

Business Comment

APRIL/MAY 2018

Special Report: Economy and Growth

Excited by the Business of Fairness - Ewan Aitken has high hopes for the future of Edinburgh's economy

Good growth for all – Cllr Campbell shares her thoughts on Edinburgh's resilient economy

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Edinburgh St James Recruitment and Skills Centre will help employers and job seekers

Economy and growth

Welcome to the latest issue of Business Comment.

Economy and Growth is the theme, vital for all businesses and all of our citizens. But while generating financial value is essential; when creating jobs, wealth and opportunity, we aren't just interested in "how much?"

Nowadays, the Capital's business community is increasingly concerned at "how fair?"

To enjoy truly sustainable growth, we need to move forward in a way that creates equal opportunity for all our citizens as far as possible. We need as many of our people as possible to share in the city's success and, through doing that, we help drive future growth even more.

In this issue, Ewan Aitken, who heads our Inspiring Communities group as well as being Chief Executive of leading charity Cyrenians, details his optimism and positivity about a fairer future for Edinburgh, fuelled in part by the massive interest in businesses in those categories of the Edinburgh Chamber Business Awards which focused on positive social outcomes. Cllr Kate Campbell, new convener of the Housing and Economy committee, talks to us about the new FUSE Recruitment and Skills Centre, part of the Edinburgh St

James development. The development will create 3000 jobs, and the Centre will see the Council, partners in the employability network and the Edinburgh St James management team co-operate to link job seekers with the right opportunities, helping employers grow and thrive.

Similar centres also involve Edinburgh Airport and Fort Kinnaird.

Graham Hill, of Arcadis, also discusses the need for social action to complement economic drive to ensure Edinburgh's continues success as a city.

In addition, the magazine contains the usual informative and interesting views, news and opinions from our ever busy, always innovating members.



Liz McAreavey
Chief Executive,
Edinburgh Chamber
of Commerce

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International consumers prepared to pay up to 22% more for British goods

As Britain prepares to negotiate fresh trade deals abroad, new global research from Barclays Corporate Banking reveals two fifths (39%) of international consumers would be more inclined to buy a product if it displayed the Union Jack.

This was especially true for consumers in Asia and the Middle East (India, 67%; UAE, 62%; China, 61%), who have stronger associations of quality with Brand Britain. Younger people were also more swayed by the Union Jack – nearly half (48%) said this would encourage them to make a purchase, compared to a quarter (24%) of over 55s. In fact, this jumped to three quarters (73%) when looking at 25-34-year olds in China.

A £3.45bn opportunity for Brand Britain

An international survey of over 8,000 people from eight markets (France, Germany, Republic of Ireland, USA, China, India, UAE and South Africa) has uncovered the most coveted British goods abroad, and the premiums foreign consumers are prepared to pay for 'Brand Britain' products.

Food tops the list, with international consumers willing to pay 22% more for food labelled as British-made. The fashion and automotive industries are also set to reap the rewards, with cars (10%), clothes (9%) and alcohol (9%) the items that international consumers most consider worth paying a price premium for, if they are labelled as being British made.

Produced as part of the Barclays Brand Britain: Export Opportunities for UK Businesses report,

economic modelling shows the tangible benefits of a positive perception abroad. An additional £3.45 billion could be generated in revenue by deploying targeted marketing focused on the provenance of British products. While the modelling focused on eight key countries, the rewards could be multiplied still further if other markets were to be factored into the analysis.

Jamie Grant, Head of Corporate Banking for Barclays in Scotland, comments: "Brand Britain continues to have widespread appeal abroad, demonstrating the continued scope for UK businesses to trade successfully overseas. The picture continues to look positive for Britain's exporters, with international consumers going out of their way to buy British. Our research shows that some of the biggest opportunities lie in emerging markets, where British craftsmanship is most valued. The prize is substantial, and exporters should be looking to highlight the provenance of British products to take best advantage."

The appeal of British goods across the world

The extent to which country of origin affects buying behaviour should not be underestimated. With the exception of homeware, alcohol and soft drinks, consumers

said that provenance was an important influence on the decision to purchase in all product categories. This was especially pronounced with foodstuffs, where 66% said the country of origin would affect their choice.

It is therefore reassuring that international consumers view British goods so favourably. While all product categories came out favourably, British cars and clothes were hailed as the pinnacle of quality merchandise. This perception of quality drives international consumers' willingness to pay more for British goods (42%), closely followed by reliability (31%) and the knowledge that they are internationally respected (32%). Asian consumers also highlighted the status that comes with buying British, with 31% of those in India citing this as one of the reasons they would pay a premium. Indeed, British goods are so popular that half (51%) of international shoppers would hold out for a British product, rather than buy a non-British item, while one in nine (12%) believe that British goods are the best in the world.



Patent filing rise reveals role of innovation in driving Scottish economy

Leading intellectual property (IP) practice Marks & Clerk highlights the crucial role of IP in powering the Scottish economy as new statistics show patent filing is on the up.

The European Patent Office's (EPO) annual report, published on the 7th March, reveals increased patent filing in the country.

UK companies and entrepreneurs file at the EPO to protect inventions and innovations in all 38 of the EPO's member states. The EPO's latest annual report, covering patents filed and granted in 2017, reveals that 271 patents were filed from Scotland – an increase of 9.7% on the previous year.

Patent filing in Scotland also outperformed the UK as a whole, which saw a 2.4% increase in filing.

Growth in patent filing across the UK was driven by key sectors including medical technology (up 7.1%), biotechnology (up 25.3%), pharmaceuticals (up 15.7%) and civil engineering (up 20.2%).

Paul Chapman, a Partner in Marks & Clerk's Edinburgh office said: "Scotland continues to lead the way in industries as diverse as food and drink, pharmaceuticals and energy and this is reflected in the fact that filings from Scotland have grown nearly 10 per cent year on year.

"Between 2015 and 2016 patent filings remained steady demonstrating resilience amid economic uncertainty – and this year's rise in figures is even more encouraging, showing there is a now a fresh wave of confidence.

"The dynamism of the Scottish economy is reflected in these latest statistics from the EPO which shows Scotland to be an innovation hotspot.

"By filing with the EPO, businesses from the region are protecting their IP both at home, and in key overseas markets, ensuring Scottish innovation is successful globally."

Leading UK regions for EPO applications Patents Filed Change

Greater London	1716	+10.6%
East of England	623	+3.1%
North West England	571	+2%
South East England	503	-12.4%
West Midlands	478	+6.5%
South West England	469	-3.1%
Scotland	271	+9.7%
Wales	218	+7.4%
Yorkshire & the Humber	185	-10.6%
East Midlands	95	+1.1%
North East England	66	+15.8%
Northern Ireland	63	-4.5%

Edinburgh tops list of most influential small cities in Europe in Colliers International Cities of Influence report

Edinburgh has been ranked first among its peers by Colliers International's latest European Cities of Influence report. The Scottish capital was 7th overall and the highest placed of those with a population catchment below 2 million.

Douglas MacPhail, Head of Colliers International in Scotland, said: "Scoring highly for its economic output and the availability, talent and aspirations of its workforce, it's not surprising that Edinburgh has outperformed most commercial property markets in recent years. It is significant that the positions in our Cities of Influence index this year mirror investment volumes over the course of 2017, suggesting that investor activity is becoming closer aligned to broader, long-term drivers of occupational growth.

"Edinburgh in particular, with its exceptionally strong fundamentals, investment activity is expected to increase further going forward."

It follows the news that Edinburgh also topped Colliers International's UK Hotels Market Index,



Douglas MacPhail

which ranks 'hot spots' for hotel development and acquisition across the country.

The Cities of Influence report reviews and ranks cities based on their occupier attractiveness, availability of talent, and quality of life factors, alongside economic output and productivity. Edinburgh was the highest ranking UK city in

terms of 'employee aspirational' factors.

The 2018 index ranked London as the most attractive city in Europe for a second year running, with Paris, Madrid, Moscow and Birmingham making up the rest of the top five. Glasgow placed 24th overall.

This year's new extended version of the report looks at 50 major European economic hubs – building on the twenty cities covered in the inaugural report – providing a broad geographic coverage of European markets that are of global, regional and national importance.

Mr McPhail said that the results showed that there was a lot of investment potential in the UK, and Scotland in particular.

"When compared to the German Big 7 and the major Nordic capitals, most UK cities look significantly under-invested. Given their occupier strength and growth potential, both Edinburgh and Glasgow should see investment growth as developers wake up to the under-used potential of British cities."



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Leading Scottish Tourism Business sees 19.5% growth after investing in staff and community initiatives

As part of Scottish Tourism Month 2018, one of Scotland's leading tourism businesses has revealed that its secret to success is through investing in people and the community.

Edinburgh's original five-star history and ghost tour company, Mercat Tours Ltd has seen a recent 19.5% year on year business growth – a significantly higher than average growth within the sector – after introducing a number of new policies which put staff and the preservation of Edinburgh's heritage firmly at the heart of the family business. This includes becoming a profit sharing company and the first walking tour operator in Scotland to secure accreditation as a Living Wage employer, reinforcing their commitment to fairness and equality for all.

Speaking about the importance of their business ethos Mercat Tours Managing Director, Kat Brogan said: "Scottish tourism thrives on people; whether visitors choosing Scotland, locals sharing a warm welcome or communities nurturing their unique culture. We believe that by investing in our team and the local community, our business and wider economy benefits.

"The staff and community projects that we support have a real impact on the tourism economy in Edinburgh. We help coordinate projects across the sector to try and multiply the effect for all people, at all levels; visitors, staff and community."

Changes that Mercat Tours introduced for staff in recent years include:

- Becoming a profit sharing company with all guides and office staff receiving an equal share of annual profits.

- A company policy decision to discontinue any seasonal contracts. All staff now receive guaranteed year round contracts.
- Securing accreditation as a Living Wage employer, by going further than the UK government minimum wage and making sure that all staff, regardless of whether they are direct employees or third-party contracted staff; receive a minimum hourly wage of £8.75. This rate is significantly higher than the statutory minimum for over 25s of £7.50 per hour introduced in April 2017 and is calculated according to the real costs of living.
- Introducing a professional Napier University Guide accreditation exclusive to Mercat Tours' guides, which had seven graduates in 2017. The accreditation is free for staff and can count towards a master's degree.
- Purchasing a company holiday home for use by staff and also charities selected by the business.
- Encouraging staff to participate in business development decisions and the designing of new walking tours and experiences.
- Delivering three months of extensive training for new guides supported by their more experienced colleagues.
- Providing access to external continual professional courses through membership

of Edinburgh Chamber of Commerce, Scottish Tourism Alliance (STA), and Association of Scottish Visitor Attractions (ASVA).

- Providing additional staff benefits including the cycle to work scheme, the Government Childcare Voucher Scheme and a company pension.
- Attaining Investors In People recognition in record time.
- Regularly offering paid placements to Queen Margaret University or Napier University students.

Highlighting the impact this has had on staff loyalty Jane Calwell, finance added: "I've been working with Mercat Tours for over 15 years now and would not want to work for anyone else. They've really made me feel like part of the Mercat family. I'm currently studying for my Association of Chartered Certified Accountants qualification, supported by the company. I originally began work with Mercat as a storytelling guide but was given the opportunity to work within different departments to explore my own strengths and interests. I receive great rewards for putting my all into my role and I'm very proud to be part of the team."

For more information about Mercat Tours visit: www.mercattours.com

New Dean aims to strengthen links with industry

An inspirational leader and manager with a long record of success in both the public and private sectors has taken charge of Edinburgh Napier University's Business School.

Gail Boag takes on the role of Dean following seven years with BT which saw her become a regional director and member of the BT Scotland Board.

She comes to the University's Craiglockhart-based Business School with a wealth of experience, having worked with a wide range of organisations from small start-ups to global corporations.

The new Dean aims to build the School's academic reputation, strengthen commercial relationships and improve student experience. Her vision also includes developing the international profile of the School, which offers the chance to gain a recognised business degree from anywhere in the world via its Global Online programmes.

Mrs Boag, 48, who studied at the university when it was Napier College in the 80s, said: "It's unusual for someone with my business background to take up a role as Dean but I like the idea of helping young people achieve their potential and, after many years building my skills and experience, Higher Education is a sector which interests me and where I know I can make a difference.

"This is a really interesting time for the sector, which has been experiencing a period of unprecedented change, with increasing student



Mrs Boag said Edinburgh Napier was "ambitious and forward thinking" and "produced graduates with critical thinking skills and business connections."

"I aim to provide a strategy which will enable us to work with industry to help create the workforce of the future in a Business School renowned for high quality programmes and research which drives improvements in business practice.

"We want to be first choice for students, and the partner of choice for commercial activities. Our learning and teaching has to prepare students for the modern workplace, developing the skills demanded in not only today's roles but those that will exist in five or ten years' time."

The programmes delivered to the Business School's 8000 students include accountancy, finance, law, international business, marketing, sales, entrepreneurship, tourism and languages.

demand, new providers emerging, new learning models, increased globalisation and a reduction in the availability of national funding.

"While these changes bring their challenges, they also bring significant opportunities and my commercial background is ideal to tackle these head on and grasp each opportunity."

The new Dean's own business experience spans commercial management, sales, large-scale contract management and business development in large global organisations, as well as setting up, running and then selling her own health education publishing venture.

NEW MEMBERS

AbacusBio International Ltd

BROWNS Bar & Brasserie

Citizens Advice Edinburgh

Cordant People

Dalmahoy Hotel & Country Club

David Marshall Associates

Edinburgh Corn Exchange

ELA-Edinburgh

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Play a part in the future success of the city

Melinda Illes

Head of New Business (Scotland) at DJ Alexander

DJ Alexander have been a member of the Edinburgh Chamber of Commerce since 2016. However, we started becoming actively involved at the beginning of 2017.

We initially joined The Chamber to raise awareness of our business and brand in the Edinburgh business community. However, since joining we've gained far more from our membership.

Notably, fantastic connections and even some friendships which are continuing to shape our business. And with these connections, come brand awareness. The two work hand-in-hand, and the more individuals and businesses we meet and connect with – the more our reputation and brand awareness grows – it's a win-win!

And it's not just all about awareness – our new connections have helped develop business growth, cost efficiencies and have even helped us to deliver a new programme of staff training, specifically designed in partnership with Edinburgh Chamber for DJ Alexander. Feedback from our staff regarding these courses has been very positive and everyone has found the opportunities relevant, engaging and practical.

One of the main advantages we've found of being a member is having the opportunity to be listened to, and to be heard. We regularly attend events and discussions where we are consulted on important decisions concerning Edinburgh's future - which of course is invaluable engagement which we may have not have been involved in without the Chamber and its' connections.

We particularly enjoy that no other organisation in Edinburgh brings together such a wide variety of community members who can engage, help, and encourage each other to play a part of the future success of Edinburgh. Most of the people I have met with share the same passion for making a difference in our own field. Ultimately, more like-minded, genuine and ambitious people setting the bar high and driving our companies forward is what will create more successful businesses. Which will in turn help to continue making Edinburgh a leading and prosperous city.

My top three tips for new members considering joining and how current members can maximise their memberships are below.

1. Be active! Get involved and attend events regularly.
2. Be open, listen and learn! Take advantage of being able to learn from others. Sometimes the smallest tip can be easily transferable to your own field and can contribute to your own or your company's future success.
3. Relax, embrace and enjoy! A lot of people feel apprehensive going to networking events as it can be awkward at times. However, don't forget that everyone is in the same boat as you – they are all there to make connections. So just be yourself and don't be afraid to say hello to people you haven't met before.

I try to attend chamber events at least once a week. Some of my favourite events lately have been, The Inspiring Women in Business series with Dr Lena Wilson CBE and Catherine Topley just to mention a couple. Although, I found the Developing Edinburgh presentations by the CEO of Edinburgh Airport, Gordon Dewar on the innovative and ambitious plans for the airport, along with Edinburgh Council's exciting and bold City Vision 2050, particularly enjoyable. As well as building our network, these events ensure that DJ Alexander keep up to date with



Melinda Illes

all that is happening in Edinburgh, which is invaluable knowledge for us when engaging with new and existing clients.

Going forward, DJ Alexander would like to continue building on our already great relationships and hopefully form some new ones. However most importantly, we would like to play a valuable part in shaping the future of our fantastic city.

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How can young people be best prepared to enter the labour market and thrive?

There is little doubt that the world of work is changing more rapidly and dynamically than ever before. The 'rise of the machines', the rise of non-standard work and the importance of core employability skills are all changing the face of the labour market across the UK. But the interesting questions are: do we know what all this means in terms of skills needed for the future, and how can young people be best prepared to enter this labour market and thrive?

To answer these questions it's important to understand the implications of what's happening. Will automation wipe out wide swathes of jobs? Is juggling multiple jobs at the same time going to be the new norm? Which sectors will offer the best growth and employment opportunities?

Last year Skills Development Scotland produced a 'Jobs and Skills in Scotland' labour market report which looks at what's happening across Scotland. The current trends have been shaped by the legacy of a deep recession, which has seen sectors such as manufacturing and construction hit hard. Some regions such as Edinburgh, East and Midlothian have weathered the storm better, when employment growth, productivity, earnings and unemployment are considered, but rural areas have been hardest hit.

Since 2012, employment has started to increase again however this has been driven by private sector growth at a time when the public sector is contracting. So, although employment is increasing, the number of full time permanent job opportunities have declined. As a result, there are more people working in part-time, temporary or self-employed roles, and despite improved employment figures, low pay and in-work poverty persist in certain areas.

The report also highlights that automation will continue at pace. Inevitably some roles will become redundant, but new roles will also be created and existing skills can be combined in new ways. Take construction for example; a skilled tradesperson building houses on a construction site could use their skills to build house components off-site in a factory environment.

So where are the opportunities going forward? SDS produces annual Regional Skills Assessments for Edinburgh, East and Midlothian and the future forecasts highlight employment growth opportunities in areas such as construction; health; professional,



scientific and technical roles, wholesale and retail; ICT and Digital. However, numbers are expected to decline in the public sector and manufacturing. One important point is that some of the skills required for these jobs can cut across traditional sector boundaries. Take the house builder example again. This individual may need to acquire digital skills to programme machinery to make the house components in a factory.

The labour market has now taken an hour glass shape with sustained demand for higher skilled roles, lower skills and elementary roles, but a hollowing out of the mid-skilled centre. This then raises the question of how young people can be supported into and through the labour market when there are fewer opportunities to progress upwards through a hollowed-out centre? What skills will they need to have to make them as competitive as possible in the labour market?

The focus then has got to be around the core or meta skills that young people will need to succeed. SDS has established the Centre for

Work Based Learning to look at these issues and has drawn on research to identify seven of these skills; resilience, entrepreneurialism; problem solving; social skills; creativity; manipulating technology and managing complexity. The intention is to establish the value of work based learning in the Scottish education and training system to reduce skills shortages, improving productivity and supporting inclusive economic growth.

In my role Developing the Young Workforce Board member I am passionate about work based learning and the huge range of benefits that this can offer to young people. During the last 2 years on the Board it has been fantastic to support the successful launch of the 'Marketplace' to link school pupils to employers offering a wide range of work based opportunities, and see 7,970 work placement opportunities last year. Its also been great to see the expansion of work based learning opportunities available to young people through current and new apprenticeship pathways. Employers are now able to take on young people from across 12 Foundation Apprenticeships in areas like Social Services and Healthcare; IT (Software and Hardware); Engineering, Financial Services; Food and Drink etc). There are also 11 Graduate Apprenticeship frameworks which offer young people the opportunity to be in paid employment while they learn. This is in addition to the established Modern Apprenticeship programme which helped 2,726 young people across Edinburgh, East and Midlothian in 2015-16.

In this fast-moving environment, where young people will need to be more agile, work based learning is the key to helping them to be more successful and to best prepare them for the world of work.

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Names:
**Emma Reid and
 Cathy Donald**
Business name:
Ergo Law Limited
Start up date:
January 2016
Website:
www.ergolaw.co.uk

Tell us a bit about your business?

Ergo Law is a boutique law firm in Edinburgh specialising in employment law. We advise employees, senior executives and SMEs, guiding them through tricky situations and disentangling the complexities of law.

What makes your company unique?

We practise only one area of law. We were able to take advantage of new technology when establishing our firm to provide a modern and flexible approach to our business. We were founded by two female solicitors (it is still unusual to find a female owned law firm). All of this results in a law firm which looks and sounds quite different from most traditional law firms and we pride ourselves on having a compassionate and spirited approach.

What motivated you to set up in business?

We saw an opportunity to create a niche law firm combining compassion and spirit with down to earth advice and top-notch legal knowledge. We also wanted to create a business model which would provide us with flexibility and a good work-life balance, as well as a fulfilling career.

How many staff do you manage?

One member of support staff at the moment and as work continues to grow, we anticipate that Ergo will grow further over the next twelve months.

How long have you been trading?

Two years.

What do you like most about running your own company?

The variety that a week presents. Last week for example, we wrote an article on discrimination for an online magazine, negotiated exits for employees, drafted staff handbooks, advised employers on contractual provisions, represented clients in tribunal claims, attended a networking lunch with a room full of inspiring businesswomen, signed off our annual accounts and appeared on STV Scotland Tonight. It is always interesting and it's fantastic to be involved in all aspects of growing the business as well as the day to day lawyering!

What has been your greatest business success to date?

It is difficult to single out a greatest success, but client feedback gives us a consistent

sense of achievement. We often support people through difficult or emotional decisions. Following those experiences, receiving testimonials from clients who say they found us; 'extremely professional,' 'caring, professional and dedicated' and 'friendly, efficient and robust' makes us very proud.

What has been the hardest part of setting up your own business?

In many ways it has simply felt a natural step to take, however, building the flatpack office furniture provided a new challenge!

In terms of business achievements, where do you want to be within the next 5 years?

Many more happy clients, more members in the Ergo team and continuing to grow our reputation as a provider of legal advice which is of the highest standard as well as being personable in our approach.

What advice would you give to someone thinking of starting up their own company?

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The best communication method in the known and unknown universe



There are a number of things that make up a great business: the people, ethos, core values and (of course) the product or service that you supply.

But if pressed to pick out the real key to great companies, I would have to say that it all comes down to communication. Knowing how to communicate with the different people you interact with is the foundation of great businesses.

Communication methods

When you're talking about effective communication, you need to know two things:

1. Who are you talking to? and
2. What's the best approach?

I'll start with the second one because it's a little easier (shorter) to explain and it all comes back to two styles of writing: short hand and long hand.

Short hand, for anyone who isn't familiar with the term, is a kind of code that lets you hand write (or even type) extremely quickly.

We use it at OpenCRM to refer to a way of speaking where we can remove some of the explanations and niceties and get straight down to the heart of the discussion - it will generally take less time and speed up decision and action. It does require everyone to be pretty switched onto the topic at hand, but definitely saves time and energy when you just need to get a message out the door.

Long hand, as you've probably guessed, just means writing out every letter of every word and includes every (correct) punctuation mark. We use it to refer to conversations that need more time, better explanations and generally involves a more protracted process to arrive at a decision.

These conversations take longer and are more detailed because that's what's required.

For example, when talking about a new feature, we'll start with the long hand explanation: what does it need to do? What are the implications of it? How will people interact with it? Once the development is underway, we may move to more short handed discussions: "That bit needs

to work better with the transition, it's feeling a little lost right now."

See what I mean? The short hand is only really understandable to people who know what it is about. But it sure saves time.

But what about the first question?

Choosing the right tone is super important when communicating your message, both in terms of 'sending & receiving'. And that tone goes way beyond just what you're talking about, it is vital to know who you're talking to.

For effective communication you need to understand the groups of people that you will be collaborating with.

I tend to think about them in slightly sci-fi terms (don't ask me why), so you've got your Crew, your Known Universe, and your Far Out Group.

Your crew

These are generally your work colleagues, they are the people that you know well and the tone of the conversation can be mostly short hand. You like and trust each other and have a common set of values and goals.

You might need to use long hand for some conversations, but short hand works well here in a majority of cases.

Known universe

These are people who you collaborate with often but who are not as well known. They are most likely clients, supplier, and prospects who are well into your sales cycle.

When communicating with people in your known universe, you will most certainly need a lot of long hand, but will probably develop your own version of short hand as you go along.

Your tone is different, not in terms of being professional, just has a more detailed approach to the process you are both following.

A question of tone: Crew vs Universe

Imagine you are with friends at a social event

and want to pass on some news: you get the picture, it's far more casual and you will generally have a feel for the room and how they will receive your message.

Imagine the same situation at a professional networking event: again, you will see the point, you will be more guarded around your communication style and perhaps less confident on how the message will be received by some members of the group.

The far out group

Then there are those that you don't communicate with very often or are completely unknown to you. They may be people who are reading your website (or magazine article) for the first time or who you meet at a conference or event.

These are the group where you will be far more cautious around your communication style, perhaps defaulting to a more traditional professional approach. You'll need to rely on long hand with these people because you haven't built up a relationship or a short hand with them yet.

But you will.

Summary

My point is there are different groups of people and different communication styles. Being able to recognise when you should change your style is crucial to great communication and great companies.

To talk to a member of OpenCRM team about how CRM software can benefit your brand, just call **01748 473000** or visit the website:

www.opencrm.co.uk



Graham Anderson, is the CEO and founder of OpenCRM, one of the UK's leading customer relationship management systems

openCRM

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For Mike Stevenson this is a passionate purpose: "Many years ago, I took stage fright and had to escape into a dark corner. I had been tasked to deliver a short talk and I simply froze. I couldn't go through with it. Today, I speak to audiences up and down the UK and regularly get rave reviews. How I made the transformation from quivering wreck to celebrated stage performer is what I have based my training approach on. It is simpler than you could ever imagine. I always make learning enjoyable because, we learn best when we are relaxed and happy.

My starting point is this. You are unique, you have a story to tell and ideas to speak of. You also have the ability to inspire others. Imagine if you learned to consistently lift other's spirits, motivate and shift fixed mindsets. It is astonishing how much you can learn in one, action-packed day.

To find out more phone Mike Stevenson on **07778 781846**
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Cyber Essentials plays a key role in aligning your cyber security with the Scottish Public-Sector Cyber Resilience Action Plan

The impact of recent large-scale cyber attacks and the imminent General Data Protection Regulation (GDPR) and NIS Directive howl for action plans and guidance for organisations to defend their valuable assets and protect sensitive data to ensure continuity of service. According to the Scottish Public-Sector Action Plan 2017-18, all public-sector bodies and their key partners will need to take "key actions" to improve their resilience to cyber attacks.

John Swinney MSP, deputy first minister and cabinet secretary for education and skills, and Hugh Aitken, chair of the National Cyber Resilience Leaders' Board (NCRLB), endorsed the scheme by saying that it aims to "develop a culture in which Scotland's cyber resilience is, rightly, seen as everyone's business – from the smallest micro business or charity, to the largest, most complex public and private sector organisations.

"The Public-Sector Action Plan, developed jointly by the Scottish Government and the National Cyber Resilience Leaders' Board, represents an initial, significant step towards establishing that wider culture of cyber resilience in Scotland."

Developed as part of the UK government's national cyber security strategy, the Cyber Essentials scheme now forms a key part of the Scottish cyber resilience strategy. This strategy states that all public-sector bodies in Scotland are required to undergo a Cyber Essentials pre-assessment by the end of March, and to achieve Cyber Essentials certification by the end of October 2018.

The Cyber Essentials scheme is a world-leading, cost-effective assurance mechanism for companies of all sizes to help demonstrate to customers and other stakeholders that the most important basic cyber security controls have been implemented. The scheme addresses five key control areas that, when implemented correctly, can prevent the majority of common cyber attacks.

Alan Calder, founder and executive chairman of IT Governance, said: "We are pleased that the Scottish government has taken this crucial step forward in the field of cyber security and governance by choosing to play a true leadership role in business and society at large.

The government and public services in Scotland are progressively being provided

online and the country relies on networked technologies to run critical infrastructure. Protecting the public sector's digital networks and infrastructure, and ensuring they are resilient to cyber attacks is essential to Scotland's prosperity and reputation.

"The dire consequences of being subject to an attack and the fines associated with a data breach under the GDPR should incite businesses to act urgently and put in place a cyber resilience programme that will help them to not only protect their information but also respond to and recover from cyber attacks."

By the end of April this year, organisations must decide whether to pursue certification to Cyber Essentials or Cyber Essentials Plus. They will also be required to renew certification to the scheme annually in order to work with the UK government directly. Cyber Essentials Plus is required to work with the MoD unless the organisation's Defence Cyber Protection Partnership (DCPP) requirement is very low.

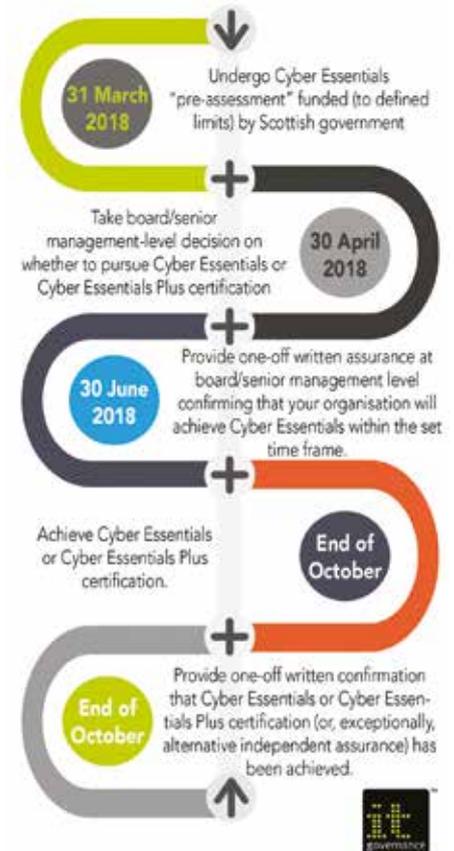
Scottish public-sector bodies and their key partners are encouraged to take rigorous measures to improve cyber security and promote cyber resilience by the end of 2018, as the Scottish Public Sector Cyber Resilience Framework advises.

In addition to providing Edinburgh- and Glasgow-based training courses, IT Governance is delighted to announce the opening of its Edinburgh office, welcoming Scotland-based organisations to meet IT Governance's experts in cyber security, the GDPR, governance, risk management and compliance.

As specialists in ISO 27001, business continuity management and cyber security in general, IT Governance can help Scottish public-sector organisations align their cyber resilience strategies with the Scottish Public Sector Action Plan, including enabling compliance with the Cyber Essentials scheme, the GDPR and the NIS Directive.

For more information, please visit www.itgovernance.co.uk, email servicecentre@itgovernance.co.uk or call +44 (0)333 800 7000 to get in touch with our consultancy team.

Scottish Public Sector Cyber Resilience Framework compliance deadlines



www.itgovernance.co.uk

10 TOP TIPS – HOW TO COMMERCIALISE AND GROW A LONG-STANDING BUSINESS

Name: Scott Mitchell

Business Name: Surgeons Quarter

What you do in 20 words: Commercial Director for the Royal College of Surgeons of Edinburgh helping to support its expanding international relevance in years to come.

1. Agree Objectives – Surgeons Quarter was created in 2006 to support the aims of the Royal College of Surgeons in utilising the wonderful venues and Hotel it owned to sustain the brilliant work the College does training surgeons worldwide. Objectives need to be clear from the outset.

2. Create a brand and story - The brand needs to be complimentary to the business and the story helps guide that. Along with that comes the tone of voice and messaging matrix. This needs to be consistent throughout all collateral, social media, websites etc.

3. Employ committed staff – The staff are central to the entire operation and must understand and commit to what the business is about. Management must listen to what they have to say and take suggestions seriously if they have ideas about how to improve a certain area of the operation.

4. Promote the offering – Raising the profile is important to sustain your business. Building a loyal following of customers is essential. Never rest on your laurels and think people know about you. Keep reaching out and tell your business story as often as you possibly can – via personal visits, exhibitions, websites, social media or PR.

5. Be innovative – Always come up with new ideas on ways to improve the business and expand on what you do. If somebody says “it can’t be done” – prove them wrong!

6. Work with partners – The support of partners such as Marketing Edinburgh and Visit Scotland are vitally important to our business, They can introduce us into areas we would otherwise not get access to and likewise bring potential clients to our venues and give us the chance to shine.

7. Be realistic – Some ideas will not work but you will never know until you try them. Do it once and if it does not work try something else. Don't be afraid to say “I got that wrong, but at least I tried it”.

8. Continually analyse figures – The figures always tell the story and it is important as many of the staff as possible know what is and is not working and why. If they understand they will only want to help improve the bottom line along with you.



Scott Mitchell

9. Gain support and trust from stakeholders – Be transparent and clear on why you are doing something, present it well and gain trust from your stakeholders at the start of any project. The support you will then receive will be much stronger and working together is always easier for all concerned.

10. Aim high – No matter what the figures are at the end of the year, always aim higher for the following year and continually innovate. Introduce something new each year to grow the business and maintain staff interest. It can be done with hard work and determination from all involved.

Edinburgh is the UK's most investable city, but how should it avoid becoming a victim of its own success?

As one of the most thriving and successful cities in the UK, it is little wonder that Edinburgh has been revealed as the UK's most attractive city for inward investment. From our strong economy to the high proportion of skilled and educated workers resident in the city, Edinburgh has a huge amount to recommend it to potential investors.

Graham Hill
Arcadis Cities Executive for Scotland

What is great about Edinburgh?

Truly investable cities are not only those with the most mature economies, but also those that demonstrate they can offer a healthy and attractive place for people to live.

This is according to our latest Arcadis report, "Investing in Britain: Cities Built for the Future". The study ranks 24 of the UK's key cities based on their performance across six key pillars deemed crucial for future inward investment and growth potential. These are: business environment, workforce and skills, infrastructure performance, housing, place and city brand.

Edinburgh does well across a number of aspects.

It is internationally renowned as a centre of history, culture and the arts and incorporates a UNESCO World Heritage Site. Branding itself as the World's Leading Festival City, the city holds an enviable position as a centre for tourism and is an attractive place to live and work.

Businesses are attracted by the high calibre of Edinburgh's workforce and large population of younger professionals working in financial services, technology, scientific research, life sciences, higher education and tourism.

An abundance of green space contributes to a welcoming and enjoyable ambience and encourages a wide variety of recreational activities to take place within the Edinburgh region. Due to its compact size, Edinburgh is easy to navigate on foot or by bike and has excellent potential to promote active travel and reduce emissions for residents.

What's the problem?

Edinburgh is clearly performing well, but we can't afford to be complacent. The city could be



Graham Hill

world-leading if some fundamental issues are addressed.

The fact is, some of the UK's most successful cities are at risk of becoming victims of their own success. Edinburgh has a problem with growing inequality in housing provision and that challenge has the potential to increase with expected population growth as more and more people will want to come and live in our thriving city. The impact this will put on already strained travel networks, housing, health services and recreational facilities could be severe.

It is imperative that Edinburgh's future growth isn't constrained by a lack of affordable housing or transport not keeping pace with changing demographics and new technology. If the city cannot cater for demand then we will lose residents and deter investment and new entrants to the city.

How can we ensure Edinburgh remains attractive?

The most important thing for Edinburgh is to build communities. The commitment to deliver 20,000 new affordable homes must embrace placemaking principles in order to create sustainable places where people want to live. Connecting homes with jobs and ensuring that housing developments cater for a range of demographics, including affordable housing, is imperative.

We also need to look at our transport networks. Edinburgh's road infrastructure currently does not stand up to the rush-hour test. Measures like combining and integrating our bus network with new and improved pedestrian areas, segregated cycle routes, E-bikes and the extension of the tram network could all have a significant positive impact, not only on congestion but also in terms of improving the air quality in our city. Increasing uptake of electric vehicles will only be sustained if the infrastructure is provided to enable it and, to really maximise the benefits of these investments, smart technology should be integrated into the roads and junctions to get the efficiency benefits of data analysis and interventions such as 'digital roads'.

Edinburgh has fantastic potential to lead by example and re-shape the way cities are oriented for investment. By making the most of what it has and by actively embracing opportunities for improvement, from more affordable housing through to more active travel options, Edinburgh has the potential to be truly world-leading. With strong leadership and a collaborative approach to change, the future looks bright for Edinburgh and its citizens.





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As 2018 continues apace, so too do the ongoing improvements that RoS is making to ensure that Scotland has the best possible land registration services.

ScotLIS now has a new feature, which means business users can now reset their password directly through ScotLIS. This new chosen password will then work for all RoS digital services accessed through an online services account. The introduction of this feature is based on customer feedback, and allows users to easily reset passwords without the need to contact RoS customer services.

Using the new feature is easy. Simply click "Forgotten your password?" at the sign-in page. You then just need to provide your username, and an email with a reset link will be sent to the associated email address. This link is valid for 2 hours, and once you reset your password you'll receive a notification email that the change has been successful. We are working towards making sure ScotLIS is as user-friendly as possible, and welcome your continued feedback.

Last month The Registers of Scotland (Digital Registration etc.) (Scotland) Regulations 2018 were approved by members of the Scottish Parliament in February, before being signed into law by the Cabinet Secretary for the Economy, Jobs, and Fair Work, Keith Brown. The regulations will facilitate the introduction of new digital services provided by RoS and provide for a presumption in favour of the use of these digital services, as well as enable changes to the land registration application form.

Land Register Applications

We are making several improvements to our land register application form in line with the new regulations. The changes are specifically designed to reduce rejections and increase efficiency in this important process. Many thanks to members of our user experience

panel who participated in user research on these changes.

We are removing the signature requirement on the application form, introducing a new title information section, updating the Servitudes and Burdens sections, and streamlining the printed form.

Removal of signature requirement

Current figures show that a significant number of applications are rejected because the form hasn't been signed. We know that rejections remain a source of frustration for our customers and we are always looking for ways to reduce their number. With the new legislation, there is no need for the form to be signed, removing this frequently missed administrative stage of the process.

Removing the *Certification in relation to links in title section*

As part of our efforts to streamline our processes, we've merged the *Title Examination and Certification in relation to links in title sections*, and named the new section *Title Information*. The changes in this section can be summarised in a few key points.

Firstly, the section itself only appears in applications for title transfers over unregistered land, so it won't be applicable for every application. We've also completely removed the certification of links in title question, as there is often confusion over its relevance and whether to complete it which ultimately leads to rejections. And finally, we've changed the prescriptive claimant part of this question slightly, with the content remaining the same but its format split into two, more easily understood parts. This will improve clarity and make the question easier to answer accurately.

Servitudes and Burdens

We've reworded the questions to make it easier for you to be confident that the information provided is the information we need.

The new approach is based on a very simple rule; RoS will include in the title all servitudes and burdens that are contained in the deed being registered, unless we're advised otherwise by the applicant.

Improving user experience

We've also used these changes as an opportunity to introduce overall usability improvements to the printed PDF generated via our eForms service, making it more responsive to the particular information entered. This results in a shorter and more readable form, which boosts overall efficiency.

Transition Period

We are conscious that many transactions span several weeks or months, so there will be some crossover between the old form and the introduction of the new. As such, we will continue to accept the old form for three months after the implementation date.

For draft eForms that have been saved but not submitted to RoS prior to the implementation date, where relevant, you will be prompted to re-answer the Servitudes and Burdens sections and the new version of the form will be generated on submission. If your application is for title transfers over unregistered land, you'll also be prompted to re-answer the questions in the new Title Information section. For other application types, this section will be removed.

We continually review our processes to ensure efficiency for our customers – you can find out more at www.ros.gov.uk

The Importance of a Living Will

Last year, the family of a woman whose Living Will had been lost by her hospital received £45,000 in compensation from the NHS.

The case highlights the importance of Living Wills (often also known as 'Advance Directives'), and the need to ensure that they are kept track of and regularly updated.

Brenda Grant, of Nuneaton in Warwickshire, suffered a debilitating stroke in 2012, which left her without the ability to walk, talk, or swallow. Some time previously, she had executed a Living Will instructing those caring for her not to prolong her life in such circumstances, stating that she feared 'degradation and indignity more than death'. She had, however, failed to inform any of her family members about the Living Will, and the hospital placed the document in amongst a pile of medical notes, there to lie forgotten for several years.

Mrs Grant was fitted with a tube to allow feeding directly into her stomach and was discharged to a nursing home, where she remained for 22 months. It was only when she was re-admitted to hospital for a different reason that her GP recalled that she had executed a Living Will, and brought this to the hospital's attention.

On 4th August 2014, nearly two years after her stroke, Mrs Grant finally died.

Law and Practice

A Living Will is a direction to family, carers and other healthcare professionals about whether a person wishes to refuse specific treatments in the future. It can be made by anyone aged 16 or over as long as they understand the nature and effect of what they are signing. A Living Will cannot, however, ask for a person's life to be ended – in others words assisted suicide. At present, that is against the law.

The law surrounding Living Wills differs between Scotland and England. In England, Living Wills are legally binding and must be followed so long as they meet certain requirements. The legal standing of Living Wills in Scotland has never been tested by the Scottish courts nor are they dealt with in any Scottish legislation. It is however thought to be the case that if challenged in the courts in Scotland, a judge would rule in favour of



Kenneth Pinkerton

respecting the terms of a Living Will so long as it is valid and applicable.

That said, in terms of the Adults with Incapacity (Scotland) Act 2000, the past wishes of an incapacitated adult must be taken into account when taking decisions on his or her account. Therefore, doctors and others taking decisions regarding a person's health-care, for example a Welfare Attorney, are required at the very least to take Living Wills into consideration and, in practice, it is understood that they are treated as binding in Scotland, especially when they have been executed in the relatively recent past. For this reason, it is sensible for a person who has signed a Living Will to periodically confirm that it still reflects their wishes.

Returning to the case of Mrs Grant, at least two conclusions may be drawn.

Firstly, Living Wills are useful and important. Despite the hospital's error, Mrs Grant's Living Will was, ultimately, followed. Whilst the delay was distressing for the family, and expensive for the NHS, Mrs Grant's wishes were acted upon in the end. Had a Living Will not existed, Mrs Grant might have remained in the care home for far longer, unable to express her wish to have the life-support switched off.

Secondly, a person who has signed a Living Will should ensure that the appropriate people are aware of its existence. That might include close family members, any Welfare Attorney, the GP and any legal advisers. Whilst one individual (or organisation) might forget about or indeed lose the document, where several are aware of its existence there is a greater chance that it will be acted upon. Secrecy in such circumstances can be counterproductive.

Reform?

The Scottish Government is currently consulting on reforms to the Adults with Incapacity (Scotland) Act 2000, which includes the possibility of enacting a statutory framework for Living Wills. The consultation is open for responses until 30th April 2018, and may lead to a Bill being brought forward to amend the Act.

Kenneth Pinkerton
Senior Associate

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Edinburgh's vibrant, resilient economy is prepared for the challenges ahead

For many business leaders, 2017 will be remembered as a year of uncertainty and apprehension. Brexit has dominated board room discussions, making long-term growth planning more challenging than ever before.

Andrew Howie
Managing Partner of Grant Thornton in Scotland

At Grant Thornton, we've held a number of Brexit-focused events in Scotland, led by our Head of Public Policy, Adam Jackson. Adam's experience includes several years advising the UK Government in both Whitehall and Brussels, so his inside knowledge has enabled us to get a little more sense of the mood in the corridors of power, and – at least to some extent – predict some of the potential outcomes of the negotiations on future trade and political relationships.

Our conversations with the business community have been honest. Predicting the final result of such significant change is not easy, but our view is that you should prepare for all probabilities – starting with a worst case scenario and working your way back to an outcome that seems best for your company.

We've carried out extensive research, looking at impact on industry groups – from Edinburgh's vital financial services sector to tech, which is witnessing a rapid period of growth. Every business is unique and some may actually benefit from regulatory and political change. However, the evidence makes it clear that a lack of preparation could create significant risk to your growth strategy.

Several key themes have emerged from our research, including access to skills – especially in tech and education fields. Both industries put their success down to being able to promote 'Brand Scotland' overseas and attract talent to the country, without red-tape and bureaucracy. For financial services and food & drink firms, the ability to trade in an open marketplace is vital and any increase in tariffs or new trade barriers could generate major obstacles.

But, despite the overwhelming concern over our future political direction, there is real cause for hope and optimism in Edinburgh. Our capital is thriving and can now regard itself as a truly global city. Over the last 18 months, Grant Thornton has spoken to thousands of individuals, groups and companies, asking how we can create a more vibrant economy. As a term, it can come across as rather vague, but



Andrew Howie

ultimately, we believe the future shape of the city, and indeed the rest of the UK, needs to focus on a joined-up approach, which includes a business environment focused on innovation and creating social and economic value for all citizens. Working towards a common purpose with political, cultural and third sector leaders can genuinely unleash the potential we all know Edinburgh has. By collaborating more, we can bring together industrial powerhouses, like financial services firms and cultural organisations, like the globally renowned Edinburgh Festivals.

If you're wondering what that looks like in practice, I believe we've already seen the future model starting to take shape. Thousands of people from a wide variety of backgrounds, including a number of businesses, came together last year for the Social Bite Sleep in the Park. It was a great example of different

industries and different groups working for a shared goal – to help tackle homelessness in Edinburgh.

Sleep in the Park is just one example of what could happen if we start to think and behave more collaboratively. Tackling the long-term political issues head-on will require a great deal of innovation and a willingness to accept that we now live in a more disruptive, challenging world. Let's bring together entrepreneurs, educators, creatives, business and political leaders and work together to build on Edinburgh's amazing success and build a more vibrant economy that works for every one of our capital's citizens.





TO LET

TRADE COUNTER UNITS
1,875 – 17,500 SQ FT
(174 – 1,626 SQ M)

Bankhead Crossway North, Sighthill, Edinburgh EH11 4BP

Proposed Specification

New Build Trade Counter Units

Steel portal frame

Minimum eaves of 6.1m rising to 8m

200mm power floated concrete floor slab on 75mm floor insulation on dpm on blinded hardcore solum

Trisomet 333 roof cladding with 10% multi-layer translucent panels

Trisomet 333 wall panels on purlins on steel portal frame above cavity construction base wall - height varies with outside levels

3.5m high sectional overhead doors

Aluminium pedestrian entrance doors and electric roller shutter vehicle access doors

Secure yard with Unit 5

Location

The site is located within Sighthill, one of Edinburgh's principal industrial locations, approximately 4 miles west of the city centre, benefitting from immediate access to the Edinburgh City Bypass and the M8 (Edinburgh-Glasgow) motorway. The estate is generally well situated to serve not only Edinburgh itself but also Central Scotland via the motorway network (M8, M90 and M9). The site is halfway down Bankhead Crossway North accessed via Bankhead Broadway or Bankhead Drive. Surrounding occupiers include Screwfix, Howdens, Dingbro, Brandon Hire and Safe Store, Edinburgh Park station and the tram stop at Bankhead are both within close proximity.



Quality industrial property coming to Edinburgh soon

Vardy Ventures are currently constructing 17,500 sq ft of modern industrial units on a speculative basis. These are one of the very few speculative industrial developments in Scotland. Having recognised the shortage of quality industrial property, especially trade counter units, we are building these and already have some strong interest.

Construction is due to complete in May and units are available from 1,875 sq ft to 17,500 sq ft. These are being marketed by Angus Thomson at FT Linden **0131 226 6287** and Lewis Pentland of Colliers **0131 240 7500**.



Excited by the bus

Ewan Aitken has high hopes for the future of Edinburgh's economy...

And it's not just the huge potential that exists to create more wealth and opportunity for the Capital as both population and affluence is projected to grow over the decades to come.

Behind his positivity lies an increased and increasing desire on the part of the city's business community to work in partnerships with the third and public sectors to seek to benefit all of the people in Edinburgh – and he believes the Chamber of Commerce plays a key role.

Ewan, the Chief Executive of leading charity Cyrenians as well as Chair of the Chamber's Inspiring Communities Group, said: "If the Chamber is not unique, it is certainly one of the very few business organisations that has a sense of social partnership to deliver more inclusive and sustainable economy, and that owes much to the leadership of the Chief Executive Liz McAreevey and the President, Scott Black.

"They talk about social justice as a key part of their strategy and planning. It's great to hear that kind of language, and in turn it means that the Inspiring Communities group is very much part of the core narrative, and what we then see and do – like the recent Awards – makes sense in that context."

Ewan was himself inspired by the Awards, in particular by the fact that the most keenly contested awards were those which related to responsible business practices.



Ewan Aitken

"It was a clear demonstration of the increasing commitment of businesses to their communities, to diversity and sustainability, and to working in partnerships to deliver positive outcomes across all of these areas. It was great to see, and truly heartening."

Businesses, he believes, are entering another era of huge potential in terms of social engagement. He said: "When people first starting talking about Corporate Social Responsibility it was new and exciting, and businesses got involved in all kinds of innovative ways because they wanted to. Then it was overtaken by legislation and regulation, and it became more something that the business had to do, and became more of a tick box exercise for many, focused inward rather than outward.

"Now we are seeing a real move away from that, and a new period is emerging in which Edinburgh's business community is

increasingly seeking out and working in really innovative partnerships with third sector partners, delivering some fantastic work. It is outward focused, and businesses are realising that one of the ways of attracting, retaining and inspiring talented staff is to really engage with the communities in which their people live, as well as the work-based community.

"People want to help their fellow citizens, they want their city to be fairer and better for all.

"What we are also seeing is that the partnerships that are emerging are partnerships of equals. It is no longer seen as a business dishing out money, it's about genuine collaboration bringing mutual benefits."

Ewan's own organisation is involved with the GameChanger partnership, established by Hibernian FC, Hibernian Community Foundation and NHS Lothian, which uses the physical and emotional assets of the club to deliver positive social outcomes.

He said: "GameChanger is a really exciting partnership, engaging with a number of third sector organisations, and using the enormous appeal of football to help folk. Opening the stadium on Christmas Day, running lunch clubs, free physical activity, working to support homeless charities and many other projects. What the Club realises is that it is good for the Club – their supporters feel better about their Club, their community is more supportive of the Club."

Business of fairness

Moving forward, Ewan identifies three key issues in which businesses need to be involved:

- Their capacity to provide for organisations to reach out to the most vulnerable, those who are in need or excluded, to help create the opportunity for all to flourish as citizens
- Creating employment – working is a key element for people's well-being, and businesses can take a wider view when considering their recruitment policies. For example, considering employing people who have been through the criminal justice system, or who have suffered addiction issues
- Having a clear sense of their value and purpose in everything that they do

He said: "At the end of the day, it's good business as well as responsible business. A values driven business will always appeal more to modern customers, and that will only increase."

"If the Chamber is not unique, it is certainly one of the very few business organisations that has a sense of social partnership to deliver more inclusive and sustainable economy, and that owes much to the leadership of the Chief Executive Liz McAreavey and the President, Scott Black."

Edinburgh St James Recruitment and Skills Centre will help employers

Kate Campbell, is convinced the new FUSE Recruitment and Skills Centre, part of the Edinburgh St James Development, will play a key role in providing services employers need while linking job opportunities to job seekers in the city and beyond.



Kate Campbell

But the focus for Councillor Campbell, the new convener of the city's Housing and Economy committee is to ensure that more of our citizens share in Edinburgh's success.

She said: "One of the most important things to me in taking on this role is not just to make sure that we have growth and job creation, but to make sure that we have the kind of growth, and the kind of jobs being created that benefit everyone, in every neighbourhood, in our city."

The new Edinburgh St James is a significant investment for the City, providing up to 3000 new jobs. And the Council is delighted to be collaborating with Edinburgh St James to establish the new FUSE Recruitment and Skills Centre.

During March a new Economy Strategy for the city was presented to the Housing and Economy committee, with an emphasis on encouraging sustainable economic growth and focussed on Inclusion, Innovation and Collaboration.

Cllr Campbell said: "FUSE is a perfect example of the principles behind the strategy and

alongside Edinburgh Airport and Fort Kinnaird, completes a trio of recruitment and skills centres in the city. The three centres will complement each other, linking people to opportunities, and businesses to the skilled workforce they need to thrive."

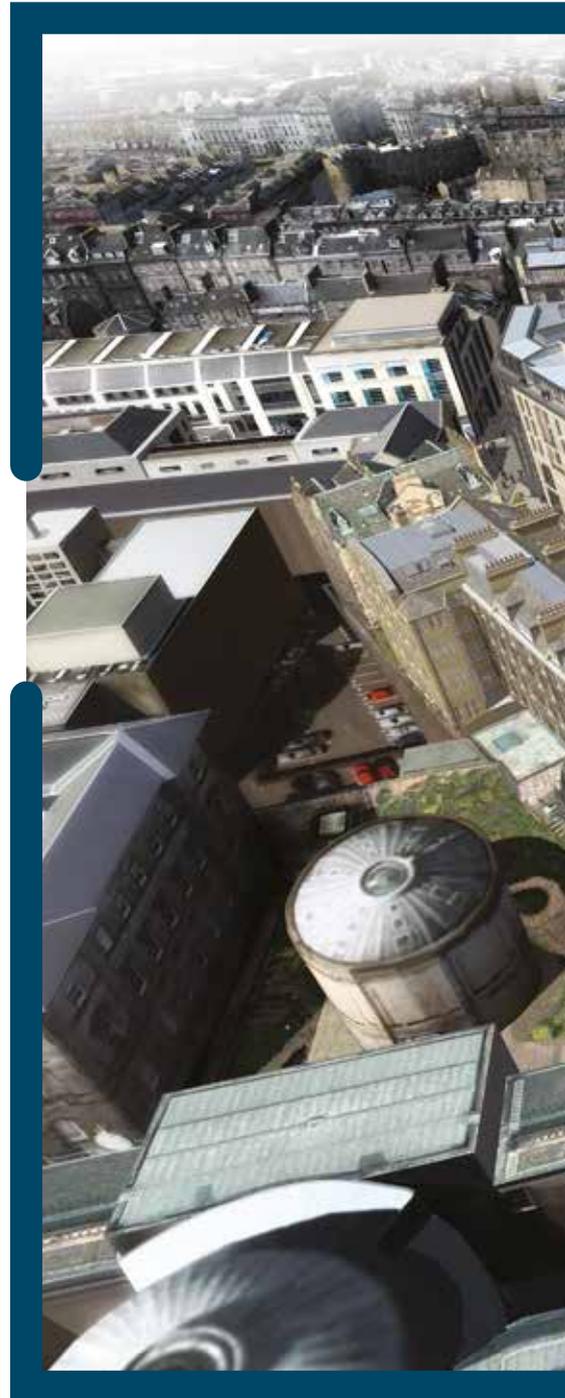
With FUSE, the Council and its partners in the employability network will work with the Edinburgh St James Management Team to provide a tailored service for employers. This will include identifying job opportunities and working together on workforce development needs.

She added: "At the same time, we will be working across our communities to make sure that we create opportunities for people to gain the skills they need to have a fulfilling and rewarding career while meeting the needs of employers."

Work has already taken place with Laing O'Rourke, the company constructing Edinburgh St James, to help meet recruitment needs during the construction phase. They visited schools around the city to promote the development, and the careers in retail and hospitality that will come from it.

There are also other services being developed, including FUSE Start-Up. In partnership with Business Gateway, FUSE will support business growth, allowing new entrepreneurs access to the stunning Edinburgh St James Galleria, providing a unique platform for young businesses to engage with customers.

Cllr Campbell said: "Our partnership and joint commitment to FUSE will make sure the centre is a permanent asset in the city, not just an initiative to support the recruitment drive at the start. FUSE will go on to provide a service that continues to link communities to job opportunities here at St James, across the city centre, and beyond. I look forward to watching FUSE grow and develop."



Recruitment and Skills Workers and job seekers



“One of the most important things to me in taking on this role is not just to make sure that we have growth and job creation, but to make sure that we have the kind of growth, and the kind of jobs being created that benefit everyone, in every neighbourhood, in our city.”

Cllr Kate Campbell



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MBA Merit Scholarships – £5,000

These scholarships are on offer and awarded to candidates who can demonstrate exceptional prior qualifications, measured either through their academic credentials, professional qualifications and/or GMAT scores.

These are just some of the scholarships we have available.

For further information visit
edinburgh.mba/executive



Improving your cyber security



You're not alone in worrying about the security of your business's data. The news that over 90% of cyber attacks have come about as a result of human error may have left you reeling.

However, the very fact that so many data breaches are down to human error, means there is a great deal you can do to improve your business's cyber security and vastly reduce the chance of a successful cyber attack.

One of the most significant improvements you can make is to give your employees training, raising their awareness of the threats posed and how best to deal with them, should they arise. The Cyber Stars initiative is the perfect tool for equipping your team with the necessary knowledge to handle such threats.

As Nick Atkinson Intelligencia Training's Commercial Director comments: "Your employees are the people most likely to be targeted by cyber criminals, so it makes sense to equip them with the information and training needed to fend off such attacks.

"Looking back, cyber security efforts have typically focused on a business's IT department, but it is much more effective

to bring about a broader cultural change in your organisation, so the daily users of your company's systems understand the risks and hence, are less likely to make an error.

"Cyber Stars security awareness training comes with an official UK Government regulated qualification, the ProQual Level 2 Award in Cyber Security Awareness for Business. Developed by behavioural psychologists and risk managers as well as IT experts, you won't find more robust, sustainable or effective training solution."

With the average cost of a cyber attack to a UK organisation now estimated to be around £850,000 and the number of such crimes rising every year, the cost and time involved in providing suitable employee training is minuscule in comparison.

As Nick continues "The Cyber Stars initiative is a cost-effective and efficient way to provide the necessary cyber awareness training for your employees and make your business more

secure. Your Cyber Stars can bring about a positive change in your organisation."

Just as technology does not stand still, nor do cyber criminals and Cyber Stars allows your employees to keep their knowledge up-to-date. Through the scheme's portal, they will have access to alerts about potential threats, up-to-date policy documents and access to educational resources to support their ongoing learning.

Our skilled team at Intelligencia Training has widespread experience working with organisations within the public and private sector to improve their cyber security, so contact us today, simply call **03330 431 431** to take the first steps to making your business cyber-secure.



"Your employees are the people most likely to be targeted by cyber criminals, so it makes sense to equip them with the information and training needed to fend off such attacks."



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or visit www.carnegiebusiness.com



SQA's Credit Rating Service



Energy Saving Trust & SQA — National Recognition for Customer Service

**energy
saving
trust**

SQA's Credit Rating service allows organisations to enhance their training programmes by formally placing these on the Scottish Credit and Qualifications Framework (SCQF), Scotland's national framework for qualifications.

Awards on the framework are allocated an SCQF level, reflecting the level of difficulty, and SCQF credits, which indicate length of time taken to complete the training.

In 2017, Energy Saving Trust worked with SQA to have the Scottish Government's Home Energy Scotland service credit rated on the SCQF.

Home Energy Scotland is a free energy advice service, delivering telephone and face to face advice directly to households across Scotland.

As a Scottish Government funded service, the advice delivered by Home Energy Scotland must be impartial and factually correct. Customers must also be informed of all options available to them and should be empowered by advisors to make informed decisions.



Energy Saving Trust wanted a consistent training programme that:

- Allows advisors to achieve a qualification comparable to other qualifications
- Supports Energy Saving Trust's business aims and objectives
- Prepares advisors to deliver an excellent standard of customer service
- Instils trust among partner organisations, funders and customers

SQA's extensive experience made this a straightforward process, reviewing the Trust's requirements and the HES programme in consultation with SQA's network of subject experts to ensure that SCQF credit rating criteria were met.

A dedicated SQA point of contact was constantly on hand to deliver invaluable support and advice on quality assurance at each step of the process.

Nicola Robbins, Energy Saving Trust's Customer Experience and Quality Manager said:

'We absolutely see the value in continuing to work with SQA, who have supported us immensely on our journey so far.'

'Having Home Energy Scotland SCQF Credit Rated has supported our overall business objectives, and allows us to confidently meet relevant compliance related contractual requirements.'

Energy Saving Trust is benefiting from increased skills and knowledge amongst staff and from greater consistency and control in their training, leading to improved working practices.

'Our staff (both candidates and facilitators) now gain the recognition they deserve for their professional development.'

As Scotland's national awarding body, and a founding member of the SCQF Partnership, SQA is uniquely placed to advise on credit rating and qualifications development. SQA's Credit Rating service helps all types of organisation across Scotland benefit from positioning their in-house qualifications and training programmes on a national framework.

Natalie Tweedie, SQA Credit Rating Manager said: ***'SQA is delighted to have built a strong relationship with Energy Saving Trust. Working together, we've managed to bring positive change to a key sector in Scotland. The Home Energy Scotland service is now recognised on the SCQF and provides clear development opportunities for their staff.'***

'Our Credit Rating service can be applied to any organisation with their own in-house training programmes or qualifications.'

Energy Saving Trust

Energy Saving Trust is a social enterprise with offices in England, Scotland, Wales and Northern Ireland. They work with householders, governments and businesses across the UK and internationally.

The Home Energy Scotland service is funded by the Scottish Government and managed by the Energy Saving Trust to provide free, impartial advice and support to help Scottish householders save energy, reduce fuel bills, keep warm and help the environment.

The Energy Saving Trust is extremely proud of the exceptional customer service delivered as part of the Home Energy Scotland service – and were finalists at the UK Customer Experience Awards in both 2016 and 2017.

To find out more about SQA's Credit Rating service visit:

www.sqa.org.uk/creditrating

e-mail **mycentre@sqa.org.uk** or call **0303 333 0330**





Schemes that allow business to make a difference

Corporate Social Responsibility (CSR) is an increasingly important part of business life as companies seek to make an impact on their communities beyond the simple bottom line.

From helping to raise money for good causes to promoting sound health, companies are playing their part in improving people's lives.

Methods of applying CSR include:

- **Environmental efforts:** businesses regardless of size have a large carbon footprint and taking steps to reduce the footprint is good for the company and society as a whole
- **Philanthropy:** Businesses also practice social responsibility by donating to national and local charities
- **Ethical employment practices:** By treating employees fairly and ethically, companies can demonstrate their corporate social responsibility
- **Volunteering:** Attending volunteer events and encouraging staff to volunteer, including giving them paid leave to do everything from tree planting to office work for charities, says a lot about a company's commitment to the area in which they operate.

All these measures benefit society and that in itself is justification enough for supporting them but there are also benefits for the company taking part, one of which is the boost they provide to reputation.

A company seen to be doing a lot to benefit their local communities can only go up in people's estimation.

There is another benefit which is harder to measure. Recent research has indicated that people who volunteer, or support communities in other ways, feel better about themselves.

For a company encouraging its staff to support good causes there can only be a knock-on effect; happier employees make for more productive employees.

All in all, Corporate Social Responsibility has much to recommend it for businesses of all types and sizes.



Together we can rebuild lives across Scotland

Chest Heart & Stroke Scotland's first ever St Andrews Ball will take place on 30th November at The Edinburgh Corn Exchange an award winning A listed venue where they will host a night to remember with the evening focusing on celebrating Scotland.

Tickets for the evening are only £750 for a table of 10 or £75 each. This includes BBC's very own weather presenter Judith Ralston and Scottish comedian Bruce Devlin as the celebrity hosts for the evening. Guests will also enjoy a glass of fizz and Piper on arrival, a 3 course Scottish themed meal, a live auction and live entertainment from JimJam Ceilidh Band.

There are unique packages for sponsors interested in placing their brand in front of a captive Scottish audience from as little as £125.

Today 1 in 10 people in Scotland are living with the life-changing effects of a long-term chest, heart or stroke condition. Chest Heart & Stroke Scotland (CHSS) improves the quality of life for people of all ages affected by life-changing conditions. We offer vital advice, support and information to those affected, arrange community group and 1-to-1 support, fund medical research and influence public policy to ensure that people get the support they so badly need.

Your support through the St Andrew's Ball will enable us to continue our valuable work so that we can positively impact on the lives of those who need us most.

For more information please visit

www.Standrewsball.scot



Make your business more inclusive

The Yard has been running adventure play services for disabled children for over 30 years.

We offer disabled children and their siblings the chance to experience creative, adventurous indoor and outdoor play in a well-supported environment. In addition to adventure, fun and friendship, The Yard is as much about emotional as practical support for families. In 2017, we supported over 1000 families.

We were absolutely delighted for our CEO, Celine Sinclair, to be awarded Director of the Year at this year's Business Awards. We know the third sector has a vital role to play, working in collaboration with business and the public sector, in improving Scotland's society. It is wonderful to see this collaborative approach being recognised through the awards.

The Yard has developed various partnerships with other local charities, in order to support more families to access the help they need. We also work successfully with a number of corporate supporters every year, who offer time, gifts in kind and funds to support our services.

Last year, we trained over 250 parents and professionals in play and disability at our unique space in Edinburgh. We also ran a series of bespoke training courses for organisations across different sectors, including Police Scotland. We can offer your teams an introduction to disability, autism, inclusive play and many other topics with our team of experts. We are here to share our expertise to make your business more accessible and inclusive. Find out more at:

theyardscotland.org.uk/book-on-training



VOCAL is a local charity and social enterprise supporting unpaid family carers in Edinburgh and Midlothian to manage their caring role with confidence and support.

VOCAL offers practical and emotional help also training and peer support, financial planning, breaks from caring and guidance on balancing caring with employment.

With over 750,000 identified family carers in Scotland alone it is estimated that one in five of us will have a caring role now or in the future.

The extensive impacts of caring without support can include; poor mental and physical health, changing relationships, social isolation and financial hardship, with 47% of carers in debt.

With support from the business community, VOCAL can help reduce the impacts of caring working with **Carer Positive** employers and businesses supporting **Respitivity**.

Respitivity works with providers in the hospitality, tourism and leisure sector gifting breaks and experiences to carers such as; overnight stays, day trips, afternoon tea, gym memberships and much more – giving carers a well-deserved break to recharge and continue to care in good health.



With 1 in 7 employees caring for a family member VOCAL can help employers to implement carer-friendly policies retaining experienced staff, reducing absences and recruitment costs.

"A really informative session, allowing us to think more strategically as an organisation in terms of supporting carers."

For free advice on policy development and training on how to become a **Carer Positive** employer or to find out more about **Respitivity**, carer services or volunteering opportunities with VOCAL please contact a member of the team by calling **0131 622 6666**, emailing info@vocal.org.uk or visit www.vocal.org.uk.



State-of-the-art facilities with an ethical twist

Book now. Why not stage your next conference, meeting, product launch, networking event, training, performance or screening at Edinburgh's newest yet multi-award winning venue The Grassmarket Centre.

A taste of the traditional old town in a stunning bright adaptable modern building. An event space with an ethical twist – every time you book you support the most vulnerable in our city – homeless people, roughsleepers, the disabled and social isolated will enjoy a better quality of life and more opportunities thanks to you.

We provide a full catering service from teas, coffees, breakfast rolls, to afternoon teas, to finger buffets, soup and sandwiches to 3, 4 or 5 course dinner service. Delicious wide ranging menus and all allergens catered for.

A wide range of budgets and options available. From small intimate meeting rooms to large capacity 80 for dinner, 90 for cabaret, 120 theatre or 250 standing. Over 500 business customers (in just 3 years) cannot be wrong.

Call **0131 225 3626** and ask for Catherine Jones or email events@grassmarket.org



Improve your impact on the environment



Changeworks helps you to identify opportunities for your organisation to improve its energy efficiency, reduce carbon emissions and waste.

We deliver practical solutions to live and work sustainably based on our 30 years' experience and the latest in good practice.

Our services

To support you with the efficient management of your resources and staff behaviour change, we provide consultancy services, programme management and training in all aspects of:

- Tackling energy efficiency and fuel poverty
- Reducing business waste through Changeworks Recycling and household waste
- Carbon reduction.

How we help

- **Consultancy services:** to support your goals and decision making we can carry out social research and evaluation, energy surveying, modelling, data analysis and behaviour change.
- **Programme management services:** to manage your energy efficiency and waste reduction programmes and projects, working in partnership with others, locally or internationally.
- **Training:** to empower and engage your staff, our expert team will design and deliver training such as behavioural science theory, energy and fuel poverty awareness.

Contact us
 Call **0131 555 4010**
 Email workwithus@changeworks.org.uk
 Visit www.changeworks.org.uk





Art therapy for children with chronic illness

Teapot Trust is a UK charity providing a nationwide programme of art therapy and creative interventions for chronically ill children in hospitals and hospices.

Our work aims to build resilience in children with chronic illness and develop healthy coping methods. Taking part in art therapy can contribute to positive mental health by allowing children to express emotions through art when they may not be able to find the words. The children make friends and learn new skills in what can be an incredibly stressful environment.

Since being founded in 2010 by Laura and John Young, the Teapot Trust has a team of professional art therapists working across Scotland and England, and is appreciated by children and clinicians alike. The parent of a child who has benefitted from our service told us "My daughter was very upset when she arrived at hospital but as soon as she saw the painting, she calmed down and immediately joined in. The girls were extremely kind and encouraging to her and what had been a horrible experience was transformed into fun."

Teapot Trust welcomes support in all forms, from a pop up tea party to making us your company's charity of the year. We are currently recruiting 'Team Teapot' to take part in The Kiltwalk, taking place in Dundee, Aberdeen, Glasgow and Edinburgh. This is such a fun way to fundraise and you can support us by signing up at www.thekiltwalk.co.uk.

To find out more please visit our website at www.teapot-trust.org or find us on Facebook, Twitter or Instagram.



Health in Mind, your local mental health charity



Around 1 in 6 of your employees will be affected by a mental health condition, like stress, depression or anxiety, at any one time.

Health in Mind is a charity promoting positive mental health and wellbeing. We offer a unique mixture of services supporting people across the spectrum of mental ill health, from information and befriending to counselling and trauma support.

People who use Health in Mind services also help to shape them. This ensures that we continue to identify and meet need using creative and innovative approaches.

Thanks to fundraising and donations these vital services enable more than 3,000 people every year access the help they need. From Charity of the Year to a team of staff taking on a challenge like the Forth Rail Abseil - companies that support Health in Mind are encouraging discussions around mental health, reducing stigma, and helping local services.

How we can help

Training: our varied programme of courses is ideal for the workplace and includes Scotland's Mental Health First Aid. Many of our trainers have their own relevant lived experiences which we know from previous delegates enriches their learning.

Resolve: our social enterprise works closely with individuals and businesses to identify their needs and deliver a tailored wellbeing package.

And please consider fundraising for Health in Mind. You'd be helping raise awareness, supporting local services, and doing something wonderful together as a team.

Contact us
 Call: **0131 225 8508**
 Email: events@health-in-mind.org.uk
 Visit: www.health-in-mind.org.uk





Opportunities to innovate with local universities

Funding opportunities are available to partner with local universities to invest in innovation and bring products or services to market. Two widely used examples are:

Innovation vouchers which encourage new first-time partnerships with a university or college. You can apply for between £1,000 and £5,000, which covers the academic project costs (with an opportunity to pool innovation vouchers with other companies). The company contributes an equal value in cash, in kind or a combination of both. Projects must be novel/pioneering ideas that lead to new products, services or processes that will benefit the company, the academic institution and the Scottish economy. If successful, follow-on opportunities may be available to continue the relationship. You can find out more at: www.interface-online.org.uk/how-we-can-help/funding/standard-innovation-vouchers

Knowledge Transfer Partnerships which are a UK-wide programme for longer-term (12 to 36 months) partnerships that meet a core strategic need and identify innovative solutions to help you grow. These programmes have a track record of leading to increased profitability for partners. They include the employment of a 'Graduate Associate' and academic time to work on the project. Projects are part-funded and companies are expected to contribute to the salary of the Associate and the cost of a supervisor who will oversee the scheme. Further details can be found at: www.gov.uk/guidance/knowledge-transfer-partnerships-what-they-are-and-how-to-apply

Edinburgh Napier University supports local businesses using these and other opportunities. We would be delighted to hear from you, find out more at: www.napier.ac.uk/research-and-innovation/business

Nurturing sales talent

Dr Tony Douglas
Associate Professor, Edinburgh Napier University Business School

The ability of our Scottish-based businesses both large and small to grow is fundamental to the ongoing success of our Scottish Economy. An area often referred to but never given the airtime it either deserves or needs is SALES. The need for businesses to deliver profitable sales growth matters hugely, but from where does the sales talent to deliver these sales come?

Is it inherent in those tasked currently to meet challenging sales targets, or can it be learned and honed through the practice of both the art and science of selling in people leaving school and University? There are many more sales vacancies than those with the skills and competencies to fill them, that's a fact. Ask any recruitment company. Sales vacancies are often filled by school leavers, thrown into the rough and tumble of the world of sales, given some product/ service training and a hefty sales target to hit.

An area where sales talent ought to be nurtured is in the Business Schools of our Universities, so why up aren't our business leaders knocking on the doors of the offices of the Deans of Business Schools suggesting a different kind of pipeline needs filling. That is sales graduates with the requisite skills to hit the ground running on graduation. I cannot to pretend to

know the answer entirely to this, but things are changing, and changing for the better.

At Edinburgh Napier University there is recognition of the importance of selling and sales to the curriculum of our Business Schools, a recognition of the need to foster and hone sales and selling skills and competencies. For example: listening and questioning skills; presentation skills; negotiation skills; the ability to close a sales meeting professionally whether it is conducted face to face or via the Internet; and the ability to prepare and present a coherent sales proposal and value proposition once a client's needs have been identified and understood.

Introducing, improving upon and building such skills into programmes and modules in our Business Schools can and will in time make a difference not only to those leaving University looking for employment but for businesses looking to invest in sales talent. Edinburgh Napier hosted the 1st UK Universities Sales Competition on 21st/22nd March at its Craiglockhart Campus. The event brought together businesses like Gartner, Salesforce and Textron who are actively looking to take talent into their companies to develop the sales leaders of the future. 13 UK Universities took part, 50 students attended and competed and developed their sales learning in an environment that understands the importance of nurturing raw talent.

The growing popularity of employee ownership

Business succession is a topic many business owners often push to the bottom of their agenda. Running the company gets in the way, or sometimes, it's because the owner just doesn't want to sell to a trade buyer. For many, the idea of a competitor's name over the door, or watch the company relocate away from its roots is just not a sight they want to see.

However, recently more and more companies are taking advantage of a new tax effective option when it comes to addressing business succession. Rather than finding an external buyer, they sell the company to the employees. The business owner gets an acceptable price for their business, they can make their own decisions about how long they remain involved and in what capacity, and the business is in the hands of the people who know it best, the employees. Employee ownership has been proven to be effective employee owned firms outperform their conventionally structured peers on just about every business metric.

Mediascape is an audiovisual provider with offices in Glasgow and Edinburgh. The owners, husband and wife team Angus and Shona Knight, considered a sale but were very aware that any potential buyers were likely to be based outside of Scotland. They had read about employee ownership in a trade magazine and decided it was an option worth exploring. Once the decision was made, the move was announced to staff where it was very well-

received and the transaction completed on 25th January this year. Angus and Shona intend to remain with the company for a few years to facilitate a smooth transition but do intend to reduce their working time.

Ruth Smyth, former owner of Paramount Care, also opted for a sale to employees as she began to plan her retirement. The care sector is dominated by large national companies and Ruth didn't see any synergy between that type of organisation and the local, personalised care that Paramount has delivered for more than 20 years. The company is now almost a year in to employee ownership and it's working superbly with both staff and clients reassured that Paramount is in a stable position.

Anderson Strathern has worked on a number of these transactions, and we are currently working with many companies mid transition. These deals are relatively straightforward, in comparison to trade sale discussions, which can become adversarial as each party tries to secure the best deal for themselves. In an employee ownership transaction, the mood is

much more collaborative as both parties are aligned in achieving the best outcome.

Employee ownership is a business model that attracts cross party support and is upheld by both the Westminster and Holyrood governments. Shareholders who sell a controlling interest to an Employee Ownership Trust can benefit from Capital Gains Tax relief subject to satisfying certain conditions. Both Scottish Enterprise and Highlands & Islands Enterprise offer support to companies interested in exploring the model.

The importance of timely succession planning can't be underestimated and it's a conversation we are happy to help with. Employee ownership is just one option and will not fit with every company, but for some, it might just be the solution they are looking for.

Bruce Farquhar
Chair and Partner



We thank our Partners in Enterprise for their continued support of the Chamber.





Good growth...or overtrading?



Carrie Campbell
Partner at Thomson Cooper,
an Edinburgh Chamber
Partner in Enterprise.

All the signs are right. Impressive sales figures, short term profits are good, the order book is filling up and business appears to be booming. Sometimes, however, these do not necessarily indicate ongoing success. If you are finding that customers are paying too late, the overdraft facility is fully utilised and you are starting to fall behind with your own supplier payments, then you need to be aware...

Overtrading – What is it and why does it happen?

Most commonly associated with start-up businesses it can also occur in established SMEs who are rapidly expanding. Overtrading occurs when operations expand too quickly, resulting in cash flow issues because too much cash is tied up in raw materials, finished goods, trade debtors or work-in-progress. Meaning that cash becomes unavailable to pay suppliers and to invest in new assets to facilitate growth.

An example

Sam's business has an annual turnover of £210,000 and profit of £20,000. The bank overdraft can be extended to £30,000. There is sufficient working capital to expand the business.

Sam wins a 2-year contract to supply a new customer with £45,000 of goods per month. The payment terms for this new contract are 70 days after delivery.

Sam calls the suppliers and orders all the materials required to cover the contract for the first few months. These are delivered within a week.

Month 1: Things go well. All the suppliers start delivering as promised.

Month 2: Things still look good. Sam has made the first delivery to the new customer and increases the overdraft.

Month 3: There are problems. There have been further deliveries to the new customer but the overdraft is at the limit. Unpaid suppliers start calling.

Month 4: There is a crisis. It is not possible to pay all the suppliers, some have stopped delivering. However, Sam continues to trade thinking it will work out. After all, there is a large contract in place.

Month 5: The overdraft is beyond the limit. Two suppliers have started legal proceedings. The bank refuses to pay any more cheques. However, the first payment from the new customer arrives on time.

Month 6: The next payment from the new customer doesn't arrive on time and no further orders can be met. The bank demands the overdraft be repaid within seven days.

Sam is forced to close the business. However, if stock orders had been placed more timeously and payment terms had been negotiated more effectively with both customers and suppliers at the start, the closure may have been avoided.

The warning signs - what to be aware of

- Having to borrow more to get through each month
- Increase in debtor days
- Monthly or even weekly cash flow stress
- Paying own suppliers late or even unpaid
- High level of interest / debt servicing costs
- High gearing ratio
- Overstock or slow movement of inventory

How to avoid overtrading

- Prepare sales and cashflow forecasts, review these regularly and use worst case scenarios.
- Maintain accurate management accounts that will alert you to the warning signs of overtrading.
- Set strict credit terms with customers and have a reminder system of chasing payment.
- Adopting practices such as Just In Time stock control systems to help reduce capital tied up in stock and free it for use in more effective ways within the business.

If you'd like to discuss anything I've covered here please feel free to email me at carrie@thomsoncooper.com or call **0131 226 2233**. I can help you set up and interpret effective management accounts and cash flow forecasts as required. Our first consultation is free.

Trade Mission to Dublin, Ireland

Following our successful first event in January at the Irish Consulate in Edinburgh with Mary Rose Burke, CEO of Dublin Chamber of Commerce speaking to Edinburgh Chamber members, we organised a Trade Mission to Ireland in March for Scottish businesses to explore this market. Ireland offers many advantages for Scottish businesses as it is geographically close, share the same language, time zone as well as a similar culture. Ireland also benefits from a strong and flexible economic environment highly favourable for Scottish SMEs.

A number of companies attended the Trade Mission including Hibernian Football Club, Shepherd and Wedderburn and the Scottish



Qualification Authority. Our delegates enjoyed a day full of activities including meeting 5

potential clients during our B2B meetings, networking reception and dinner.

Slovenia investment and smart industries

On the 6th of March, we hosted the "Slovenia Investment & Smart Industries Conference".

Speakers included: His Excellency Tadej Rupel, Ambassador of the Republic of Slovenia in the UK, Mr Matej Stocir, Head of Internationalisation Division at the Slovenian Ministry of Economic Development & Technology, Mr Miha Zerko, the President of the British-Slovenian Chamber of Commerce and other high profile business representatives.

Slovenia currently has a GDP growth of 6% and is 7th safest country in the world with an excellent infrastructure (with high speed internet). It has a highly skilled workforce with

low labour costs and offers a high quality of life with a very diverse landscape (access to the Alps as well as the Mediterranean Sea) and 2% of their GDP is allocated to R&D with 100% of tax deduction in this sector.

There are many opportunities for Scottish businesses in the following sectors: sustainable food production, circular economy, smart building, health/medicine, mobility, technology & smart cities.

If you would like to receive more information on how to do business with Slovenia, have a look at www.investslovenia.si and get in touch with us.

COBCOE Connects' platform: a new way to do international trade

What if non-tariff, non-physical trade barriers were removed? British chambers of commerce in overseas markets and the UK have started using technology to facilitate international trade around the world. In April 2018, ECC will be the first Chamber in Scotland to join the COBCOE Connect platform which will facilitate international B2B relations.

The platform offer the following advantages:

- A simple way to access new opportunities
- Trusted environment for business growth

- Moderated by local experts
- Selected contacts in, or from, new markets
- Known and trusted international networks
- Advanced B2B matchmaking

If you would like to register your interest or find out more about this platform, join us for the launch event on the 19th of April (08:30 – 10:30 AM) at the Hilton Grosvenor in Edinburgh. To book a place, contact sophie-lou.arceselenir@edinburghchamber.co.uk.

Future International events

19th of April (08:30 – 10:30) – COBCOE Connects 'platform launch – Hilton Grosvenor, Edinburgh

Join us for a free breakfast event to discover the advantages of the COBCOE Connects' platform and how it works. The event will include the participation of the founders of the platform, Anne-Martin, CEO of COBCOE (Council of British Chambers in Europe) & Joost Visser the Managing Director of TIAO.

24th of April (09:00 – 13:30) – Market Awareness on Germany in collaboration with SDI – Venue TBC

Following the signature of a MoU with the Munich Chamber of Commerce, ECC is working in collaboration with SDI and the Glasgow Chamber to organise a trade mission to Germany from 18th - 21st June. The trade mission will include a visit to Munich, Nuremberg and Berlin. The market awareness session will include the participation of Johannes Augustin, the Head of Central Europe for SDI, other experts of the German market and a case-study.

To register your interest for these events or the trade missions, please contact sophie-lou.arceselenir@edinburghchamber.co.uk

CHAMBER TRAINING

April

Wednesday 11th 9:00 - 13:00

Talent Development Academy: Influencing Skills

Thursday 12th 09:30 - 16:30

Business Writing - The Essentials (Half & Full Day Option)

Tuesday 17th 09:30 - 12:30

Focus on Feedback

Wednesday 18th 9:00 - 13:00

Talent Development Academy: Meeting Skills

Thursday 19th 13:30 - 16:30

Incoterms 2010

Wednesday 25th 9:00 - 13:00

Talent Development Academy: Networking

May

Wednesday 2nd 9:00 - 13:00

Talent Development Academy: Presentation Skills

Wednesday 2nd 09:30 - 13:30

Google Adwords - Introductory

Thursday 10th 09:30 - 12:30

Improving Employment Practice (SME focus) – The Basics

Wednesday 16th 09:30 - 13:30

Google Adwords - Advanced

Tuesday 22nd 09:30 - 12:30

Cyber Security: The Essentials

Wednesday 23rd 09:30 - 16:30

Bidding to Win: How to Write Tenders & Proposals That Beat The Competition (Without Cutting Prices)

Thursday 24th 09:30 - 16:00

Export Documentation

Thursday 31st 09:30 - 12:30

Improving Employment Practice (SME focus) – Advanced

Bespoke training with the Edinburgh Chamber

The Edinburgh Chamber of Commerce runs a programme of over a hundred training courses each year, covering a wide range of topics. We can also design training tailored to you and your needs. Our team can coordinate a trainer and design a course that:

- Meets your specific objectives
- Covers one or more of a wide range of topics
- Fits within your preferred dates and availability
- Works within your budget

“A comprehensive and engaging training session, tailored to our organisations’ specific requirements”

Heather Rutherford, Norton Park

“What’s impressed us most has been the trainers that the Chamber has chosen to suit our individual needs - they’ve each been spot on!”

Rob Trotter, DJ Alexander

FORTHCOMING EVENTS

April

Wednesday 11th 09:00 - 10:30am

How to be a Trustee

Thursday 12th 17:30 - 19:00pm

NetWalking

Tuesday 17th 12:30 - 14:30pm

Developing Edinburgh with Alex Hynes, Scotrail

Thursday 18th 09:00 - 10:30am

Have you Got the Leadership X-Factor?

Monday 23rd 12:30 - 14:30pm

Inspiring Women in Business Lunch with Deloitte LLP

Wednesday 25th 12:30 - 14:30pm

Lunch at Tigerlilly

Friday 28th 14:00 - 16:00pm

Behind the Scenes at Scottish Parliament

May

Thursday 10th May 14:00-16:00

Leadership Session with Dame Sue Bruce, Turcan Connell office, Princes Exchange

Wednesday 23rd 12:30 - 14:30pm

Lunch at the Scotch Malt Whiskey Society

Friday 25th 08:30 - 11:00am

Speed Networking



**Alex Hynes,
Scotrail**

To book please visit www.edinburghchamber.co.uk or call the events team on **0131 221 2999** option 2 or e-mail events@edinburghchamber.co.uk

A partnership that's a gamechanger



By **Leeann Dempster**
Chief Executive of Hibernian FC

Great Junction Street lies less than a mile from Easter Road Stadium; Barnton is a few miles further west. But these two parts of the city – one lying within the Hibernian heartland of Leith – are separated by much more than distance...

A woman in Great Junction Street will, on average, die 15 years younger than a woman in Barnton. A man in Niddrie, a couple of miles from our home, will enjoy a staggering 21 years less than a man from the New Town.

Health inequality, social injustice, lack of opportunity, and postcode prejudice all play their part in maintaining a status quo that no-one finds acceptable, but that our statutory authorities are finding enormously difficult to tackle.

GameChanger is an exciting and innovative Public Social Partnership led by NHS Lothian, Hibernian Football Club and the Hibernian Community Foundation, and we are the first Club to be involved in such a partnership. The aim is to unlock the power and passion of football to make greater use of all Hibernian's physical, emotional, cultural and professional assets, to deliver a better, healthier future for the most vulnerable, disenfranchised or disadvantaged in our communities.

Who are we trying to help? Well, amongst others, it means:

- The local pensioners, refugee families and homeless folk who enjoyed our free

Christmas lunch, enjoying Christmas cheer, food and conversation with a host of others

- The struggling families and individuals who enjoy our twice monthly lunch clubs, run in partnership with The Cyrenians
- Hundreds of youngsters engaging with the Community Foundation's ever-growing participation in physical activity through our community football programme, including a big increase in girls and young women
- Dozens of adults of all ages, shapes and sizes who take advantage of our free Fit for Life sessions run at the stadium every Tuesday
- Hundreds of supporters who've benefitted from out matchday health checks
- Young diabetes sufferers inspired to manage their condition better through our partnership with NHS Lothian

Edinburgh is now divided into four localities to deliver services – with Easter Road in a North East that includes Leith, Craigmillar, Niddrie, Craightonny, Duddingston and Portobello. The scale of the challenges faced in this most densely populated of Edinburgh's localities include the highest levels of population – around 5% - suffering from long term illness or disability, compared with just 3% in the neighbouring North West and 3.7% city-wide, and 17.6% suffering deprivation through low

income, as opposed to 7.2% in the South East and 13.1% in the city.

Statutory services were already struggling to tackle deep-rooted "sticky" problems and this situation has been exacerbated by the funding crisis faced by our public services. There is a need to find new ways of tackling issues.

We believe football can be a major driver of positive change. And with Hibernian's long history of innovation – the first to play under floodlights, the first to wear shirt sponsorship, the first to play in European competition – the Club is scoring another first, this time to benefit its community.

Every weekend, 1 in 49 of the nation's adults pay to go and watch live football in Scotland, a higher proportion than in any other European league. Our newspapers devote more space to football than any other topic. It's not only our national sport, it's our national obsession.

That means football communicates in a way that no other sport or activity can.

Hibernian was established in 1875 to help people integrate into their community, and to raise funds to help feed and care for the poor of society. GameChanger is a natural reflection of that founding ethos, using the Club's profile, facilities and appeal to work with committed and knowledgeable partners to deliver positive change.

Name: Lara Findlay
Company Name: GearedApp
Website: www.gearedapp.co.uk

In five words or less, what do you do?
Love building bespoke digital solutions

How long have you been a Chamber member?
Just over 2 years

Why did you join?
We were really keen to get to know local businesses, discuss how digital products can help in any industry and raise our profile as an app & web development company.

What services do you use?
Mostly networking events

What's the best business/benefit you have won through the Chamber?
Getting to know other members and the knock-on effect that has had for our brand awareness as a digital development company in Scotland.

Are there any additional services or information you'd be particularly interested in?
We are planning on using the news and blog services too soon, particularly with our future press releases.

If you were telling another business person about the Chamber, what's the first thing you would say?
The chamber can be a great source of contacts and support if you are willing to get involved. We have definitely found it to be beneficial as one of the largest and most active networks in Scotland



Lara Findlay

Where do you read your copy of Business Comment?
I enjoy flicking through my copy in with a cup of tea in the morning and looking for familiar faces!

GET WITH IT

By Bill Magee

Scottish Business Technology
Writer of the Year



No one attending an Edinburgh "Cyber Insecurity" conference at the Merchant's Hall was left in any doubt about the inextricable linkage between the economy and crime via the internet.

MBM Commercial was behind the event when the spotlight was put on acts of fraud, ransomware and other invidious forms of online behaviour becoming more prevalent and significantly more sophisticated.

The central point was made that no longer is such activity the sole domain of the teenage bedroom hacker. Rather it's become a mainstream focus for organised crime groups across the globe.

As a consequence the risk to companies of whatever size is now a question of when not if.

So highlighting the legal rights and remedies available to business and commerce in dealing with the aftermath of such fraud and

other online criminal acts was never more timely.

This included looking at litigation options, both in terms of what can be recovered and who you can seek to recover damages from plus practical and tactical considerations for such litigation.

An impressive line-up of speakers collectively told it how it is.

They included ex-Accenture's Jamie Gardiner of Ampersand Advocates, Detective Inspector Eamonn Keane of Police Scotland of the Specialist Crime Division (Cybercrime), Professor Bill Buchanan of Edinburgh Napier University's school of computing, and Cat

MacLean and Andy Harris, partners with MBM Commercial.

Such is the growing cost that The Economist reckons when it comes to financial damage to business and the economy: "Cybercrime and Business? Think of a Number and Double It."

PwC's 9th biennial global economic crime and fraud survey of 7000 businesses in 123 countries, including 146 in Britain, highlights that half of UK organisations have been victims of cybercrime in the last two years.

Of those almost one quarter have lost in excess of £720,000 as a result with the report stressing a growing complexity in online crime and with it the highly damaging economic cost.



2018 – a year of opportunity but even greater security challenges lie ahead

Scottish business AST Risk Consultancy & Training Services Ltd is predicting that 2018 will present businesses with a greater range and complexity of security challenges as technological development gathers pace.

Company founder Alan Stenhouse, who has spent his career advising businesses of all sizes on security, believes the pace of change must be accompanied by an increased understanding of how to tackle the potential risks that new and emerging technology brings.

Alan said: "The pace of innovation and technological capability will undoubtedly continue, if not increase, in 2018.

"Businesses will continue to transform the way they work, adopting greater digital focus and becoming more agile to exploit back office optimisation through automation.

"Organisations will also continue to explore usage of the Internet of Things to gain competitive advantage.

"Clearly, there is a strategic threat from disruptive technology. However, this also brings significant opportunities in which to develop services or consumer products that really stand out from the pack.

"With increasing dependency on customer information, intellectual property or HR records being held in digital format, businesses will also look to greater use of Cloud Services or outsourcing for data processing, storage or back-up facilities.

"However, they must be confident that suppliers have established strong security protocols to stave off the cyber threat.

"Businesses will require assurance that their data is safe and secure from attack so their focus on Supply Chain or Vendor Risk Management has to increase.

"This is essential as we approach the GDPR live date on May 25th where more punitive fines will be levied for data breaches where organisations are found to be negligent in approach.

"Let's also be clear, the cyber threat is not going to go away anytime soon and will continue to become more sophisticated and disruptive in 2018.

"As technology advances, it is critical that the risks associated with these new capabilities are fully understood and managed. If not, we are merely opening new avenues in which attacks can be perpetrated.

"All in all, we should not be fearful as we head into 2018, albeit I fully expect that manifesting a cyber awareness culture through staff behaviour must be a key focus for organisational training and awareness programmes if we are serious about effectively managing the threats that lie ahead."

Alan advises businesses of all sizes on information and cyber security. AST Risk Consultancy & Training Services can be contacted at

Web: www.astriskconsultancy.com

E mail: as@astriskconsultancy.com

Tel: 07969 050393

Businesses will require assurance that their data is safe and secure from attack so their focus on Supply Chain or Vendor Risk Management has to increase.



The Edinburgh Chamber has had an incredibly busy few months on the event front! We hosted our biggest ever Annual Business Awards which this year moved to the Edinburgh International Conference Centre to accommodate the events' growth. Over 550 of the city's business leaders attended the event, with 69 organisations shortlisted over 16 categories.

Speakers on the evening included Graeme Smith, Managing Director at the Amazon Development Centre Scotland, Colin Temple, Managing Director at schuh and Sophie Dekkers, UK Country Director at easyJet.

Our Awards showcased the vibrant, enterprising and fabulous business community we have in Edinburgh. We celebrated businesses of all sectors and scale – from Best Start Up winners Projekt 42 to Best Performing 51+, Edinburgh Trams.

New category this year, the Inspiring Partnerships award, recognised businesses engaged in sustainable and valuable partnerships with the third sector. We're delighted to say this was one of the most entered categories, highlighting the appetite

from the business community to address the inequalities in our city. The winners of this were The Kitchen with the Citadel Youth Centre – congratulations! A full list of winners can be seen overleaf.

Networking events are a staple in our calendar, so as well as our Business Awards, over the past 2 months we've hosted a successful Breakfast Speed Networking, Lunch at Brewhemia and members even joined us on stage at the Edinburgh Playhouse for breakfast, before heading off on a behind-the-scenes tour!

We've heard from an excellent line-up of speakers too including Alex Cruz, CEO and Chairman of British Airways, who joined us at our recent Premier Series Dinner; Les Montgomery, Chief Executive of Highland

Spring who provided a business update and Lucinda Bruce-Gardyne, Product Director at Genius Gluten Free – who shared her journey from recipe testing in her kitchen to creating a multi-million pound business. It's safe to say we've learnt a thing or two from these events!

Over the next two months, we've got some exciting events coming up to suit every audience. From Chamber NetWalking to our Developing Edinburgh event with Alex Hynes of ScotRail and a Behind the Scenes Tour at the Scottish Parliament, we've got you covered!

We hope to see you at one of our events soon!

If you have any queries or would like more information of our events, visit our website www.edinburghchamber.co.uk/events, or email us: events@edinburghchamber.co.uk



Winners List - Edinburgh Chamber of Commerce Awards 2018

Best Performing Business (1-10 employees) sponsored by DJ Alexander: **AM Bid Services**

Best Performing Business (11-50 employees) sponsored by DJ Alexander: **Grassmarket Community Project**

Best Performing Business (51+ employees) sponsored by DJ Alexander: **Edinburgh Airport**

Developing the Young Workforce sponsored by Developing the Young Workforce: **CompanyNet**

Creative Marketing sponsored by Cameron Presentations: **Lothian Buses**

International Trade sponsored by Regus: **Edinburgh Airport**

Innovation in Business sponsored by Forth Ports: **Games without Frontiers**

Young Leader of the Year sponsored by Turcan Connell: **Chris Kirk, Chisholm Hunter**

Highly Recommended: **Sarah Singh, Edinburgh Trams**

High Growth sponsored by Edinburgh Airport: **BSC Edinburgh**

Excellence in Health and Safety: **Edinburgh Trams**

Best New Start Up sponsored by Business Gateway: **Projekt42**

Director of the Year sponsored by the Royal Bank of Scotland: **Celine Sinclair, The Yard**

Diversity in Business sponsored by Edinburgh Trams: **Dishoom**

Responsible Business sponsored by City of Edinburgh Council: **Anderson Strathern**

Inspiring Partnership sponsored by Essential Edinburgh: **The Kitchin with Citadel Youth Centre**

Highly Commended: **Hibernian FC – GameChanger Initiative Hibernian FC through its involvement with the GameChanger Initiative.**

Lifetime Achievement, sponsored by the Edinburgh Chamber of Commerce: **Mally Graveson of Heehaw**



**Amy
Browne**

Amy serves up Brazilian experience

Fazenda Edinburgh is the latest restaurant to open on Edinburgh's George Street. Offering a Brazilian rodizio dining experience, it's the first of its kind in Edinburgh.

Relationships & Events Manager, Amy Browne, joined Fazenda Edinburgh in November last year after six years working for Etihad Airlines where she travelled the world, gaining a passion and knowledge for great food and wine.

Fife-born Amy is welcoming guests from across the business community to experience Fazenda's unique offering at regular events and networking dinners in the restaurant's private dining room.

Fazenda embraces the roots and traditions of Brazilian gaúcho culture, offering guests a selection of the finest grilled meats, carved at the table. Wine is also a key ingredient of the Fazenda experience, with a carefully-curated wine list offering diners a perfect accompaniment to every cut of meat.

The stylish 175-cover restaurant also includes an inviting bar with floor-to-ceiling windows looking on to George Street.

If you're interested in visiting Fazenda, or would like to meet Amy, you can contact her on amybrowne@fazenda.co.uk



**Matt
Hall**

New developments at the CMI for Matt

Matt Hall has been appointed as the new Development Officer at the Centre for the Moving Image (CMI).

CMI incorporates the Edinburgh International Film Festival, Filmhouse in Edinburgh and Belmont Filmhouse in Aberdeen. The CMI works across Scotland, the UK and internationally, seeking to increase the range and quality of opportunities for people to be inspired by and engage with film and the moving image.

With prestigious red carpet events at the festival, to a year round programme of cinema at Filmhouse, Matt is keen to speak those interested in high-profile sponsorship opportunities, or the fantastic staff benefits that come with corporate membership.

To find out more, and to discuss your favourite movie, contact: matthew.hall@cmi-scotland.co.uk



**Sarah
Brown**

Sarah joins Dalmahoy Hotel and Country Club

Sarah Brown has joined the Dalmahoy Hotel and Country Club as Director of Sales and Marketing. Sarah joins the 4* resort with a wealth of industry experience, including roles at Crieff Hydro Family of Hotels and The Gleneagles Hotel. Sarah is excited to be joining Dalmahoy, now operating as an independent hotel, to help create the best experience possible for customers.

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Edinburgh Chamber of Commerce, Business Centre, 2nd Floor, 40 George Street, Edinburgh EH2 2LE
www.edinburghchamber.co.uk

President: **Scott Black**
Chief Executive: **Liz McAreavey**

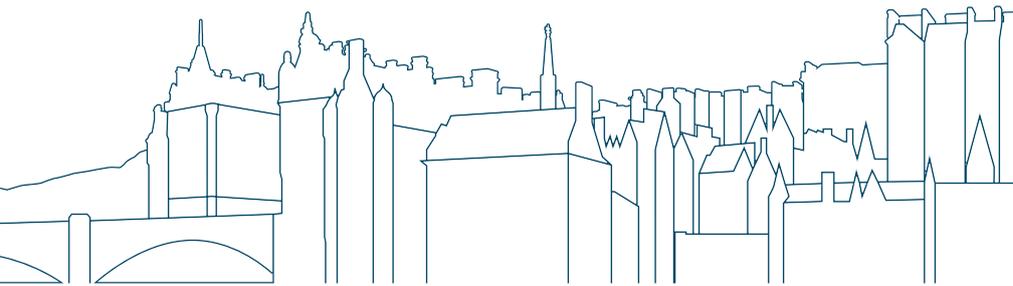
EDITOR:
Emma Reid, Tel: **0131 221 2999**
Email: emma.reid@edinburghchamber.co.uk

FEATURES EDITOR
David Forsyth, Tel: **07887 955778**
Email: david@benchmarkpr.co.uk

PRODUCTION & DESIGN
Distinctive Group, 3rd Floor, Tru Knit House,
9-11 Carloli Square Newcastle Upon Tyne NE1 6UF
Tel: **0191 5805990**
Email: production@distinctivegroup.co.uk
www.distinctivepublishing.co.uk

ADVERTISING
Contact: **John Neilson**
Commercial Director, Distinctive Group
Tel: **0191 5805990**
Mob: **07813 874970**
Email: john.neilson@distinctivegroup.co.uk
Distinctive Group, 3rd Floor, Tru Knit House,
9-11 Carloli Square Newcastle Upon Tyne NE1 6UF

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