

# London

## Business Matters

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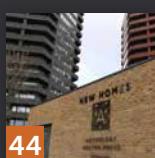
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# Crossrail put back again

**M**ore bad news on the Crossrail front with the latest assessment – in an announcement to the Stock Exchange – being that the opening of the central section will not occur in 2020 which was the first part of the previously declared opening window. The same statement said that the Elizabeth line will open as soon as practically possible in 2021 and that “a more comprehensive update is expected early in 2020.”

Crossrail's chief executive Mark Wild put a brave face on it. “The Crossrail project has made good progress over recent months as the new plan to complete the Elizabeth line is implemented by the supply chain.

A key focus during 2019 has been finalising the stations, tunnels, portals and shafts. By the end of the year, Custom House, Farringdon and Tottenham Court Road stations will be complete and the project is on track to finish fit-out of the tunnels in January. The central section will be substantially complete by the end of the first quarter in 2020, except for Bond Street and Whitechapel stations where work will continue.

## Critical

The two critical paths for the project remain software development for the signalling and train systems, and the complex assurance and handover process for the railway; both involve safety certification for the Elizabeth line. These must be done to the highest quality standards to ensure reliability of the railway from day one of passenger service.

Crossrail Ltd will need further time to complete software develop-



***“The news of yet another delay to the opening of Crossrail comes as a further blow to the businesses and commuters who have made investment decisions based upon the previous timelines.”***

ment for the signalling and train systems and the safety approvals process for the railway. The Trial Running phase will begin at the earliest opportunity in 2020, this will be followed by testing of the operational railway to ensure it is safe and reliable.

“Our latest assessment is that the opening of the central section will not occur in 2020, which was the first part of our previously declared opening window. The Elizabeth line will open as soon as practically possible in 2021. We will provide Londoners with further certainty about when the Elizabeth line will open early in 2020.”

Simon Dishman, transport analyst at the London Chamber of Commerce and Industry commented as follows: “The news of yet another delay to the opening of Crossrail comes as a further blow to the

businesses and commuters who have made investment decisions based upon the previous timelines. Both

will also be concerned about the impact the rising budget has on other vital transport projects that London needs, including Crossrail 2.

“However, LCCI recognises that safety is of paramount importance in order to deliver a quality and reliable service for passengers, once the project comes on-line. We will continue to monitor the project’s progress closely, in advance of an anticipated announcement by Crossrail in early 2020.”

Nine new Elizabeth line stations are being constructed as part of the Crossrail programme – Paddington, Bond Street, Tottenham Court Road, Farringdon, Liverpool Street, Whitechapel, Canary Wharf, Custom House and Woolwich. The existing National Rail station at Abbey Wood has been extensively redeveloped by Network Rail to be the major terminus for the Elizabeth line in southeast London.

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# Presidential skills

Steven Reilly-Hii talks to John Fallon, LCCI President and CEO of Pearson

**H**alf of London companies trying to recruit during 2019 struggled to find the skilled candidates they require.

With an existing skills gap, Brexit set to present new barriers to attracting international talent to the UK, and a rise in automation changing the requirements of some workplaces – the need for London's domestic skills system to get ready to face the challenges is clear.

In this context, John Fallon's election as President of LCCI is both timely and pertinent. The CEO of global education and learning giant Pearson knows more than most about the link between skills access and career opportunity. And he's led a radical digital transformation of the FTSE100 company, foreseeing and delivering a shift from hard copy-based learning to more mobile, tailored and personalised aids.

## Alignment

Speaking to him at Pearson's London HQ on the Strand, I learned that the LCCI role appealed to him due to the alignment of LCCI's skills and digital policy with his own experience, whilst presenting an opportunity to champion those causes for the benefit of all businesses and residents across London.

"It is right that LCCI has a strong focus on tackling the skills gap for both businesses and residents", he told me.

"London needs a skills system that can best help young people make informed choices about the learning they require to be work-ready. But it doesn't stop there, we need to provide continuous learning and skills pathways that allow all of us to adapt our skills and learning requirements as the world of work itself changes – as it will over the next twenty years, due to the disruption and transformation of automation."

## Pathways

Fallon believes that the skills gap will become increasingly interlinked with our digital capability challenge.

"The economy is going to change dramatically and some jobs of today will be at risk. We need to map out now what digital skills future jobs



are going to need and ensure career relevant advice for these roles is provided at schools and down all education-to-work pathways", he tells me.

Fallon believes that there's a real opportunity to spread the benefit of new digital skills and employment, both socially and geographically across the boroughs of Greater London. "In turn this may help to alleviate some of the transport and housing challenges we face", he adds.

## Portfolio

His passion for championing access to skills and lifelong learning has seen him pass the twenty-year mark with 'the world's learning company' Pearson and led him to become head of the entire global business in 2013.

He joined the company's corporate affairs function in 1997 and on his way to the top role led varying parts of the Pearson portfolio, including its educational publishing businesses for Europe, Middle East and Africa, and then all its education businesses outside North America.

Whilst skills and learning are at the heart of Pearson products, transforming them into a digital offer has been a key theme during Fallon's time with the company. What advice has he for London businesses that are contemplating digital change?

"Digital transformation for business varies sector by sector and differs according to the industry, but it is essential that you ensure that the transformation is based upon the

customer and their needs."

It may be the right idea to provide a product in a digital format, and in the long-term it will likely be a more sustainable solution, but sometimes it's just not the right time for that market. "You need to make sure you are assessing all available evidence, whilst also not using evidence just to keep you in your comfort zone of the old world", he adds.

## Balance

He outlines the need to ensure that the digital skills required exist within the staff base. "That can be a tough balance of hiring new people and reskilling existing staff. Data analytics, cyber security, digital transformation, user experience – all are imperative but so is the willingness of staff to adapt to change and to collaborate."

A global company with a proud London presence, Pearson's passion for the city is shared by Fallon. "I've worked here for thirty years and it's been home for me and the family for twenty of them. I'm fortunate to have travelled much of the globe, but London remains my favourite city. Its people, diversity, businesses, dynamism, creativity, architecture, all make it such a great place, as does its academic and university offer."

## Knowledge

That offer is added to by the company that Fallon leads in the shape of Pearson College – the only university to offer degrees designed and developed by a FTSE100 company.

"The reason we established Pearson College a decade ago was to incubate and pilot a different type of degree that explicitly linked knowledge with the experience of work. We also work with a wide range of companies in designing those courses. Aside from Pearson College we've also recently worked with King's College on developing an online graduate series.

"London has built a world-class reputation for academia and international students add a lot of economic value. Many bring vital skills to UK business and develop into the next entrepreneurs and start-up businesses." Fallon was pleased that the government had recently changed the way in which it measures international students for the purpose of immigration. "The development of homegrown talent and access to international talent should not be an either-or."

## Unique needs

A self-declared 'exile' of Manchester (and lifelong Man City fan), Fallon was born in Blackpool, raised in Manchester, and university-educated in Hull. He has worked in Gateshead, Birmingham and London, as well as in various cities in the USA. He's clearly well qualified for a discussion about capital vs country so I ask how London makes a case for its unique needs at a time when some are highlighting regional imbalances and questioning London's role in the UK.

"Sometimes, outside of the capital, people picture London and they think only of the City or Westminster. But London is also Croydon, Dagenham, and Barnet – all the diverse boroughs and businesses of Greater London."

"I think it's possible to both be a champion of London and ensure that we engage in the discussion about how it can help parts of the country that have been left behind. We need regions working as part of a mutually-supportive eco-system and economy."

## Visionary

Is increased devolution of funding and decision-making part of the answer to tackling genuine regional imbalances as well as misconceptions of London?

"Manchester has become a dy-

namic and successful place and a great example of what can be done with visionary regional leadership. When I look at the US and at major education decision-making, I note that not many decisions are made from Washington. They are made at state or school district level. New York is comparable to London and it doesn't seem to have suffered from other cities having devolved decision-making".

## Opportunity

Given we are talking governance I ask if he could see himself becoming a politician at any point? "No, that moment passed a long time ago. I do worry though that we are in a time where there's championing of things that drive a wedge between people. As a society we need to bring people together rather than causing and celebrating division. Closing the skills gap is one of many ways we can create social, geographic and economic opportunity."

A keen runner, Fallon cites a story that mixes cohesion with the pastime that allows him to see much of London. He successfully completed last year's London Marathon on its hottest day on record and tells how after the race he "had a great conversation with two guys from Paraguay about the route and the support along it. As we all stood on the streets of the city after there was just



*John Fallon is acting as a mentor for Pearson College student Sam Okusaga*

the most fantastic atmosphere, filled with people from all over the globe enjoying their respective achievements together. It was a great advert for London."

rational book recommendation for *LBM* readers. He walks across the room and picks up a *Team of Rivals* by Doris Kearns Goodwin. It tells

**"As a society we need to bring people together rather than causing and celebrating division."**

how Abraham Lincoln, having won a divisive presidential campaign, brought his opponents into government to ensure he had the diversity and skills required to bring people and the Union together during the American Civil War.

Fitting, I thought, that a discussion that centred on the role skills can play in tackling some of London and the UK's current challenges had concluded with a message from history about valuing skills and diversity.

Steve Reilly-Hii is senior media relations manager at LCCI  
[www.pearson.com](http://www.pearson.com)  
[www.pearsoncollegelondon.ac.uk](http://www.pearsoncollegelondon.ac.uk)



## Global education

**There is a strong link between the London Chamber of Commerce and Industry and Pearson through the LCCI exams board which has its roots in the Chamber's creation, in the early 20th century, of a vocational education programme. That has developed into LCCI International Qualifications which have been designed to deliver skills needed in the constantly changing commercial environment.**

By matching business skills to employers' requirements and providing reliable evidence of candidates' abilities, the qualifications have achieved international recognition from employers, educational institutes and professional bodies worldwide. The international qualifications are available in more than 80 countries and are supported by extensive learning resources and online administration.

Pearson now own and champion the business globally and pay the Chamber a royalty for use of its name.

<https://qualifications.pearson.com/en/qualifications/lcci.html>



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# Tackling homelessness in London



**Ros Morgan** argues that the business community can be a leading voice for change and play a key role in the journey out of homelessness

**R**educing homelessness in all its forms is Heart of London's number one priority. Yet as noble a priority as it is, it is often met with confusion. Many people struggle to understand why a Business Improvement District is campaigning on a social policy issue and, moreover, how we can effect change.

Yet the answers to these are simple. Firstly, it's bad for business and, secondly, business has always been a force for positive change in the community.

## Status

Our organisational purpose is to ensure the area remains one of the foremost places in the world for people to visit, live, trade and work. On the most fundamental level, homelessness – particularly rough sleeping – is a barrier to achieving this. Instead, it paints a picture of a city that is not functioning as it should, and it's a picture that certainly isn't befitting a city of London's status.

In the 1990s, New York City's crime rates decreased dramatically. This is often attributed to the application of Broken Windows Theory, which states that visible signs of crime and disorder create an urban environment that encourages further degeneration as the community is no longer invested in the area and its wellbeing.

## Prevention and cure

Fortunately, London has never experienced crime rates on this level and I am in no way lobbying for a draconian, police-led approach to tackling homelessness and rough sleeping. Yet, I am advocating that



**Homelessness has everything to do with community; the extent to which we are invested in it and the extent to which we permit others to be invested in it.**

we apply the importance Broken Windows Theory places on community – as both prevention and cure – to the situation.

Homelessness has everything to do with community; the extent to which we are invested in it and the extent to which we permit others to be invested in it. Being homeless is to be denied a full stake in our society. It is exclusion from full participation in our economy and a huge barrier to an individual realising their full potential, which is something the UK's tight labour market can ill-afford.

## Catalysts

Historically, London's business community has been at the centre of philanthropy and social reform. From Lord Shaftesbury in the 1800s to Bernard Delfont in the 1900s and CSR programmes in the present day, the West End and its leading figures have been catalysts for change – and

change that stretches far beyond the WC postcodes.

But beyond campaigning for change and volunteering what can the business community do?

Put simply, we can – and must – take a more proactive approach to employing people who are homeless.

As with why the business community should be concerned about homelessness, the answer is simple: London is in the throes of a skills shortage.

## Skills shortage

Although this shortage is being felt across the economy, it is particularly apparent in the retail and hospitality sectors. One of the complimentary services we offer our members is recruitment, and this skills shortage means that positions simply cannot be filled.

An ageing population, restrictions on student visas and the lack of certainty regarding exiting the EU have all contributed to there being a decrease in the supply of suitable candidates. Admittedly, these contributory factors are all beyond the immediate control of the business community, but that doesn't mean it is an issue we can afford to ignore.

The proper functioning of London, and the rest of the UK, relies on there being an adequate supply of workers at all levels. With uncertainty surrounding our future immigration policy, it is business critical that we take a pragmatic approach to ensuring adequate participation in the labour market.

## Solution

We are therefore supporting a pilot scheme between Veolia and The Connections at St Martin's-in-the-Field, which is the charity that provides our rough sleeping outreach workers. The scheme will pro-

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## Home team

London's *Evening Standard* newspaper has long been running an appeal to help the 170,000 people in the capital who are homeless. Now they are teaming up with 23 charities to achieve a more coordinated approach, raise money and change laws to end the plight of those forced on to the street at night through the London Homeless Collective.

[www.standard.co.uk/homeless-fund](http://www.standard.co.uk/homeless-fund)

**Evening Standard.**

**By taking a more proactive approach to employing homeless people, the business community can be the essential first step on the journey towards securing long-term accommodation and full participation in our society.**

vide homeless clients at the charity with the opportunity and necessary training to become full-time Veolia employees on a London Living Wage.

Through connecting The Connections at St Martin's-in-the-Field's homeless clients with employment opportunities and by providing work preparation skills, we hope to be part of the solution. By taking a more proactive approach to employing homeless people, the business community can be the essential first step on the journey towards securing long-term accommodation and full participation in our society.

London is home to a thriving business community with a power-

ful collective voice and the ability to effect positive change. To quote the Secretary of State for Housing, Communities and Local Government 'homelessness is the defining social justice issue of our time', and it's a social justice issue that the business community simply cannot ignore. Instead, we can be an active part of the solution. //

Ros Morgan is chief executive of Heart of London Business Alliance [www.heartoflondonbid.co.uk](http://www.heartoflondonbid.co.uk)

**Heart of LONDON  
Business Alliance**

## Pipeline



Deputy Mayor Jules Pipe CBE (right) with former LCCI President Tony Pidgley CBE

Jules Pipe, Deputy Mayor for planning, regeneration and skills recently briefed LCCI members on the London Plan, with special emphasis on apprenticeships, housing and commercial office space. Prior to this role Pipe was the first directly elected mayor of Hackney. He also served as chair of London Councils from 2010 until he joined the Mayor's team in 2016.

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## 'TIS THE SEASON FOR ... COPYCATS



**Victor Caddy, Partner, Trade mark and design attorney – Wynne-Jones IP**

This month we're talking copycats; after all the season of Christmas is always prone to an increased number of fake, counterfeit or copycat goods. And the problem is that we are a nation of bargain hunters, especially as the cost of Christmas rises each year. It's also a time of Christmas gifting for those businesses prone to ride on the coat tails of others by making and selling lookalike products.

Aren't copycat products illegal? Yes... and no.

Sometimes a product is so obviously a copy that the owner of the original work can enforce its intellectual property rights, the lookalike product off the shelves and even get damages for lost sales.

However, in other cases it's not so clear cut. The manufacturers of lookalike products are ingenious when it comes to making small changes that are often indiscernible to consumers, but nevertheless enough to discourage legal action against them. As such, the manufacturers / owners of genuine products are often resigned to having their products knocked off because they know the law doesn't always help them as much as they should, and copycat products are frequently not classed as illegal.

If you're a business that could be affected by copycats it's imperative you have adequate IP protection in place at the outset – be it trade mark, design or copyright. It's something you hear from us time and again in this regular column. But another point we also frequently make is that infringement



affects reputations. And this misfortune can cost you not only sales but also, ultimately, your business.

On the flip side as a consumer when out doing your Christmas shopping, we recommend you thoroughly check over the product you're purchasing, especially if you can see a very-looking similar version on the shop shelf, or if you're aware of another version that's more costly. There's probably a very good reason why one costs less than the original: it's made of inferior materials; it's not met safety standards or probably even been tested properly. Do your homework and know what you're paying for, especially when it comes to children's toys and games which is prone to copycat goods year-round, but no more so than at Christmas when gift purchases are at a peak.

Make sure you protect your business, your brands and your products not only at Christmas, but year-round. And whilst you're out shopping in the coming weeks make sure you make the right purchase decisions for friends and family.

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**WYNNE-JONES** own thinking

# Westminster hopefuls at the stump



by Nadine Tewfik-Saad

**A**head of the snap General Election, LCCI partnered with FSB London to host a hustings for key candidates standing in the Cities of London and Westminster's parliamentary seat – the constituency in which both offices are located.

Conservative candidate Cllr Nickie Aiken, Labour candidate Gordon Nardell QC, Green candidate Zack Polanski and Liberal Democrat candidate Chuka Umunna each set out their priorities, as well as their parties' key pledges.

Access

Immigration was high on the agenda, with candidates asked whether a shortage occupation list for London would address skills gaps, and particularly enable employers to recruit the people they need in lower-skilled roles. While the Conservatives are looking to

**Nickie Aiken, Gordon Nardell, Zack Polanski and Chuka Umunna**

establish a new points-based immigration system, candidates mostly agreed that London needs access to workers of all skills levels from outside of the UK to address recruitment gaps.

Asked about growing concerns over homelessness in the constituency, candidates recognised that there is no magic bullet to tackling rough sleeping. They highlighted the need to address mental health and substance abuse issues, as well as the need to deliver more hous-

ing, including through using empty homes.

## Sustainable

Candidates pointed to the role of the private sector in greening the economy. To boost sustainable modes of transport, candidates emphasised the need for more electric buses, and greater funding for electric vehicle charging.

With opposition to aviation expansion mounting, the importance of London's global connectivity was

**Immigration was high on the agenda, with candidates asked whether a shortage occupation list for London would address skills gaps.**

highlighted by a member of the audience. There was disagreement among the candidates over the right balance between improving sustainability and maintaining global mobility.

The candidates faced an important question about how they would speak up for London in Parliament. Candidates emphasised the need to champion and celebrate the capital's successes, as well as the need to recognise the major issues London grapples with, highlighting the need for London's MPs to work together more effectively.

Nadine Tewfik-Saad is head of public affairs at LCCI

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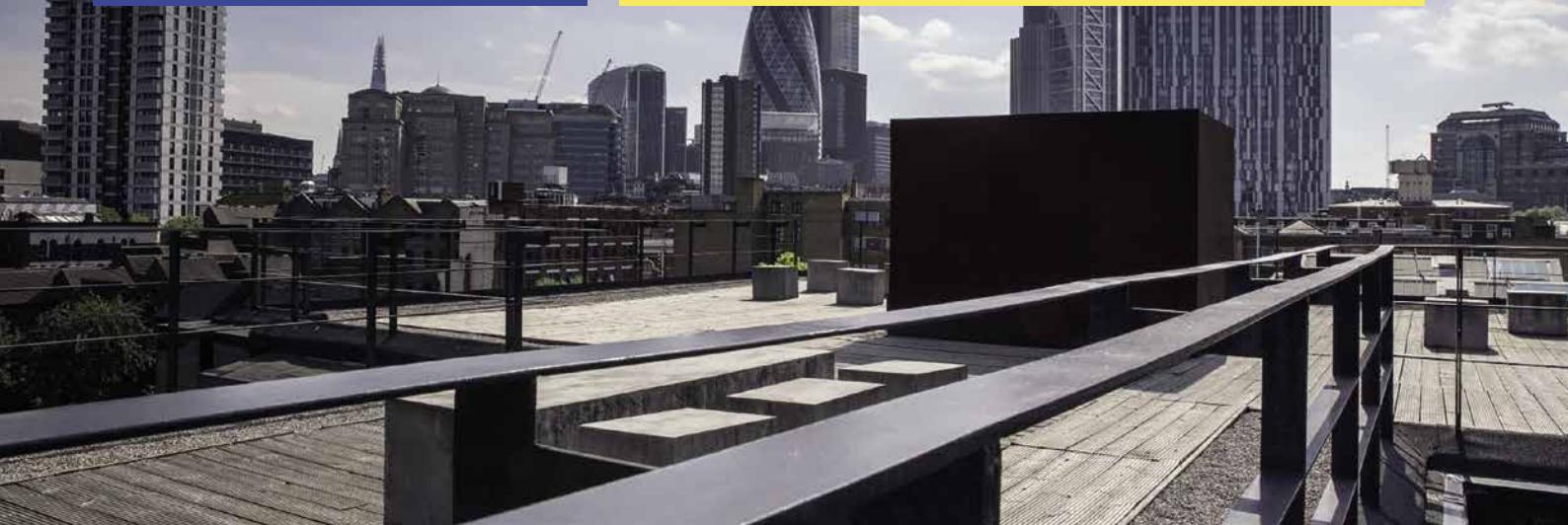
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## Yintong talks to...

**Chungwen Li, Dean of Ming-Ai (London) Institute**

# Bringing extra value to Chinese British lives

**H**aving been involved in Chinese business and cultural projects for many years, I was surprised to only recently discover the well-established Ming-Ai (London) Institute. Its culture-related programmes and MA course in Chinese cultural heritage management are attracting great attention from the Anglo-Chinese community, and I have certainly benefited from the learning and connections I have made there for my business.

### Origins

I was delighted therefore to meet the institute's Dean, Chungwen Li, and learn that its origins lie in the Ming Ai Association, set up in London in 1992 by Dr Therese Shak, a Hong Kong philanthropist. Its roots though can be traced to Caritas – Hong Kong, a charity established in 1953 which helped refugees fleeing there after the Second World War. To help these newcomers reskill and make a living in a new environment, Caritas' work covers hospitals, social workers, adult education and the hospitality industry. Over 20 years Dr Shak built it up from a shared desk in an office to a total of 14 schools. She left to go to the UK in the late 1980s and set up the Ming-Ai Association in north London.

### Thriving

In 1999, Chungwen Li joined, and took over its management in 2010. Twenty years on, the now Ming-Ai (London) Institute is not just surviving but thriving. I want to know more about Li and how she managed to develop the organisation to progress from providing traditional courses such as learning the Chinese language, Chinese cooking and Tai Chi to become an academy with an accredited degree course and many projects on the go, ultimately creating an impact on the society and becoming a landmark in the Anglo-Chinese community.

Li's parents were Taiwanese but she was brought up in Hong Kong with spells of education in Taiwan and the UK. Work experience for



the charity turned into a full-time job. When she took on the top role she first ensured its survival before looking to secure innovative projects. Consequently, in 2011, Ming-Ai won Heritage Lottery Funding for the East West Festive Cultures project: *How do traditional Chinese festivals differ from their British counterparts and why?*

A further grant was given to Ming-Ai the following year to set up the British Chinese Workforce Heritage project. Although many thousands of Chinese workers have contributed to British society over the last century and a half, their history has never been properly documented. Ming-Ai spent three years completing the project, managing volunteers to research the role of Chinese workers in a range of employment sectors including seafaring, laundry and catering. To learn more about the history of the Chinese in the UK I recommend that readers consult the British Chinese Heritage Centre website.

### Intelligence

The results of its studies were obviously well-received and satisfactory to the funding organisation but I wonder why the UK government should be interested in ethnic groups promoting their own culture? "It is not easy to reach pockets of ethnic groups throughout the country so organisations such as ours are encouraged to participate in gathering intelligence so that the government is able to provide the necessary support to the immigrants efficiently", Li tells me.

Meanwhile, the institute's reputation has also developed commercial interests. Two years ago, Ming-Ai worked on a British Airway project to help celebrate 80 years of flying between Hong Kong and London – as well as marking the airline's 100-year anniversary. Li worked with the institute's Hong Kong counterpart to deliver a series of seminars and exhibitions. "The learning process has been tremendous. These projects create a healthy cycle to provide learning opportunities for

**"We shall continue to champion the integration and understanding of the two cultures, bringing real value to British Chinese lives."**

the students with hands-on practice as the deliverables are very suitable for their learning. The income feeds back into further development of our education programmes, enabling us to employ more staff."

### Value

As a result of these projects, the institute was accredited to run an MA course, validated by Middlesex University, on Chinese cultural heritage. Now in its fifth year it will soon be opened up to welcome Chinese students directly from China.

"We shall continue to maintain the legacy Dr Shak has left and to champion the integration and understanding of the two cultures, bringing real value to British Chinese lives," says Li. Dr Shak's legacy is clearly in very safe hands. I have no doubt that she would be very proud of what the Ming-Ai Institute under Chungwen Li has achieved. Moreover, in these current times of division in society, the institute's efforts in bringing people of different cultures together seem to be more important than ever.

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[www.ming-ai.org.uk](http://www.ming-ai.org.uk)  
[www.britishchineseheritagecentre.org.uk](http://www.britishchineseheritagecentre.org.uk)

Yintong Betser is managing director of ACTIVE Anglo Chinese Communications connecting business cross culture with PR and marketing. She has published a series of books on doing business in China.  
[www.activeukchina.com](http://www.activeukchina.com)

# Road to City Hall – Siobhan Benita

 Siobhan Benita, the Liberal Democrat candidate, was the latest key candidate for London Mayor to face LCCI members' questions writes Nadine Tewfik-Saad

**B**elieving that "when its businesses thrive, London thrives" Benita pledged to work closely with business as Mayor, collaborating with them to develop a charter mark that would set out what good business looks like and reward firms that adopt good practices in areas such as sustainability and employment.

## Active

Housing is a key priority. She highlighted the need for more affordable housing, stressing that this must not be defined under the current classification, but affordable for those on low incomes and located in the areas they need to live in. The public sector must take a more active role in delivering this social



housing stock, she added.

Underlining the need for a greener built environment in London, she was pressed on whether she would look at building on greenbelt land. Benita did not rule this out but emphasised that she would prioritise building on other land, such as

brownfield and above stations.

## Governance

Turning to transport, she pledged to look at its affordability. She highlighted the problems that Crossrail's delay is shoring up for London, stressing the need to look at the

**Housing is a key priority. She highlighted the need for more affordable housing.**

governance of major projects. While she supports the ultra-low emissions zone, she said that scrappage schemes have not gone far enough.

The Liberal Democrat candidate agreed with LCCI's call for an immigration system with regional flexibility, adding that she has had discussions with stakeholders in Brussels on how this might work post-Brexit.

As a former civil servant, she is a strong advocate of stronger scrutiny in City Hall. She has called for the London Assembly to have greater powers to hold the Mayor to account in a timely way.

Nadine Tewfik-Saad is head of public affairs at LCCI

## 3 Hacks To Achieving New Year's Resolutions



Richard Wiseman's experiment has become famous: 88% of those who set New Year's resolutions fail to achieve them. Why? Here are 3 ways to avoid failure this year.

### 1. Avoid Cognitive Overload

Achieving resolutions requires will power. This is governed by the "prefrontal cortex" part of your brain. This part is also responsible for focus, short-term memory, and solving abstract problems.

It's pretty busy.

Ambitious people tend to set extensive lists of goals, overloading that prefrontal cortex. So, the on-going task of sticking to a resolution becomes too much. Ambition and passion

are great, but it must be tempered with the practicality of your brain function.

Set yourself up for wins rather than setting yourself more than you can achieve, then you'll find it easier to keep it up.

### 2. Baby Steps to Habits, Not Resolutions

Common 'resolutions' include:

"quit smoking"  
"lose weight"  
"manage stress"

These are too abstract. Instead, you need to create habits using specific behaviours with specific goals.

So, those resolutions become:

"Stop smoking my morning cigarette"  
"After work, go for a 2-3-minute run/walk"  
"Meditate for 2-3 minutes every morning"

Break down lofty goals into achievable actions that you can do regularly. These then become habit. And habits don't need your prefrontal cortex – naturally avoiding cognitive overload.

### 3. Write It Down & Get Accountability

Writing down goals is not "corporate fluff".

A study done at Dominican University specifically addressed the likelihood of keeping goals by testing 5 groups:

1. Thought about goals.
2. Wrote down goals.
3. Wrote down goals + commitments.
4. Wrote and shared their goals with someone.
5. All the above and reported progress weekly.

Group 1 had a 43% success rate. Groups 2-5 had an average 64% success. Group 4 and 5 achieved 64% and 76% respectively.

This concludes evidence of the effectiveness of 3 core coaching tools: accountability, commitment and writing. Everyone is different, but if you haven't tried these 3 things yet, give it a go – because they do work!

*Shweta Jhajharia leads the coaching firm of the year for Europe and is ranked #17 in World Coaching Professionals. If you'd like to find out if her team could provide the structure and accountability to scale up your business performance, visit [businesscoach.co.uk/businesscoachingsession](http://businesscoach.co.uk/businesscoachingsession) to book a free session.*

# Business at the Berkeley

**E**ntrepreneur, philanthropist, hotelier, opinion maker ... and now chat show host – the repertoire of Tony Matharu, chairman of the LCCI's Asian Business Association (ABA) appears to be boundless.

## Paxman-lite

His interviewing skills were put to the test in early November at the ABA's global dinner at the Berkeley Hotel where 200 guests witnessed a Paxman-lite interrogation of deal maker Alpesh Patel, veteran journalist Mihir Bose, and film maker Richie Mehta. Thanks to headline sponsor Lloyds Bank and co-sponsor UHY Hacker Young sports stars

**The repertoire of Tony Matharu, chairman of the LCCI's Asian Business Association (ABA) appears to be boundless**

of yesteryear including cricketers Allan Lamb, Mark Butcher, Matthew Hoggard and Paul Nixon and French rugby legend Serge Betsen were in attendance.

Other notable guests included

MPs Rushanara Ali and Nadhim Zahawi, Lawrence Geller (another hotelier and philanthropist, among other things) and Jennie Churchill, great-granddaughter of Sir Winston and named for a new fund to support public access to the Churchill Papers as well as innovative projects in this field by researchers, students and schools.

[www.chu.cam.ac.uk/archives/about/research-grants](http://www.chu.cam.ac.uk/archives/about/research-grants)

The ABA was set up 25 years ago to:

- give the London Asian business community a voice and represent their views to the media, local and central government
- provide business networking events that enable companies to make new business connections and to enhance their business skills and competitiveness
- facilitate cross border trade and investment particularly with areas where the Asian community has historic links.

Media partners for the event were Asian Voice and 21st Century Icon Awards





(L-R) Tony Matharu, Richie Mehta, Mihir Bose and Alpesh Patel



SPONSORED COLUMN

## Change in tax rules regarding contractors

By Chris Sparkes, Tax Partner,  
Lubbock Fine Chartered Accountants



If your business uses contractors you are probably already aware of the IR35 rules. These exist to prevent businesses avoiding PAYE and NIC by hiring people via a personal service company ('PSC') when, but for the insertion of the PSC, the underlying terms on which the person is engaged would constitute employment.

HMRC estimates that non-compliance with IR35 is running at 90%, and so from 6 April 2020 the rules are changing. Currently, other than for public sector contracts, the PSC has to assess whether it falls within IR35 or not, but from 6 April 2020 hirers will need to make this decision and they will need to be able to justify their conclusions. Experience of the introduction of these rules to public sector contracts suggest that hirers will be cautious in their approach. There will often be an intermediary between the hirer and the PSC and that intermediary will be responsible for operating PAYE.

Who should be concerned? Those hiring people as contractors through the individual's PSC, rather than taking on the contractor as an employee and paying him/her through the payroll. Small businesses and companies (as defined by Companies Act 2006) are exempt from these measures, so it is medium and large companies that need to take care.

Can the hiring company become responsible for the PAYE which is due? Yes, if they fail to take reasonable care in reaching a conclusion about a contractor's status, or if they fail to tell the worker or intermediary about their conclusion regarding the contractor's status on or before the contract is signed or the work starts. They will also be responsible if they fail to respond to a contractor's appeal against their status decision within 45 days.

### What should hirers do before 6 April 2020?

1. Assess each contractor relationship to determine whether the contractor would genuinely be regarded as self-employed absent the PSC;
2. Communicate their decision to the worker, PSC or intermediary;
3. Prepare and retain detailed records of status determinations and the reasons supporting them;
4. Establish a process to deal with disputes with contractors resulting from the determinations.

The new regime is likely to make the use of contractors more complex and more expensive. Given the importance of contractors to many businesses handling the new regime without damaging their relationship with contractors will be a challenge.

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Chartered Accountants  
*Advice that adds up*



# Getting ready for Brexit ... again

**O**ne year after its conference on Britain's exit from the EU – *Preparing for the UK's international future*, the LCCI returned to Birdcage Walk in Westminster with a panel of expert speakers to advise business.

Hosted by the Institute of Mechanical Engineers the event was timed to pre-date (just) the (then) latest exit date of 31 October, subsequently of course postponed to 31 January 2020.

Delivered with the support of the

Department for Business, Energy and Industrial Strategy, the sessions covered logistics and business-critical border issues, UK trade agreements, VAT, documentation, immigration, public tenders and services.

Speakers included former HM Customs and World Customs Organisation director Doug Tweddle, Charles Hogg of Unsworth, Martin Dubbey (Harod Associates), Graham Zebedee (Department of International Trade), Simon Sutcliffe (Blick Rothenberg), Vandana

Dass (Davenport Solicitors), Mike Raynor of Raynor Bid Consultancy, and Richard Eccles of Bird & Bird.

## Guidance

Further advice and guidance were dispensed from stands featuring Harod Associates (AEOs), Core UK (customs classification), Harwood Hutton (legal aspects of international trade), Peter Bishop (documentation), Davenport Solicitors (people issues), Blick Rothenberg (customs issues), and Technohorizon (data regulations).

**The sessions covered logistics and business-critical border issues, UK trade agreements, VAT, documentation, immigration, public tenders and services.**





## Overseas business opportunities

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

### France

A producer of craft grape-based gin is looking for distributors in UK, Germany and Spain. The SME located in the South West of France is producing a premium craft gin using 18 botanicals. It is expanding on the German market and is now actively looking for distributors in Germany, UK and Spain.

REF: BOFR20190923001

### Romania

A company specialised in the distribution of packed food products in the retail market is seeking new suppliers in order to extend their portfolio, under distribution services agreements.

REF: BRRO20191011001

### Finland

SME offers level 2 automation system of slab and billet casting machines used in metalworking, automotive and building industries. The partners sought are casting industry companies, casting machine producers and automation service companies. The role of the partner sought is that of a licensee who also receives aftersales services.

REF: BOFI20191003001

### Spain

A distributor of professional photography and video products and equipment is looking for innovative photography and video products in order to develop its product portfolio. The company is looking for distribution agreements.

REF: BRES20191022001

### Czech Republic

A company with over 25 years of experience in the contact lens industry and manufacturer of custom-made hydrogel products has recently developed new products – custom made hydrogel orbital implant and hydrogel iris implant. The company is looking for new business partners (trade intermediaries, distributors, trade representatives or agents) who will help to launch these products abroad.

REF: BOCZ20190829001

### Germany

A recruitment agency in various sectors (e.g. healthcare, engineering, agriculture, production/manufacture, logistics) is seeking reliable European partners in the recruitment sector, under services agreements, in order to provide a sufficient amount of workforce for Germany.

REF: BRDE20191018001

### Switzerland

A dermo-cosmetic brand offers remarkable minimalist key concept skin-repairs for professionals. The "less is more" product range gets rid of the superficial and harmful ingredients to provide recipes with rare clinically proven ingredients. The treatments are effective for skin damage, plastic surgery, acne scars, laser treatment, dryness and other irritations. The company is looking for European medical groups, hospitals, plastic surgery and dermatologic clinics as distributors.

REF: BOCH20190924001

### Sweden

A company seeks suppliers within EU for items for their web shop, particularly home and leisure products. They are looking for small products classified as accessories. A demand is that the supplier has a website with a large assortment of products (1,000-10,000) that are displayed with pictures and text so that the Swedish company can order directly on the supplier's website.

REF: BRSE20191003001

### SPONSORED COLUMN

## Why a coaching culture brings out the best in your teams

Bringing coaching into your organisation can not only transform your talent management strategy, but when scaled to cover senior executives or project management teams, can revitalise your organisation's performance.

Exponential change and greater stakeholder complexity call for new forms of leadership development that create learning at individual, team and organisational level. As a result, there is a management shift underway in which leaders are adopting a more collaborative team-based leadership style.

Team coaching is contributing to this move and is now one of the hottest global trends in leadership development bringing long-term, sustainable change. Progressive organisations are working with coaching professionals who can coach the connections in and between teams and enable change across each eco-system level.

Shared or collective leadership is replacing the traditional command and control style and sees team members taking joint responsibility for tasks with no one individual accountable for the team's successes or failures.

Effective teams don't just gel together, so the right conditions need to be established to ensure you move to a collaborative model successfully. The internal team environment must foster willingness and offer a support network where members are backed by their colleagues and have the confidence to speak out without feeling vulnerable or prone to blame. Cohesion is achieved by a commitment to realising specific goals and comes from the team understanding its role, purpose and meaning.

Shared leadership principles stem from the knowledge and acceptance that all team members are equal, and everyone is accountable in how they collaborate and contribute to the team's overall performance.



Task satisfaction is pivotal too in much the same way as individuals perceive their jobs through job satisfaction. The team must be bonded and united in a shared attitude towards both the task and their working environment.

Team coaching underpins all these factors and helps co-create a culture of trust and collaboration. A team coaching approach helps employees reach their full potential by building critical skills, knowledge and leadership strengths that are imperative in the digital age.

If you want to introduce a coaching culture, our consultant coaches will work with you to help create and lay the proper foundations. That means being committed to investing in training, open to restructuring teams and above all, championing an environment where your employees are valued, empowered and supported to seek out new opportunities. Organisations doing that right, will be better equipped to understand their stakeholders' needs and anticipate what customers will value tomorrow.

The AoEC is a leading global provider of accredited coach training and executive coaching for teams and within organisations. If you would like to attend a regular open event or know more, please visit [www.aotec.com](http://www.aotec.com) or call 020 7127 5125.



# General Election 2019 – where do the parties stand on Brexit?

In October Prime Minister Boris Johnson won Parliamentary backing for his Brexit Bill but not his proposed timetable which would have allowed the UK to leave the EU on 31 October. Despite his earlier protestations, the Prime Minister was forced to ask the EU to grant another extension to 31 January 2020 (although the UK can leave earlier if Parliament finalises the deal before then – a so-called ‘flexension’).

**Boris Johnson's Brexit bill passes Parliament but lawmakers reject timetable**

■ <https://cnn.it/2QGczSY>

The only way for the Prime Minister to break the Parliamentary deadlock over Brexit was to call for a snap general election. Six days later, MPs backed him by 438 votes to 20 to hold an election on Thursday 12 December. (192 MPs did not vote). Parliament was dissolved on 6 November to allow the election to take place.

**General election: Why did Boris Johnson call the vote and how will it affect Brexit?**

■ <https://bit.ly/2KDrfP9>

**UK set for 12 December general election after MPs' vote**

■ <https://bbc.in/334P09f>

December is associated with Christmas rather than canvassing but it is worth noting that there were three December general elections in the early twentieth century – in 1910, 1918 and 1923.

While this general election will also be fought on all the usual issues such as the economy, immigration and health, Brexit is the key reason for the poll.

So, what is the stance of each UK political party on this crucial issue?

**Brexit: Where do the parties stand?**

■ <https://bbc.in/37oDyIO>

**UK election 2019: Where does each party stand on Brexit?**

■ <https://bit.ly/2QDzEFV>

**General Election 2019: Where does each party stand on Brexit?**

■ <https://bit.ly/35pgVCd>



**How the pound will react to each General Election outcome**

■ <https://bit.ly/2XAYnMv>

**Conservatives**

## Conservatives

The Conservatives have made Brexit the central theme of their general election manifesto – hence the slogan ‘Let’s get Brexit done’. They want to leave the EU by 31 January 2020 – if not sooner – with Boris Johnson’s negotiated deal. The Conservatives are wholly opposed to another referendum on EU membership.

The deal is a revised version of the Withdrawal Agreement negotiated by Theresa May but rejected thrice by Parliament. It provides a different solution to the problem of keeping the border between Northern Ireland and the Irish Republic open after Brexit. The contentious Irish ‘backstop’ has been axed and replaced with a new customs arrangement. There would be a legal customs border between the two sides of the island but no checks would take place there. Instead, they would be carried out at “points of entry” to Northern Ireland from the UK mainland.

**Conservatives: our priorities**

■ <https://bit.ly/2KDrGcf>

**Boris Johnson: all Tory election candidates will back my Brexit deal**

■ <https://bit.ly/35s0zsH>

**Boris Johnson strengthens hand on Brexit by forcing all Tory candidates to sign up to his plan in pre-election pledge**

■ <https://bit.ly/2QIY80z>

**Labour**

## Labour

The Labour Party wants to go back to Brussels to negotiate a new Brexit deal within three months of the general election. It is likely that this would include the UK remaining in a customs union with the EU. They also want the UK to remain in a “close” single market relationship. This would allow the UK to trade freely with the EU but would preclude it from making trade deals with other nations.

Once a deal with the EU has been struck, Labour would hold a second EU referendum within six months. It is likely that voters would be asked to choose between Labour’s negotiated deal and remaining in the EU.

In short, Labour’s stance is a renegotiation followed by another referendum.

**Labour: Labour’s plans for Brexit**

■ <https://bit.ly/34aOt71>

**Jeremy Corbyn lays out ‘simple’ Labour Brexit plan: new deal and second referendum within six months**

■ <https://bit.ly/2XxFJFw>

**Brexit LIVE: Labour’s RED WALL collapses - Corbyn facing fury in the North over EU fudge**

■ <https://bit.ly/2OCgbTH>

**Liberal Democrats**

## Liberal Democrats

The Liberal Democrats are committed to repealing Article 50 without recourse to another EU referendum i.e. they would immediately cancel Brexit altogether.

**Liberal Democrats: Brexit**

■ <https://bit.ly/35s0OUD>

**General election: Liberal Democrats add ‘stop Brexit’ to ballot paper to appeal to Remain voters**

■ <https://bit.ly/2ODzyLQ>

**Brexit latest: Lib Dems pledge to invest £50 billion ‘Remain bonus’ into public services if they win election**

■ <https://bit.ly/2rZ7smC>



## Brexit Party

The Brexit Party wants the UK to leave the EU without a deal i.e. a so-called ‘clean-break’ Brexit. The UK would then trade with the EU as a third country under World Trade Organisation rules. The Brexit Party considers that Boris Johnson’s deal gives too much ground to the EU.

On 11 November, Nigel Farage withdrew Brexit Party candidates in all 317 seats that were won by the Conservatives in 2017 to avoid splitting the pro-Brexit vote in those constituencies.

**The Brexit Party: We are ready**

■ <https://bit.ly/2D3h16f>

**General election 2019: Brexit Party will not stand in Tory seats**

■ <https://bbc.in/2qziM8L>

**Brexit party will not contest 317 Tory-won seats, Farage says**

■ <https://bit.ly/2Oy4XiL>



### Green Party

The Green Party is calling for another EU referendum and believes that the UK should remain a member of the EU.

#### Green Party: Greens for a better Europe

<https://bit.ly/37tjEMI>

#### Green Party manifesto: The party's stance on Brexit, and its other policies for the EU election

<https://bit.ly/2pE05J>



### Scottish Nationalist Party

The Scottish Nationalist Party (SNP) is in favour of the UK remaining in the EU. It has also been campaigning for another Scottish independence referendum. The SNP's goal is for an independent Scotland that has full EU membership.

#### What is the SNP's position on the EU?

<https://bit.ly/37tVUYK>

#### What is the SNP's plan for Brexit?

<https://bit.ly/2XCgthk>

#### Brexit: What is the SNP's policy?

<https://bbc.in/2XBBsRf>



### Plaid Cymru

The Welsh Nationalists want Wales to remain in the EU. They also back a second referendum on EU membership.

#### Plaid Cymru leader Adam Price pledges to ditch Brexit in election

<https://bbc.in/2OzVkf>

#### Wales' Declaration against the Deal

<https://bit.ly/2OEQL7Y>

Only a vote for Plaid Cymru in Wales will help secure a Final Say referendum  
<https://bit.ly/37qLOD7>



### Democratic Unionist Party

The Democratic Unionist Party (DUP) had a confidence and supply agreement with the Conservatives at Westminster after the 2017 General Election. They are pro-Brexit but are unhappy with Boris Johnson's revised deal which they fear would result in Northern Ireland having to abide by some EU rules. They also worry that there would be checks on goods coming from the UK mainland.

The DUP want to maintain the union between Northern Ireland and the rest of the UK. As such, they are demanding a veto so that Northern Ireland can reject any future customs arrangements.

#### General election 2019: A simple guide to the DUP

<https://bbc.in/2riyG7i>

#### A simple guide to the 2019 NI general election

<https://bbc.in/2KIM4c6>

#### Labour and DUP demand clarity on Northern Ireland fishing

<https://bit.ly/2QLZMPf>



### The Independent Group for Change

This party want to remain in the EU and are calling for a second referendum or People's Vote.

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



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# Good travel management is more than just cutting costs

**W**ould you be surprised to learn that the biggest challenge facing travel managers is cutting costs? When the recession hit, so were travel budgets. And though they have gradually crept back up, travel managers have remained under continual pressure to make them work harder, smarter and get more for their organisation's money.

## Climate change

Each year, the *Business Travel Show* surveys thousands of travel bookers and buyers across Europe. Between 2015 and 2018, they claimed 'cutting costs' was their biggest challenge. Last year, this was bumped into second place by Brexit. This year, however – and seemingly out of nowhere – sustainability has appeared on the top 10 list for the first time. Climate change also made its debut on the list of top ten industry challenges, going straight in at number one.

The environment has always been a focus for travellers and the travel industry. Marriott is just one hotel group, which has vowed to stop using small plastic toiletry bottles and the percentage of passengers travelling between London and Glasgow by rail over air has just reached an all-time high.

However, the *Business Travel Show* poll revealed that 71 per cent of travel managers don't currently offset aviation-related carbon emissions and just 26 per cent offer information to travellers about their carbon footprint. This is one of the reasons the event, which takes place



at Olympia London in February 2020, will spotlight conscious travel.

## Instigator

"We are at a real tipping point when it comes to climate change and sustainability. Awareness is at an all-time high and the government's net zero legislation will be a huge instigator of change within

travel. Three quarters of our travel buyers welcome it and Qantas and IAG have both recently committed to reaching net zero carbon emissions by 2050," said Business Travel Show group event director David Chapple.

"As a result, more and more companies are being forced to re-think how their business travel affects the



environment and human rights, and this raises two really important questions. Is it possible to introduce a sustainable travel policy cost-effectively, given the continued pressure on buyers to cut costs? Secondly, is there even such a thing as an ethical travel programme in the first place?"

Both of these questions will be debated during the *Business Travel Show* conference, which will also investigate how car rental may offer a green alternative to travel programmes, thanks to major innovations like telematics, car sharing, car clubs and electric vehicles transforming pricing, operations, sustainability and duty of care priorities.

## Serenity

A further session will focus on traveller wellbeing – which also comes under the 'conscious travel' umbrella – and promises to help buyers progress from awareness to practical improvements, while also successfully securing the backing of senior management. And the new Wellness Retreat at the show will be a haven of serenity on the show floor where visitors can take time out and relax while getting hands on with innovative travel wellness products and services helping them to look after their travellers better.

*The Business Travel Show* takes place 26-27 February 2020 at Olympia London.

**Register for a free pass to attend at [www.businesstravelshow.com/register](http://www.businesstravelshow.com/register)**

## Upcoming LCCI company missions



**Spain: La Rioja**  
Sector: agrofood  
**Date: 26 - 27 February 2020**  
Contact: Emma Blanchet  
Tel: 0207 203 1839  
ibintern3@londonchamber.co.uk



**Dubai**  
Sector: aid-funded business  
**Date: 9 - 13 March 2020**  
Contact: Vanessa Vlotides  
Tel: 0207 203 1838  
vvlotides@londonchamber.co.uk



**Cape Town & Johannesburg, South Africa**  
Sector: energy  
**Date: March 2020**  
Contact: Vanessa Vlotides  
Tel: 0207 203 1838  
vvlotides@londonchamber.co.uk



**Abuja & Lagos, Nigeria**  
Sector: energy  
**Date: May 2020**  
Contact: Vanessa Vlotides  
Tel: 0207 203 1838  
vvlotides@londonchamber.co.uk



Photo: Bryn Pinzgauer (CC BY 2.0)



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# 2019 in London Business Matters front covers

Unsurprisingly, iconic London images – from the Regent Street Christmas lights in January to the Natural History Museum in December – top and tail an eventful year for the capital as depicted by LBM front covers. Indeed in only two months – April when Cannes was featured as the host resort of MIPIM, le marché international des professionnels de l'immobilier, and Dubai in November following the LCCI-led European trade mission to the United Arab Emirates – was London absent from a series of arresting pictures.

## Global

The City skyline illustrated a piece on the financial centre's future in February while an aerial shot highlighted London's top rating as a global city in July. Remarkably



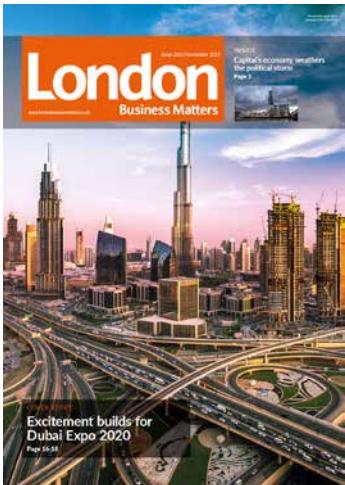
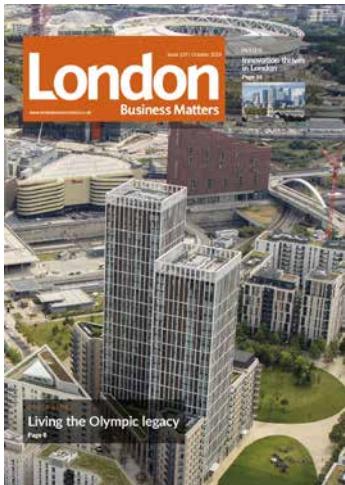
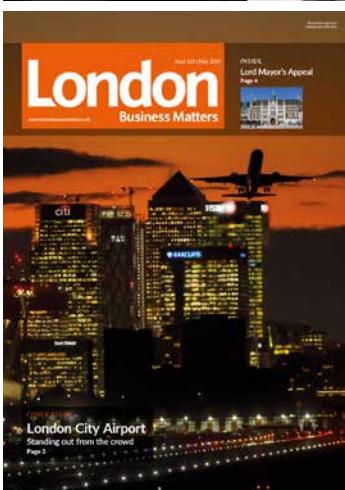
perhaps only one cover (March) played into the UK's (then) imminent departure from the EU. We may have to re-run that one in the future.

## Impressive

London City Airport (May) and Olympic Park development

***"In only two months – when Cannes and Dubai featured – was London absent from a series of arresting pictures."***

(October) flew the flag for East London while the imposing statue of Sir Winston Churchill illustrated a piece on the fascinating collection of sculptures in Parliament Square in June. Mayor of London Sadiq Khan pictured against the impressive interior of City Hall was our September front cover. No doubt he and other Mayoral candidates will feature in 2020's LBMs as we head towards the May elections.



# Meet Your Sustainable Goals and Reap the Benefits

**Investing in sustainable equipment and solutions is no longer a nice-to-have, but a must-have, especially when it comes to businesses.**

So much so, that the Government introduced schemes such as the Enhanced Capital Allowance, which provides businesses with a financial incentive to make the conscious effort and put their spendings towards products which meet the standards for high energy efficiency, set by the Energy Technology List (ETL) and Water Technology List (WTL) which encourages sustainable water use.

Through investing in these specified products it allows companies to receive accelerated tax relief on the purchase of that product, by claiming a 100% capital allowance in the first year of purchase.

However, this ECA scheme is due to end in April 2020 - meaning there isn't much time to meet your sustainability targets without impacting your bottom line.

## How is your organisation going to meet its net-zero targets and prove how sustainable it is?

Many do not know this, but washrooms use up to 90% of the overall water consumption in a building – and of that, WC's using up to 48% of this.

Saving water has always been a challenge for many organisations as they often do not think of the WCs – instead, the go-to is usually buying sensor taps for the washrooms or asking employees to watch their daily water consumption and prevent wastage. Yet a more efficient way to save water would be to invest in sustainable toilets; and you won't get one that's more efficient than Propelair.

Propelair is listed on the Water Technology List - We are a UK based manufacturer of the world's lowest flush toilet, commonly known as the commercial toilet of choice,



which has been and is continually being trusted by businesses as a way of improving their financial, practical and environmental performance.

The Propelair toilet uses a flush of 1.5 litres of water compared to the standard UK toilet which uses up to 9 litres, meaning businesses can expect to make savings of up to 84% of water per flush.

There are five main benefits to the toilet:

- Saving water
- Reducing carbon
- Saving money
- Improving hygiene
- Reducing maintenance

Another top priority for businesses is to hit net-zero and help reach the UK's target by 2050.

Due to less water and energy being used for waste processing of the toilet, it means that carbon is reduced by up to 80%, helping contribute towards businesses sustainable goals and policies.

If companies are also looking for ways to improve their staffs wellbeing (which in turn means less sick days and improved productivity), then hygiene should be another priority to be looked into.

and South Africa to help banks, service stations, universities, hospitals, government buildings, fast food restaurants and more, make huge savings on several important aspects.

One leading international bank in London installed 121 Propelair toilets which annually saves them 14,314,300 litres of water. The Propelair toilet reduced their water and sewage bills so much that their investment paid off within 3.1 years - a substantial amount which couldn't be saved through another avenue.

To request your own bespoke business case, please email [sales@propelair.com](mailto:sales@propelair.com) or call **01268 548 322** to speak to one of our experts and find out about your potential savings.



Propelair has a strong durable design reducing the need for frequent maintenance work, as well as a unique closable lid which reduces aerosolised germs by up to 95%. Due to this, the "sneeze effect" is prevented, which is when a conventional toilet sprays bacteria, viruses and moisture into the air, meaning the surrounding washroom has an increased risk of contamination and allows bacteria to breed.

The lid also includes a hygienic handle which has antimicrobial additives which reduces germs.

Through investing in Propelair toilets, water and sewage bills are reduced by up to 60%, as well as achieving quick payback, typically in 1-3 years. They are also available through several financing options which makes it an eco-friendly solution saving a lot of water and money in such a short time.

The Propelair toilet has been used as a high-performance, water-efficient solution in the UK

**propelair®**

## December 2019

03/12/19 Time 09.30-11.00

ALL MEMBERS

**Maximise Your London Chamber Membership****Venue:** Jurys Inn Croydon, Wellesley Road, Croydon CR0 9XY**Nearest station:** East Croydon**Premier Plus Member, Local Member:**  
Complimentary**Contact:** Annabel Fogden **Tel:** 020 7556 2389**Email:** afogden@londonchamber.co.uk

04/12/19 Time 12.30-14.30

ALL MEMBERS

**Time To Talk Business****Venue:** HSBC, 8 - 16 Canada Square, Canary Wharf, London E14 5HQ**Nearest station:** Canary Wharf**Patron Member, Premier Plus Member, Local Member and Member's Guest:** Complimentary**Contact:** Irene Fatuzzo **Tel:** 020 7203 1965**Email:** ifatuzzo@londonchamber.co.uk

04/12/19 Time 18.00-20.00

ALL MEMBERS

**Annual Winter Reception****Venue:** Fortnum & Mason, 181 Piccadilly, London W1A 1ER**Nearest station:** Green Park**Sponsored by LNER****Patron Member and Premier Plus Member:** £121.20**Local Member:** £150.00**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

10/12/19 Time 12.00-14.00

PATRON AND PREMIER PLUS MEMBERS

**Connect at Devonshires Solicitors Lunchtime Networking****Venue:** Devonshires, 30 Finsbury Circus, London EC2M 7DT**Nearest station:** Liverpool Street**Sponsored by Academy of Executive Coaching (AoEC)****Patron Member, Premier Plus Member and Member's Guest:** Complimentary**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

10/12/19 Time 18.00-20.00

ALL MEMBERS AND NON-MEMBERS

**Asian Business Association (ABA) Winter Reception****Venue:** Bombay Brasserie, Courtfield Road, London SW7 4QH**Nearest station:** Gloucester Road**Headline Sponsor:** Lloyds Bank**Co-Sponsor:** Atom Ventures**Media Partner:** Asian Voice**Patron and Premier Plus Member:** £66.00**Local Member:** £96.00**Non-member:** £126.00**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

11/12/19 Time 09.00-16.30

ALL MEMBERS AND NON-MEMBERS

**International Business Training: Export Documents****Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member:** £354.00**Local Member and Non-member:** £414.00**Contact:** Gwen Laryea **Tel:** 020 723 1840**Email:** glaryea@londonchamber.co.uk

## January 2020

07/01/20 Time 08.00-09.30

ALL MEMBERS AND NON-MEMBERS

**Capital 500 Quarterly Economic Survey QES 4 Launch 2019****Venue:** HSBC UK Bank Plc, London Commercial Banking Centre, 71 Queen Victoria Street, London EC4V 4AY**Nearest station:** Mansion House

All Members and Non-members: Complimentary

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

08/01/20 Time 07.45-09.15

PATRON AND PREMIER PLUS MEMBERS

**Cereal Networking****Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member, Premier Plus Member and Member's Guest:** Complimentary**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

08/01/20 Time 09.00-16.50

ALL MEMBERS AND NON-MEMBERS

**Tunisia: One-to-One Business Clinics****Venue:** London Chamber of Commerce and Industry, 33 Queen Street, London EC4R 1AP**Nearest stations:** Mansion House, Cannon Street and Bank**Patron Member and Premier Plus Member:** Complimentary**Local Member and Non-member:** £15.00**Contact:** Gwen Laryea **Tel:** 020 7203 1840**Email:** glaryea@londonchamber.co.uk

23/01/20 Time 18.00-20.00

ALL MEMBERS

**Connect at Livability Evening Networking****Venue:** Livability, 6 Mitre Passage, London SE10 0ER

PARTNER PRACTICE OF

ST. JAMES'S PLACE  
WEALTH MANAGEMENT**Sponsored by:** St James's Place Wealth Management**Nearest station:** North Greenwich**Patron Member, Premier Plus Member,****Local Member and Member's Guest:** Complimentary**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk

30/01/20 Time 12.00-14.00

ALL MEMBERS

**The Grapevine Network****Venue:** Fairfield Halls, Park Lane, Croydon CR9 1DG**Nearest station:** East Croydon**Patron Member, Premier Plus Member and Member's Guest:**  
Complimentary**Contact:** Events Team **Tel:** 020 7203 1700**Email:** events@londonchamber.co.uk**How to book your place(s) at a London Chamber of Commerce event**Visit [londonchamber.co.uk/events](http://londonchamber.co.uk/events) to book your place/s on any of the above events following the instructions below:

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

**LCCI events highlights****Grapevine Network**

Join members and guests at Fairfield Halls, Croydon for the first Grapevine Network event of 2020 from 12.00pm – 2.00pm on Thursday 30 January. This complimentary event is open to members only.

**Cereal Networking**

The next breakfast will take place on Wednesday 8 January from 7.45am - 9.30am at LCCI. This complimentary event is exclusively open to members only.

**Annual Winter Reception**

Celebrate the festive season on Wednesday 4 December at Fortnum & Mason. Sponsored by London North Eastern Railway guests will also have the opportunity to indulge in some in-store shopping

prior to the reception and enter a business card draw to win a hamper. Tickets start at £118.80 inclusive of VAT for members.

**Connect at Livability Evening Networking**

Up to 100 members and guests will attend the networking evening hosted by Livability, Greenwich on Thursday 23 January. Sponsored by the St James Place Wealth Management this complimentary event is open to members only.

**Capital 500 Quarterly Economic Survey QES 4 Launch 2019**

LCCI's Capital 500 Quarterly Economic Survey - in partnership with leading polling agency ComRes - is London's largest and most authoritative business survey,

measuring business performance and confidence in the capital.

Join us for a presentation of the findings from the final quarter of 2019 on Tuesday 7 January at HSBC which will include expert analysis on what the results mean for your company and London's economy, as well as opportunities to network over breakfast. This complimentary event is open to all members and non members

**Connect at Devonshires Solicitors LLP Lunchtime Networking**

Up to 50 members and guests will attend the networking evening hosted by Devonshires Solicitors LLP on Tuesday 10 December. Sponsored by the Academy of Executive Coaching (AoEC) this complimentary event is open to members only.

**Asian Business Association Winter Reception**

Enjoy an evening of fine food and networking at the annual ABA Winter Reception on Tuesday 10 December at Bombay Brasserie. Supported by headline sponsor Lloyds Bank and co-sponsor Atom Ventures this event is open to all members, prices start at £72.00 inclusive of VAT per person.

**Networking Training**

This workshop is ideal if you are new to networking or have some networking experience but are not getting the results you need from the events you are attending. Taking place on Wednesday 18 March from 5.45pm – 8.30pm at etc.venues - Fenchurch Street; tickets start at £78.00 inclusive of VAT per person.

If you are a member of LCCI with an offer for other members, contact [membersoffers@londonchamber.co.uk](mailto:membersoffers@londonchamber.co.uk)

**Platform-as-a-Service**

To help you comply with national, regional and industry-specific requirements governing the collection and use of individual's data, the infrastructure we utilise offers most comprehensive set of compliance offerings of any cloud service provider. The Platform-as-a-Service offers minimal alteration to take better advantage of cloud; used for code portability and quick updates. Able to materially alter/decompose application to services; to enhance app scale and agility. New code written with cloud native approach; to accelerate innovation and build apps faster.

**Offer to members**

Get in touch today to receive a competitive 10% discount on our professional services and a free advice on how you may be able to benefit from this state-of-the-art cloud services.

**Contact**

If you have further queries regarding the service, please email [Hussain.Sheikh@vodanile.com](mailto:Hussain.Sheikh@vodanile.com) or phone 020 3551 6938

**Get Ready for Brexit: Preparing for the UK's International Trading Future**

One of the top three recommendations at this recent Brexit event, by the Former Director, World Customs Organisation and HMRC for UK importers, was to ensure classification of HS codes (Harmonized Commodity Description and Coding System) are correct.

TariffTel - Customs Classification Solutions, is delighted to offer fellow members the opportunity to audit your tariff classifications and get you ready for Brexit.

**Offer to members**

If you are one of the first twenty five respondents, we will provide a FREE classification audit for up to 500 products. Please contact [Darren.wareing@core-uk.com](mailto:Darren.wareing@core-uk.com)

**Contact**

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

**Thrive and Well**

Our accredited Mental Health First Aid England training teaches staff to recognise the signs and symptoms of common mental health issues including anxiety, depression, psychosis and suicidal thoughts. The evidence-based training equips staff with the skills and confidence to offer first aid support to someone experiencing mental ill health. Training helps to reduce absenteeism and stigma and increase literacy around mental health. Staff also learn about self-care and available resources to support themselves and others

**Offer to members**

LCCI members receive a 15% discount on all Adult Mental Health First Aid (England) open and in-house courses. This includes the 2-day Mental Health First Aider, 1-day Champions, ½ day Mental Health Aware and MHFA Refresher courses.

**Contact**

Esther Thomas, Director  
44 (0)78 5275 4179  
[esther@thriveandwell.co.uk](mailto:esther@thriveandwell.co.uk)  
[www.thriveandwell.co.uk](http://www.thriveandwell.co.uk)

**Euro Presentations**

Euro Presentations is an Audio-Visual Organisation spanning Europe specialising in the support of;  
Live Events  
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**Offer to members**

LCCI Members who require our services for upcoming events can now rest assured you will receive up to 10% off our existing competitive rates.  
Expiry 31/12/2019

**Contact**

Please call us for immediate quotations.  
0208 830 5461  
[mandeepwalia@europresentations.co.uk](mailto:mandeepwalia@europresentations.co.uk)  
[Info@europresentations.co.uk](mailto:Info@europresentations.co.uk)  
[www.europresentations.co.uk](http://www.europresentations.co.uk)

# Centre stage in Croydon



In the footsteps of musical legends

Fairfield Halls is a venue of national and cultural importance. It has been at the centre of Croydon life for over 50 years. The Phoenix Concert Hall has played host to many iconic musicians such as The Beatles, Pink Floyd, Ella Fitzgerald and David Bowie. It was designed by acoustician Hope Bagenal OBE – also responsible for the Festival Hall on London's Southbank – and its stunning classical acoustic properties have attracted the top professional orchestras and soloists from around the world.

This September the world-renowned venue re-opened its doors following a multi-million-pound redevelopment and is able to showcase its range of facilities including a playhouse, concert hall, studio spaces, rehearsal rooms, restaurants, bars and business lounge.

## Quality

Fairfield Halls is operated by BH Live, a registered charity and social



Pink Floyd in 1971



Ella Fitzgerald



David Bowie

**The Phoenix Concert Hall has played host to many iconic musicians such as The Beatles, Pink Floyd, Ella Fitzgerald and David Bowie**

ship Scheme are invested into the free events offered in the foyer for the local and wider community of Croydon to enjoy.

As a special offer to LCCI members, Fairfield Halls is offering a limited number of discounted business memberships for their stylish Fairfield Lounge, Croydon's newest space for businesses to meet and work in comfort during the day. A 20 per cent discount means that members will pay £440 instead of £550 +VAT. To find out more contact Linda Fallis linda.fallis@bhlive.org.uk [www.fairfield.co.uk](http://www.fairfield.co.uk)

enterprise company. BH Live has a social mission to make a difference to the quality of people's lives

and is committed to putting profits to good purpose. All profits from the Fairfield Business Member-

# Transporting London

Transport for London (TfL) boss Mike Brown was guest speaker at a recent LCCI patron lunch. Brown has been overseeing the largest integrated transport authority in the world since 2015 and is ultimately responsible for a multi-million pound investment programme and the delivery of transport services across London, with some 13 million passenger journeys every day.



Mike Brown (left) with LCCI director of policy and public affairs Sean McKee

**AEI SAUDI**  
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## EXPERTS IN SAUDI SUCCESS

### MARKET ENTRY CONSULTANCY

The Saudi market is the largest market in the Middle East and North Africa region by almost every measure and for almost everything. The AEI Consulting Practice exists to accelerate market entry and business growth for exporters in the Kingdom of Saudi Arabia. Our experience of supporting companies to enter the market over the years has allowed us to develop a unique "Market Entry Roadmap" for the Kingdom. Some of our services include: Hosted Market Visits, Market Accessibility Reports and in-depth Route to Market Strategy papers. Having helped over 1,100 companies to date, AEI Saudi is well placed to assist you in navigating the market.



# Staying in the EU best for London development activity

The latest edition of the London Development Barometer (LDB) survey has found that 59 per cent of the respondents believe staying in the EU would be the most advantageous outcome for London development activity. The survey was administered at a time when the UK government was attempting to negotiate a revised Brexit deal before the October 31st deadline. In this context, 23 per cent of the respondents indicated no preference to staying in the EU, leaving with a deal or leaving without a deal, as long as some clarity is achieved. Just five per cent believed London's development activity is best served by a no deal Brexit.

## Negative

The LDB was launched in autumn 2017 to gauge industry sentiment across a number of factors affecting London development activity. Although fears around Brexit have allayed since then, it has consistently been cited as one of the industry's top two concerns. Seventy-six per

## *Concerns around the global economy and global politics have heightened in 2019*

cent of the respondents still believe that Brexit will have a negative or significant negative impact on London development activity, but this is an improvement on 80 per cent two years ago.

Current sentiment on Brexit is consistent with the industry's view regarding the benefit of the Article 50 extension six months ago. In April, 48 per cent of the respondents did not believe the extension would lead to a better deal, while 36 per cent did. Almost 60 per cent agreed the ongoing uncertainty would have a negative impact on development activity, while 13 per cent foresaw a positive impact.

Overall, the industry's cautiousness regarding London development activity appears to be levelling

out with 43 per cent believing there will be less development activity in the next five years, compared to 46 per cent a year ago and 57 per cent two years ago.

However, industry outlooks for foreign investment and development finance have taken a hit in the last six months. Just 42 per cent now believe inward investment levels will either increase or stay the same, compared to 64 per cent six months ago. Seventy-three per cent expect Asia to be the largest investor, with the Middle East in second at 15 per cent and The Americas in third at seven per cent.

## Global

Concerns around the global economy and global politics have also heightened in 2019. Along with Brexit, construction skills and capacity continue to be one of the industry's top two concerns, with 75 per cent believing it will have a negative impact on development activity.

Improving the town planning processes remains a top priority

for central and local governments, with 49 per cent of the respondents ranking it in its top two and 33 per cent as their first. It is some way ahead of calls to mitigate the Brexit transition period as the top priority, with 34 per cent ranking it in the top two. Funding for local authorities, infrastructure and housing delivery places third among the priority list with 29 per cent ranking it in their top two. Policies to support *Build to Rent* and home ownership are again ranked as the lowest priorities.

With climate change issues dominating headlines in 2019, 47 per cent of the respondents believe that sustainable design and construction will have a positive impact on London development activity. However investing in and promoting them ranked seventh out of nine in terms of priorities for central and local governments.

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See the website for complete findings

[www.m3c.co.uk/london-development-barometer](http://www.m3c.co.uk/london-development-barometer)

# British workers reject 9-5

More people are rejecting the traditional 9-5 working pattern in favour of greater flexibility\* to get ahead in their careers and enjoy a better work-life balance.

Two in five Brits have done temporary agency work, contracting or freelancing at some point in their careers. That's up from 36 per cent in 2014, according to new research by the Recruitment and Employment Confederation (REC). Recruitment agencies play an important role. On any given day they place over one million people on temporary assignments. The majority of them were satisfied with the service they received while 17 per cent were neutral.

## Flexible

Whether it's to care for family, spend more time on hobbies, gain skills, or set up a business, people want more from their jobs. Twenty-eight per cent of temporary agency workers, contractors and freelancers choose this way of working because they want flexible hours. Thirty-six per cent want to get on the job ladder quickly.

Neil Carberry, chief executive of the Recruitment and Employment Confederation, said: "People are making a positive choice to do flexible work because they want more from their job. For too long, the political debate has treated flexible work as second class, and even locked flexible workers out of some forms of support – like the apprenticeship system. That has to change. We need to celebrate different forms of work that are essential to meeting workers' needs a critical stages of many people's lives."

## Uncertainty

"Our flexible labour market is a national success story that the next government must protect. We need

genuine two-way flexibility which benefits both business and workers. In times of uncertainty, businesses need flexibility to meet demand for skills and people are looking for opportunities to work flexibly or balance work with caring needs. Policies designed for the past need to be redesigned, for instance broadening the apprenticeship levy would mean even more people can get training while working flexibly to enhance their careers and reduce skills shortages.

"People who work flexibly through recruitment agencies are protected by employment laws. Millions of people and businesses turn to trusted recruiters every year to get the most out of the many opportunities flexible work has to offer. The REC's Code of Professional Practice offers both groups additional peace of mind."

## Career progression

Temporary roles can be a stepping

stone into permanent positions, and many people use it as a way of testing a workplace before committing to working there permanently.

Two thirds of people who have worked as a flexible worker are now in a permanent role. That's up 12 per cent from 2014. The research also found that flexible work is a part of people's lives in all parts of society. A similar proportion of people in the ABC1 and C2DE social grades have worked as temporary agency workers.

This shift in motivations and attitudes to work is also supported by government data. Since 2016 the number of people choosing flexible work because they didn't want a permanent job has increased. Meanwhile the proportion opting for flexible work because they couldn't find a permanent role dropped from one in three to one in four.

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[www.rec.uk.com](http://www.rec.uk.com)

# Open to the world – golf at Sandwich



**E**xcitement for the return of the Claret Jug to the South East of England has been such that Weekly, Weekend, Championship Saturday and Sunday tickets have now sold out as demand to be in Sandwich for golf's oldest and most prestigious major continues to scale unprecedented heights.

However you can still be there with The Open's Hospitality Experiences – see website link below – and witness the famous links of Royal St George's in Kent for the fifteenth time from 12-19 July 2010.

## Stunning

Shane Lowry's stunning triumph at Royal Portrush is still fresh in the mind of golf fans after he produced one of the great major rounds on the Saturday, shooting a sensational eight-under 63 to set a new course record.

More than half a century has passed since an Englishman was last crowned Champion Golfer on English soil, with Tony Jacklin holding the honour after his win at Royal Lytham & St Annes.

Tommy Fleetwood will be among the home golfers looking to end that unwanted streak next year, although they face stiff competition from the likes of Tiger Woods, Rory McIlroy and Brooks Koepka.

## Warning

The Open strongly advise all fans to carry out due diligence prior to purchasing any hospitality following any unsolicited approaches. If you are in any doubt, contact Dan Bones on 01334 460221 or email [DanBones@TheOpen.com](mailto:DanBones@TheOpen.com).

[www.theopen.com/  
hospitality2020](http://www.theopen.com/hospitality2020)



## FRAGOMEN

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

### 5 IMMIGRATION STEPS TO PUT ON YOUR END OF YEAR "TO DO" LIST

Recent months have been fraught with Brexit uncertainty and now immigration has become a political football in the Election debates.

The Conservative Party has announced they will cut net migration to the UK and the Labour Party want to maintain free movement—but any party political stance on immigration will be impacted by the UK's departure from the EU on **31 January 2020**. There also remains the real possibility of a "no-deal" scenario.

*Here are five steps you can take to help prepare your people and business for the future landscape.*

#### 1. KNOW YOUR WORKFORCE

First identify who will be impacted, both by Brexit and a future post-Brexit immigration policy. Focus on your EU population living in the UK and British citizens in Europe, bringing forward any assignments to take advantage of more relaxed rules. Also look at those EU citizens working as business visitors in a temporary capacity and at your lower skilled or lower paid workforce to analyse their position.

#### 2. IMPLEMENT POST-BREXIT AND NO-DEAL CONTINGENCIES

Ensure you are ready for a post-Brexit and no-deal scenario. Familiarise yourself with business traveller rules and work permit rules in each European country. Review the European Temporary Leave to Remain Scheme which will apply to European nationals and family members relocating to the UK after Brexit. Look at strategic options to deploy your non EU workers across Europe such as utilising the Intra Corporate Transferee Directive.

#### 3. ENCOURAGE EU CITIZENS TO APPLY FOR STATUS

European nationals residing in the UK (and eligible family members) must apply to the EU Settlement Scheme by **31 December 2020** (no-deal) or **30 June 2021** (deal). Ensure they are aware and encourage them to apply.

#### 4. CONSIDER SOCIAL SECURITY/POSTED WORKERS REQUIREMENTS

The social security and posted worker obligations to post employees across EU Member States are complex. Post Brexit the possibility that employees may become liable for social security in two locations will increase. This is often overlooked - understand the rules now to ensure compliance.

#### 5. KEEP UP TO DATE WITH ANNOUNCEMENTS

A new UK immigration system is expected in January 2021 and this will be more complex and costly than free movement. Keep up to date with the latest developments, escalate planned hires and consider where to find talent from 2021.

There is a lot to do before you celebrate the holiday season and ring in the new year. But with sensible planning, you can ensure you are best prepared for people management before Brexit and beyond.

#### JULIA ONSLOW-COLE



Julia Onslow-Cole is a partner in Fragomen's London office, specialising in Government Strategies and Compliance. Julia helps clients worldwide to optimise their global mobility strategies, enhance compliance and leverage best practice in all critical immigration-related policies including crisis management. In addition, Julia is a board member of the LCCI.

**With more than 50 offices and advising clients in 170+ countries, Fragomen is a leading global firm dedicated exclusively to immigration services worldwide.**

# Two minute interview

Egla Dedushaj of Searcys at the Gherkin



## Who are you?

I head up the sales operation at Searcys at The Gherkin.

## What was your first job in London?

My first job, when I was just 13, was in a small, local takeaway shop where I used to work after school and on the weekends. Despite being so young, I learned the value of discipline, time management and, most of all, common sense – all of which were valuable life lessons. I also gained an understanding of a customer-facing outlook, and this sparked my passion for working in the hospitality industry.

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

Last Christmas we partnered with charity *Beyond Food*, who support those at risk of homelessness, back into work through hospitality training. Through Searcys Christmas campaign we were able to raise £10,000 for *Beyond Food* which will go towards providing apprentices the skills they need to enter the

**"Our sustainability pledges we introduced in 2018 included sourcing up to 90 per cent of seasonal fruit and vegetables used in menus from the UK."**

hospitality industry. This year we will also be raising money for the charity over the Christmas period at Searcys at The Gherkin and other selected Searcys venues.

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

Searcys managing director, Matt Thomas, has, alongside the executive team, transformed the Searcys business with a two-year strategic revamp. Having always wanted to work in and around food, Matt has pursued a career in the hospitality industry since he left university. He is the driving force behind Searcys and is an inspiration to the rest of the business and any young entrepreneurs.

## How is your business reacting to Brexit?

Brexit has created an atmosphere of consumer nervousness and uncertainty within the industry. Searcys are reacting by further improving our relationships with local producers. Our sustainability pledges we introduced in 2018



included sourcing up to 90 per cent of seasonal fruit and vegetables used in menus from the UK. We hope that this will safeguard our access to high quality, seasonal produce whatever the outcome of Brexit.

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

London is a huge city, with an incredible public transport system – it always amazes me how quickly you can get from place to place.

The system could be improved by closing tube lines later, ensuring people working late in industries such as the hospitality industry are able to get home on public transport.

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

... I count myself as incredibly lucky to love what I do. The team I work alongside and the clients we work with make my job a pleasure and it's great to work with some amazing brands.

The only thing I dislike my job is the commute – but it doesn't look like



pledges aiming to put sustainability at the heart of our business. These pledges have been incredibly successful in terms of food produce, of up to 90 per cent of which is now from the UK, food waste and reducing our use of single-use plastics, just to name a few.

All Searcys venues have their own supply chains. However, due to the volume of produce we need we are sometimes unable to work with smaller producers due to their size. We, therefore, advise and invest time in smaller producers to help them organically grow in order to work with them.

## What is your favourite and least favourite thing about London?

I love that London is a cosmopolitan city – there is always so much going on. As a big foodie, I am fascinated by the growing international food trend, although the rate at which restaurants close in the current climate is incredibly saddening.

My least favourite thing in London has to be parking!

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

I would like to provide more opportunities for young people including apprenticeships and other ways to explore what they want to do. I would also introduce more opportunities for homeless people which would look to ensure permanent change.

**"Through Searcys Christmas campaign we were able to raise £10,000 for Beyond Food."**

the Gherkin is moving anytime soon so I've learnt to live with that!"

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# London's myriad of museums



**Alexa Michael**  
presents a selection  
from the globally-  
renowned to the lesser-known  
jewels that the capital has to  
offer

The traditional role of museums is to collect objects of cultural, religious or historical significance, preserve them, carry out research into the exhibits and offer them to the public for their education and leisure. In recent years, museums have become more interactive in order to attract visitors.

London is home to over 250 museums and registered art institutions. The most famous ones include the British Museum, the National Gallery, the Imperial War Museum, Tate Britain and the Science Museum – institutions that are known throughout the world.

Aside from these household names, the capital's cultural hub also includes dozens of smaller specialist museums. These range from historic buildings to medical and scientific museums, museums hosting collec-



**The British Museum** Photo: John Weiss/Flickr.com (CC BY-NC-ND 2.0)

tions of design and textile artefacts, houses dedicated to famous (or infamous) Londoners, contemporary arts and local history.

The capital's museums and galleries reflect the rich history of London and that of Britain as a global trading power, a leading player in scientific discovery and the birthplace of the industrial revolution, as well as a social, cultural and artistic centre.

Here is a selection of 20 of London's largest, most attractive – and quirkiest – museums.

here that I discovered the beautiful semi-precious gemstone lapis lazuli on a school trip at the age of 12. The British Museum was the world's first national museum open to the public.

## National Gallery, Trafalgar Square

The National Gallery comprises over 2,300 Western European paintings from the thirteenth century to 1900. Its relatively small collection (compared with national galleries in other countries) is owned by the government on behalf of the public. Most major schools of Western painting are represented here. Highlights include *The Raising of Lazarus* by Sebastiano del Piombo, *The Baptism of Christ* by Piero della Francesca, Holbein's *Portrait of Christina of Denmark* and *Rokey Venus* by Velázquez.

## National Portrait Gallery, Trafalgar Square

Located adjacent to the National Gallery, the National Portrait Gallery displays 195,000 portraits of historically significant and prominent

## A pest prevention contract – one less thing to worry about

Pest control can sometimes be a long way down the list of a managing director's priorities, but it will quickly go to the top if an infestation results in a fire, complaints from customers, damaged stock or premises being closed by health and safety inspectors.

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**National Gallery** Photo: The Aurora Hunter/Flickr.com (CC BY-ND 2.0)

British people. It was the world's first portrait gallery when it opened in 1856. Unlike other art galleries, the paintings are chosen on the merit of the subject, not the artist. One of the most famous pictures is the Chandos portrait of William Shakespeare although there is some dispute as to whether it actually depicts the Bard.

### Natural History Museum, South Kensington

A favourite with children, the Natural History Museum houses 80 million items within its five main collections of botany, entomology, mineralogy, *palaeontology* and zoology. As well as exhibiting a huge number of specimens, the museum is a research facility for taxonomy, identification and conservation. It also incorporates the Geological Museum. One of three major museums on Exhibition Road, the Natural History Museum is renowned for both its collection of dinosaur skeletons and for its architecture which is a blend of nineteenth century Gothic Revival and twelfth century Romanesque styles.

### Science Museum, South Kensington

Opened in 1857, the Science Museum has over 300,000 items relating to science and technology, transport and medicine which have changed the way people live. Its most famous exhibits include Stephenson's Rocket (an early steam locomotive), Puffing Billy (the oldest steam locomotive still in existence), the world's first jet engine and a copy of the DNA model constructed by Francis Crick and James Watson in 1953. Over 3.3 million people visit the Science Museum every year.

### Victoria and Albert Museum, South Kensington

Often abbreviated to the V&A, this museum was established in 1852 and named after Queen Victoria and Prince Albert. It is the world's largest collection of applied and decorative arts and design, housing over 2.27 million artefacts. These include *ceramics*, glass, textiles, *costumes*, silver, *ironwork*, jewellery, furniture, sculpture, *prints* and *printmaking*, drawings and photographs displayed in 145 gal-

leries. The collection represents 5,000 years of human history, with European, North American, Asian and North African cultures shown.

### Imperial War Museum, Southwark

This is a national museum with five branches, three of which are in London. The Imperial War Museum was set up in 1917 to document Britain and the British Empire's civil and military war effort and sacrifice during World War I. Its scope was later

broadened to include all conflicts involving Britain and the Commonwealth since 1914. The collection includes archives holding personal and official documents, as well as photographs, film, video and oral history transcripts. There is also a library, a substantial art collection and exhibits of military vehicles and aircraft.

### National Maritime Museum, Greenwich

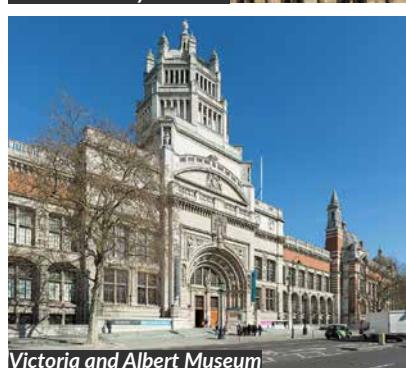
The National Maritime Museum (NMM) covers Britain's seafaring



**Imperial War Museum** Photo: Ian/Flickr.com (CC BY-NC 2.0)



**Natural History Museum**



**Victoria and Albert Museum**



Tate Britain Photo: Andy Hay/Flickr.com (CC BY-2.0)



London Transport Museum Photo: Wei-Tai Wong (CC BY-SA 2.0)



Pollock's Toy Museum Photo: Amitte/Flickr.com (CC BY-SA 2.0)



Tate Modern Photo: Andy Hay/Flickr.com (CC BY-NC-ND 2.0)

history. Its collections include examples of maritime art, model ships, ship plans and scientific and navigational instruments, including those used for timekeeping and in astronomy. The museum's historic buildings are part of the Maritime Greenwich World Heritage Site. The NMM also includes the Royal Observatory and the Queen's House built in the seventeenth century.

### Tate Britain, Millbank

Known as the Tate Gallery until 2000, Tate Britain is the oldest gallery in the Tate gallery group, having opened to the public in 1897. It comprises a big collection of British art from Tudor times to the present, including a large number of works by JMW Turner who donated his entire art collection to the nation. Tate Britain also includes contemporary art by various living artists. The annual (and frequently controversial) Turner Prize exhibition takes place at Tate Britain.

### Tate Modern, Bankside

Tate Modern houses Britain's collection of modern art from 1900 to the present day. It also holds an international collection of modern and contemporary art, making it one of the largest galleries of its kind in the world. The main collection displays comprise eight areas, each with its own theme. Tate Modern is located in the former Bankside Power Station which was designed by Sir Giles Gilbert Scott, the architect of Battersea Power Station. In 2018, 5.8 million people visited Tate Modern.

### London Transport Museum, Covent Garden

Most of the London Transport Mu-

seum's exhibits are housed in a Victorian iron and glass building in Covent Garden, while the Museum Depot in Acton holds the rest of the stock. The museum is dedicated to the history of transport in the capital. Its collection includes large numbers of London buses, trams, trolleybuses and rail vehicles from the nineteenth and twentieth centuries, as well as the smaller items used to run and advertise transport services.

### Kenwood House, Hampstead

Sited on Hampstead Heath, this former stately home dates from 1616 although most of the house was demolished and rebuilt in 1694. The orangery was constructed in around 1700. The building's interiors were designed by Robert Adams. Kenwood House is Grade II\* listed on the Register of Historic Parks and Gardens. It was the home of the Earls of Mansfield during the eighteenth and nineteenth centuries. By the end of the 1920s, its ownership had passed to the London County Council and the property was opened to the public. Kenwood House has a collection of Old Masters.

### Dr Johnson's House, City of London

This Grade I listed building at 17 Gough Square is the former home of Dr Samuel Johnson, the 18th century writer and lexicographer. Johnson lived and worked in the house from 1748 to 1759 where he wrote his famous A Dictionary of the English Language. Built in the late seventeenth century by Richard Gough, a wool merchant, the house is a rare example of a Square Mile property

from before 1700. During his lifetime, Johnson inhabited 18 different City of London dwellings – this is the sole survivor.

### Osterley Park and House, Isleworth

Osterley Park is one of the largest parks in Greater London. A late 18th century palace designed by Robert Adams sits within its grounds and is commonly referred to as Osterley House. Located close to London in what was then open countryside, the property served as a country retreat for the rich. Today the house is run by the National Trust and open to the public who can view its lavish interiors.

### William Morris Gallery, Walthamstow

This is the only public museum dedicated to the English Arts and Crafts designer and early socialist William Morris. Opened to the public in 1950, the Grade II listed Georgian house and its collections depict Morris' life and work. Displays include printed, woven and embroidered fabrics, rugs, carpets, wallpaper, furniture, stained glass and painted tiles designed by Morris and those who worked with him.

### Down House, Downe

This was the home of Victorian naturalist Charles Darwin and his family for over 40 years. Darwin wrote On the Origin of Species, his theory of evolution through natural selection, at this Grade I listed building on Luxted Road in the Kent village of Downe. Managed by English Heritage, the house and gardens have been restored and are open to the public.

### Old Operating Theatre Museum and Herb Garret, Southwark

This is the oldest purpose-built operating theatre in Britain and a museum of surgical history. Its original features have been restored. Nesting above a steep staircase in the garret of St Thomas' Church on the site of the original St Thomas' Hospital in Southwark, visitors can view a collection of artefacts used in nineteenth century medicine. It is presumed that the herb garret was used to dry and store herbs used to treat patients in the hospital.

### Jack the Ripper Museum, Tower Hamlets

The dark side of London's history is revealed at the Jack the Ripper Museum in Cable Street. The five-room exhibition recreates the East End setting where five unresolved murders took place between August and November 1888. It includes a reconstruction of the police station in Leman Street where detectives attempted to identify the killer and the scene of Catherine Eddowes' murder.

### Pollock's Toy Museum, Camden

This museum began in 1956 in a single room at 44 Monmouth Street above Benjamin Pollock's Toy Shop near Covent Garden. Today the collection is spread over two unrestored townhouses in Scala Street, Camden. As well as more the more commercial children's toys and games, visitors can also see the world's oldest teddy bear and a toy mouse from Ancient Egypt fashioned out of Nile clay.

### The Viktor Wynd Museum of Curiosities, Fine Art & Natural History, Hackney

This museum and bar, located in a former call centre in Mare Street, is a cornucopia of every imaginable – and not so imaginable – curiosity. Its collection includes hairballs, twin-headed lambs, Fijian mermaids, dodo bones and feathers from extinct birds. It also houses the largest collection of work by English artist and occultist Austin Osman Spare. The museum has an entire section on The Dandy comic, together with condoms said to have been used by the Rolling Stones, tribal art from The Congo, collections of human remains, and much more.

Alexa Michael is business information executive at LCCI

# New Data Privacy tool to ease GDPR

**Businesses are struggling with or ignoring GDPR due to lack of effective tools.**

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A graphic design with a dark blue background. In the center is a white shield icon containing three vertical bars. Around the shield is a ring of binary code (0s and 1s). Below the shield, the text "Safe Data Governance" is written in white. The background features a network of glowing blue dots connected by lines, suggesting a digital or global reach.

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Offer ends 31<sup>st</sup> December 2019

# How to build trust in the workplace

**T**rust in the workplace is a key factor when considering the performance of an organisation. As with any relationship, trust builds a solid and strong foundation, which is just as important in professional relationships as it is in personal ones. Trusting your colleagues and peers is linked to improved employee performance, without this, team morale could suffer and employees may feel unable to reach out in times of need.

Recent research by CABA, the wellbeing charity, asked employees who they trusted most in the workplace. Unsurprisingly, co-workers are by far the most trusted, whether they're on the same level, more junior, or more senior. Managers and office managers fall jointly into fourth place with HR being the least trusted. Age was a factor when considering trust in the workplace. It was reported that the younger audience (18-24) was more likely to trust their manager at work compared to any other age group.

## Practical and emotional trust

There are two types of trust which should be considered when creating a positive work environment.

The first is practical trust based on being dependable and demonstrating you can complete the job efficiently. Being punctual, meeting commitments and being reliable, whilst doing what you say you'll do are all examples of practical trust.

The second is emotional trust.



It is this emotional trust which is crucial in strengthening and improving teamwork. Treating others with respect, kindness, and allowing them to not feel judged is paramount. This enables an open environment in which ideas and thoughts can be shared without fear of judgement.

## How to build trust in the workplace

Establishing an environment of mutual trust where all employees feel comfortable to freely express opinions, thoughts, and ideas without feeling judged or observed will make individuals feel more invested in the business.

As building trust takes time and careful consideration, Kelly Feehan, service director at CABA has put together a list of ways you can

start encouraging more trust in the workplace.

- **Be honest, open and supportive** – Telling the truth can be difficult when it isn't what people want to hear, but it is vital to communicate the true facts to team members whilst remaining considerate and sensitive to their feelings.
- **Listen** – Actively engaging and listening to colleagues, whilst ensuring they have the space to discuss and share their thoughts is essential. Engaging with concerns raised or ideas put forward gives the opportunity for individuals to feel they are valued and heard.
- **Respect** – It is crucial employees feel their time and opinions are respected, even if you disagree with your employee's opinion, showing respect means honoring

their feelings. Building trust will help them feel secure in being able to voice their thoughts without judgement.

• **Reliability** – It's important that if you say you'll do something that you do it. Following through with commitments at all levels is vital. Turning up to meetings on time and meeting deadlines are just two examples. Demonstrating this commitment to your work and employees enables them to trust and rely on you in times of need.

• **Responsibility** – Take responsibility for failures as well as successes. This demonstrates integrity and opens the opportunity for you to analyse why something has failed. Creating a chance for an open and honest conversation where you can have an input and produce a collaborative solution means you can make the appropriate changes so that any failures aren't repeated.

The core of any relationship is trust. Building this trust between co-workers, managers, and juniors will create a thriving workplace culture where employees will feel more relaxed and able to confide their thoughts and feelings in an open, honest environment.

Building trust takes hard work and consistency. It takes time and requires commitment but has the power to transform the workplace into a more productive and efficient environment.

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

# Helping entrepreneurs



by Chris Lowe

**T**he most successful entrepreneurial businesses have always had a clear focus. At EY, we spend a lot of time with entrepreneurs across the country who are increasingly demonstrating a focus beyond simply making money or delivering services to clients and businesses. Whether this is driven by the profile of successful social entrepreneurs as role models, or by changing consumer demand, ever

more entrepreneurs are looking at the impact their business has on the community they operate in.

## Transformational

Many of these individuals are recognising the transformational impact they can have on society, developing solutions for social or environmental problems which may have seemed intractable. There isn't a once size fits all approach to this and its fascinating to see the different routes people are taking.

We see purpose driven businesses as vital part of the future UK econo-

my. It is a key consideration for EY's *Entrepreneur Of The Year* awards. To get to the finalist stage our entrepreneurs must demonstrate their commitment to their organisation's purpose and the highest ethical and quality standards, while maintaining a strong sense of personal purpose, inspiring positive social and environmental change, and making a strong philanthropic contribution to their community.

The specific *Entrepreneur Of The Year* category focused on societal impact takes this a step further, recognising an entrepreneur who is not

**To get to the finalist stage our entrepreneurs must demonstrate their commitment to their organisation's purpose and the highest ethical and quality standards**

# Harassment or encouragement?



by Jack Khurana



**H**ardly a day goes by without another high-profile scandal with unsavoury allegations of sexual discrimination or harassment.

Not even our esteemed Prime Minister can escape the scandal of the alleged "under the table thigh squeeze".

## Brave

There have been many cases of alleged sexual misconduct and harassment in the workplace so it's a brave employment tribunal that flies in the face of the current climate and concludes that sexual harassment has not been proven.

This was so in the recently-reported case of *Raj v Capita BS*. Raj was employed as a customer service agent whose employment was terminated during the probationary period. Raj complained of sexual harassment against Ward, the line manager, who had on several occasions, in an open plan office, stood behind and massaged Raj's shoulders, neck and back.

Raj argued, in accordance with

the wording of the relevant legislation, that this was unwanted conduct either of a sexual nature or related to Raj's sex within s.26 of the Equality Act 2010.

## Uncomfortable

Having heard the evidence the employment tribunal rejected the claim for sexual harassment and found that although Raj had proven physical contact – massages lasting for two or three minutes, long enough to make Raj feel uncomfortable, and that this had the effect of creating an intimidating, hostile, degrading humiliating or offensive environment. However, the tribunal concluded that the unwanted massage was not conduct of a sexual nature.

Rather, the tribunal concluded, the reason for the massages was misguided encouragement. Contextually, this was a manager standing over a sitting team member. The area of contact,

the tribunal concluded, was with a gender-neutral part of the body, albeit in plain sight of other employees in the open plan office. Yes the actions were unwise and uncomfortable, but not sexual harassment.

On appeal, the employment appeal tribunal upheld the decision on the basis that the tribunal was entitled to find that while the conduct was unwanted, it wasn't sexual in nature or related to Raj's gender.

Arguably, when a man stands behind a woman and massages her back, neck and shoulders in the privacy of their own home, with consent, that is acceptable.

Equally, it's been argued that, in the workplace, when the woman does not invite such attention, it's clearly harassment to massage her shoulders, neck and massage.

## Uninvited

It may be natural to assume that Raj is female and Ward is male. But that

**T**here have been many cases of alleged sexual misconduct and harassment in the workplace so it's a brave employment tribunal that flies in the face of the current climate

assumption would be wrong in this case. Here the attention and massages were uninvited by Mr Raj – he didn't ask his female team leader Ms Ward to massage his back neck and shoulders, but when she did, the tribunal concluded on the facts and evidence before it, that she was encouraging him to improve his performance.

Commentators speculate that had the gender roles been reversed, would Mr Raj's actions in 'encouraging' Ms Ward with unwanted massages on her neck back and shoulders have been construed as of a sexual nature or related to Ms Ward's sex?

Employers should always bear in mind that all cases and decisions are fact-specific.

Jack Khurana is senior associate solicitor at FG Solicitors  
[www.fgsolicitors.co.uk](http://www.fgsolicitors.co.uk)

# unlock their potential

only achieving outstanding success but whose social purpose is central to their business – having a significant and lasting positive impact in the communities where they live and work. This provides meaning for the work they do every day and ensures they consider how their actions resonate outside of the business.

## Social purpose

*Entrepreneur Of The Year* overall winner and societal impact category winner for 2019 is a powerful example of this trend. Steve Jackson,

founder of Recycling Lives, combines a clear commercial proposition with a strong social purpose driving positive change for the environment, ex-offenders and the homeless. He will go on to compete on the world stage at *World Entrepreneur of The Year* in Monaco in June 2020.

Among the finalists and winners, there were many who inspired our judges with their commitment and determination to deliver against a clear purpose. Winners from the London & South East demonstrating these qualities include; Norris

Koppel of Monese in London, in recognition of his unrelenting vision for a new and better form of banking that is more accessible and inclusive; and Martin Frost of CMR Surgical in Cambridge, praised for his ambition to change people's lives through technology with the potential to transform the surgical industry. They scooped up the *Rising Star* and *Disruptor* awards respectively.

Chris Lowe is EY corporate finance partner and Entrepreneur of the Year London & South East partner demonstrating these qualities include; Norris

The regional awards for *Entrepreneur Of The Year* open for entries soon – to find out more about the programme visit [www.ey.com/uk/en/about-us/entrepreneurship/entrepreneur-of-the-year/uk\\_eoy\\_home](http://www.ey.com/uk/en/about-us/entrepreneurship/entrepreneur-of-the-year/uk_eoy_home)





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# Seven sports industry trends

Sports viewership is soaring, and revenue is growing faster than some countries' GDP, making it a \$700 billion-dollar global industry. What makes the sports industry so successful?

**A**ccording to Inga Stasiulionytė, former Olympian and head of the MIT Sports Entrepreneurship Bootcamp, this is the result of sports business adapting to modern challenges, trends and audiences – embracing digitalization, big data, technology and newest research in many disciplines, including psychology.

It's crucial to understand the future changes of the industry in order to adapt, improve, and move forward. Here are the seven most important current sports industry trends as identified by Stasiulionytė who is also behind Ofounders, a startup specializing in Olympic-mindset techniques for executives, business and sports.

## 1. Focus

**Clear philosophy (to win or to earn) for on and off field activities.**

According to Ben Shields, senior lecturer at the MIT Sloan School of Management, the sports business strategies fall into two categories: for on-the-field operations, the key question to answer is "how do we help to win"; for off-the-field solutions, the question is "how do we help to earn money." For example, German Bundesliga has built themselves to be as one of the most powerful media companies. Distilling a clear philosophy for off field activities strengthens the organization and helps it become distinctive and unbeatable.

## 2. Scalable direction

**Elite teams are creating scalable & transferable business models by focusing on fans.** Sports teams – especially German elite teams – are discovering that their players are not the center of attention – their fans are. Players come and go, get injured, games are won and lost –

a lot of success factors depend on pure luck. The business problem that requires solution is how to make fans come to games no matter who plays. "Fans are the stars of the show. Leagues and teams are going directly to them now," explained Ben Shields. Teams are learning to discover the engine that drives business. For example, sports teams are creating their business plans based on enhancing their community's participation in sports and growing fans' loyalty to the club instead of focusing on athletes. Big data, also used in sports, helps gain clarity and deeper perspectives.

## 3. Smart data

**Only transferring big data into the smart data helps achieve meaningful results.** Big data is essential in today's sports industry. From wearables that track runner's movements to trackers in hockey pucks or basketball nets, fan engagement charts, ticket sales and sponsorship behaviors – it all comes down to huge amounts of data that has to be

put in context. However, big data is not always interpreted the right way. "Big data, big words, little action. We need to transform big data into smart data," explained Sascha L. Schmidt, director, Center for Sports and Management at WHU Otto Beisheim School of Management. As companies are priding themselves in having collected big data and promoting it as their competitive advantage, only very few know how to use that data to have meaningful results. The interpretation of this data is the fundamental step into turning it into smart data that can help an athlete, a team, and sports business. By correctly analysing the tremendous amount of data, teams can understand how to keep players healthy, create strategies to win, deliver excitement to fans and profitable exposure to sponsors.

## 4. Personalisation

**Personalisation of game experiences.** The days when enjoying the game meant only sitting in the stadium or in front of the screen are over.

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The fans want to engage with their favorite teams, follow their adored players into the stadium, and share special moments with the world. Personalization is one of the most important methods used by the sports industry to make game experience better for everyone. There are services offering camera angles with zoomed-in views meant for mobile devices, and NBA now offers live on-screen group chats with celeb influencers, in-depth analytics and so on. Moving forward, there will be services designed to let fans engage with the content even more, using personalized camera angles and gamification.

## 5. Breaking limits

**Breaking limits by promoting human and technology interaction.** Technological innovations have become one of the most important pieces in athlete development. Data analysis may help optimise player's performance as well as determine the risk of trauma, leading to a 30 per cent reduction in player injuries. Dr. Brett Kirby, lead physiologist of Next Generation Research in Nike Sport Research Lab, has been working on Nike's Breaking2



Photo: Denis Barthélémy [CC BY-SA 4.0]

attempt to break a marathon run in less than two hours. The meticulous data was used to select a fitting athlete and create a tailored training course. The experiment ended in a history-making run: in October 2019, the Kenyan Eliud Kipchoge finished the 42.2 km distance in an amazing 1:59:40, becoming the first athlete to run a marathon in under two hours.

## 6. Driving change

**Instilling systematic structures of change for future-readiness.** For a long time, sport was considered

to be a hobby, no one was taking sports business seriously. Those who saw the major changes in media, technologies and people's lifestyle could predict the sports business growth and take advantage of it. "On the surface, we see only certain events, but underneath there are patterns of change and systematic structures that are driving those events. If you understand systematic structures, you don't need to wait for events to happen. You become the driving force of global change," explained Erdin Beshimov, lecturer and director, MIT Bootcamps on the transforming changes of the sports industry. Therefore, it's advisable not to get attached to one worldview or one idea. "The biggest problem is when sports entrepreneurs are getting attached to their business idea believing that it is their golden ticket to make a significant difference and fearing that a new idea will never come again. The instant habit of attachment to familiar paralyzes the opportunity for better options to reveal themselves and create the constant possibilities to be at the forefront of endemic and inevitable changes," Stasiulionytė claims.

## 7. Reducing personal biases

**Experienced support helps eliminate personal biases that stand on the way to greatness.** "I am the one who makes the most mistakes in the organization – this is why I have a separate department that helps me fix those failures," openly admitted Dr. Peter Gorlich, managing director at TSG 1899 Hoffenheim, premier league football club. According to the researcher Tim Rees, ongoing support of friends and family may be one of the crucial elements for an athlete's performance. For his study, Rees used a sample of high-level professional golf players and found that stressors were associated with worse performance, whereas athletes that received social support performed significantly better. "As we aim to achieve the highest goals in sports, we encounter bigger challenges than ever before. The fear of failing and the consequences of bad decisions dramatically increase with every step and the support of the right people becomes essential," says Inga Stasiulionytė.

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# Export documents and Brexit - update for CO and ATA Carnet users

At the time of writing there is still a possibility of a no deal Brexit outcome and an automatic move to World Trade Organisation rules for the purposes of cross-border movements and trade facilitation

**W**ith regard to Certificates of Origin (CO) – preferential and non-preferential – and ATA Carnets, the following should be noted.

## Certificates of Origin

In a no deal scenario a UK CO (non-preferential) has been designed in accordance with the relevant international convention and has been approved by government lawyers. This is believed to be an acceptable replacement for the current non-preferential CO and will be issued post-Brexit. Non-preferential CO are generally called for as part of the payment mechanism e.g. via a documentary letter of credit or for trade defence reasons, or because the importer is anticipating re-exporting the goods.

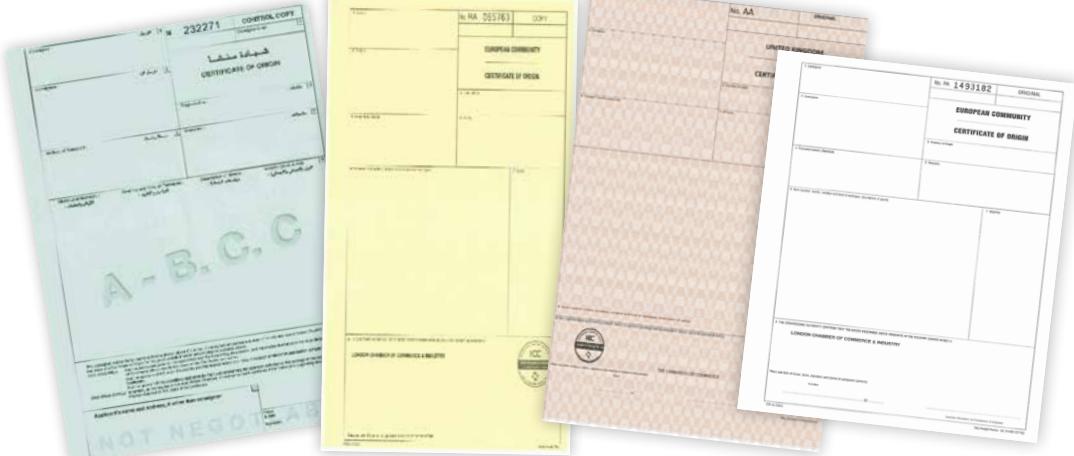
If the Prime Minister's deal does get approved by the UK Parliament, non-preferential CO will continue to be used for the duration of the transition period exactly as they are now and in the same format.

■ [www.londonchamber.co.uk/cofo](http://www.londonchamber.co.uk/cofo)

## Movement Certificates EUR and A.TR

The Movement Certificates EUR (in effect a preferential CO) which evidence is origin in EU free trade agreements (FTA) will remain the appropriate document in a no deal scenario only where the agreements have been rolled over.

It is understood that this is the case with Andean Countries (Colombia, Ecuador, Peru), Cariforum trade bloc (Antigua and Barbuda, Barbados, Belize, Dominica, Dominican Republic, Grenada, Guyana, Jamaica, St Kitts and Nevis, St Lucia, St Vincent and the Grenadines, and Trinidad and Tobago), Chile, ESA countries (Madagascar, Mauritius, Seychelles, and Zimbabwe), Faroe Islands, Iceland, Israel, Lebanon, Liechtenstein, Norway, Pacific States (Fiji, and Papua New Guinea), Palestine,



**"In a deal scenario, ATA Carnets will continue to be issued exactly as now"**

South Korea, Switzerland, and Tunisia.

In other FTA markets, if there is no roll over then the EUR document would not be appropriate though the buyer might call for a non-preferential CO.

The A.TR relates to trade with Turkey. This agreement has not been rolled over and so will not be appropriate in a no deal scenario. In this situation also the Turkish buyer may call for a non-preferential CO.

As with CO, if the latest agreement is approved by the UK Parliament, Movement Certificates (EUR and A.TR) will continue to be used for the duration of the transition period exactly as they are now and in the same format.

■ [www.londonchamber.co.uk/export-documents/eur1-movement-certificate](http://www.londonchamber.co.uk/export-documents/eur1-movement-certificate)

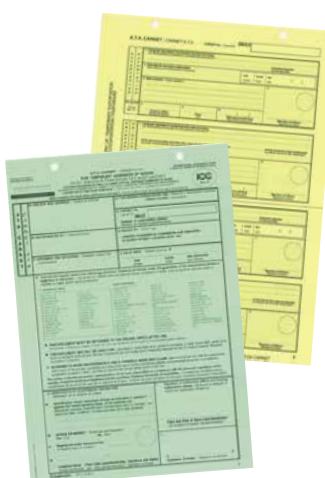
## Arab League

Note that non-preferential CO for exports to Arab League countries will be unaffected and there is no need for the format of the document to change in the Brexit context whether there is a deal or not. However, some Arab League states are party to certain EU free trade agreements e.g. Algeria, Egypt, Jordan, Lebanon, Morocco, and Tunisia.

■ [www.londonchamber.co.uk/export-documents/eur1-movement-certificate](http://www.londonchamber.co.uk/export-documents/eur1-movement-certificate)

## ATA Carnets

In a no deal scenario it is agreed that ATA Carnets – the passport for goods being temporarily moved cross border for the purpose of being shown at trade fairs or exhibitions, or for professional equipment and samples – will be able to be used for appropriate temporary shipments to the EU27 as the UK has signed the relevant international conventions both as the UK and en bloc through the EU. LCCI have made the necessary changes to the document for this scenario but, naturally, will only make the revised Carnets available in the event of no deal.



In a deal scenario, ATA Carnets will continue to be issued exactly as now, at least until the end of the transition period. Carnets will not therefore be appropriate for temporary movements to and from the EU27.

■ [www.londonchamber.co.uk/export-documents/ata-carnet](http://www.londonchamber.co.uk/export-documents/ata-carnet)

## Northern Ireland

Northern Ireland is of course a part of the UK so in a no deal situation everything as above will apply. If the agreement goes through and a transition period kicks in, there will be no change in the above documentation in any part of the UK, until the end of that period at the earliest. What happens thereafter will become clearer over the course of the transition and Carnet and CO users will be informed as early as possible.

## Useful links

Brexit notification for ATA Carnet customers

■ [www.londonchamber.co.uk/media/media/Carnet-Notice-to-Traders-October.pdf](http://www.londonchamber.co.uk/media/media/Carnet-Notice-to-Traders-October.pdf)

Information on how to move goods through the Port of Dover and Eurotunnel with an ATA Carnet if the UK leaves the EU without a deal

■ [www.gov.uk/guidance/moving-goods-through-the-port-of-dover-and-eurotunnel-with-an-ata-carnet](http://www.gov.uk/guidance/moving-goods-through-the-port-of-dover-and-eurotunnel-with-an-ata-carnet)

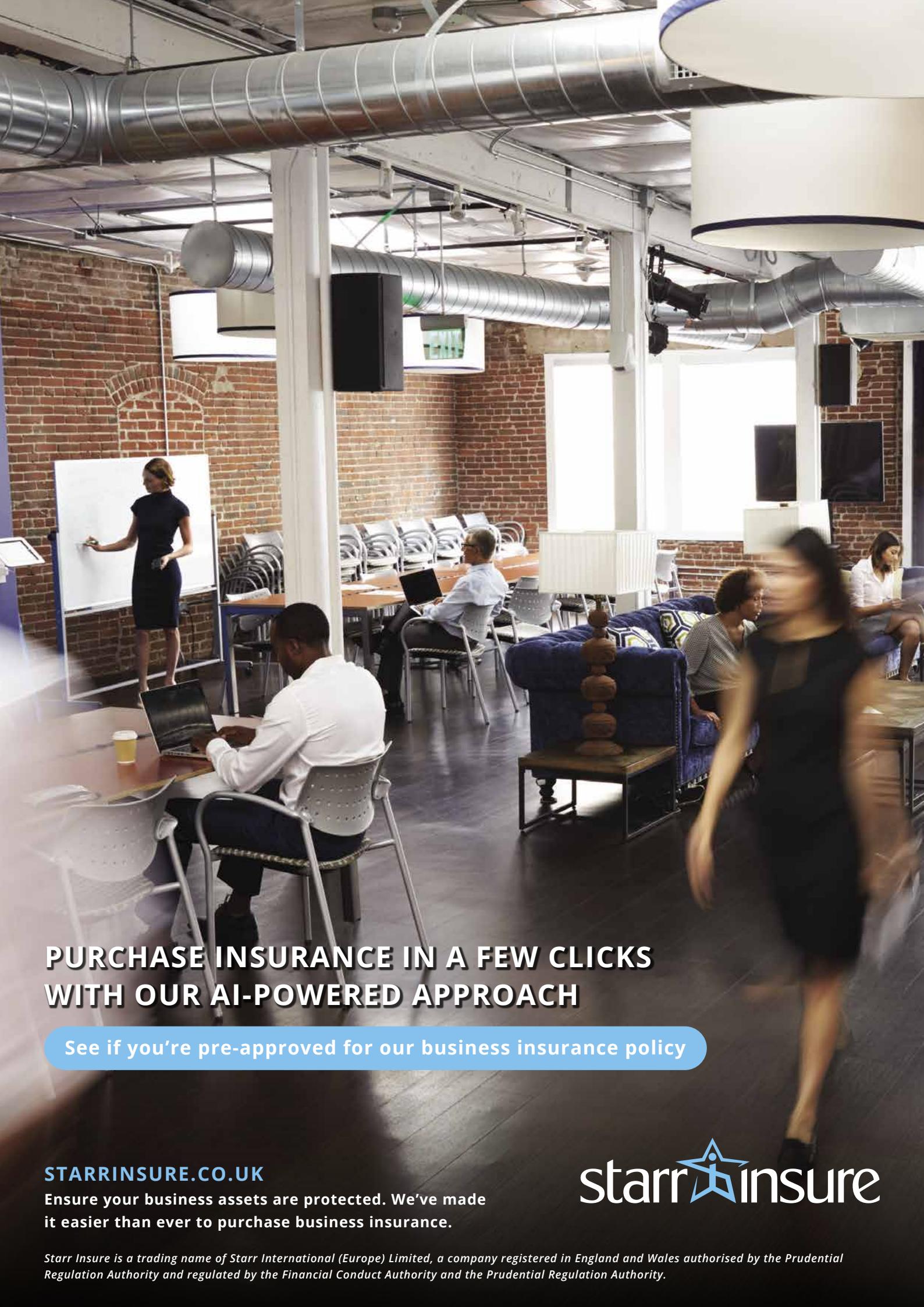
Information on how to move goods with an ATA Carnet through the Port of Holyhead if the UK leaves the EU without a deal

■ [www.gov.uk/guidance/moving-goods-through-the-port-of-holyhead-with-an-ata-carnet](http://www.gov.uk/guidance/moving-goods-through-the-port-of-holyhead-with-an-ata-carnet)

Guidance on exporting goods to EU after Brexit

■ [www.gov.uk/prepare-export-from-uk-after-brexit](http://www.gov.uk/prepare-export-from-uk-after-brexit)

For further information on export documents issued by LCCI contact Davor McKinley  
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# UK road and rail networks

Business satisfaction rates fall, underlining the need for parties to make good on infrastructure promises

**U**K businesses are even less satisfied with UK infrastructure than they were a year ago, according to research published in November by the British Chambers of Commerce (BCC) and Stagecoach.

The survey of 1,200 business leaders finds that only around one third of UK businesses feel that the UK road network is meeting their needs when reaching customers, suppliers, and employees. This is a reduction from 47 per cent in 2018. 60 per cent had experienced delays resulting in increased travel costs, loss of business or client dissatisfaction across a one-month period.

Satisfaction with the UK rail network is even lower. Less than one quarter agree that it is meeting their needs. In 2018, the figure stood at 34 per cent.

## UK Road and Rail Networks not meeting business needs

Businesses are even less satisfied with UK infrastructure than they were a year ago, according to research published by the British Chambers of Commerce (BCC) and Stagecoach on 26 Nov 2019.

Satisfaction with UK Rail Network

**24%** 

of business leaders 'agree' that the UK rail network is meeting their needs in accessing new and existing customers, suppliers, and employees.

**This is a reduction from 34% in 2018.**

Satisfaction with UK Road Network

**35%** 

of business leaders 'agree' that the UK road network is meeting their needs in accessing new and existing customers, suppliers, and employees.

**This is a reduction from 47% in 2018.**

**60%** 

of business leaders said their business had experienced delays resulting in increased travel costs, loss of business or client dissatisfaction.

**The majority of businesses do not feel that their views are taken into account when decisions are made about infrastructure**

**27%** 

feel that their business view is taken into account in local decisions.

**11%** 

feel that views are considered at the national level.

# 136

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# not meeting business needs

## Investment

The BCC is calling on the next UK government to deliver promised investment in road and rail schemes, and to give businesses a greater voice for businesses in local decision making. According to research, the majority of businesses do not feel that their views are taken into account when decisions are made about infrastructure. Only one in ten feel their views are either somewhat or very much taken into account in national decisions. A little over one quarter feel their views are considered at the local level.

BCC co-executive director Claire Walker said: "This election has generated a barrage of promises on infrastructure spending, but unless we see real action in the early months of the new parliament, our hard-pressed firms will struggle to deliver the economic resurgence we desperately need. Upgrading our road and rail capacity would send a vital signal that businesses are finally being heard, would kick-start business in-



"Unless we see real action in the early months of the new parliament, our hard-pressed firms will struggle to deliver the economic resurgence we desperately need. Upgrading our road and rail capacity would send a vital signal that businesses are finally being heard, would kick-start business investment across the country and will pay dividends long after the current crop of politicians are forgotten."

**Dr Adam Marshall** Director General, British Chambers of Commerce



"Britain's congestion crisis is getting worse, directly impacting businesses and their employees, as well as causing further damage to air quality in our towns and cities. This research underlines a growing frustration that, despite transport authorities having powers right now to improve our road infrastructure, there is a lack of radical action to address the problem."

**Martin Griffiths** Stagecoach Group Chief Executive

The British Chambers of Commerce (BCC) surveyed 1,245 business leaders online from 9 to 28 October 2019. Around 95% of respondents are SMEs. 63% are service sector firms and 37% are manufacturers.

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

vestment across the country and will pay dividends long into the future.

"Alongside an immediate commitment to revitalise our ageing roads, the next administration should waste no time in delivering HS2 and promised investment in Northern Powerhouse Rail as part of a UK-wide high-speed rail network."

## Congestion crisis

Stagecoach Group chief executive Martin Griffiths said: "Britain's con-

gestion crisis is getting worse, directly impacting businesses and their employees, as well as causing further damage to air quality in our towns and cities. This research underlines a growing frustration that, despite transport authorities having powers right now to improve our road infrastructure, there is a lack of radical action to address the problem.

"If we are serious about supporting jobs and our regional economies, as well delivering cleaner air

**The majority of businesses do not feel that their views are taken into account when decisions are made about infrastructure**

and healthier communities, we need urgent measures to prioritise public transport and incentivise a large-scale switch from cars to more sustainable bus and active travel."

In 2020 and beyond, business priorities for the next UK government, the BCC is calling for public investment in infrastructure to rise to at least 1.4 per cent of GDP per year – exceeding the funding guideline of 1.2 per cent recommended by the National Infrastructure Commission.

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

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# Behind the scenes at Anthology's Hoxton Press



by David Newey

**L**ondon developer Anthology – part of the Lifestory group – recently hosted a tour of the award-winning and innovative Hoxton Press development, located between Shoreditch Park and Regents Canal. The residential project, designed by Karakusevic Carson Architects and David Chipperfield Architects, is made up of two hexagonal towers, 20 and 16 storeys, built by Wates Construction at the southwest corner of the Colville Estate, a 1950s housing development in Hackney.

## Masterplan

Hoxton Press forms part of Hackney Council's programme of redevelopment across the borough to provide new homes over the coming years. Karakusevic Carson were originally commissioned to develop the comprehensive masterplan, adopted in 2011. The firm then worked with David Chipperfield Architects to create the design of Hoxton Press.

Anthology bought the land from Hackney Council in 2015 to develop the third phase of the Colville Estate regeneration project. The site covered just under an acre and was part of Hackney Council's regeneration of the area to deliver homes for social rent and shared ownership. Hoxton Press was built to be sold to the private market to contribute towards the provision of hundreds of new council homes for social rent and shared ownership for local people.

## Passionate

Anthology was established in 2014 and is dedicated to creating homes and enhancing neighbourhoods that inspire the real-life stories of people who are passionate about London. Anthology are experts in property development with vast experience in all areas of this dynamic industry, including construction, land acquisition, design, development, contracting and marketing and have already launched Deptford Foundry, Hoxton Press and Wembley Parade, Hale Works



and Stratford Mill with Kennington Stage, a site in Elephant and Castle recently acquired. Working closely with local communities is a cornerstone of Anthology's ethos as is a commitment to innovation and customer service. Anthology is part of the Lifestory Group and is backed by Oaktree Capital Management's European Principal Group.

## Hoxton Press Tour

On the tour LCCI members were briefed on the fascinating history of

the site by Stefan Mannewitz, associate director of Karakusevic Carson Architects, Alexander Hill, associate and project architect at David Chipperfield Architects, Jim Watts, operations director at Wates Construction Residential London, and myself. Once home to a paper manufacturing company owned by the Mullord Brothers, it produced paper products including lace paper greeting cards and playing cards from the 1860s to early 1900s. Inspired by the history, the two towers are named

'Mono' and 'Duo', both printmaking techniques.

The tour party was taken around the development, viewing two of the apartments, before heading up to the stunning penthouse in the Duo tower to admire the London skyline from the roof terrace, a dramatic backdrop for lunch.

## Innovative and award-winning

Anthology's commitment to innovation is evident in the hexagonal shape of the towers and orientation of the site. A hexagon is not an easy footprint to work with when attempting to create functional spaces that utilise the square footage and LCCI members were shown how this had been achieved throughout the scheme.

The exterior appearance of the towers is as striking, crafted from handmade red and smoky grey Belgian bricks. The towers look onto Shoreditch Park, creating a new route from the park and a pedestrian space that filters into the wider neighbourhood. The buildings are orientated to respect the emerging streetscape and minimise overlooking and loss of light to neighbours. Large, glazed screens maximise views through the ground floor and blend the buildings seamlessly into the landscape, with a continuous landscape of granite cobbles extending from inside out. The two buildings frame a new public space with a gentle mound, informal clusters of trees and seating, forming a threshold between Shoreditch Park and the new Colville neighbourhood.

The development's unique design and qualities have received attention and praise including a RIBA award for the Colville Estate regeneration project and a *WhatHouse?* award for best exterior design.

Residents started moving in during the summer of 2018 and the development is now 60 per cent occupied. It is positive to see how well the development has integrated into the existing community which continues to thrive.

David Newey is project director at Anthology  
[www.anthology.london](http://www.anthology.london)

# Spotlight on North Rhine-Westphalia

For North Rhine-Westphalia (NRW) in Germany Brexit has meant a flood of enquiries into the state's inward investment agency as UK firms who are considering complementing their UK operations by also growing in Germany.

NRW is Germany's most economically successful state and its most populous with 18 million inhabitants. It is the country's industrial and technology heartland and is adjacent to the Netherlands and Belgium. The state is made up of Düsseldorf, Cologne, Essen, Dortmund and Duisburg and is something of a logistics hub with 160 million people living within a 500 km radius of its capital Düsseldorf – almost one third of all the consumers in the EU.

## Facilities

NRW's transport network is comprehensive with Germany's densest road and rail network plus six airports and the River Rhine. Amazon has seven facilities in NRW and there are over 1,500 UK firms already based there including AO, BP, Com-



Düsseldorf is NRW's state capital and 160 million people live within a 500 km radius. (Photo) Fotolia © Roland Abel

putacenter, Dyson, GKN, JCB, Johnson Matthey, Lush and Vodafone.

Many UK companies are currently considering their strategies for mainland Europe in the light of continuing Brexit uncertainty. Others are expanding in Europe anyway, as their business in Europe grows. Some firms are concerned by the potential for short-term disruption and are making contingency arrangements, particularly with third party logistics providers in NRW.

## Benefits

The state agency NRW.INVEST advises on doing business in Germany and helps UK firms in three specific ways. Firstly, advice on establishing a legal entity in Germany (usually a GmbH) which would provide a mainland Europe registered company through which to operate in the EU. For firms in the logistics, chemicals, pharma, automotive or food & beverage sectors, this may provide considerable

***It is the country's industrial and technology heartland and is adjacent to the Netherlands and Belgium***

benefits post-Brexit. For all firms, it also sends a message that they are serious about doing business in Europe and reassure EU customers and employees accordingly.

Secondly, advice on recruiting in Germany as it invariably helps to employ local talent. And it can advise on buying or renting property. Most UK firms will want an office, warehouse or factory and NRW.INVEST offers a free property search across the state for all property and land requirements.

[www.nrwinvest.com/en/our-service/service-for-investors-from-uk](http://www.nrwinvest.com/en/our-service/service-for-investors-from-uk)



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# Attention all energy consumers



**Cristina Ciresi sounds a warning**

The need for development of short-term capacity assets coupled with an ageing infrastructure and a lack of space for it, is creating an oversubscribed network leading to inequality in the DNO (Distribution Network Operator) pricing structure.

Electricity transmission charges contain a locational element. This recognises that customers in different locations use different amounts of the transmission network, and therefore impose different costs on it. For example, customers located in areas where there is more demand than there is generation, such as in London and South East England, pay higher transmission charges for the energy they consume than those in areas where there is excess generation capacity, Scotland for example. This is because the electricity has to be transported over longer distances, using more of the transmission system to reach them.

Electricity transmission charges account for approximately seven per cent of a typical electricity bill. For 'typical' households, on the single rate, the electricity transmission component of their bills ranges from £21 per year in north Scotland to £37 in London and southern England.

## Reliable

London has a thriving population of more than eight million people using more than 20 per cent of the UK's entire energy demand. Millions of people depend on this energy every day, yet few know how it is delivered. With demand for electricity increasing as the capital grows, it is vital that we upgrade the ageing infrastructure to provide London with a safe, reliable supply of electricity for the future.

This is no easy task and National Grid and construction partners are investing nearly £1 billion to create more than 32 km of underground tunnels, that will house 400 volt



cables which will keep London running for the next 50 years and improve access to traditional and renewable energy sources.

The cable tunnels are located between 20-60m deep below the city of London and are between 3-4m in diameter.

The tunnelling itself has been a massive undertaking with hundreds of years of existing infrastructure to work around including the underground, Victorian watermains and future parts of the new Crossrail.

A project of this magnitude would not have been possible without the support and approval of the local people and National Grid has recognized this and is continuing the vital cable installations in the rest of the tunnel, to meet London's increasing electricity demand.

## Engagement

Besides the continuous support that local people should continue to offer to National Grid in their efforts to rebuild the infrastructure, an important factor is related to the overall consumers behavioural change. This change can be accelerated through better engagement with people and increased focus on building a community ethos.

**In the UK we now have over 100,000 electrical vehicles on the road and over 800,000 small solar PV installations**

Over time we have seen a grid that evolved from localised to centralised with a next logical step leading towards decentralised. In the new decentralised model, we need to consider that the network charges will rise by at least 20 per cent by 2025 and that users on the current grid have fallen by four per cent since 1990 and that the community energy will fit in by taking the following steps:

- Community funding
- Localised generation
- DNO with local usage and local storage and balancing
- Grid provides export for excess generation and additional standby.

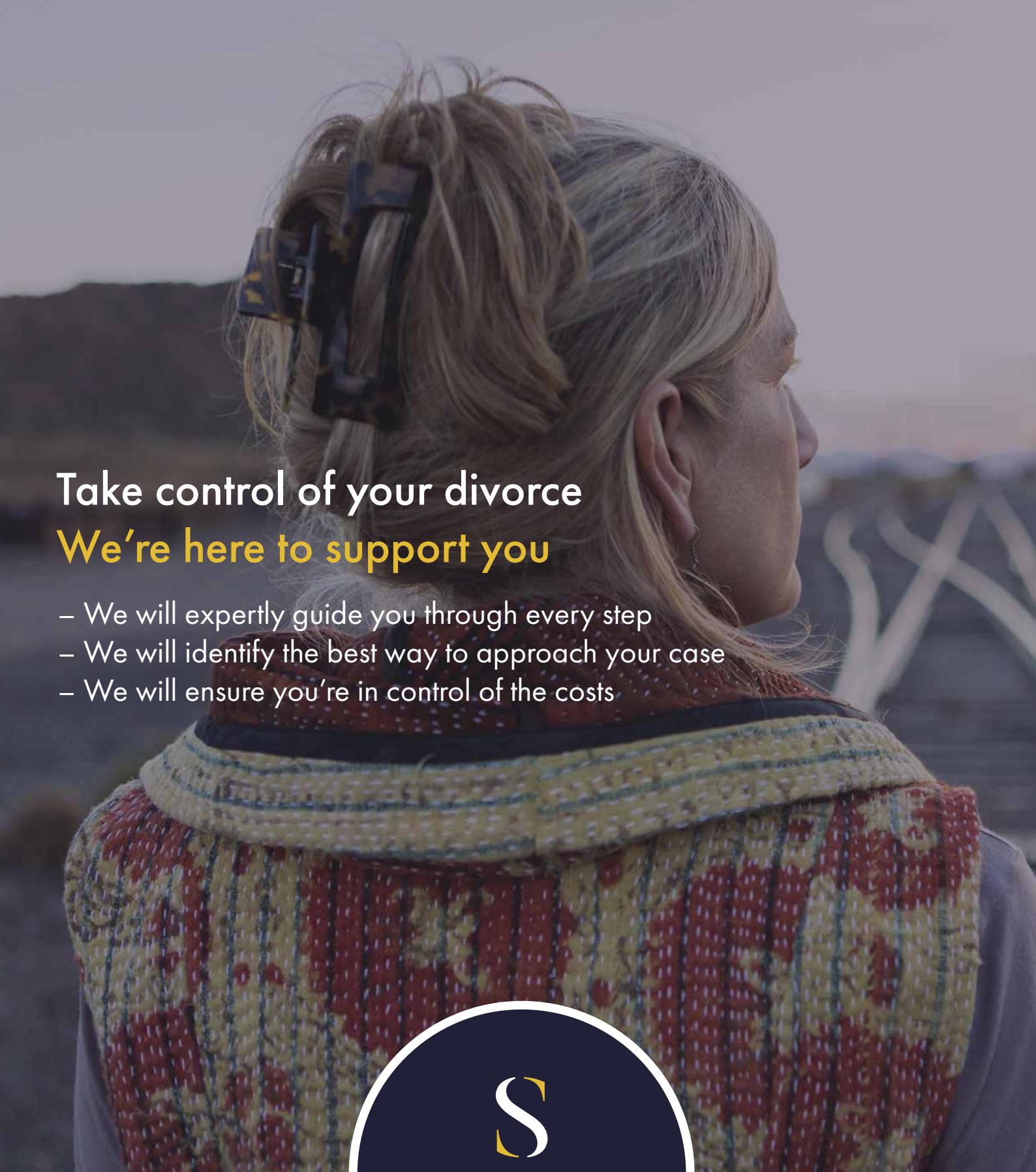
## Deployments

When we think of change and success in the modern energy landscape, we are reminded how the costs of renewable energy has

plummeted in recent years and how people converted these preferences into actual actions. The result was that in the UK we now have over 100,000 electrical vehicles on the road and over 800,000 small solar PV installations, mostly on rooftops and we have a budding home energy storage market. In addition, it is not just individuals but also the actions of community – from running local windmills to having local heat networks. If we add to these developments large national deployments like offshore wind we get incredible numbers for renewable energy which makes the carbon reduction 2050 deadline feasible.

When it comes to creating smarter grids and reducing transmission costs, this story too starts with people and our willingness to engage in behavioural change. To that end, a key factor will be alertness to exploring and exploiting energy opportunities, resolving challenges and continue to embrace change.

Cristina Ciresi is business development manager of Brook Green Supply. The views contained in this article are her own.  
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## New member spotlight

industries, with the film, fashion, advertising, music, art and media sectors, among others, heavily represented. 'LBM' in your enquiry. Please if you are interested contact Luis LLanes. E: Luis@thecurtain.com. Contact 0203 146 4186



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# VAT system further equipped to tackle fraud in e-commerce

The EU's VAT system will be further equipped to tackle fraud in the e-commerce sector following recently agreed new rules. The agreement will for the first time make relevant data on online purchases available to anti-fraud authorities in their fight against VAT fraud in the sector, estimated at around €5 billion a year in the EU.

Further decisions taken by EU Finance Ministers in the field of VAT will help to cut red tape for SMEs and will simplify VAT and excise duty rules for EU Member State armed forces.

"With a stream of proposals over the last five years, this Commission has been quietly building up a formidable track record in helping to simplify the EU's VAT system, reducing opportunities for fraud and making life easier for legitimate businesses. It's clear that Member States are of the same mind when it comes to these aims, and I hope

that this momentum can translate into large-scale reform of the entire legislation underpinning the system" said Pierre Moscovici, Commissioner for Economic and Financial Affairs, Taxation and Customs.

The new rules agreed will reinforce Member States capacity to fight against e-commerce VAT fraud, by ensuring that anti-fraud experts in EU Member States have access to VAT-relevant data held by payment intermediaries such as credit card and direct debit providers that facilitate over 90% of online purchases in the EU. Practically, payment service providers will be obliged to provide Member State authorities with certain payment data from cross-border sales, which anti-fraud specialists (the 'Eurofisc' network) can then access and analyse.

In turn, both EU and non-EU online sellers will be identifiable when they do not comply with

VAT obligations.

Similar provisions in place in some Member States and other countries have already shown how such cooperation can have a tangible effect in tackling fraud in the e-commerce sector. The new rules will need to be confirmed by the European Parliament before entering into force in January 2024.

EU finance ministers also reached a political agreement on an update to already-existing special VAT rules for EU SMEs, giving more opportunity for cross-border activities. The new regime should reduce red tape and administrative burdens for small companies and create a level playing field for businesses regardless of where they are established in the EU, since a patchwork of approaches across the EU means that thresholds to qualify from VAT exemption vary.

The new rules will ensure a uniform domestic turnover

threshold of €85,000 for companies doing business only in their own Member State and an EU-wide €100,000 threshold in turnover for SMEs doing business cross-border to be eligible for exemption in another Member State. Qualifying SMEs will be able to take advantage of further simplifications in dealing with VAT obligations such as registration and reporting. The new and improved VAT scheme for SMEs should enter into force in January 2025.

The European Commission has also welcomed this agreement on tax exemption measures to facilitate common defence efforts in the context of the EU's Common Security and Defence Policy (CSDP). The new rules will exempt supplies to armed forces from Value Added Tax (VAT) and excise duties when these forces are deployed outside their own Member State and take part in a European defence effort.

# Erasmus+: EU will invest over €3 billion in young Europeans to study or train abroad in 2020

The European Commission has published its 2020 call for proposals for the Erasmus+ programme. 2020 is the last year of the current European Union programme for mobility and cooperation in education, training, youth and sport. The expected budget of over €3 billion, an increase of 12 per cent compared to 2019, will provide even more opportunities for young Europeans to study, train or gain professional experience abroad. As part of the 2020 call for proposals, the Commission will launch a second pilot on European Universities. Moreover, the EU aims to create 35,000 opportunities for African students and staff to participate in the programme as part of the Africa-Europe Alliance for Sustainable Investment and Jobs.

Tibor Navracsics, Commissioner for Education, Culture, Youth and Sport, said: "I am very pleased that in 2020 the European Union is set to invest more than €3 billion in Erasmus+. It will allow us to open up more opportunities for young Europeans to study or train abroad, enabling them to learn and

develop a European identity. And it will help us to take the European Universities initiative forward, showing our continued investment in the European Education Area. I am proud to see higher education institutions form strong new alliances, paving the way for the universities of the future, for the benefit of students, staff and society across Europe."

Marianne Thyssen, Commissioner for Employment, Social Affairs, Skills and Labour Mobility, added: "The new Erasmus funding opportunities for the vocational education and training sector will strengthen the Vocational Education and Training community; bridging sectors, regions and countries. Reinforcing ErasmusPro will make those bonds still tighter while giving more Vocational Education and Training learners more opportunities."

Any public or private body active in the fields of education, training, youth and sport may apply for funding under this call for proposals. In addition, groups of young people who are active in youth work, but not formally established as youth organisations,

may apply. Together with the call for proposals, the Commission also published the Erasmus+ Programme Guide in all official EU languages. It provides applicants with details on all opportunities open to them in higher education, vocational education and training, school education and adult education, youth and sport under Erasmus+ in 2020.

The first 17 European Universities were selected in June 2019. They are in the process of starting their activities. The second call for proposals launched now and it builds on this first test phase. The initiative was the focus of a European Commission event on 7 November 2019, where all the European Universities selected so far will for the first time come together to exchange information and discuss the way forward with students, rectors and ministries responsible for higher education. Other universities will also be represented for discussions on the future of higher education in Europe.

This will be the third year of the School Exchange Partnerships

- an Erasmus+ action offering opportunities for European schools to exchange pupils and teachers. Over the past two years, more than 15,000 schools have participated. In 2020, another 9,000 schools will have the opportunity to take part.

In vocational education and training, investment focuses on ErasmusPro - opportunities for learners and apprentices to spend between three months and a year abroad, developing their professional and linguistic competences. Since its launch in 2018, ErasmusPro has succeeded in increasing the interest for long-term placements in vocational education and training and has supported more than 12,000 learners per year. Support will also help set up "pilot" transnational vocational education and training Centres of Excellence, integrated in local and regional development strategies. The Centres will work closely with other education and training sectors, the scientific community and business to develop high quality curricula focused on sectoral skills.

## Erasmus+ (continued)

In adult learning, financial support will help set up or strengthen regional or national networks of adult learning providers, so that they can offer an increased number of quality projects for the next Erasmus programme.

As in 2019, this year's call will offer additional opportunities to support exchanges for African students and staff to participate in Erasmus+. While

26,247 exchanges have already taken place, the aim is to support 35,000 people by 2020, as announced in the Africa-Europe Alliance for Sustainable Investment and Jobs. Universities can also apply for capacity building in higher education projects, which contribute directly to the recommendations made at the recent Africa-Europe high-level Conference on Higher

Education collaboration.

Erasmus+ is the EU's programme for mobility and transnational cooperation in the areas of education, training, youth and sport for the period 2014-2020. The current programme as well as its successor, coming into effect in 2021, have a key role in making the European Education Area a reality by 2025. Erasmus+

aims to facilitate access to the programme for participants from all backgrounds, with a particular focus on reaching out to people with social, economic, physical or geographic disadvantages.

In May 2018, the Commission has proposed to double the Erasmus budget to €30 billion for 2021-2027, making it possible for up to 12 million people to have an experience abroad.

## EVENTS

**Registration Deadline:**  
Wednesday 8 January 2020

**Location:** Logroño, Spain

■ UK companies will have a rare opportunity to meet representatives from the most important agro-food enterprises in Spain's most productive agrarian industrial area, the Ebro River Valley in La Rioja. Participants will have pre-arranged meetings and will visit wine producers' premises in the area. They will also visit producers of tinned vegetables (e.g. peppers, artichokes, mushrooms, asparagus), olive oil, sausages (serrano ham, chorizo), sauces, ready meals, cheese, fresh fruit and vegetables, and other food-and drink-related products.

LCCI will be taking a group there so get in touch if you want to be considered.



**Registration Deadline:** Tuesday 21 January 2020

**Location:** Zaragoza, Spain

■ Get in touch with potential new partners at the Furniture Brokerage Event.

Companies attending the Furniture Exhibition have an excellent opportunity to meet professionals from all over the world at the brokerage event organised by the Confederación de Empresarios de Aragón / Enterprise Europe Network.

The B2B brokerage event meetings offer all visitors, delegations and exhibitors the possibility to make the most of their attendance to an exhibition. These kinds of events help you to meet a group of international people from different organizations over a short period of time. It is like a business 'speed dating', where in 30-minute pre-scheduled meetings with other participants, you will quickly find out what you have in common.



**Registration Deadline:** Sunday 26 January 2020

**Location:** Graz, Austria

■ Following a very successful kick-off event in 2019, HTH Styria Pitch & Partner 2020 returns, this time in a 2-day format. This more comprehensive event has a larger range of fascinating topics such as international keynotes, a corporate challenge, pitching sessions, prearranged b2b meetings and more.

The goal is to build a strong network encompassing all relevant players in technology transfer, academia/industry collaborations as well as early-stage innovations and to foster a European marketplace for pre-seed and seed investments in the health tech and life sciences field.



**Registration Deadline:** Monday 27 January 2020

**Location:** Nantes, France



■ Biogaz Europe is the leading and reference event for the French and European biogas sector. Bois Energie represents the largest gathering of actors from the Industry and Municipalities wood energy sectors in France, with more than 100 companies from across 10 European countries. ReGen Europe is the third fair covering the thematic of value creation from waste and solid biomass streams.

Come along and showcase your innovations and successes in green energy. Initiate short, sharp 30-minute meetings to foster effective network and meet like-minded professionals from around the world. This event will help you build new business and/or technological partnerships with future clients, partners and suppliers

**Futurebuild Matchmaking Event 2020**

**Registration Deadline:** Friday 1 March 2020

**Location:** London, UK



■ Futurebuild is the built environment event where brands of all sizes can share innovations, from products to processes and solutions, with over 27,000 industry influencers and shapers.

Futurebuild 2020 will remain true to the roots of ecobuild by standing out as the only event to have a higher purpose - to be a catalyst for change. This is confirmation of its status as a key date for exhibitors and senior professionals from across the built environment to come together and drive real change.

It brings the most important people in the industry together around the things that really matter to them. This is achieved through the agenda setting conference and industry leading keynote stages.

This world class knowledge programme, alongside the exhibition of innovative and inspiring brands, will combine to create an unmissable experience.



**Registrations for all events are now open**

For further information contact the Enterprise Europe Network London office at:  
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# Capital matters

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## Mature Graduates - Do They Make The Best Employees

You're the hiring manager for your department, and you're in desperate need of some new blood in your team. You call your friends in HR, explain your criteria and wait. Soon the CVs start flying in, but what should you look for in the growing pile? Alongside the requisite higher education qualification, you might decide those employability skills gained through work experience must also be present on the right candidate's CV. You need a confident communicator that is capable of self-managing and has great initiative.

Unfortunately, the CVs of these fresh-faced grads show little evidence of the long-term professional work experience you're looking for. There is, however, an often-overlooked group that has the knowledge, attitude and acumen to deliver for your team from day one: mature graduates.



### **The Top 3 Reasons to Employ Mature Grads**

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Thanks to their experience, these guys understand the ins and outs of working life, and they know how they fit into the office equilibrium. These self-assured staffers will recognise the importance of your company culture, and they'll be the ones you look to when you need someone

to stand up and be counted. They've proved their worth; now it's up to you to recognise it.

#### **2) Ambition**

Mature students often have to juggle outside commitments, such as study and work. They're practically superheroes. Perhaps most importantly, they've shown a level of responsibility in their life that will transfer into professional success; research from the What

Do Graduates Do? study found that mature students were more likely to find themselves in managerial roles than their younger, first-degree counterparts.

#### **3) Dedication**

Research from recruitment specialist Seek found job security to be the most critical driver for mature graduates. If you employ mature graduates, you can expect a working environment full of settled and loyal employees.

At UKCBC, we have higher-than-average numbers of mature graduates. They choose UKCBC because we offer career-focused education that delivers work-ready employees. Get the inside track on our graduates by contacting [careers@ukcbc.ac.uk](mailto:careers@ukcbc.ac.uk) and posting your positions in our student portal, or find out why mature students love our courses at [ukcbc.ac.uk/vision](http://ukcbc.ac.uk/vision).

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# WALLONIA, OPEN TO THE WORLD

**Bordering France, Germany, the Netherlands and Luxembourg, Wallonia, is one of three Regions that make up the Federal State of Belgium. The capital of Wallonia is Namur, near its geographic centre. Charleroi and Liège are the two largest cities of Wallonia, each with its own international airport.**

Located at the heart of the European Union, a market of more than 500 million consumers, Wallonia benefits from a sophisticated infrastructure of airports, motorways, waterways and high-speed rail networks.

Productivity in the Region is among the highest in the world. Although home to less than 1% of the European population, Wallonia accounts for 1% of total world trade.

Yet it is Wallonia's human resources which are the main factor responsible for the current upbeat dynamism. The Region boasts an articulate workforce with unparalleled breadth and depth of education. Wallonia, with its nine university centres, is world-renowned for being innovation and research driven. Some 11,000 people are currently employed in around 300 private, public or university research centres.

Facing ever-increasing international competition, it was essential for Wallonia to improve its performance in areas of activity with strong potential. To this end, since 2005, the Government of Wallonia has



been implementing an industrial policy focusing on a networking strategy and encompassing several "Competitiveness Clusters": life sciences, agro industry, mechanical engineering, aeronautics & aerospace, transport & logistics, environmental technologies and ICT.

Allying with public research centres and universities, companies have been able to leverage cutting-edge

intellectual resources. Start-ups and university spin-offs have generated a multiplying effect that resulted in the creation of new, homebred, fast-growing technology companies with global ambitions.

In addition, while emerging as an innovation hub in all these sectors, Wallonia has managed to attract foreign trend-setting investors. In 2018, the Wallonia Export-Investment Agency and its partners contributed to 70 foreign shareholder projects, including both direct investments and extensions. The total investment amounted to €1,141 million and has created 2,743 jobs.

The majority of investments were in the NICT (€ 330 million), agro-food (€ 149 million) and automobile (€ 126 million) sectors. In terms of jobs created, the logistics sector is out front (429 jobs) followed by the automobile (365 jobs) and real estate (300 jobs) sectors.

## The Wallonia Export - Investment Agency

Partnering with you on your project, working closely with the European, Belgian, regional and local authorities, the Agency will help you plan for any global move, taking charge of your basic and real estate needs, financial and fiscal interests, talent recruitment, training and even your legal interests.

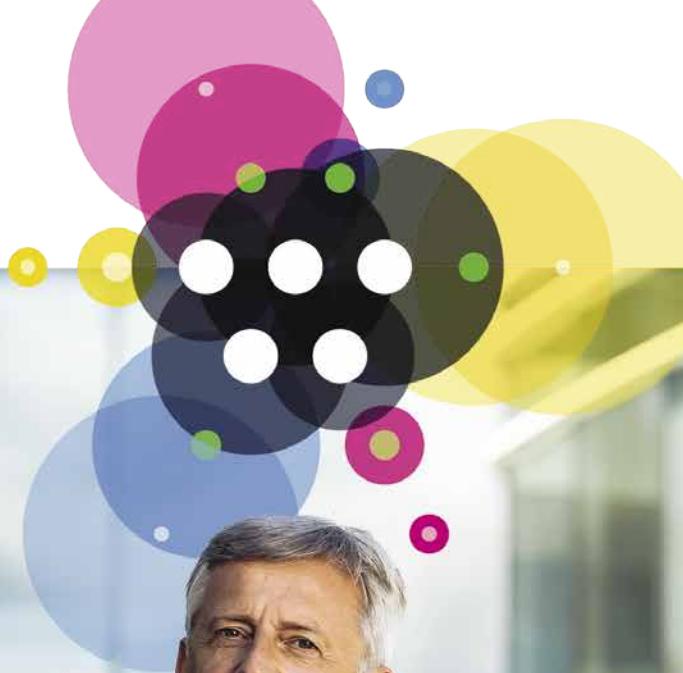


If you would like to know more about what the Wallonia region can do for you, or if you need specific information or particular documents, please CONTACT US. [www.investinwallonia.be](http://www.investinwallonia.be)  
Contact information:  
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Pascal Lizin - GSK



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**Flybe flies more UK domestic flights than any other, so we can get you where you need to be.**

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We were recognised as the most punctual UK-based airline by Flight Global's annual On-Time Performance Awards 2019.<sup>3</sup> Whether you're meeting with clients, attending a conference, or simply commuting to and from work, your business can benefit from time-saving, convenient air travel with Flybe.

## Connections in all the right places

We work in partnership with 11 of the world's leading airlines – including Cathay Pacific, Emirates, Etihad, and Virgin Atlantic – to offer convenient connections to long-haul destinations. We've also introduced flights from Heathrow to Aberdeen and Edinburgh.



**Our Just Fly, Get More and All In ticket types offer flexible and competitive fares for every type of corporate traveller.**

## Business matters

With Flybe, you can tailor your travel needs whatever the size of your business. Our Just Fly, Get More and All In ticket types offer flexible and competitive fares for every type of corporate traveller. Booking through a travel management company? No problem – Flybe fares are also available through their systems, making it easy for you to manage your budget and your schedule. Meeting finished early? With Fly Early, you can jump on an earlier flight for a flat fee with no fare difference to pay.<sup>4</sup>

## Timing is everything

With over half of our regional routes<sup>5</sup> offering a day return opportunity, our flights are business-friendly and convenient. You can fly out in the morning and then return in time to spend the night at home.

**Key business hubs include Birmingham and Manchester.**

If you would like to discuss your business travel needs, please email our London-based Business Development Manager: [pirkko.capone@flybe.com](mailto:pirkko.capone@flybe.com)

1. Correct as at: 18.11.2019  
2. Some routes may be operated by Flybe franchise partners, Stobart Air or Blue Islands. Not all routes for the entire travel period.  
3. Flight Global's annual On-Time Performance Awards 2019  
4. Subject to availability. See full terms and conditions at [flybe.com/fly-early/](http://flybe.com/fly-early/)  
5. Route information correct as at 18.11.19, day return route list is based on travel from 01.12.19 – 24.10.20. Day returns are based on direct UK and Ireland flights – Day returns applies to the following routes: Aberdeen – Birmingham, Aberdeen – Durham,

Aberdeen – Humberside, Aberdeen – London Heathrow, Aberdeen – Manchester, Aberdeen – Newcastle, Belfast City – Birmingham, Belfast City – Edinburgh, Belfast City – East Midlands, Belfast City – Glasgow, Belfast City – Leeds Bradford, Belfast City – London City, Belfast City – Manchester, Belfast City – London Southend, Belfast City – Southampton, Birmingham – Edinburgh, Birmingham – Glasgow, Birmingham – Guernsey, Birmingham – Jersey, Cardiff – Anglesey\*, Cardiff – Dublin, Cardiff – Edinburgh, Dublin – Southampton, Edinburgh – London City, Edinburgh – London Heathrow, Edinburgh – London Southend, Edinburgh –

– Manchester, Edinburgh – Southampton, Exeter – Guernsey, Exeter – Jersey, Exeter – London City\*, Exeter – Manchester, Glasgow – London Southend, Glasgow – Southampton, Guernsey – Jersey, Guernsey – Southampton, Isle of Man – Liverpool, Isle of Man – Manchester, Jersey – London City, Jersey – Southampton, Leeds Bradford – Southampton, London Heathrow – Newquay, Manchester – Newquay, Manchester – Southampton, Newcastle – London Southend, Newcastle – Southampton. \*Provides day-return due to directional flights. Some routes may be operated by Flybe franchise partners Stobart Air, Blue Islands and Eastern Airways.



### 139 routes, 56 airports

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### 3 London airports

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### No.1 for punctuality

Recognised as the most punctual UK-based airline at Flight Global's annual On-Time Performance Awards 2019.<sup>3</sup>

### Business-friendly flight schedule

Over half of our UK routes offer two or more services per day.<sup>4</sup>

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# People do business with people

**It may be an old cliché, but you'd be hard pressed to find anyone who doesn't agree that there's an element of truth in the saying "people do business with people". We speak with Fiscale's R&D tax specialist, Stephen Bunting, to hear how they're working with accountants and other professionals across the UK, to lend their collective expertise in claiming R&D Tax Credit through the SME and RDEC schemes.**

Fiscale are R&D Tax Credit specialists that were established in 2014 by John Mayhew and Stephen Bunting. They originally met years before, when John was the owner of a software company and who, at the time, was being repeatedly told that his business wasn't eligible for the scheme. Over the next five years, Stephen, helped John to secure over £300,000 in R&D tax credit, thanks to his experience gained through working for both HMRC and Grant Thornton.

Following John's eventual sale of his company, he joined forces with Stephen to create Fiscale and have quickly established themselves as leading specialists in R&D tax credit. Now operating from three regional offices with 30 full time members of staff, along with a network of Professional Referrers and Partners, Fiscale have helped companies within all industries to receive millions of pounds in tax credit.

We spoke with Stephen to hear about their referrer programmes: "Within our business, around 60% of new clients arrive as a result of recommendations or referrals from either existing clients or from their accountants, financial advisors, banks, and so forth". Stephen goes onto say: "From our perspective this is ideal, as it is rare that such referrals do not become clients, after all, they have been put in touch with Fiscale by someone that they know, like and trust."

Over the years, Fiscale have developed two structured programmes for such referrals,



*Stephen Bunting, Technical Director and CEO of Fiscale Ltd*

which they call their "Professional Referrers" and their "Partners". These companies or individuals are compensated for any introductions that result in a successful R&D tax credit claim, along with all on going claims, for as long as that client is retained.

The Fiscale network of Professional Referrers is diverse; they come from a broad range of sectors and businesses. The one common factor is their access to a network of other businesses, either through their own client portfolio or connections made through networking. Think serial entrepreneurs or habitual networkers.

Fiscale's fast-growing network

of National Partners, each operating within their own predefined territories, benefit from the company's bespoke systems, operational processes, communications and most importantly, their training programme.

To support clients and those of their partners, Fiscale have developed a sophisticated HUB CRM software system. The HUB CRM helps manage over 80 separate claims processes, starting from the initial identification of a lead or prospect, through to researching and submitting the claim, along with tracking invoices to the clients and subsequent payment.

The system then rolls back to the start, to process next year's claim.

The main focus of Fiscale's Partners is to educate businesses to the benefits of R&D tax credit. Once the client has agreed to proceed, the claim is passed over to Fiscale's specialist technical team to process.

Becoming a Professional Referrer or Partner couldn't be simpler; if you have a client or relationship with someone who could potentially benefit from claiming R&D tax credit, Fiscale would love to hear from you. They would manage the entire claim, from the initial consultation to preparing reports that are then submitted to HMRC, along with resolving any queries which might arise. At the end of the claim, Professional Referrers and Partners would then be compensated for their referral.

**To find out more, you can visit [www.Fiscale.com](http://www.Fiscale.com), or phone 01440 708333.**

## Claim stats for fiscale:

- More than £30 million recovered for clients
- Average first claim value £67,000
- 100% Success rate for submitted claims



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# Innovation doesn't have to be all that taxing

**Companies large and small can claim for tax credits for their research and development projects, making the quest for innovation that much less a leap of faith**

**Research and development (R&D) is an important engine for economic growth, but it can be a costly and uncertain business. To help firms over that hurdle, the Government introduced tax breaks to encourage more investment and innovation.**

These R&D tax credits were introduced for SMEs in 2000 and were extended to large companies from 2002. Essentially, they relieve some of the cost burdens involved by providing either a reduction on Corporation Tax paid, or a cash credit, based on the amount a company is investing in its R&D projects.

"R&D reliefs support companies that work on innovative projects in science and technology. It can be claimed by a range of companies that seek to research or develop an advance in their field. It can even be claimed on unsuccessful projects," explains the HMRC.

"They work by reducing a company's tax bill by an amount equal to a percentage of the company's qualifying R&D expenditure or by the payment of credit, again linked to the company's qualifying R&D expenditure."

There have been some changes to the various schemes and regimes over the years, of course, but the broad thrust has remained the same. The aim is to

help businesses to grow.

Claims for R&D tax relief can be made up to two years after the end of the financial year it relates to. There are two main forms available.

Research & Development Expenditure Credit (RDEC) replaced the relief that was previously available under the Large Company Scheme, which closed in March 2016.

RDEC is a tax credit for 11% of a company's qualifying expenditure on R&D up to 31 December 2017 and 12% from 1 January 2018. This relief can be claimed by large companies but also SMEs that have been subcontracted to do R&D work by a large company.

The SME R&D Relief, meanwhile, allows companies to deduct an extra 130% of their qualifying costs from their yearly profit, as well as the normal 100% deduction. So that's a total of 230% companies can claim. Furthermore, if the company is making a loss, it can claim a tax credit worth up to 14.5% of the surrenderable loss.

"The work that qualifies for R&D relief must be part of a specific project to make an advance in science or technology," HMRC advises. "It cannot be an advance within a social science like economics or a theoretical field

like pure maths."

The project also needs to relate to the company's trade, whether that's an existing one or a trade it intends to start based on the results of its R&D. What's more, it needs to be a genuine advance, and not simply refining an existing process.

"Your project must aim to create an advance in the overall field, not just for your business," HMRC adds. "This means an advance cannot just be an existing technology that has been used for the first time in your sector."

For the purposes of the scheme, an SME is defined as a company with less than 500 staff, a turnover of under £89 million (£100 million) or a balance sheet total of less than £76.6 million (£86 million). However, there are a few caveats to consider.

For one thing, if the company has external investors then this may affect its status as an SME and therefore its eligibility for R&D tax relief. There are two considerations here, connected companies and partner companies, both of which will need to be factored into the equation.

The former means two companies are connected if one holds over 50% of the voting



rights of the other, while the latter means one having 25% of the voting rights or capital of the other. In such cases, then at least a portion of the connected company's staff, turnover and balance sheet must be included in any consideration of R&D tax relief.

Furthermore, SME R&D relief can't be claimed if the project is already receiving notifiable state aid (such as loans or government grants), or if the company has

been subcontracted by another. In the latter case, it may still be able to claim RDEC.

Of course, these schemes are not just about cushioning the cost element. R&D by its nature is risky – the end result may be a profitable innovation; it may also result in a barren Petri dish. But by mitigating some of the costs, the tax reliefs also offer to take some of the sting out of this risk.

There's more to claiming R&D tax relief than can be included



in this introductory sketch.

Readers should always seek independent professional advice. Meanwhile, more information can

be found on the Gov UK website: [www.gov.uk/guidance/corporation-tax-research-and-development-rd-relief](http://www.gov.uk/guidance/corporation-tax-research-and-development-rd-relief)

## Statistical research

- As of September 2018, there were 39,960 R&D tax credit claims for 2016-17. Of these, 34,060 were in the SME scheme
- £3.5 billion of R&D tax relief support was claimed for 2016-17, corresponding to £24.9 billion of R&D expenditure
- In 2015-16, the total number of claims for R&D tax credits rose to 43,040, an increase of 22% from 2014-15. This increase was driven by a rise in SME claims, which totalled 36,820 in 2015-16, an increase of 23% from 2014-15
- The total amount of R&D support claimed in 2015-16 increased 25% on the

- previous year to £3.7 billion
- The total value of R&D expenditure against which claims were made was £28.9 billion in 2015-16, an increase of 16% from the previous year
- Between 2000-01, when the tax credit schemes were launched, and 2016-17, over 240,000 claims have been made and £21.4 billion in tax relief claimed
- R&D claims are concentrated in companies with a registered office in London or the South East, or the East of England, representing 45% of all claims and 60% of the total amount claimed in 2016-17

- Manufacturing, Professional, Scientific & Technical, and Information & Communication sectors account for the greatest volume of claims, making up 71% of claims and 75% of the total amount claimed for 2016-17

The figures for 2016-17 were accurate at the time of the statistical release, but HMRC advised that the nature of the scheme meant firms could still submit returns for that year after the publication date.

(Source: *Research & Development Tax Credits Statistics*, HMRC, September 2018)



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- to enhance student employability
- to expand research facilities



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## INTAKES

January April

September



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- BSc (Hons) Computing
- LLB (Hons) Law

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Mont Rose College of Management and Sciences has achieved the TEF Silver Award. This award will be valid for 2 years until June 2021

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## Members' noticeboard



### ■ Crash

This December you can make a huge difference to the lives of homeless people and men, women and children receiving hospice care just by getting dressed in the morning. It's a no brainer.

CRASH is your industry charity and we need your help to support homelessness charities and hospices with life changing building projects. Join us on Friday 13th December for Christmas Jumper Day by wearing your festive knit to work. You'll instantly feel warm inside knowing you're making a huge difference to those less fortunate at a time of year that is often very isolating.

Get involved at [www.crash.org.uk/event/christmas](http://www.crash.org.uk/event/christmas)



### ■ Technorizon UK

Technorizon UK signs a partnership with Bayshore Networks, a leader in cyber protection for the Industrial Internet of Things (IIOT) and who was recently selected as a Distinguished Vendor for 2020's Security Annual by TAG Cyber. Most Machinery-industries are upgraded, and nowadays, most of the Operational Technology, which deal with physical process and machinery are being transferred and controlled by the cloud. This process optimizes time and costs for the company. However, it brings security risks, and it carries the risk of being attacked by a cyber-criminal the same as an ordinary computer connected to your system.

"We are proud to include the Bayshore Networks in our portfolio and help SCADA's and PLC operators," said Ricardo de Ena



### ■ Free Courses in England

Employers are now entitled to free training to help grow their business and develop their staff. If you are aged over 19, live in England and have lived in the EU for the last 3 years you can take advantage of a multitude of fully funded courses ranging from health & social care, business improvement programmes through to customer service, hospitality and mental health awareness courses.

They are all accredited at level 2 and on successful completion learners will receive a certificate in their chosen field.

With over 40 programmes available individuals can choose to do a selection of courses, helping them to develop a brand new skill set. And as these courses are distance learning, they can fit easily around a busy schedule.

To find out how your business can take advantage of these funded courses please contact Vivienne Wharton at Free Courses in England – 0800 001 5910



### ■ SAS Consultancy (Chartered Accountants)

SAS Consultancy (Chartered Accountants), EPG, and Netherlands-based INCO Business

Group recently organised a Breakfast Seminar on Setting up in the Netherlands – Post Brexit. Economic growth in the Netherlands is higher than Britain, unemployment is at historic lows, spending power is up due to increases in real wages. Generous R&D tax credits, patent box incentives and availability of a talented labour pool mean that it is a potential market to consider for British firms looking to establish their European presence. More than 40 companies attended this seminar last month; Sharon Mullen (Rotterdam Partners) spoke the ease of doing business in the country; Rajesh Dash (Director, Innovation, ING) talked about its innovation ecosystem; and Dennis Vermuelen (Founder and CEO, INCO Business Group) focused on Company Formation. To learn more about this event or for more information please contact Harshad Kothari at [harshad@sasconsultancy.com](mailto:harshad@sasconsultancy.com).



### ■ Optimity

A new wireless broadband service designed to eliminate the problem of slow internet connectivity for over 8,000 businesses in Southwark has been launched by Optimity, a leading London-based provider of connectivity and internet infrastructure. Optimity has reached an agreement with Southwark Council to install its wireless access points onto Local Authority-owned rooftops to extend its established wireless network into Southwark and give local business access to much needed fibre-grade internet connectivity.

Optimity's Wibre™ service will provide connectivity speeds of between 100Mb-10Gb via wireless rooftop antenna for businesses that have been unable to benefit from high performance broadband through existing providers.

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



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