited.

Governance: Think of this a leadership. A well-run enterprise has its own house in order, and it begins with prioritising and protecting your primary asset – your employees. There are innumerable benefits which cost truly tiny amounts, and some are even free, such as a tax advisory to ensure everyone has the correct PAYE code.

Good leadership includes demonstrating honesty and integrity, and when led by ESG fundamentals, you should evaluate business risk. This can be as simple as querying the veracity of any 'green' claims or going that extra step in compiling your carbon emissions so your customers can also choose wisely.

Positive outcomes

You're watching the bottom line and challenged to grow your business. Companies that increase their ESG score shine in valuation metrics and their growth is directly attributable to their employees.

Use ESG to prioritise your people. They're your top strategic asset, and by doing so your business will be more attractive to investors and secure lower costs of borrowing. You will be attracting the top talent through greater social credibility and, as Richard Branson says, "If you look after your staff, they'll look after your customers. It's that simple."

Measuring ESG

You'll want your ESG progress certified, and there are several established third party ratings available. B Corp™ is well suited to smaller businesses, EcoVadis™ is a popular approach for complex supply chains, and the most widespread (from apexanalytix™) covers the entire spectrum. Each have individual strengths, and you could soon be enticing the cream of the crop – and isn't that the goal?

Humperdinck Jackman is chief executive of ESG Pro Limited

www.esgpro.co.uk



Navigating the entrepreneurial journey



| by Siddharth Asthana

“The startup world drives global innovation, yet little attention is given to the mental challenges entrepreneurs face. Research from Startup Snapshot shows that burnout, anxiety, and depression are common among founders. According to Sifted, 85 per cent of founders experienced stress last year, with 75 per cent also feeling anxious. Meanwhile, Mental Health UK reports four out of five small business owners struggle with poor mental health.

Here's the paradox: despite the stress, most founders can enjoy the entrepreneurial journey. The secret? Mental fitness. Mentally fit founders are more resilient, enabling them to manage challenges and thrive.

Mental fitness

Just like physical fitness, mental fitness is about enhancing resilience, clarity, and decision-making. Research from Harvard Business Review and UC Berkeley highlights that some stress can boost performance. However, maintaining balance is key, and mental fitness helps founders handle stress without losing productivity.

Common stressors

Working in a venture capital firm dealing with over 60 startups, I've observed common stressors – events, situations or external stimulus that causes a stress response – that affect mental fitness.

▪ Co-founder conflicts

Founders often expect co-founders to be their biggest allies, but conflicts over the company's direction can damage relationships, lower team morale, and complicate fundraising. A GV portfolio founder shared, “Focusing on what's best for the business, not personal interest, helps manage emotional stress and keeps goals clear.”

▪ Changing market conditions

Unpredictable global events like the

pandemic or economic crises can disrupt even the best-laid plans. Rapid technological changes, such as AI innovations, can also erode competitive advantages, leaving founders scrambling to adapt.

▪ Cash flow pressures

Managing a short cash runway while meeting investors' growth expectations is one of the biggest stressors. Layoffs, declining morale,

Rapid technological changes, such as AI innovations, can also erode competitive advantages, leaving founders scrambling to adapt.

and investor conflicts are common results of financial strain. As one founder reflected, “The fear of not making payroll was something I struggled with. It's gotten better over time, but it still distracts from running the business.”

Building mental fitness

To handle these challenges, founders must adopt strategies that enhance their mental fitness. Here are some approaches I've found effective:

▪ Be transparent

Transparency with co-founders and investors is critical. Lack of communication often leads to trust issues. Founders who openly share challenges and seek support tend to build stronger, healthier relationships with their stakeholders.

▪ Delegate

While early-stage founders often wear many hats, sustainable success depends on surrounding

yourself with a trustworthy team. Delegating responsibilities allows founders to focus on strategy and external relationships. Implementing structured systems like the Entrepreneurial Operating System (EOS) can help improve organizational efficiency.

▪ Choose investors carefully

The right investor brings more than just capital; they provide value. Onboarding the wrong investor can harm both the business and the founder's mental health. Founders should carefully vet investors to ensure they align with the company's long-term vision.

Leading by example

Founders set the tone for their entire organization. A founder who doesn't prioritize mental fitness risks creating a toxic work environment. Conversely, a mentally fit founder can inspire a culture of resilience. When founders lead by example, there is a ripple effect across their team, fostering a healthier and more productive environment.

Embracing the entrepreneurial journey

Despite the inherent stress, many founders remain passionate about their work. The paradoxical nature of entrepreneurship—where stress and enjoyment coexist—makes mental fitness crucial. By focusing on transparency, delegation, and thoughtful investor relations, founders can build both personal resilience and sustainable businesses that stand the test of time.

Through these practices, founders can regain control, navigate challenges, and foster mental strength, ultimately positioning their startups for long-term success. ”

Siddharth Asthana is business incubation and innovation manager at Oxford Business College

www.oxfordbusinesscollege.ac.uk

How to profit from whisky cask investments

| by Jass Patel



Jass Patel is co-founder of Tomoka Casks/Tomoka Fine and Rare

www.tfandr.com

If a friend told you they'd made a 4,600 per cent return on a couple of whisky casks, you'd probably think they'd had a few too many or they'd been scammed. It's actually the true story of bank manager Roger Parfitt who made a £220,000 return on a couple of casks he bought in the 1990s.

He purchased a cask of single malt Macallan for £3,200 and a cask of Tobermory for £1,500. Parfitt had expected the casks to appreciate in value over the years and hopefully generate a bit of extra cash to add to his retirement fund. To his surprise he successfully sold the casks earlier this year for £225,000.

Exceptional

While such huge returns are exceptional the key principle to bear in mind is that whisky casks do naturally appreciate over time. As a general rule, the longer a whisky has been aged in the cask, the higher price it can command. That's why we pay significantly more for a Macallan 18 year old than a 12 year old.

Parfitt's story comes with the caveat that most investors will see much more modest returns. The vast majority of casks are unlikely to appreciate as much as those from the legendary The Macallan distillery in Moray, Scotland. Investors would be wise to approach the cask market with a healthy dose of scepticism. As with any investment, it is vital to make sure you fully understand what you are paying for and steer clear of anyone promising get-rich-quick schemes.

Reputation

Whisky prices are driven by age as well as the reputation of the distillery, rarity of a particular bottle or cask, and reviews from key tastemakers in the industry. Investors can expect average annual returns of around 8-10 per cent.

It's important to remember that whisky is an asset-backed investment, meaning that once you have purchased your cask you will always have access to that physical asset

which you can either sell on or bottle whenever you wish to.

Advantage

Another hidden benefit is that Parfitt's £200,000 windfall will not be subject to any Capital Gains Tax. Since HMRC classifies whisky as a 'wasting asset' with a limited lifetime, the tax does not apply to any profits made on whisky casks. This is an advantage over other investment options, enabling you to maximise your overall returns across your wider investment portfolio.

Where some whisky investment firms come unstuck is delivering a solid and profitable exit strategy. Selling your cask onto a private buyer or a blender is unlikely to generate a healthy profit, especially if you hold a nondescript cask of no real provenance or you have paid over the market rate in the first place.

Strategy

For whisky enthusiasts like Parfitt, casks also give you the opportunity to get involved in the industry and bottle your very own whisky. "I remember thinking, if it doesn't appreciate in value, the worst that could happen is that you would have to get it out of the warehouse, bottle it and drink it." As well as a solid investment strategy, investing in your own cask could make you the proud owner of your very own whisky label.



Guide to share purchase agreement disputes

by Katja Trela-Larsen and Adam Haffenden

The sale of companies is a natural part of business, and a Share Purchase Agreement (SPA) is the contract that governs the private sale of shares in a company.

Disputes arise when a buyer, having bought a company, finds out the company is not exactly what they expected. The buyer may seek damages from the seller and, in certain circumstances, the buyer may seek to rescind the contract altogether.

This article summarises some of the common disputes that can arise following the sale of a company.

Completion accounts

Completion accounts are accounts of the company that detail its assets and liabilities at the date of completion. Where a SPA contains a completion accounts mechanism, the price paid by the buyer is calculated in accordance with the assets and liabilities on the date of completion. A SPA will often provide for such disputes to be referred to an expert accountant for determination.

Earn-out clauses

Earn-out clauses are commonly used in a SPA when a shareholder of the company being sold is also a director and they are to continue working for the company. An earn-out clause

provides the purchase price is assessed by reference to the profits of the company after completion, to incentivise the smooth running of the company following completion of the sale.

Disputes often arise from vague or poorly defined terms leading to disagreements over whether the conditions of the earn-out provision have been met; disagreements over how the company is managed after the acquisition; disagreements over financial reporting; and the timing of earn-out payments.

Warranties

Sellers of a company will often agree to a number of warranties, a type of contractual promise as to a fact about the company, in a SPA. If the warranties given turn out to be inaccurate, and the sellers have not made a specific disclosure in relation to it, this gives grounds for a claim for breach of warranty.

The remedy for breach of warranty is damages, usually the loss to the recipient arising out of the warranty's inaccuracy. Buyers should be alive to the fact damages for breach of warranty will be reduced to the extent that the claimant fails to mitigate its loss.

Sellers wishing to limit their liability can include various standard exclusion provisions that seek to limit the scope of post-sale claims. For example, a SPA will usually specify minimum or maximum thresholds for warranty claims.

Defences to a breach of warranty claim include the situation the buyer complains of was not covered by a warranty, so there is no breach, or any breach of warranty was not material so no liability can arise.



Misrepresentation

Misrepresentation arises where a seller made a false statement of fact that induced the buyer to enter into the SPA. To make a successful misrepresentation claim the buyer must show that a representation was made to them, before they entered into the contract, and that representation induced them to enter the contract, and they suffered loss as a result.

Rescission is a potential remedy. In some circumstances, a buyer will want to secure a freezing injunction against the seller to stop them dissipating the proceeds of sale before judgment is entered against them.

Defences to a misrepresentation claim include showing the buyer already had the relevant knowledge of the circumstances giving rise to the claim, or that one of the four necessary elements of the claim is missing, in other words there was no misrepresentation.

Other common causes of action

A buyer may pursue:

- Non-performance of obligations
- Non-fulfilment of a condition precedent
- Breach of a non-compete clause

How to bring a claim

The SPA will often provide a mechanism for resolving disputes aside from court, for example mediation, expert determination or arbitration.

If you have a claim, it is important to act quickly as the SPA will include notice requirements that must be strictly adhered to. Seeking legal advice at an early stage is key.

Adam Haffenden is a partner and head of dispute resolution at TV Edwards LLP. Katja Trela-Larsen is a trainee solicitor in the dispute resolution team

www.tvedwards.com

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@Elizabeth Skewes Castañeda

Black history is British history

As part of the commemoration of this year's Black History Month, the Brixton Black Cultural Archives put together a small, yet compelling exhibition that invites guests to reflect on the defiant work the Race Today Collective undertook in the 1970s writes *Elizabeth Skewes Castañeda*

Call for justice

The *Race Today* magazine came to life in 1973 and served as a call for justice and empowerment for the Black and Asian

communities in Britain, but it also celebrated the achievements and historical richness of the communities. With articles that ranged from radical politics to love poems, the magazine became a catalyst for change in the black community; and even though it was only published until 1988, its impact continues to resonate in our society today.

The exhibition runs until 2 February 2024

<https://blackculturalarchives.org/events/racetoday>

In the kitchen

Kike Oniwinde, founder and chief executive of BYP Network, a platform that connects black professionals and organisations, hosted a recent LCCI Black Business Association (BBA) networking evening at Papa L's Kitchen.

Vibrant

Oniwinde, the BBA vice chair – a former British team javelin thrower – welcomed guests to the vibrant African-fusion Jermyn Street restaurant in the latest event with the University of Westminster as the programme partner. The university started out 180 years ago as the first polytechnic in the capital, established to educate the working people of London.



Welcome to Boutique Capital

Developers and investors are looking for innovative financial solutions to reach their goals.

As the UK aims to achieve its ambitious net zero targets by 2050, the need for ground breaking financial solutions that enable sustainability has never been more important.

In this context, the team at Boutique Capital recognise this challenge and are committed to providing investors and developers with pioneering green finance options.

Not only for new residential developments, and now for retrofit of buildings with funding that both enhances the value of properties and also contributes to healthier lifestyles.

Existing properties commercial or residential, often face unique challenges when it comes to funding.

These necessary refurbishments will improve energy efficiency and enhance positive environmental impact. They require a lender who understands the task, technically as well as financially.

Whether to adapt to a healthier home or to simply improve the sustainability of a building, the project benefits from a lender who understands 'why' this is necessary.

Boutique Capital aims to bridge the green funding gap by sourcing competitive and



flexible remortgage & financial products tailored for investors and developers looking to reach their goals.

These financial products are designed to provide the necessary funding for extensive refurbishment projects, making it easier for individuals and development teams to carry out energy-efficient upgrades without the burden of financial strain.

Moreover, this enables a win-win, offering both immediate and long-term benefits for the environment, the occupier and the investor.

Our commitment as a member of the London Chambers of Commerce to exceed our goals towards Net Zero extends to our own in-house team and the work we are doing with ACAN! Architects Climate Action Network and the ESGG Committee at LCCI, ensures we are at the heart of policy for better finance.

Our goals for 2025 are clear, we have a window of opportunity to transform the way we do business. Cleaner, Greener & more Sustainable.

Whilst we continue to offer all forms of traditional finance for all developers and investors, we encourage the adoption of transformative methods of building.

Hence why we encourage you to contact us, to find out how and why we help with the net zero transition.

If you are a developer, architect or property investors join us on the journey into a better financial future.

We are here to help.

For residential & commercial development loans, plus mezzanine and equity funding, contact me now:

Alison Proctor, Head of Development -
07738 865223 or
Alison@boutiquecapital.com



www.linkedin.com/in/alisonproctor



www.linkedin.com/in/michaelacwhite

Boutique Capital are a real estate debt advisory firm that assists our clients in structuring the best funding solutions to enable a successful delivery of their developments and investments throughout the UK.

Our highly experienced team have the resources, knowledge and experience in structuring the best funding solutions for you across a wide selection of trusted lenders that include high street, challenger and private banks, boutique lenders, private equity and pension funds.

- ❖ **Bridging & Refurbishment Finance**
- ❖ **Property Development Finance**
- ❖ **Development Exit Finance**
- ❖ **Mezzanine & Equity Finance**
- ❖ **Commercial and Residential Investment Mortgages**
- ❖ **ESG Finance**

For an initial discussion, in confidence, do contact our Head of Business Development
Alison Proctor on **07738 865223** or **alison@boutiquecapital.com**



A guide to international gifting etiquettes

Moving from continent to continent, *Baxters* advise *LBM* readers what to consider when buying gifts in the holiday season

Asia: a tapestry of gifting traditions

Asia, with its deep-rooted values, inherent respect, and a myriad of cultures, presents a tapestry of gifting etiquettes. If you want to chime in with the spirit of gratitude in Asia, here are a few country-specific gifting customs to honour.

Japan

In Japan, the act of gift-giving has become its own art form, where a heavy emphasis is placed on the presentation. Often, the presentation of the gift is considered more important than the gift itself. Meticulously wrapped presents convey the giver's attention to detail and sophistication, symbolising the value placed on the relationship.

Whether you're sending an individual gift to a dear colleague in Japan or surprising the whole team over there, make sure that each gift is wrapped artfully by focusing on refinement and a tasteful selection of textures.

China

China, with its rich cultural history, places great emphasis on the symbolism of gifts. The number four, for instance, is associated with bad luck, so gifts in sets of four are best to be avoided. But the number eight is considered lucky, and symbolises prosperity, so customising your gift-giving around this number can make your receiver feel a bit more love.



India

In India, gifts that reflect regional craftsmanship are often praised, such as sweets, beverages, and condiments. A hamper bag that celebrates the regional gastronomy traditions of the UK will also be a great choice here. Choose flavours and combinations you think your receiver will love, or even something they might not have tried before, for an extra special touch.

South Korea

South Korea places a strong emphasis on hierarchy and respect within its social structure, and this extends to gift-giving in professional settings. When offering a gift, it is crucial to select an item that reflects the status of the recipient.

So, if you're planning on getting your manager something to thank them for the year, choosing an item which suggests respect is important. This might include a bottle of their favourite drink or food. Depending on the person and the sector you're working in, a great professional gift can include something practical, such as a high-quality fountain pen and gold foil or leather notebooks.

Southeast Asia

In countries such as Thailand, Vietnam,

and Indonesia, a blend of modernity and tradition is observed in gifting practices. Respect for elders, a common thread across these cultures, is often expressed through the act of gift-giving. Traditional items, local delicacies, or artisanal crafts are popular choices, reflecting the cultural richness of the region.

In that case, you can send to your international teams in Southeast Asia a variety of tartan blankets, Christmas crackers, and handcrafted British chocolates.

Europe: classic but chic

From the elegance of Western Europe to the traditions of Eastern Europe, and the minimalist charm of Scandinavia, understanding the nuanced gifting practices of Europe is important for enhancing your company culture and professional relationships during Christmas.

Western Europe

In Western Europe the art of gift-giving is marked by a sense of elegance and thoughtful gestures. The French, known for their appreciation of aesthetics, consider the presentation of a gift almost as important as the gift itself.



Italians, on the other hand, celebrate personal connections with customised gifts that reflect the recipient's interests. The Germans, maintaining a sense of thoughtful practicality, value presents with a long-lasting value. And the United Kingdom is known for its appreciation for greeting cards, so make sure to include a special message when sending gifts to share this tradition, and your love, further.

But one thing that most European cultures have in common is the love of food. With each location having its own specialities and luxuries, finding something to share with your colleagues across borders could include sharing a piece of your home – specifically your pantry. Try sharing the experience of flavour with one another for a personable, palatable gift. For Scotland, this might be shortbread or whisky, whereas other countries will have their own favourite food and drinks to share and celebrate together.

Eastern Europe

Eastern European countries hold a deep appreciation for traditions and festive occasions. Christmas and religious celebrations are marked by the exchange of handcrafted items and carefully chosen gifts. The act of giving in these regions is often a reflection of cultural heritage, emphasising the sentimental value of the gifts exchanged.

Scandinavia

Scandinavian countries, known for their minimalist design and quality craftsmanship, approach gift-giving with a focus on meaning. In Sweden, for example, the emphasis is on quality over quantity, and the act of opening gifts is a private and intimate affair.

Practical items with a touch of elegance align with the region's minimalist aesthetic, reflecting a thoughtful approach to gifting. Luxury handmade chocolates wrapped in elegant packaging or natural handcrafted cosmetics made from British beeswax would be a great choice.

Latin America

In Latin America, a region steeped in rich cultural diversity, the act of presenting gifts is accompanied by expressions of warmth and shared joy,

creating bonds that extend beyond the material offerings. Christmas is marked by the exchange of thoughtful gifts, often representing a deep connection to cultural beliefs.

Before sending a gift to your Latin American colleagues, remember that gifting sharp objects such as knives, scissors or swords is considered a symbol of cutting ties instead of merging. Leather gifts should also be avoided as most of the world's finest leathers come from South America.

In Latin American countries, the thoughtful selection of gifts holds significant importance, so carefully consider the tastes and interests of your colleagues to make a meaningful and respectful gesture.

North America

Gift-giving during the holidays is a

major part of business culture in the USA and Canada. But while Americans commonly unwrap gifts in private, Canadians are more open to expressing their reaction in front of the giver.

It's also important to be mindful of corporate or government-imposed regulations regarding the exchange of gifts to avoid violations of certain policies. Thoughtfulness behind the gift is paramount, reflecting the giver's consideration of the recipient's preferences.

Middle East

In Arab culture where generosity and politeness are highly valued, the exchange of gifts plays a crucial role in fostering goodwill and strengthening professional ties.

When selecting gifts for colleagues in the Middle East, it's essential to be

aware of cultural sensitivities. Making sure you're respecting other cultures when gift-giving is essential for good business partnerships.

Opt for gifts of the highest quality, that are both practical and comforting, such as Scottish sheepskin slippers or rugs, cashmere shawls, and quintessentially British tableware.

Africa

In African countries the exchange of symbolic gifts is deeply rooted in cultural pride and significance. Heritage practices and craftsmanship take centre stage, with items such as beads and traditional fabrics serving as meaningful tokens. Each gift tells a story, representing not only the giver's appreciation but also a profound connection to their heritage.

In South Africa, the concept of 'Ubuntu' underscores the interconnectedness of humanity, and the act of gift-giving becomes a powerful extension of this philosophical ethos. Therefore, a gift that promotes inter-connectedness between the two cultures will be ideal, and a hamper bag with an assortment of gifts can be a great way to introduce your colleagues to traditional artisanship from the UK.

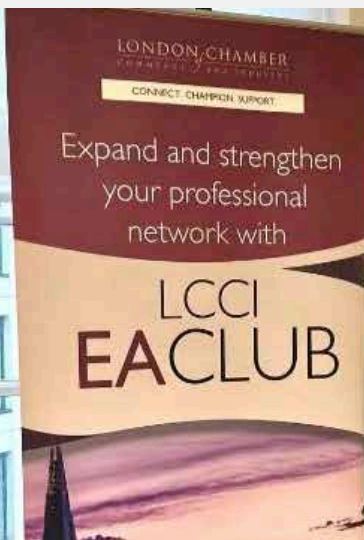
Appreciation

Understanding the colourful array of gifting traditions and cultural intricacies amongst your international colleagues will guarantee you that your gift is received warmly and with appreciation.

Gifting across countries during the Christmas season doesn't have to be a difficult task. With some additional research, some insight into cultural sensitivities, you can ensure that you're getting something everyone enjoys – helping you strengthen those partnerships as you head into the New Year.

www.baxtersofscotland.com





Executive actions

LCCI's EA Club certainly chooses some exceptional venues and makes sure that there are activities to match.

An evening at Humble Grape included a wine tasting and fabulous food while a subsequent event at Fortnum & Mason gave guests a first taste of Christmas. Not only was there a biscuit and chocolate tasting station, but also a look at this year's seasonal hampers ... and a take-away goody bag to boot!

If you are interested in hosting an LCCI EA club event contact Katie Hulbert khulbert@londonchamber.co.uk

If you are an EA, PA or event booker and would like to join the LCCI EA Club, email lccieaclub@londonchamber.co.uk





LCCI Member News



Present Communications

Present have achieved certification to ISO 20121:2012 Sustainable Event Management in relation to its work as a supplier to the events industry, supplying technology and support to the live events, experiential and broadcast sectors.

ISO20121:2012 provides a recognised framework for sustainable event management. Present has prioritized sustainability since its inception almost 20 years ago as an early adopter and supplier of (what is now called) virtual and hybrid event technology.

Present MD Kieron Garlic says "Achieving this certification is testament to the hard work of the team and our continuing focus on sustainability. It also underscores the direction we are taking the business. Remote production and broader connectivity services facilitate the wider reach and impact of the events we work on and the content we produce. I am immensely proud of the team's efforts and what they've accomplished which will ensure moving forward we are not only delivering impactful and valuable services but also delivering them in the most sustainable way".

presentcommunications.com



Crimestoppers

Meter tampering impacts food businesses

Crimestoppers figures show that reports of energy theft have increased by **nearly half (48%)** since the start of the cost-of-living crisis. Energy meter tampering creates an unfair playing field in the food service environment. However, suspicions can be reported **anonymously** through the Stay Energy Safe reporting service.

Energy theft, which includes bypassing gas or electricity meters, poses an unjust threat to law-abiding businesses. It creates an environment that aids criminal practices, transferring the costs of revenue losses to other energy consumers.

Tampering with meters can result in explosions, fires, electric shocks, burns, gas leaks and even injury and death, with real-life cases illustrating the consequences here.

You can find out how to recognise signs of energy theft here. It often includes irregular wiring, sparking, burn marks or gas smells.

If you suspect energy theft, you can report it while remaining **100% anonymous**. Contact **Stay Energy Safe** using our online reporting form here, or call on **0800 023 2777**.



Cundall

Interested in taking on a higher apprentice? Look no further than PlanBEE!

PlanBEE (Plan for Built Environment Education) is an industry driven higher apprenticeship, seeking employers from within the architecture, engineering and construction (AEC) sector across London. Organisations such as Cundall, have taken on three PlanBEE apprentices so far and are planning a further two for the September 2024 intake.

PlanBEE is a cost effective and innovative way to recruit and develop talented young people. PlanBEE has been designed by employers to meet industry needs, with a focus on leadership, economics, design, technology and production. It provides apprentices with the opportunity to gain a greater understanding and appreciation of multi-disciplinary roles and collaborative working across the AEC sector.

98% of PlanBEE graduates have progressed to permanent roles in the sector.

Find out more and to **submit your expression of interest in sponsoring a PlanBEE apprentice here.**



Ibrahim & Co

University Career Services: Enhancing Graduate Employability

At IBRAHIM & Co., we are dedicated to forming partnerships with universities that are committed to exceptional career development for their students. Our mission is to collaborate with institutions to equip graduates with the skills and confidence they need to secure meaningful employment. Our career and skill courses are designed to complement your existing services, ensuring students are well-prepared for the competitive job market.

If you're interested in enhancing your university's career support and helping your students achieve success beyond their studies, we would love to connect with you.

To explore a partnership, please contact us at info@ibrahimandcompany.co.uk. Let's work together to provide your students with the tools they need to excel in their careers.



HyperionDev

We are thrilled to announce the success of our recent HyperionDev coding bootcamp graduates, highlighted in our 2024 Graduate Outcomes Report. Within 6 months, 88% of our graduates secured tech jobs at top companies like Google, Amazon and Accenture. They also reported a median salary increase of 178%, with some earning up to 7 times their previous salaries. Notably, 36.38% of our graduates identify as female, surpassing the global average for women in tech. Our alumni are making significant strides in sectors such as Financial Services, Healthcare, and Education. Our bootcamps are effectively bridging the digital skills gap by providing essential skills and practical experience. Reach out to explore how HyperionDev can support your talent needs!

www.hyperiondev.com



London School of Sales Small Business Sales Accelerator

Need to transition from hands-on sales management to leading a successful sales team? The London School of Sales Small Business Sales Accelerator is a step-by-step guide for ambitious business owners to develop SOPs for sales expansion, robust sales strategies, processes, and systems.

Craft your business's 'Sales Playbook' within 90 days. Replicate success and adapt your strategies as your business and market dynamics evolve.

How do you know if the 90-Day Sales Accelerator is the right fit for you and your business? Join our free Business Owners Clinic. Get the attention you deserve, share sales challenges, and receive actionable feedback to guide you in the right direction. **#LearnMoreSellMore**

Discover more at www.lsos.co/business or email us at grow@lsos.co.



BAXTER FREIGHT

Baxter Freight

Logistics business transforming sustainability in their sector

Logistics business, Baxter Freight, has been awarded funding from Innovate UK for a **Knowledge Transfer Partnership** with Nottingham Trent University.

This KTP will drive Baxter Freight's sustainable innovations, minimise their own environmental impact, and support their Scope 3 reporting initiative.

From 2025, Scope 3 reporting, indirect emissions in a company's value chain that are responsible for 70-90% of an organisation's carbon footprint (Carbon Trust), will become mandatory in Europe.

Tom Isler, Innovation & Sustainability Manager at Baxter Freight says: "Collaborating with NTU is an opportunity for us to see how we can create clarity for our partners, whether they are suppliers or customers on this complex issue of Scope 1, 2 and 3, net zero and sustainability. If we can help even a handful of businesses to not only report on scope 3 but find more sustainable solutions because of it, then we will have already made a positive impact."



Finn Partners

FINN Partners, a global marketing and communications firm, has launched FINN Luxe, a specialized offering tailored for the luxury sector. This new service is built on FINN Partners' extensive experience with high-end brands across various industries, including Travel & Hospitality, Wellness, Fashion, Skincare, and more. FINN Luxe aims to help luxury brands navigate complex markets and social landscapes through innovative engagement campaigns and expert communications.

To mark this launch, FINN Luxe has introduced "The Luxury Playbook 2024," created in partnership with market-research firm Mintel. This playbook provides insights and strategies for luxury brands to embrace diversification, cultural relevance, and purpose-led communications. FINN Luxe combines the global reach of FINN Partners with the specialized knowledge of a boutique agency, offering a comprehensive approach to luxury branding, PR, thought leadership, and digital marketing.

For more insights the Luxury Playbook can be downloaded via [link](#)

Two minute interview

Dil Sidhu of Birkbeck Business School

Who are you?

I am Dil Sidhu, and I serve as the head of the Business School, Faculty of Business and Law, Birkbeck, University of London. The university was established in 1823 by Dr George Birkbeck, to provide working Londoners with an opportunity to study for enhanced personal and career opportunities.

What is your connection with the London Chamber of Commerce?

Birkbeck, University of London is a member of the LCCI as we work with many businesses to provide learning but also to listen to their advice about the knowledge that should be developed to help them succeed.

What was your first job in London?

My first London job was with Safeway Stores as a stock and service level manager. The headquarters were based in Hayes until they were bought by Morrisons.

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

Designing a new Master of Business Administration (MBA) degree at Birkbeck Business School that has the science of influence and persuasion throughout its DNA. A world first in London.

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

Paul O'Neill, former chair and chief executive of Alcoa, the aluminium manufacturing giant. He reinvigorated the company's revenues and profits while focusing on just one thing: worker safety. O'Neill delivered because he really believed that people are an organisation's greatest asset.

Working in London means you are already contributing financially to the city so commuting shouldn't be such an expensive endeavour.

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

Anyone working in London should get free access to London Transport. Working in London means you are already contributing financially to the city so commuting shouldn't be such an expensive endeavour. I know, I know. "Dil, you're a dreamer"!

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

Higher education often gets caught in political crosshairs which sometimes makes things difficult. For instance, including international students in 'net migration' numbers is like including tourists. They are here to gain knowledge, spend money, soak up British culture, have fun, and then go home with their UK qualifications.

What is your favourite and least favourite thing about London?

My favourite thing is walking through history when you walk just about anywhere in London. Least favourite thing is the 'packed in like sardines' experience

of being on the Tube during peak times.

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

Tackle loneliness in London by connecting young people with older generations.

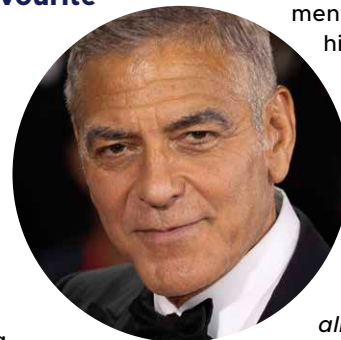
Who would you consider an appropriate person to play you in a movie of your life?

It would have to be George Clooney as I've already mentally auditioned him to play me in my biopic!

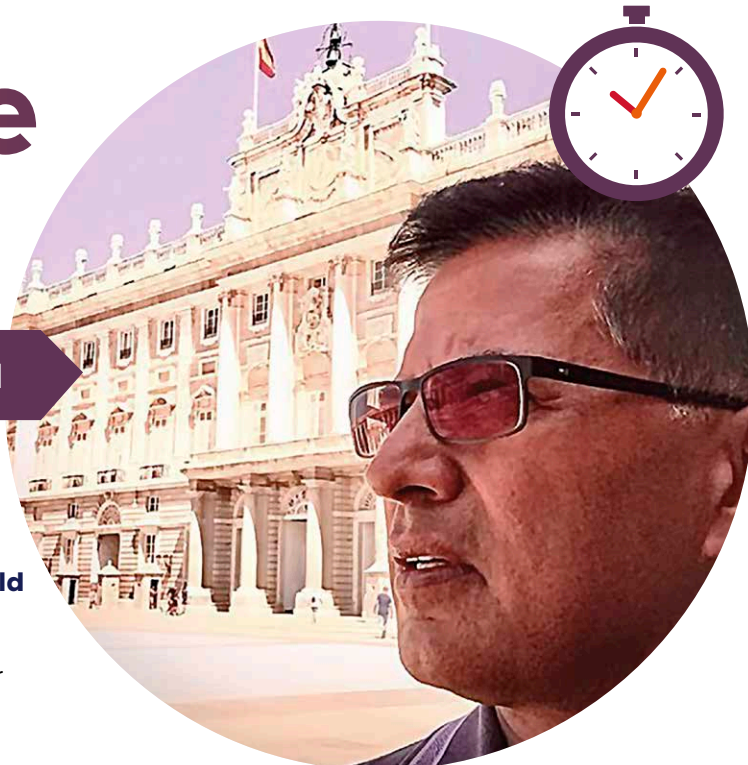
What is your favourite quotation?

'None of us is as smart as all of us'. Ken Blanchard

www.bbk.ac.uk/school/business



George Clooney at the 81st Venice International Film Festival, by Harald Krichel, CC BY-SA 4.0





LCCI Member Offers



■ ADRI VERHAGEN CONSULTING

VERHAGEN CONSULTING is your expert partner in negotiating post-Brexit trade by providing you with a strategic distribution hub, offering a seamless solution for UK companies looking to distribute products within the EU. This hub ensures smooth and cost-effective distribution channels, making your logistics as efficient as if you had your own distribution centre in Europe. We specialise in re-routing and re-labelling services, ensuring the parcels are correctly documented and comply with all EU regulations.

Contact

Email: adri@verhagenconsulting.eu

OFFER

We assist you with our step-by step guide incorporating a Ltd in Belgium to give you a registered/shipping address, and all the tools and necessary service to make trading with your EU customers fast and easy.



■ ALCON MADDUX

Alcon Maddox is a boutique sales strategy consulting firm whose focus is unlocking growth potential for SMEs. Our management consultants help organisations improve their performance by providing advice and guidance on how to solve problems, create value, maximise growth and improve business performance. Our Principal Consultant and Managing Partner, Richard Richie, is offering LCCI members and business owners who want to grow their business or just break through to the next level of performance, a free one-hour strategy session.

Contact

Click the following link to book in –

<https://www.alconmaddox.com/managementconsulting>

OFFER

FREE business strategy session.

During this session Richard will help you gain absolute clarity over your most pressing business issue and put together a blueprint for action.



■ BIZNELP

Since 2003, Biznelp has been helping companies navigate international expansion toward the south of Europe and Latam. We support companies both in their global business development and by managing their subsidiaries in Spain, Chile, Colombia, and Argentina. This delegated management service includes HR administration, tax, finance, legal, HR, and corporate responsibility. Hence, we allow our clients to focus on their core business. Our added value lies in offering them a real efficiency play.

Contact

For more information, feel free to reach out to

Kamila Guanotasig at kamila@biznelp.com

You can also visit our website at www.biznelp.com

or meet us in person at Going Global Live 2024 on November 13th and 14th at Excel London, stand G3252.

OFFER

At Biznelp, we are committed to facilitating the expansion and growth of your company.

For this reason, we offer you an exclusive 10% discount on all our services contracted during 2024 and 2025.



■ UPS

Operating in more than 200 countries and territories, UPS is committed to moving our world forward by delivering what matters. As a Customer First, People Led, Innovation Driven company, we deliver approximately 22.3 million packages daily, around the globe. As a transportation and logistics leader, we offer innovative solutions to customers, big and small. UPS understands and appreciates its responsibility to help build safer, stronger and more resilient communities, supported by a healthy, sustainable global environment.

Contact

ukreply@ups.com

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Kickstart your peak season with 15% off UPS shipping! Use promocode **MERRY15** at checkout on ups.com/gb
*T&C apply

Two minute interview

Priten Patel of Trishul Consulting

Who are you?

Priten Patel, founder and director of Trishul Consulting: client-side project manager for design and refurbishment of commercial spaces.

What was your first job in London?

I was a sales assistant in the suit department for Jaeger Man clothing at its flagship store on Regent Street, London W1. It was a summer job when I was 16 and had just finished my GCSEs. I lived in Plaistow, London, and I wanted to be around the hustle and bustle of the centre of London very early on. I used to admire men buying three or four suits costing between £3,000 - £5,000 on their Gold cards. I was truly inspired and always wondered what profession they were in.

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

I recently won an award

for my company as the Best UK/India Business & Project Management Consultancy for 2023. I started my company three years ago, and as with any business, it's a hard slog to get it up and running, create a brand with distinction and continue to persevere in making it stronger through the valued success in achieving my clients' goals in their working environment. It's nice to be recognised for this and receive a physical award, which serves as a continued reminder of what has been achieved and what more needs to be done.

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

Soichiro Honda, founder of the Japanese car company that bears his name. He quotes 'success is 99 per cent failure, We all fall down and it can hurt, but we only truly fail if we stop getting up. At the age of 15, with no formal education, Soichiro Honda left his hometown in pursuit of his dream. He was a passionate engineer who simply wanted to work for the biggest engineering company at the time - Toyota.



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

London Underground needs heavy investment to the point it may need foreign investment due to trains failing technically, especially the Central line with their motors. It's currently a hot topic. Japan's metro system is enviable.

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

The current taxation system with limited liability companies needs to be reviewed and adjusted to favour new entrepreneurs who operate as SMEs. Corporation tax has increased. It's becoming more complex with fewer tax advantages of being an entrepreneur, yet the country needs more entrepreneurs to boost the economy.

What is your favourite and least favourite thing about London?

London is the best city in the world because it is the melting pot of all the different beautiful cultures. It is steeped with history,

and it's incredible to see the Tower of London, part of which was built in 1066, alongside the new changing landscape of tall buildings in the City. It's a constant reminder of the past and present when viewed side by side.

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

I would focus on making the tube network cleaner air as it's polluted with metallic particles in confined spaces, which could be dangerously higher than overground.

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

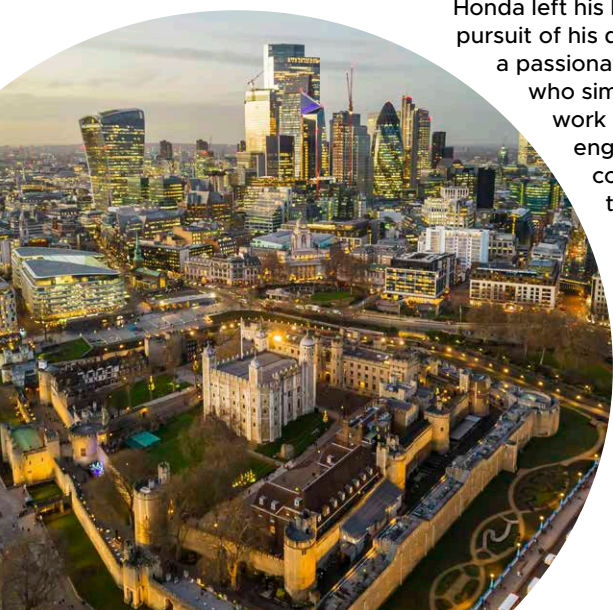
Tom Hanks because of his fantastic ability to play different characters, both funny and serious.

What is your favourite quotation?

Life moves pretty fast. If you don't stop and look around once in a while, you could miss it.

Dr Richard Chambers quoting a scene from the film *Ferris Bueller's Day Off* (1986)

www.trishulconsulting.com



What does a 10th century king, a 1940s Hollywood actress, and a 21st century London Tech firm have in common? The answer is Wireless Technology.

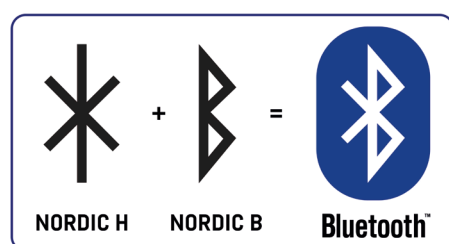
By Penelope Victoria, CEO, LM Technologies

The Story Behind Bluetooth

The name "Bluetooth" sounds futuristic, but its origins are surprisingly ancient. Bluetooth technology was named after Harald "Bluetooth" Gormsson, a 10th century Danish king who united Denmark and Norway, similar to how Bluetooth technology unites different devices. King Harald was nicknamed "Bluetooth" because, according to legend, he had a dead tooth that appeared blue—possibly due to a dental condition or a fondness for blueberries, though the exact reason remains a mystery.

The inventors of Bluetooth, engineers Jaap Haartsen and Sven Mattisson, worked at Ericsson in the 1990s and were tasked with creating a short-range wireless communication standard. This technology was almost named "Pan" (Personal Area Network) or "Flirt," reflecting the playful nature of short-range connections between devices. However, these names were deemed too generic, lacking gravitas needed for a technology that would become foundational. They settled on "Bluetooth" because they saw their technology as a unifier of various devices, as King Harald united the Scandinavian people.

The iconic Bluetooth logo is a combination of two Nordic runes representing King Harald's initials—"H" and "B".



The Story Behind Wi-Fi

While Bluetooth takes us back to the Viking era, Wi-Fi has its roots in Hollywood's golden age. The concept of frequency hopping, originally crucial for Wi-Fi technology, was first developed by Hedy Lamarr, a famous 1940s actress. Often dubbed "the most beautiful woman in film," Lamarr was also a brilliant inventor. During World War II, she co-invented a frequency-hopping communication system intended to prevent enemy forces from jamming Allied torpedoes. Although this technology was not utilized during the war, it later became a foundational element in wireless communications, including the Wi-Fi networks we rely on today.



Surprisingly, the name Wi-Fi, contrary to many misconceptions, does not stand for anything. The technology is technically referred to as "IEEE 802.11", a name that isn't exactly consumer-friendly. In 1999, the group now known as the Wi-Fi Alliance hired Interbrand to come up with a catchy, marketable name. The result was "Wi-Fi," which was designed to evoke the term "Hi-Fi" (high fidelity), a popular term associated with high-quality audio systems.

The Wireless Revolution

From a Viking king's legacy to a Hollywood star's wartime invention, the stories behind Bluetooth and Wi-Fi highlight the fascinating blend of history, creativity, and technology. These two wireless technologies, born from such diverse origins, now coexist to keep us all connected in ways that King Harald or Hedy Lamarr could never have imagined.

Fast forward to the 21st century, Bluetooth and Wi-Fi are at the heart of modern communication technology. From streaming music on wireless headphones to connecting devices across smart homes, these technologies have transformed how we interact with the world and have become an inseparable part of our daily lives.

LM Technologies: Creating a New History

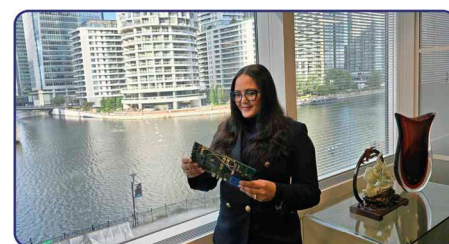
Building on this rich legacy, LM Technologies, a UK market leader specialising in Bluetooth and Wi-Fi for over two decades, is shaping the future of wireless communication. As a beacon of innovation and problem-solving, LM Technologies not only understands the intricacies of evolving wireless standards but also offers reliable and practical solutions to

empower product designers. From pre-certified modules and adapters, such as the LM842—which has garnered acclaim with over 30 certifications covering more than 70 countries—to fully bespoke wireless designs, LM Technologies sets new industry standards in cost, functionality, and time-to-market.

Our motto, *in somniis audemus—"In Dreams We Dare"*—not only captures our commitment to pushing the boundaries of what's possible but also reflects how we hold dear our vision of making what seems impossible, possible.

By addressing immediate needs while daring to envision a future shaped by inspiration, LM Technologies is not just advancing alongside Bluetooth and Wi-Fi but is also creating new history in wireless technology.

For more information visit
www.lm-technologies.com



CONTACT

PENELOPE VICTORIA
CHIEF EXECUTIVE OFFICER - LM TECHNOLOGIES

GIVE US A CALL ON:
+44 (0)207 428 2647

SALES@LM-TECHNOLOGIES.COM



New Members



Who has joined the London Chamber of Commerce and Industry in the last two months?

ActionCOACH

southwark.actioncoach.co.uk

Coaching

AG PARTNERS LTD

www.agpartnersltd.co.uk

Building contractor

AliExpress

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www.aliexpress.com

Global e-commerce

Alluvium

taiwo@alluvium.net

alluvium.net

Data migration

AVP Global

www.avpglobal.com

Audio visual integrator

Barclays Bank

www.barclays.com

Bank

BBK Partnership Ilford

T: 020 8216 2536

ilford@bbkca.com

www.bbkca.com

Accountancy

Burlington Associates

T: 020 7329 7500

info@burlingtonfs.com

www.burlingtonfs.com

Financial planning and mortgages

Copenstick Ltd

T: 01403 588772

info@copenstick.co.uk

www.copenstick.co.uk

Woodworking machinery manufacturer

DigiHeal Solutions and Services Limited

T: 07899 607410

info@digiheal.co.uk

www.digiheal.co.uk

Health tech and IT

Engaged Intelligence Limited

T: 01223 625361

john@engaged-i.com

www.engaged-intelligence.com

Computer software

Environmental Sustainability Hub

consult.vs@eshinnovation.co.uk

eshholding.com

Sustainability hub

Equals Money

equalsmoney.com

Payments management

Euro Accounting Ltd

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Accounting and taxation advisory

FBRH Consultants Ltd

T: 07484 224949

contact@fbrh.co.uk

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ESG/sustainability

Gallelo Atelier

www.galleloatelier.com

Luxury womenswear

Greengage

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www.greengage.co

Digital finance pioneer

Grosvenor Law

www.grosvenorlaw.com

Law firm

Hampstead Court Care Home

hampsteadcourt.csm@averyhealthcare.co.uk

Care home

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www.hireplusplus.com

AI hiring copilot

Horwich Farrelly Limited

www.h-f.co.uk

Legal services

Ice Phoenix Consulting Engineers

T: 07470 365002

enquiries@iphoenixce.com

www.iphoenixce.com

Engineering consultancy

Ickle Pickles

info@icklepickles.org

www.icklepickles.org

Neonatal charity

Isio Group Ltd

T: 020 3727 9800

paul.couchman@premiercompanies.co.uk

www.premiercompanies.co.uk

Pensions

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www.legalfly.ai

AI solution for law firms

Lightbulb Teams Ltd

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info@davidmeade.co.uk
www.lightbulbteams.com
 Team-building activities/CSR

London Tech

www.londontech.com
 Technology

Map My Business

praqash@usa.net
 Consultant

Maria Jerez

www.evopol.is
 Consultancy and research

Maria-Angela's Coaching

maria-irfdxmh.scoreapp.com
 Coaching

Maximus UK

www.maximusuk.co.uk
 Charity

Midstream Lighting Ltd

www.midstreamlighting.com
 LED floodlight manufacturer and sales

Minaj UK Ltd

T: 0800 524 4005
info@nhbuk.com
 Trading, marketing and promotions

National House Buyers Limited

T: 020 8144 1166
info@lsdb.co.uk
 Property investment

Nuvho

T: 07386 800270
info@nuvho.com
nuvho.com
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Oliver Spencer - Favourbrook

www.oliverspencer.co.uk
 Clothing retail

Osaka Connect UK Limited

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Placer

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 M&A advisory

PsycApps

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marketing@psycapps.com
www.psycapps.com
 Wellbeing through innovative solutions

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royalexpress422@hotmail.com
sendcloud.com
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SanDisk UK Limited

T: 01372 366000
www.westerndigital.com/en-gb/brand/sandisk
 Data drives

Segrave Foulkes Publishers

segravefoulkes.com
 Book publishing and editing

SFS Consultancy Limited

sfsconsultancy.co.uk
 Consultants

Silver Development & Construction

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Skynest

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 Innovation lab

Soliman's Advocates

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ola@solimansadvocates.com
www.solimansadvocates.com
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Synergy in Trade Limited

T: 01455 207770
hello@synertyintrade.com
www.synergyintrade.com
 International trade finance

T9 Professionals Limited

t9pros.com
 ERP systems consultancy

The Equine Logistics Company Ltd

www.equinelogistics.com
 Import export horses

The Mason Foundation

www.masonfoundation.co.uk
 Health, wellbeing, activity, employment

The Virtual Events Experience

pam@thevirtualeventsexperience.co.uk
 Events

TMF Group

T: 020 7832 4948
william.parker@tmf-group.cim
www.tmf-group.com
 Administrative services

UFORTA

T: 020 3442 9752
roy@uforta.com
www.uforta.com
 Cybersecurity delivery, advisory, mgmt

Universal Pack UK

universalpack.co.uk
 Machinery sales and support

Vega IT UK Ltd

T: 07966 980235
contact@vegait.co.uk
vegait.co.uk
 Software development and integrations

VNMBS Limited

T: 07951 787430
contact@vnmbbs.co.uk
www.vnmbbs.co.uk
 Home improvements and renovations

Vorboss

vorboss.com
 Fibre internet

Vu3D Ltd

www.vu3dtours.com
 3D experiences

Wagstaff Interiors Group

T: 07488 278 043
s.cooper@wagstaffgroup.co.uk
www.wagstaffgroup.co.uk
 Interior fit out

WELLFORM*

www.wellformgroup.com
 Multidisciplinary design consultancy

Westside London

T: 020 7434 0235
info@westsidelondon.com
westsidelondon.com
 Print and digital branding agency

Winters of the World

T: 07473 111433
will@wintersoftheworld.com
www.wintersoftheworld.com
 Venue

WNL LTD

wnll.uk
 Marketing

YasYus Medical Limited

T: 07383 134310
londonclinic1@gmail.com
 Pharmaceutical online purchases

Young Cost & Carbon

Consulting Limited
 T: 07368 850636
graham.young@auditel.co.uk
auditel.co.uk/grahamyoung/
 Cost, procurement carbon solutions

Coming up...



NOVEMBER

Go Connect Networking

- **Tuesday 5 November, 12.00pm – 2.00pm**

Balls Brothers Austin Friars

Join up to 60 LCCI Members and guests to network over drinks and canapés at Balls Brothers Austin Friars. The LCCI team will be on hand to help facilitate introductions. Free to attend for LCCI Patron and Premier Plus members only.

- **Black Business Association and The Black Society Evening at LCCI**

Thursday 7 November, 6.00pm – 8.30pm

Programme Partner: University of Westminster

- **Webinar: The Role of HR in Fostering Employee Intrapreneurship**

Monday 11 November, 1.45pm – 2.30pm

- **Webinar: Establishing credibility in overseas markets**

Tuesday 12 November, 10.00am – 11.00am

Business Owners Club Winter Networking Reception

- **Tuesday 12 November, 5.00pm – 7.00pm**

Balfour at Bow Wine Vaults

Join us at the Business Owners Club Winter Reception, hosted at the elegant Balfour at Bow Wine Vaults, just a stone's throw from the Chamber HQ. This reception will welcome up to 60 dynamic business owners, offering a prime opportunity for peer-to-peer networking and the chance to forge invaluable connections. Supported by programme partner LenovoPro and sponsor J2 Software tickets are just £24 inc VAT per person.

Programme Partner: LenovoPro

Sponsor: J2 Software

- **Webinar: Navigating Intellectual Property (IP) Development in AI**

Wednesday 13 November, 10.30am -11.15am

- **Property and Construction Club Networking and Briefing with guest speaker Deborah Heenan, CEO, Populo Living at LCCI**

Tuesday 19 November, 12.00pm – 2.00pm

Programme Partners: Goodstone Living, Menzies, and Thames Freeport

Asian Business Association Winter Reception

- **Thursday 21 November, 6.00pm – 8.30pm**

Bombay Brasserie

Join us for an exclusive evening at the Asian Business Association Winter Reception. Network with up to 70 businesses across diverse sectors while savouring signature drinks and gourmet canapés at the iconic Bombay Brasserie, renowned for its authentic Bombay and Indian cuisine. Supported by programme partner University of Westminster tickets start at £96 inclusive of VAT for Patron and Premier Plus members.

Programme Partner: University of Westminster

- **Webinar: International Market Research and Marketing for beginners**

Tuesday 26 November, 10.00am – 11.00am

- **India: Routes to Market at LCCI**

Tuesday 26 November, 3.00pm – 6.00pm

High Impact Leadership – How to Successfully Lead and Inspire your Team

- **Wednesday 27 November, 3.00pm – 5.00pm**

LCCI

Join us at LCCI HQ for an interactive workshop where we will be exploring what it means to be an authentic leader, and how you can use your unique superpowers to become the best version of yourself in the workplace. Led by Sonia McNamara, CEO, At Cause, we will look at how you can engage and inspire your teams to stay motivated and high performing, particularly during times of change. Free for LCCI Members, £18 inclusive of VAT for Community network.

DECEMBER

Annual Winter Reception

Wednesday 4 December, 6.00pm - 8.30pm

Fortnum and Mason

Celebrate the festive season at Fortnum & Mason. The reception will be held on the ground floor field restaurant, overlooking the store's world-renowned Food Hall. Tickets start at £118.80 inclusive of VAT for Patron and Premier Plus members.

- **Maximise your Membership at LCCI**

Thursday 5 December, 3.00pm – 5.00pm

JANUARY

- **LCCI Quarterly Economic Survey Report Launch with Vicky Pryce, Chief Economic Advisor and Board Member, Cebr, James Rentoul, Director at Savanta ComRes and Ian Daniels, Property Partner at Haysmacintyre**

Tuesday 14 January, 10.00am – 11.30am

Sponsored by Haysmacintyre

haysmacintyre

- **Go Connect Networking at Ancaster Group**

Thursday 16 January, 12.00pm – 2.00pm

Visit <https://www.londonchamber.co.uk/events/events/see-all-events/> to book events

FORA



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LCCI Partners and Patrons Noticeboard



Harrow, Richmond, and Uxbridge College Group (HRUC)

HRUC launches new aviation initiative at Heathrow Employment and Skills Academy

Outstanding organisations from across the aviation industry have marked the launch of the Aviation Generation programme at Harrow, Richmond, and Uxbridge College Group (HRUC) at an inspired event (Friday 13 September) featuring leading figures from organisations including British Airways, Boeing and Heathrow and aspiring students, see <https://www.hruc.ac.uk/news/previous-news-stories.html>



London Luton Airport's Plans for Growth

The proposed expansion of London Luton Airport to sustainably grow capacity at the Airport to 32 million passengers per annum (mppa) represents the region's biggest job creation programme in a generation. This vital project is deliverable without the need for Government investment, does not require an additional runway and makes best use of the airport's existing runway and assets. Luton Rising's proposals also include some of the most far-reaching commitments to the sustainable operation of an airport ever to be introduced in the UK. Once growth to 32 mppa is achieved,



Middlesex University Unlocking Potential: Partner with Future Business Leaders

Access student talent with Middlesex University
Would you like to infuse fresh ideas into your business while supporting the next generation of business leaders? With Middlesex University's innovative consultancy and project-based work initiatives, you can access the skills and talents of a new generation of students – at no cost to you or your business.

If your business has a 'real world' challenge, case study or consulting project for their students to work on, Middlesex university would like to hear from you. Middlesex University's team of experts will lead you through the process requiring minimal time commitment from you.

Ready to partner with Middlesex University and shape the future of practice-based education? Contact the team today to explore collaboration opportunities.

Contact Information:

Email: mdxworks@mdx.ac.uk

Phone: 020 8411 6161

Website: [mdx.ac.uk](https://www.mdx.ac.uk)

London Luton Airport's contribution to UK GDP would grow to £3.3 billion by 2043, tripling this impact. Ahead of the DCO decision date of 3 January, members are invited to show their support by signing the Open Letter to Government.

Open letter from businesses in support of Luton Rising's application for the expansion of London Luton Airport https://docs.google.com/forms/d/e/1FAIpQLSfp_yevK7MUQgOzjsPkXWhiAfBptFyk37wpgs5FyXLkI4oViNA/viewform?pli=1



London Stansted Airport

London Stansted Airport has begun an exciting new chapter, releasing details of a £1.1bn five-year investment programme, <https://mediacentre.stanstedairport.com/london-stansted-unveils-11bn-investment-programme-as-it-embarks-on-exciting-new-chapter/> that will deliver wide-ranging benefits to passengers and help secure links to even more global destinations. The plans were announced at the government's International Investment Summit and follow London Stansted reporting record-breaking passenger numbers for each month in 2024.

The airport also recently celebrated being named Airport of the Year <https://mediacentre.stanstedairport.com/london-stansted-scoops-airport-of-the-year-at-the-uk-national-transport-awards-2024/> at the UK National Transport Awards 2024. The judging panel were particularly impressed by London Stansted's record customer numbers, strong operational performance and sustainability commitments and actions.

In November, London Stansted is hosting its next 'Meet the Buyers Event' where local suppliers can register to meet with major buyers in the area, build relationships and explore opportunities. The event is taking place on Thursday 28th November 2024 at the Radisson Blu Hotel, London Stansted Airport. Register at <https://www.stanstedmtb.co.uk/suppliers>.



Capital City College Group unveils new unified brand identity

Capital City College Group are proud to announce a bold new brand identity that unites all their colleges under one logo. City and Islington College, The College of Haringey, Enfield and North East London, Westminster Kingsway College, will operate under the shared identity of Capital City College. Capital City College Training will operate under a new brand identity of Apprenticeships+.

The fresh new logos are a symbol of their shared mission, with the segments in the letter "C" representing both their diverse community and their different centres of excellence across London. This rebranding reflects their commitment to providing high-quality education and training across London, while celebrating the strength of their unity and diversity.

In addition to the new group logo, several of their centres will also be adopting new names to align more closely with their locations, ensuring a cohesive identity across the group. By using centre locations as the foundation for these names, they are creating a clearer and more unified brand presence while still honouring the distinctiveness of each site. <https://www.capitalccg.ac.uk/news/capital-city-college-group-unveils-new-unified-brand-identity>

Answers to The Knowledge

On page 15

1

Norman Collins. As well as being a writer he was a senior executive at the BBC. The book was made into a film starring Richard Attenborough.

Walthamstow Stadium by dg, CC BY-SA 2.0



2

Walthamstow Stadium. Famed for its greyhound track, it also hosted stock car and speedway racing. It closed in 2008.

3

The Cutlers. Today the company's work includes the promotion of advancements in surgical instruments.



4

Sadler's Wells. Its East London base will be at Stratford.

5

Tottenham Hotspur (2009 – 2023). Kane scored 213 goals in 317 appearances.

6

Battersea Park. It took place in 1829 and was about a religious matter. Shots were fired but neither contestant was hit and the matter between them was resolved.

7

King's Cross. The fire began under a wooden escalator before spreading into the ticket hall.

8

The National Gallery. It is now called the Sainsbury Wing.

9

Wembley Stadium. The fight between the two Londoners – Dubois was born in Greenwich, Joshua in Watford – ended in victory for Dubois in round five.

10

Thomas de Quincey (1785-1859) as recorded in his work *The Pleasures of Opium*.



Business and the community

City Giving Day has become a regular feature of recent years in the City of London. It is a simple but impactful initiative that enables local companies and employees to celebrate and showcase their philanthropic and volunteering achievements, and encourage others to get involved.

www.suitedbootedcentre.org.uk

- A staff Bake Sale with proceeds going to Macmillan Cancer Support www.macmillan.org.uk

Appeal

At the LCCI event Lord Mayor Mainelli quoted

Audrey Hepburn:

“As you grow older, you will discover that you have two hands — one for helping yourself, the other for helping others.”

Guest appearance

LCCI and the City of London Chamber naturally signed up to be part of this year's activities which included:

- Director of strategy Lucie Risley joining the Lord Mayor Michael Mainelli at the London Stock Exchange for the day's 'Opening of the Market' ceremony
- The Lord Mayor making a guest appearance in the Members' lounge of LCCI's City HQ where three charities were highlighted:
 - Waterloo Food Bank <https://waterloo.foodbank.org.uk>
 - Smart Works – suitable interview clothing for women www.smartworks.org.uk
 - Suited and Booted – suitable interview clothing for men

This, he said, was something that certainly chimed with his thoughts and the aims of his appeal which in his term of office were focussing on numeracy, mental health and the homeless.

www.thelordmayorsappeal.org



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CAPITAL MATTERS

NOVEMBER/DECEMBER 2024

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The Business Show 2024: A Milestone 50th Edition

This November, the UK's biggest and most influential business event, **The Business Show 2024**, returns to ExCeL London on the 13th and 14th.

Marking its golden 50th edition, this year's show promises to be larger and more impactful than ever, celebrating over two decades of fostering entrepreneurship, supporting small businesses, and promoting innovation. Attendees will be immersed in an atmosphere buzzing with opportunities for growth, networking, and learning.

As the flagship event for entrepreneurs, small and medium-sized enterprises (SMEs), and business leaders, The Business Show has consistently delivered valuable insights, connections, and resources.

This 50th edition is set to continue that legacy, offering an impressive mix of keynote speeches, panel discussions, interactive sessions, and more, making it an unmissable event for anyone serious about growing their business.

CELEBRATING 50 YEARS OF ENTREPRENEURIAL SUCCESS

To mark this significant milestone, The Business Show 2024 is bringing together a lineup of some of the most prominent figures in the business world. The keynote speakers, all leaders who have made a significant impact in their respective fields, will share stories of their entrepreneurial journeys—how they overcame challenges,

capitalized on opportunities, and built successful companies.

Attendees will hear from global business leaders as well as notable UK figures. Brands such as Barclays, LinkedIn, and Google will be represented, along with successful entrepreneurs like Levi Roots from Dragons' Den, Linda Plant from BBC's Apprentice, and Simon Squibb. These keynotes will provide attendees with actionable strategies to thrive in today's ever-changing marketplace. Whether you're starting out or looking to scale, these insights will help you take your business to the next level.

INNOVATION AND BUSINESS SOLUTIONS AT YOUR FINGERTIPS

This year's show promises to be a showcase of innovation, with over 750 exhibitors offering a range of products, services, and solutions designed to help businesses grow. Whether it's cutting-edge technology, marketing strategies, or essential business services, attendees will have the opportunity to connect with leading suppliers who can provide the tools necessary for success.

Brands like Barclays, Google, Tesco, and DELL Technologies will not only share insights through talks but will also offer direct engagement with attendees. This

provides business owners the chance to gain a deeper understanding of the latest industry trends, technologies, and strategies they can use to navigate the increasingly competitive business environment.

Many of the exhibitors are long-standing partners of The Business Show, offering trusted solutions that have helped businesses grow over the years. From startups to well-established enterprises, the event is designed to provide every business with the resources they need to thrive.

THE £100K LAUNCHPAD: A BREAKTHROUGH OPPORTUNITY FOR STARTUPS

A major highlight of this year's show is the £100k Launchpad, a competition offering a game-changing opportunity for budding entrepreneurs. One lucky startup will win a £100,000 business support package, including £10,000 in cash and £90,000 worth of business products and services from the show's top sponsors and exhibitors. This package could be the boost needed to turn a promising idea into a thriving business.

The application process is simple: entrepreneurs can submit their business

Continued on page 74...

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idea online, and the best applicants will be invited to pitch in front of an expert panel during the event. The winner will walk away with the resources, funding, and connections they need to bring their vision to life. For any entrepreneur serious about making their mark, this competition is an extraordinary chance to gain exposure and access invaluable support.

A GLOBAL PLATFORM FOR BUSINESS GROWTH

Having held successful editions in cities like Miami, Singapore, and Los Angeles, The Business Show has become a global platform for fostering business growth. Returning to London, where it first began, this year's show continues its commitment to empowering entrepreneurs, small business owners, and SMEs by offering the knowledge and resources needed to stay competitive in today's fast-paced business landscape.

The event will feature over 100 expert-led seminars, interactive masterclasses, and panel discussions, providing insights across a variety of industries. Topics will cover everything from finance and marketing to technology and leadership. These sessions will help attendees address real-world challenges and discover opportunities for growth and innovation in their own businesses.

Speakers at the event come from diverse sectors—retail, technology, finance, and more—ensuring that every attendee will gain insights relevant to their industry. The focus is not only on staying competitive but also on identifying new opportunities that can turn challenges into growth possibilities.

CO-LOCATED EVENTS TO EXPAND KNOWLEDGE

In addition to the main event, three



co-located shows will enhance the attendee experience, each offering a deeper dive into specialized areas of business growth.

Going Global Live: This event is designed for businesses looking to expand internationally. It offers insights into global markets, from navigating regulations to understanding cultural differences in business.

The Retrain Expo: As industries continue to evolve, the need for upskilling and reskilling has never been more critical. The Retrain Expo will present strategies and tools for workforce development, helping business leaders stay ahead by enhancing their teams' capabilities.

The Franchise Zone: This dedicated space provides an excellent opportunity for franchise owners and aspiring entrepreneurs to explore the franchise model. Attendees will connect with

established franchises, learn the ins and outs of franchising, and explore opportunities for growth within the sector.

“ These co-located events are designed to help attendees gain targeted knowledge, network with industry experts, and find the right resources to support their business goals.

These co-located events are designed to help attendees gain targeted knowledge, network with industry experts, and find the right resources to support their business goals.

EXPLORE, LEARN, AND NETWORK

Attendees will have full access to a detailed showguide, which includes an agenda of the seminar sessions, profiles of the speakers, and a comprehensive list of exhibitors. The seminar topics will cover every major aspect of business, from marketing strategies and financial planning to leadership and technology.

Networking remains a key focus of The Business Show, with several opportunities for attendees to meet potential partners, investors, and customers. These networking sessions are designed to foster meaningful connections that could lead to new collaborations and business ventures. For anyone looking to expand their professional network or connect with like-minded entrepreneurs, the event offers ample opportunities to make valuable connections.





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How to make intelligent decisions as an organisation

In today's rapidly changing global environment, businesses face a variety of complex risks—from cyber threats and fraud to insider dangers and geopolitical instability. Intelligence-driven decision-making has become essential not only to mitigate these risks but also to uncover new opportunities.

Business intelligence has evolved from being a tool for government agencies to a necessity for companies across industries. Whether it's identifying vulnerabilities in supply chains or conducting due diligence in acquisitions, organisations increasingly rely on insights to protect their operations and drive growth.

The rise of advanced Open-Source Intelligence (OSINT)

techniques has significantly influenced this shift. OSINT allows analysts to gather public data on everything from insider threats to geopolitical events, providing real-time perspectives on emerging risks. However, while technology is crucial, the human element remains indispensable. Skilled analysts are needed to interpret data in the context of a company's specific needs, turning raw information into actionable intelligence.

Due diligence is another area where intelligence has become critical. Companies expanding into new markets or making acquisitions need a deep understanding of potential risks—ranging from legal and financial issues to ethical concerns. Comprehensive intelligence

enables decision-makers to minimise exposure and ensure long-term success.

More businesses are also using strategic intelligence to identify future trends and opportunities. Horizon scanning, for example, helps companies anticipate shifts in their industries, giving them a competitive advantage and allowing them to adapt before disruption occurs.

To thrive in today's ever-changing environment, organisations need to view intelligence not merely as a defence mechanism but as a proactive tool for shaping their future. This requires collaboration with trusted intelligence partners who can provide tailored insights based on specific organisational goals.

Experts in this field, such as the team at B4 Secure, have witnessed firsthand how intelligence can be transformative. B4 Secure has been supporting organisations within both the public and private sectors with strategic insights, helping them make informed decisions. If you want to continue this conversation, feel free to reach out to them at info@b4secure.co.uk for a no-obligation chat.



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VICTORIA COLLEGE OF ARTS AND DESIGN

The continued expansion of its campuses and how the institution itself is set to revolutionise the art culture scene in London and beyond.

Victoria College of Arts and Design, also known as 'VCAD,' is dedicated to expanding and enriching its offerings to provide students with practical and employable courses in the fast growing creative industries sector. The institution, which is offering undergraduate courses, is recognised for its innovative approach to creative industry education. The institution has a strong reputation for nurturing creative talent and fostering a vibrant artistic community. The ethos of VCAD is to empower the next generation of artists and to continue to impact the art culture scene in London and beyond.

With uncertainty spreading across the UK regarding the future of art-based courses and their funding, VCAD is set to continue its plans for expansion and are broadening their course portfolio. VCAD opened its first campus in Southwark, London in early 2024 and now the institution is preparing to launch two additional campuses in Harbour Exchange in Canary Wharf and Manchester. "Making art education more accessible" is a core motto for VCAD. Victoria College of Arts and Design is a proud member of Planet Education Networks, which is the overarching

holding company and a leading, innovative private sector provider of tertiary education courses in the UK.

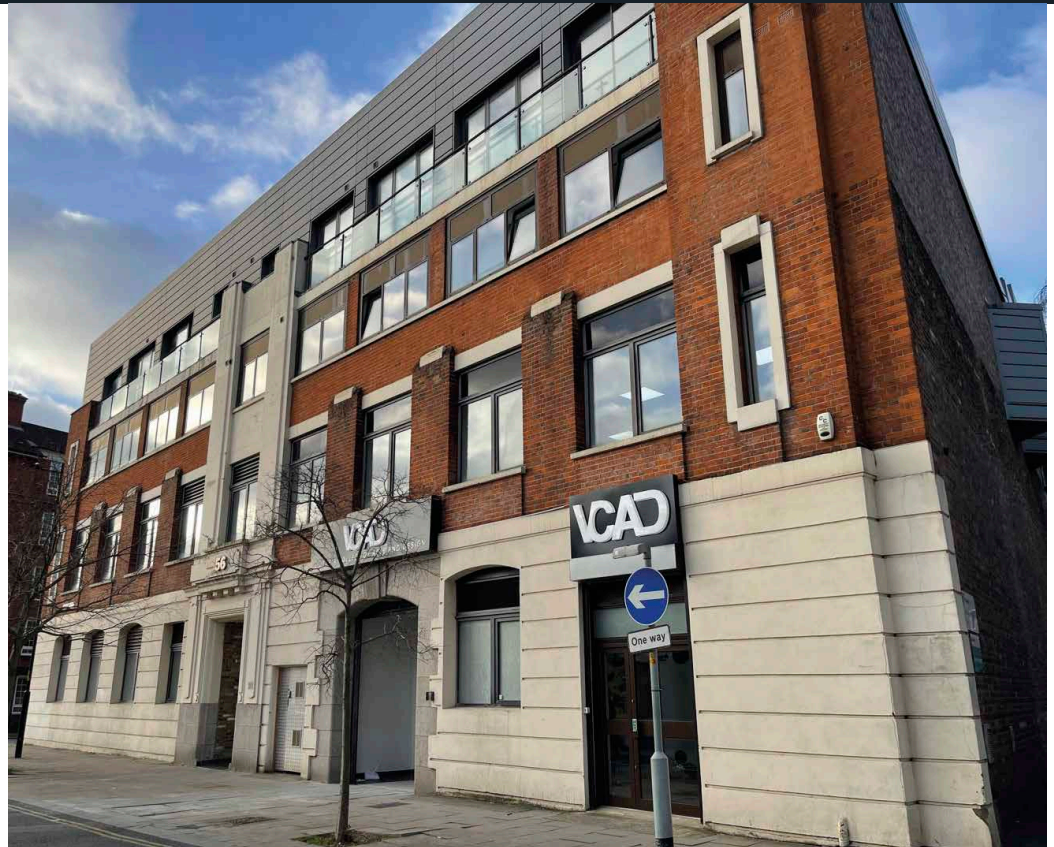
As part of this network, VCAD is committed to expanding its reach and impact, mirroring the growth and success of other institutions within the Planet Education Networks family. It is crucial for VCAD to extend its educational offerings to various parts of the UK, ensuring that quality art education is accessible where there is a demand and a need for it. By expanding to new locations and catering to diverse communities, VCAD aims to contribute to

the enrichment of the art culture scene and empower aspiring artists across the country. Prof Cedric Bell, director of Planet education networks mentioned 'We see VCAD and its growth as an essential part of the Group's strategy to offer an increasingly diverse portfolio of courses to nontraditional groups of students and thus further widen access to higher education which is one of our core corporate goals'.

In preparation for the opening of VCAD'S new Harbour Exchange campus (London) in October 2024, Victoria College of Arts and Design has named Dave Wibberley

as its Director. Dave joins VCAD after serving as the Head of Management at the Liverpool Institute for Performing Arts for six years. Prior to his career in Higher Education, Dave held senior creative management positions in the music industry, working with artists such as Stereophonics, Skunk Anansie, and Lightning Seeds.

For more information regarding Victoria College of Arts and Design, please visit www.vcad.co.uk



Cleankill named as Investors in People finalist

Cleankill Pest Control has been named as a finalist in the prestigious Investors in People Awards for the first time.



Cleankill is among the elite group of companies shortlisted for The Award for UK Employer of the Year in The Investors in People Awards 2024.

Cleankill Managing Director Paul Bates said: "We are all absolutely thrilled to be shortlisted in these awards. The recognition of our hard work and the commitment of every single member of staff to Investors in People is really important and appreciated."

The Investors in People judges added: "On behalf of everyone at Investors in People, we would like to extend our congratulations to you and the team for your fantastic work."

"Cleankill's commitment to growth, ethical practices, and staff development demonstrate a forward-thinking approach that ensures sustainability, leadership continuity and a positive work environment. Your focus on becoming greener and achieving certifications like B-Corp or Planet Mark highlights a dedication to environmental responsibility, setting you apart as a leader in the industry."

From the start, the Cleankill Directors wanted to build a company that they themselves would want to work for. There was no blueprint at that time, just experience of how they had each been treated by their

employers – what was good and what was bad.

Investors in People has been vital to Cleankill's journey from a team of two working from a bedroom to 49 employees and growing. It has given the team of directors focus on how to be the best employer possible and the motivation to develop what is called 'The Cleankill Way'.

Paul Bates added: We couldn't have succeeded in the way we have without the external validation and support that our Investors in People assessors have given us while pursuing IIP accreditation. We also knew that becoming the best employer we could be and gaining accreditation would have huge commercial benefits. Surprisingly, other pest control companies – even the household name companies – have not taken the same route as us and we remain the only pest control business in England to have achieved Gold accreditation."

Cleankill Pest Control offers eradication and preventative services for all public health pests, including: rats; mice; wasps; cockroaches; squirrels; fleas; bed bugs and pest birds. As a registered waste carrier, Cleankill also removes pigeon debris and other waste.

With offices in Surrey, East Sussex, Bristol and

Buckinghamshire, Cleankill has many customers throughout London, Surrey, Sussex, the Home Counties, Bristol, Gloucestershire and Somerset.

Award-winning Cleankill Pest Control was founded on the desire to create an operation

that places professionalism, customer service, respect for the environment, care for the community and staff development on an equal footing with profitability.

Cleankill was the first pest control company in England to attain the Gold Investors in People standard and was named 'Company of the Year' in the British Pest Control Association Awards. Accreditations include: BPCA, CHAS Premium Plus; Avetta; SafeContractor; ConstructionLine; PICS; CEPA; ISO 9001, ISO 14001 and EN 16636 – the European quality standard for pest management services.

For more information or to book a free survey or cost comparison go to www.cleankill.co.uk



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100 Days of Labour Government: Verdict from the green buildings industry

The UK Green Building Council has produced this 100-Day Progress Report of the incoming Labour Government to give the Government itself, parliamentarians, industry, local authorities, journalists and the country more widely, an early sense of whether the first decisions, tone and announcements on the built environment set the country on track to meet climate, nature and cost of living commitments.

In a new report marking the 100-day milestone of the new Government, green buildings experts have called on the government to 'put pen to paper and wed planning reform to the Climate Change Act in law to head off a quagmire of uncertainty, delays and hostility.

In a new report, marking 100 days in office for the new Government, the UK Green Building Council has shone a spotlight on how Labour can turn the big decisions ahead on new developments, upgrading the country's cold damp homes, and renewing our high streets into a legacy that puts us on track to tackle the climate, nature and cost of living crises.

The national charity, backed by hundreds of businesses in the industry, has assessed the Government's progress with a new report tracking every announcement and commitment about the built environment and analysing it to indicate whether the country is on track to meet climate, nature and cost of living commitments and to make recommendations about the pivotal decisions ahead.

Simon McWhirter, Deputy Chief Executive for the green charity said:

"The tone and early actions of this Government are streets ahead of the last on climate issues. But there's still a massive hill to climb. And decisions are on a knife edge over planning reform and standards for new buildings. And a re-think is needed on levels of investment to upgrade the country's cold, gas-guzzling homes.

The stakes are high. The Government could see a nationwide backlash to its big plans for new development unless every decision helps, not hinders, efforts to tackle the climate and nature emergencies as well as the cost of living crisis. That means delivering what they voted for in Opposition, putting pen to paper and wedding the planning system to the Climate Change Act in law when it drafts the much-awaited Planning and Infrastructure Bill.

Get it right and we could see a new era of clean electricity, affordable low-carbon homes where they're needed, and large areas to protect and restore nature. Get it wrong and we could destroy what's left of the country's natural habitats, exceed our legally binding carbon budgets, and risk further planning confusion, legal challenges and higher costs."

An excerpt from the reports foreword reads:

"100 days in, and the pivotal decisions about the future of our built environment still lie ahead.

Small policy and investment adjustments won't be enough. From fixing the planning system and new build standards to upgrading the country's draughty homes and workplaces, success or failure, public support or opposition, will rest on bold decisions in line with the climate science."

Get it right and we could see a new era of clean electricity, affordable low-carbon homes where they're needed, and large areas to protect and restore nature.

The report is available at the UK Green Building's website in full at <https://ukgbc.org/news/100-days-of-labour-government/>. The full report delves into detail on the new government's decisions throughout their first 100 days in office, as well as the pivotal moves that still lie ahead that could make all the difference for the countries built environment.



5 reasons why SMEs should explore apprenticeships

By Kate Deakin, Director of Apprenticeships at University College of Estate Management



Kate Deakin

Awareness of apprenticeships are on the rise in the built environment, and rightly so. Not only can they provide aspiring professionals with a way to gain vital experience while obtaining qualifications, but they can also give businesses access to a wider pool of talent.

However, uptake on this model has been falling among SMEs in the UK. Despite the implementation of the Apprenticeship Levy in 2017, the number of apprentices starting in SMEs in England fell 49% in the four years¹ after the levy was introduced.

There are plenty of reasons for this. Apprenticeship schemes are often perceived as complex, and myths around them only being for 16-to-18-year-olds have held back their adoption, despite the fact that there's no upper age limit for this education model.

If you're an SME, here are five reasons you should consider launching an apprenticeship scheme:

1. Retention

Today's workforce places more emphasis on being given the chance to develop and progress in their roles than purely salary. A study by LinkedIn found that 94% of employees² would stay longer with a company that invests in their learning and development.

Degree apprenticeships can help SMEs develop their workforce in a way that benefits both employer and employee. They can give employees accredited qualifications that are necessary for them to work and represent SMEs at a professional level. At the same time, it grants staff the opportunity to develop a clear path for progression, which will make them more inclined to stay with the company in the long-term.

2. The ageing workforce

By 2031, 41% of the construction workforce are predicted to have retired³, and in the same industry the number of employees over the age of 60 is increasing faster than any other age group⁴.

Failing to bring in younger talent to replace an ageing workforce can leave organisations in a dangerous position with regards to skills gaps and succession planning. Apprenticeship schemes are an effective way to combat this, helping to nurture young talent that can be easily moulded into the working practices and culture.

3. Equality, Diversity and Inclusion (EDI)

Another benefit of apprenticeships is their ability to improve the diversity of an SME's talent pool. By offering the ability to earn a salary alongside learning and obtaining qualifications, apprenticeships can appeal to people from different backgrounds with commitments outside of work.

There are a wide range of benefits of committing to EDI for SMEs. Clients, customers and job applicants place high stock on organisations that value EDI, meaning it can help to boost reputation. Greater inclusivity can also bring forth new ideas and perspectives, which is crucial

for improving accessibility and sustainability.

4. The green skills gap

Sustainability has climbed the incorporate agenda in recent years for organisations of all sizes. However, the green skills and knowledge necessary to deliver sustainability in the sector are in short supply – according to a UCEM survey of 300 built environment professionals, 88% believe their industries are desperately in need of talent⁵.

Apprenticeships can help plug this gap and deliver key sustainability and environmental competencies, in line with core professions like construction and quantity surveying. They can also be effective for upskilling, which, simultaneously, helps improve retention and loyalty.

5. Support from education providers

It's easy to assume that apprenticeship schemes are difficult to set up, but this isn't necessarily the case. There are plenty of resources available for SMEs to guide them throughout the entire process.

Many education providers offer extensive support throughout the entire apprenticeship process, from funding applications all the way through to staging check-ins with apprentices and ensuring their learning aligns with their on-the-job experience.

With experience onboarding and supporting hundreds of apprentices every year across multiple pathways, UCEM has the expertise to guide your SME throughout each stage of the journey. If you're interested in taking on an apprentice, find out more at www.ucem.ac.uk/buildthefuture

¹ CIPD 2023, ² mckinsey.com 2024, ³ mckinsey.com 2024, ⁴ CIOB 2015, ⁵ pbc.co.uk 2024

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Q&A on bridging the tech skills gap with Jude McVitty, Social Value Manager at Version 1

T Levels are two-year qualifications for 16-19-year-olds, which are roughly equal to three A Levels. They include a mandatory work placement, and the curriculum for each subject is designed by employers. 2-6th December marks T Levels Week, a week dedicated to promoting the technical qualifications and spotlighting success stories of employers across the country who have invested in them.

WHY DID YOU INVEST IN THESE TRAINING AND EMPLOYMENT SCHEME(S)?

We have engaged with a range of technical education programmes here at Version 1, and we feel this investment in our staff really fuels our ethos of putting customers first and prioritising social value. Our work goes beyond providing IT - providing accessible entry into careers in the industry is also a top priority for us. We host T Level students on industry placements, Skills Academies and we will be launching apprenticeships this year.

As many employers in the tech sector will know, finding employees with the right passion and skills is not an easy task. Our technical education programmes help us to source young talent and identify strong candidates we can bring into the business to do full-time work. It's a unique opportunity for us to tailor what the skills market looks like in the years to come and shape emerging talent into the employees we need.

WHAT CHALLENGES HAVE YOUR LEARNERS HELPED YOUR BUSINESS OVERCOME?

There are two areas our learners are helping us become stronger in; firstly, increasing diversity of thought across the business and secondly, offering unique, well-tailored programmes that both parties can receive maximum value from.

We've always been internationally diverse but investing in technical education recruitment pathways has significantly helped to boost our diversity of thought. This has a positive ripple effect across Version 1, improving the performance of multiple parts of the business, from strategy and marketing to product design.

Within the time our T Level programme has been running we've learnt a lot as a



business. We're able, for example, to observe firsthand how the next generation work and therefore learn how we can tailor their experience and working environment to suit their working style. One thing we aim to do is ensure that students feel supported by us throughout their industry placement - and beyond, if wanted. This is important as many of the young people that do industry placements with us are being exposed to the world of work for the first time. To help them feel supported, we ensure all our T Level students are matched with a line manager and team member with a similar personality type, someone who will therefore be able to easily understand them.

WHAT DO YOU CONSIDER TO BE THE MAIN BENEFITS OF THE TRAINING AND EMPLOYMENT SCHEME(S) YOU PARTICIPATE IN?

The skills gap is a primary motivation for us as a business to be creative with how we seek talent. Investing in technical education has become necessary for us to build a workforce of people with the skills we need. Our Skills Academy, for example, is highly successful in attracting people who come from a non-tech background. This is great for us because as tech continues to change, the spectrum of skills we need continues to widen, and those from non-tech backgrounds are able to bring something new to the business.

For us it's all about 'planting seeds' of awareness, so even if a person we encounter is a few years off pursuing a career in tech, when that time comes for them to enter the industry, we want Version 1 to be on their radar. In addition to that, we also want them to have the mindset that, whatever their background/barriers, a career in tech is attainable and technical education initiatives help us to promote that.

WHAT ADVICE WOULD YOU GIVE TO EMPLOYERS CONSIDERING

USING A TRAINING AND EMPLOYMENT SCHEME FOR THE FIRST TIME?

As an employer there is so much help available throughout the process, which is one of the key advantages of the initiatives you can find out more about through the Department for Education's Skills for Life campaign.

For example, we are offered ongoing opportunities to receive training to help strengthen our technical education offering, so both we and the students we host can get the best out of the experience - as well as having someone on hand to support with questions that arise during the process.

Additionally, Version 1 has had a great helping hand from partners, such as training provider, Harrow, Richmond & Uxbridge Colleges (HRUC) which was one of the early adopters of T Levels. Through their network we've been connected with several training foundations and resources which have been beneficial for us.

ARE YOU CONSIDERING OFFERING ANY TECHNICAL EDUCATION EMPLOYMENT SCHEMES IN FUTURE?

Yes, we'll be offering our Digital Skills/Early Career academies which we have recruited 94 individuals for so far this year.

We also launched our apprenticeship scheme last year, during which we hired our first apprentice. We hope to grow the scheme and expand it across the UK. We're excited to take another step in our technical education journey; the apprenticeship scheme will play an important role in helping to bridge the gap of people who need level 4 qualifications. It will also allow us to take T Level students further up the recruitment pipeline since we'll be in the position to offer them an apprenticeship with us once they've completed their T Level.

Find next level tech talent with T Levels - visit the DfE Skills for Life website.



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exceeding the national benchmark by a significant margin, speaks volumes about the program's effectiveness in equipping learners with the skills and knowledge they need to thrive.

“

The University of East London has been pioneering futures since 1898, from the 2nd Industrial Revolution through to where we are now, the 4th. We are a careers-led university. Our mission is to prepare students for the jobs of the future.”

**Professor Amanda J Broderick,
Vice Chancellor & President**

”

Our Achievements at a Glance, including being ranked #1. UEL received its first Apprenticeship Ofsted inspection in September 2023. The outcome was graded as 'Good'. More recently UEL's QAR (quality apprenticeship rate) was announced at 75.8% - the national

benchmark is 67%.

When compared to other London institutions with 100 plus early leavers, UEL ranked first, with the QAR target being achieved two years ahead of schedule, and 100% of apprentices passing their End Point Assessment in 2022/23.

Our focus is twofold: delivering high-quality programmes that equip students with the skills and knowledge they need to succeed, and building strong partnerships with employers to ensure our programmes are relevant and valuable to their needs. With a successful track record, a commitment to innovation, and exciting new plans on the horizon, UEL is well-positioned to continue being a leader in apprenticeship provision. We're excited for the future, and we invite you to join us on this journey!

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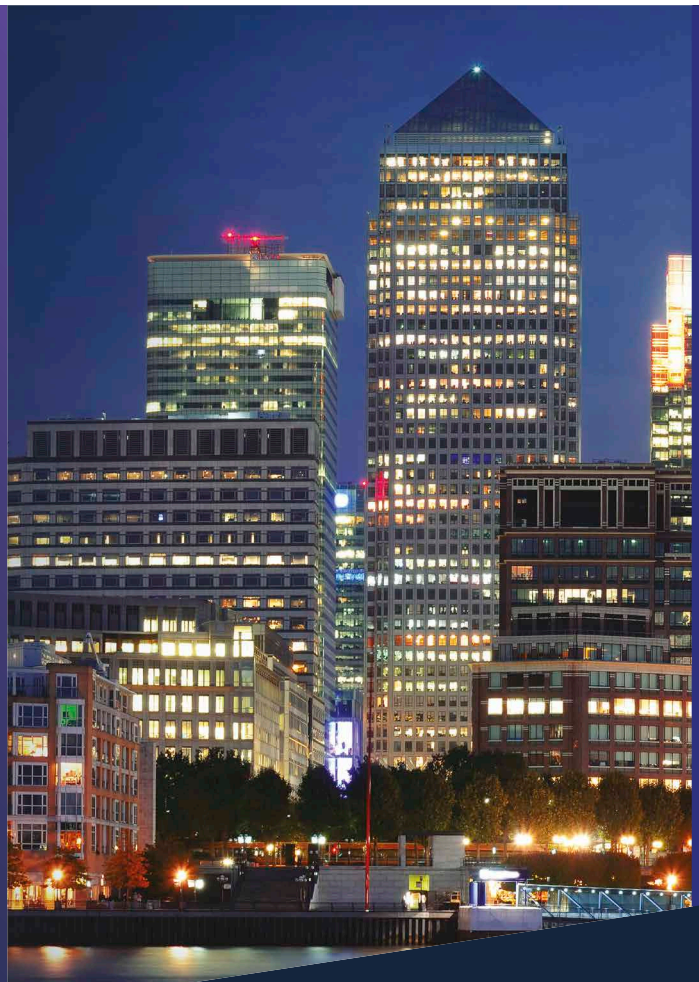
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Apprenticeships at LSBU Group: Bridging Skills Gaps and Driving Business Growth

Apprenticeships are increasingly being seen as an attractive alternative to traditional degrees in a wide variety of study areas. But they also bring great benefits for employers.

London South Bank University (LSBU) has long been a hub for fostering talent and innovation. Among its many educational offerings, apprenticeships stand out as a crucial mechanism for bridging the skills gap and driving business growth. LSBU Group apprenticeship programmes provide a unique blend of academic learning and practical experience, tailored to meet the needs of both apprentices and employers.

LSBU Group's apprenticeship programs offer tangible solutions to challenges such as hard-to-fill vacancies and escalating recruitment costs. With a dedicated business engagement team guiding employers through the apprenticeship process, including account managers providing regular updates and coordinating training activities, LSBU ensures a seamless experience for both employers and apprentices alike.

London South Bank University has been named the Best University for Apprenticeships at the 2024 Apprenticeship Guide Awards. This accolade highlights LSBU's dedication to offering outstanding apprenticeship opportunities and building robust



employer partnerships. Additionally, LSBU secured the 16th Best Training Provider Award for 2023-2024 at the Rate My Apprenticeship Awards, further underscoring its excellence in vocational education and training.

LSBU offers a wide range of apprenticeship programmes across various sectors, including engineering, healthcare, business management, and construction. These programmes are designed in collaboration with industry partners to ensure they meet

current and future workforce demands. This collaborative approach ensures that apprentices acquire relevant skills that are immediately applicable in the workplace.

Hiring apprentices can be a cost-effective way for businesses to fill skill gaps. The UK government provides financial incentives and support for companies that hire apprentices, reducing the overall cost of recruitment and training. The Apprenticeship Levy, introduced in April 2017, supports businesses by funding apprenticeship training and assessment. Levy-paying employers contribute 0.5% of their payroll, with a 10% government top-up. Small and medium-sized employers (non-levy) receive 95-100% funding for apprenticeships based on the apprentice's age. For apprentices aged 22+, employers pay 5% of costs, with the ESFA covering 95%. Apprentices aged 21 and below are fully funded by the ESFA.

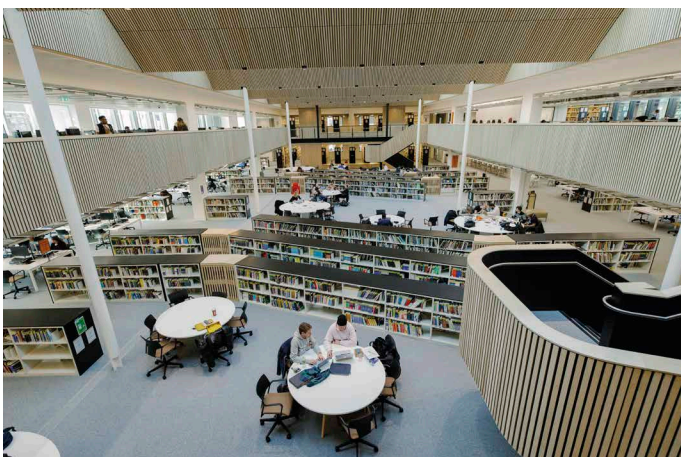
Employers can receive £1,000 for hiring apprentices

aged 16-18 or 19-25 with special needs or in care. Levy funds can't cover wages or additional expenses, and unused funds expire after 24 months. Employers must pay apprentices lawful wages, adhering to national minimum wage regulations effective April 2024.

Apprenticeships aim to increase diversity by engaging a wider range of demographics, including BAME and women in construction. Our programs also support social mobility, helping people from low economic backgrounds enter apprenticeships and enhance their career prospects.

Get in contact with us now to discuss your apprenticeship agenda for September 2025.

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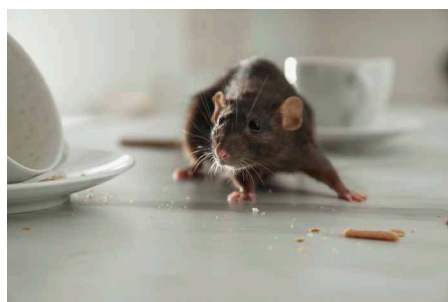
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Shield Pest Control's Guide to Pest Proofing Your Business During The Winter Months

Shield Pest Control is one of London's longest-running and highly regarded pest control organisations. Operating for almost fifty years, the company is renowned for providing incredibly high standards of pest control services to both domestic and commercial clients across South East England.

Shield Pest Control is dedicated to helping property owners to maintain a pest-free environment. Below, the team runs through how to ensure your business is pest-proofed ahead of the winter months.



Rodents

Preventing pests, particularly rodents, from invading your business is crucial for maintaining a clean, safe and professional environment. During the winter, rodent activity often increases as they seek warmth and shelter. Both mice and rats breed rapidly indoors, meaning that even a small presence can quickly lead to a full-blown infestation.

Beyond being a nuisance, rodents can cause significant damage by gnawing on wires and insulation, while also posing serious health risks through food contamination and the spread of disease. Addressing any signs of infestation promptly is essential to prevent escalation.

Prevention of Rodent Infestations

There are several effective measures you can take to prevent rodents from invading your business. First and foremost, it's essential to seal all potential entry points. Conduct a thorough assessment of your premises for any vulnerabilities, such as cracks in the foundation or gaps around windows and doors.

Maintaining a clean environment is equally important for health and safety, as rodents are drawn to accessible food sources. To minimise their attraction, ensure that food is stored in airtight containers and rubbish is disposed of regularly. Keeping your

business space tidy is a key step in deterring these unwelcome pests.

Additionally, you should consider scheduling a professional pest control inspection before the winter months. Experts can help to identify potential issues and implement strategies to protect your business from infestations.

Spiders

Although spiders are generally harmless, an infestation is the last thing anyone wants. As winter approaches, these unwelcome visitors often seek shelter indoors. Once they find a suitable environment, spiders can begin to lay hundreds of eggs, potentially leading to a significant infestation if not promptly addressed.

Prevention of Spider Infestations

To prevent spiders from invading, there are several proactive measures you can take. First, it's essential to keep windows shut, particularly when leaving your workspace in the evening. Since most spiders are nocturnal, they are more likely to enter during the evening when it's dark and quiet.

Another important step is to declutter your space. Spiders thrive in hidden areas, such as boxes, stacks of paper and cramped corners. By reducing clutter, you create a cleaner environment and limit the number of hiding spots available to them.

Additionally, it's crucial to regularly inspect and remove any dead flies or insects from windows, doorways and other areas of your business space. These remnants can serve as an enticing food source for spiders, making

your workspace a more attractive place for them.

Ants

Ants can remain surprisingly active during winter, often seeking warmth indoors. Their colonies may venture into offices, restaurant kitchens and other indoor areas in search of food and shelter, making them a common pest during the colder months.

Prevention of Ant Infestations

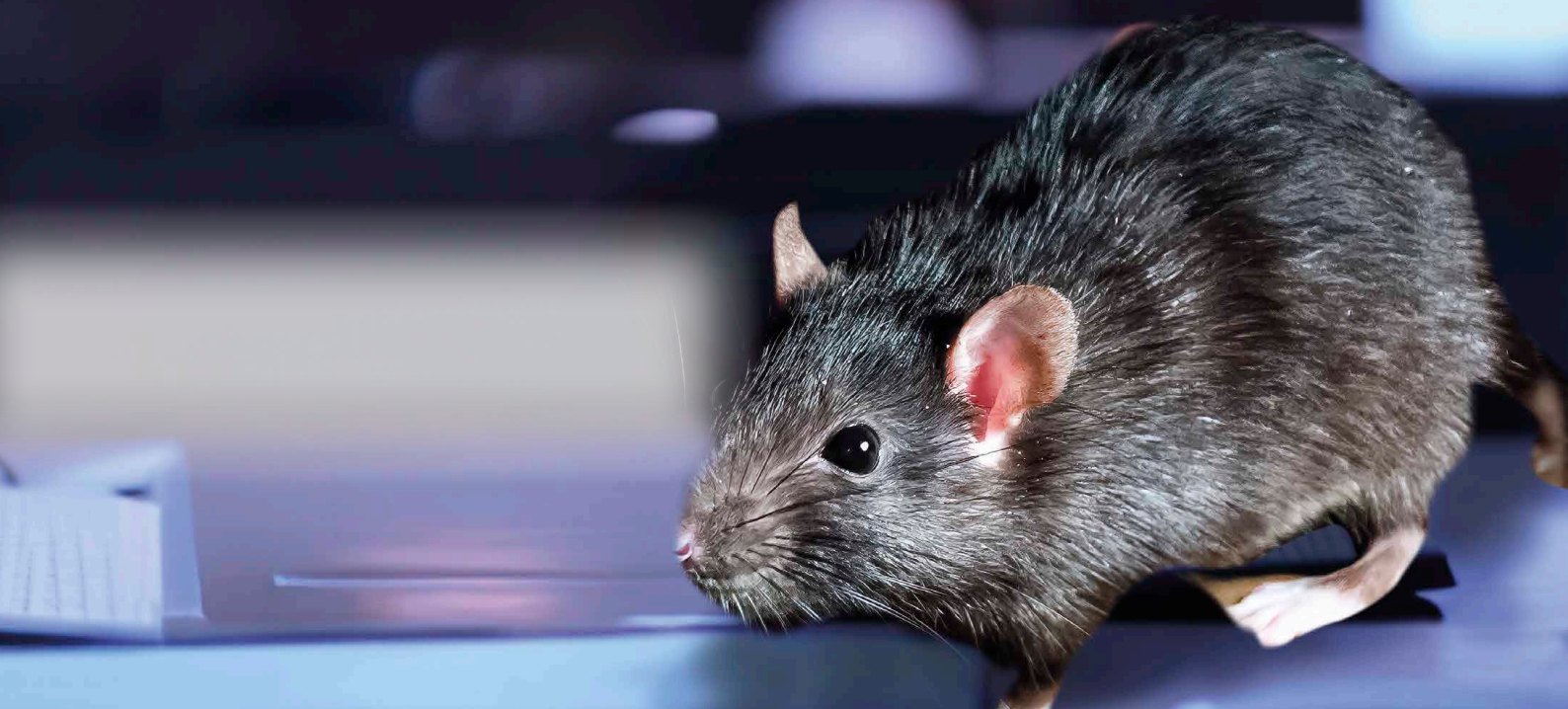
To prevent ants from disrupting your business during winter, aim to create an unwelcoming environment. Start by sealing any cracks in the foundation, windows and doors to prevent their entry. It's also important to clean up any spills promptly. By maintaining a tidy space and reducing accessible food sources, you can effectively deter these persistent pests from seeking refuge indoors.

Early detection is key to preventing pest issues from escalating, which is why it's recommended that your business schedules regular inspections with professionals like Shield Pest Control. These experts will use targeted treatments that are minimally intrusive yet highly effective in safeguarding your business property.

Whether your business is in a rural or urban area, Shield Pest Control's qualified technicians are readily available across Southeast England, ensuring a prompt and reliable service.

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As one of the leading companies offering pest control in London, we have to work in a number of distinct and unique environments. From flats to offices, we're familiar with the intricacies of residential pest control in a range of different spaces, as well as commercial pest control services, too.

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