

Business Comment



DECEMBER/JANUARY 2018

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Edinburgh College commits to developing the STEM workforce of the future

Innovation and sustainability

Welcome to this issue of *Business Comment*, focused on the work of your Chamber and its members in innovation and sustainability.

Creating new and sustainable ways of doing things, doing things better, and reducing waste from our systems are business critical issues - but they affect every facet of life.

Edinburgh, I am happy to say, is world-leading in some aspects, perhaps none more than in how we make machines think and communicate more like humans - cognitively - and how we harness the colossal and ever growing resource of big data.

In these fields the University of Edinburgh's School of Informatics is eminent and Professor Jon Oberlander provides us with lots of food for thought, as does his colleague Professor Kenneth Amaeshi, Director of the Sustainable Business Initiative at the university.

The magazine looks at the move towards creating a "circular economy" in which waste is designed out of business processes - great for the planet and for

the bottom line - and the work being undertaken by your chamber.

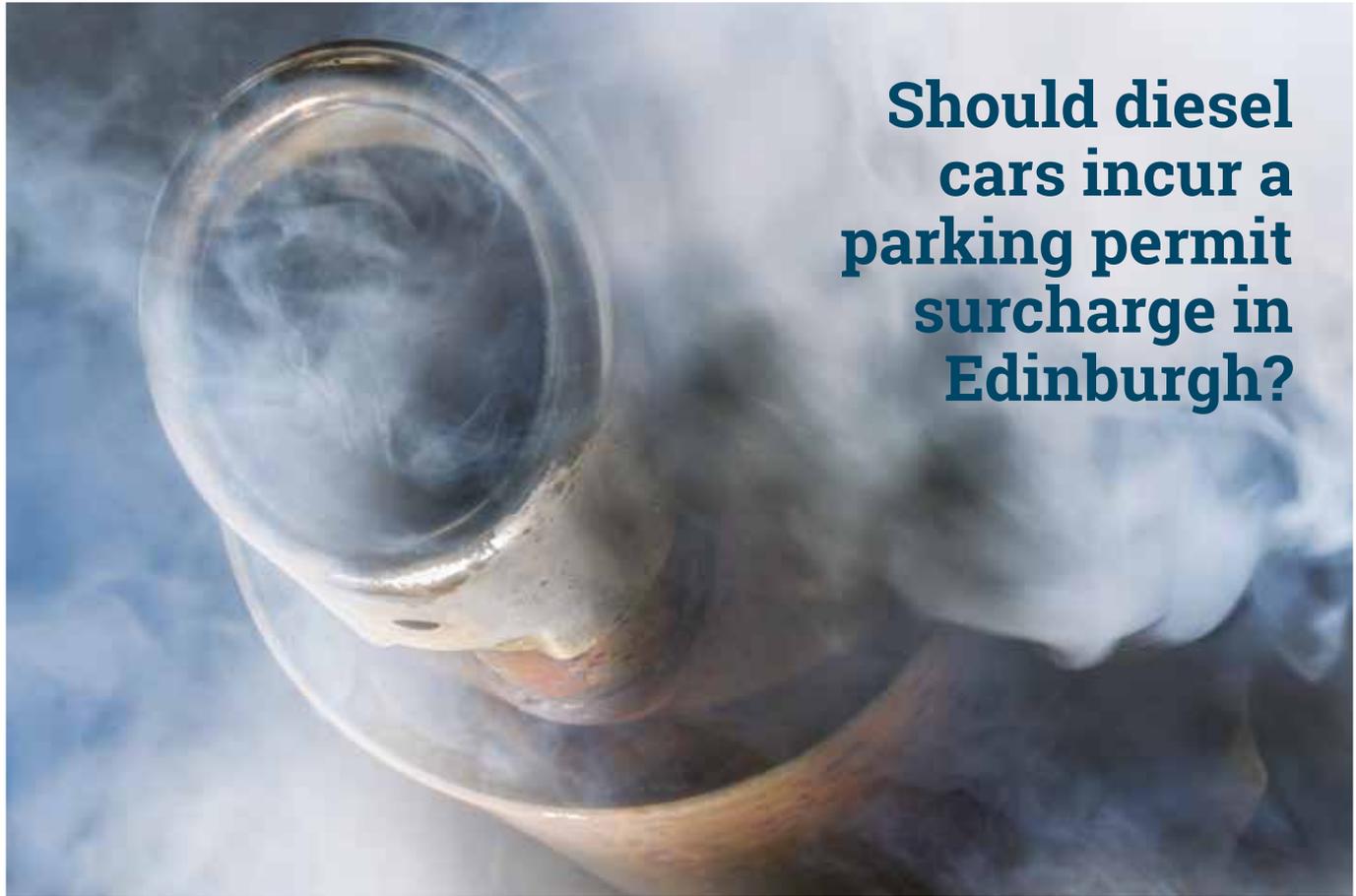
As ever, our members are demonstrating their constant capacity to innovate. Two striking examples in the magazine are the environmental consultancy undertaken by Vegware in helping food businesses and others achieve low carbon, environmental packaging and waste solutions; and the award-winning trade waste management initiative run in partnership by city centre BID company Essential Edinburgh and Changeworks which is delivering a raft of positive outcomes.

Enjoy the magazine



Liz McAreavey
Chief Executive,
Edinburgh Chamber
of Commerce

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Should diesel cars incur a parking permit surcharge in Edinburgh?

That's the question posed in a new consultation being run by the City of Edinburgh Council as it carries forward Edinburgh's Parking Action Plan.

As part of the Parking Action Plan, the Council is reviewing parking permits in the Capital in a bid to improve air quality and enhance quality of life.

The three-month consultation, which runs until 28 January 2018, seeks feedback on a proposal to add a surcharge on to residents' parking permits for diesel vehicles.

Diesel vehicles work best for longer journeys on motorways, but are not well suited to shorter and slower trips in built-up areas like Edinburgh's city centre. There is growing evidence to suggest that diesel engines:

- contribute to poor air quality
- increase the risk of lung cancer
- can cause heart attacks and
- reduce life expectancy

Major European cities such as Paris and Madrid have pledged to ban diesel vehicles entirely by 2025 and at least nine London Boroughs



Lesley Macinnes

have already introduced a diesel surcharge on residents' parking permits.

With an estimated 8,000 diesel permit holders' vehicles in Edinburgh, the Council needs to consider how it can tackle pollution, enhance air quality and improve the health of people living and working in Edinburgh.

Councillor Lesley Macinnes, Transport Convener, said: "Evidence is mounting that diesel emissions are causing serious health problems and worsening air quality in cities across the globe and many cities are already taking steps to combat this. We're keen to see what people in Edinburgh think of the idea of adding a surcharge to residents' parking permits for diesel vehicles.

"I'd urge everyone to take a few minutes to complete the online consultation and to let others know about it as well. After it closes on 28 January, we'll review the consultation feedback in a report to a future Transport and Environment Committee before deciding next steps."

Find the consultation on our Consultation Hub; consultationhub.edinburgh.gov.uk.

All current holders of residents' parking permits will be contacted directly about the consultation and paper copies will be available in libraries and local offices.

Anderson Strathern launch Alba Claims – a claims management company

Energised by the appointment of their new chair, Bruce Farquhar, Anderson Strathern is a full service law firm, with a steely determination to move with the times.

A recent example of their desire to innovate is the launch of a new business, Alba Claims – a claims management company with a difference, designed and engineered purely for commercial claims.

Alba Claims is a separate limited company operating at arm's length from Anderson Strathern and offers customers a no win, no fee service, in exchange for a percentage of any recovery. Whilst it is a familiar story in the personal injury world, it's not so for other types of claims.

Bruce explains that "We understand that charging on an hourly rate can be difficult, or even unthinkable for some businesses, especially where the outcome is uncertain. This results in millions of pounds of legitimate claims being forever unclaimed. A no win, no fee product can resolve this, for the right type of claims."

From experience, both Bruce and the Alba Claims co-founder, Alistair Dean believe that



the model has widespread appeal. The initial focus will be on insolvency, construction and insurance claims. However, it's not exclusive. The Alba Claims service is suitable for most types of commercial claims ranging from debt recovery to breach of contract. The key aspect is that the claim must be for payment of a sum of money.

Alistair confirms that Alba "are happy to look at any commercial claim and from our discussions to date, customers really

appreciate the concept of sharing of risk and reward."

Early signs are encouraging, since launch in October Alba already have claims worth £1m on their books. With aspirations to grow the brand rapidly on the back of its early success, the future for Alba Claims is certainly bright.

More information can be found at www.albaclaims.com or by telephoning Alba Claims on **0131 550 0401**.

Royal Mail is trialling nine electric powered vehicles in partnership with Arrival



The postal operator has begun trials at Mount Pleasant Mail Centre in London, with three 6-tonne trucks, these will be followed by three 3.5-tonne vehicles and another three 7.5-tonne trucks later in 2017. The mail centre has

already been fitted with charging stations and is the first to trial the new trucks in the UK.

If successful, Royal Mail will be considering rolling out the trucks to other parts of the country, including Scotland.

The vehicles are being used to transport mail between mail distribution centres. The co-branded red Royal Mail electric vehicles are the first trial vehicles to be produced at Arrival's new factory in Banbury, Oxfordshire.

Paul Gatti, Royal Mail Fleet's Managing Director, said: "Royal Mail is delighted to be collaborating with Arrival and pioneering the adoption of large electric commercial vehicles.

"We are pleased to be the first fleet operator to take delivery of and trial these new larger payload vehicles which will complement the 100 electric vans we recently ordered. We will be robustly putting them through their paces

to see how they cope with the mail collection demands from our larger sites.

"Royal Mail is trialling a variety of vehicles to see which work best for us. We have trialled electric trucks before but not of this type of design and look forward to seeing what additional benefits they can bring to our existing fleet of around 49,000 vehicles."

Royal Mail has also purchased 100 Peugeot delivery vehicles, some of which will be seen on the streets of Edinburgh before Christmas.

Arrival says its electric vehicles beat conventional commercial vehicles on price, design and capability and will help to reduce the pollution and noise producing zero emissions for the first 100miles they travel.

All vehicles will be maintained by Royal Mail Fleet, which has 19 workshops across Scotland.



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Women don't invest enough in pensions and are underinsured says new report

Financial institutions urged to make products 'work harder' to address gender financial security gap



Carolyn Saunders
Pinsent Masons LLP
Head of Pensions and Long-Term Savings

Women are not investing enough in pensions and are underinsuring themselves – creating a “gender financial security gap” - according to a new report by legal firm Pinsent Masons and leading gender charity The Fawcett Society.

A combination of socio-economic factors and the impact of gender stereotypes are to blame for the imbalance and the report calls on financial institutions to “work harder for women” to help tackle the situation.

The report, ‘Closing the Gender Gap: Female consumer engagement in Financial Products’ reveals that women are increasingly taking household financial decisions, with 2020 cited as the ‘tipping point’ when women will make the majority of financial decisions in the home.

However, the reality of women’s lives means that the financial risks they face are both more numerous and complex than men. Women face factors such as a lower starting salary when they enter work; a wider pay gap; having to take time out to care for children or relatives; unequal split of assets and loss of income after divorce; childcare costs; and higher prospects of living with severe health conditions.

Despite these risks, the report finds that women are underinvesting in pensions and investment products and underinsuring themselves relative

to men, creating a ‘gender financial security gap’. This gap often means that the inequalities women experience during their working years are perpetuated and exacerbated in later life, and can put women’s financial independence on the line.

The report calls upon the UK’s financial services industry and policy makers to seize the opportunity to better engage female consumers. It suggests the financial services industry should develop new products and change marketing initiatives, which will not only increase women’s financial independence but bring financial returns in the UK market.

Pinsent Masons Head of Pensions and Long-Term Savings, Carolyn Saunders, said: “Pensions and investment products need to work harder for women. Financial service providers and policy makers need to help change the perception that finance is a man’s world, boost women’s confidence in their financial capabilities and develop products and advertising that speak to women.

“Women’s wealth is on an upwards trajectory and more financial decisions are being taken by women than ever before. Some organisations are already recognising and engaging with this change but on the whole financial products continue to be developed and marketed in much the same way as they always have been.

“For the financial institutions that recognise and engage with this change there is significant opportunity to make a positive impact on society while opening up a market which is arguably underserved.”

Sam Smethers, Fawcett Society Chief Executive, said: “Women are both carrying more risk throughout their lives and also less able to take action to address those risks. This is partly because women earn less and also tend to prioritise other things over their own financial security.

“But even when women are earning enough to save or invest, the financial information available to them and the choices they are presented with don’t appear to work for them. The financial services industry has a huge opportunity here to both put that right and help women to achieve financial independence at the same time.”

Some key findings:

Women's wealth

A quarter of women working full time earn over £35,000 per year. 2020 is cited as the ‘tipping point’ when women will make the majority of financial decisions in the home: 20% of women live in households with over £50,000 of financial wealth.

Pensions

Women are slightly less likely to be contributing to a pension than men. But they are only half as likely to pay in to a personal pension, and only 13% of self-employed women are contributing. Women paying into a pension hold only 70% of the value that men have.

Insurance

Women are less likely to have life insurance, with 31% insured compared with 36% of men. There is a 32% gap in the insurance wealth held by women and men with high-value estates on death.

Investments

Women are as likely to save as much as men but they save less, and in ways that may mean they are not maximising their wealth. Fifty three percent of UK women do not have a financial advisor, of those that do, 73% feel misunderstood by them.

Financial literacy & confidence

There is a gender gap in financial literacy in the UK, with 40% of women compared with 67% of men having high scores on knowledge of 8 key financial concepts. This links to a confidence gap: women on average think that they are less knowledgeable than other people when it comes to investing their money, and more likely to say that investment complexity puts them off.

Developing prosperity in Edinburgh through a low carbon lens

Recovering from the financial crash, political instability, Brexit. Don't businesses have enough on their plates without having to worry about carbon emissions?

That was just one of the questions raised by Lady Susan Rice, Chair of Scotland's 2020 Climate Group and Liz McAreavey, CEO, Edinburgh Chamber of Commerce, at a workshop organised by Edinburgh Sustainable Development Partnership, 13 November.

The aim was to provoke a discussion that would engage businesses in Edinburgh's planning for a sustainable future.

A previous audience at the City Arts Centre had already been 'provoked' by Martin Valenti, Vice Chair of Scotland's 2020 Climate Group.

"Scotland is on track to consume the equivalent of three planets' worth of natural resources if we continue to use them up at current levels," he had told them. "Setting ambitious targets to reduce greenhouse gas emissions gives Scotland a unique opportunity to create sustainable economic growth, improve the environment and benefit health."

Lady Rice and Liz McAreavey delivered a similar 'downside/upside' message: You might think climate change sounds alarmist, abstract or expensive but the reality is, decarbonisation is coming, there are simple, practical ways to start the process and you can make it work for your business.

"Businesses are very resilient," said Liz McAreavey. "Take Brexit. After the initial shock they started to get their heads around it. If we can put climate change in the forefront of their minds, they can handle that, too."

Lady Rice agreed, adding: "We need to offer examples, role models, partners to small businesses that don't have a lot of resource."

Liz McAreavey, Lady Rice and Martin Valenti were among 15 leading figures who met Christiana Figueres, former Executive Secretary of the UN Framework Convention on Climate Change, in October, at a meeting organised by Scotland's 2020 Climate Group.

Ms Figueres told them straight: addressing climate change is a moral and economic imperative.

"We must ensure global warming stays at 1.5°C because it's the only chance to protect the most vulnerable," she stated. "We need to ensure the economy transitions smoothly to



low carbon, with a 6-7% decarbonisation rate every year until 2050, starting in 2020. Is this possible? We think it is.

"It's amazing what's happening around the world," she continued. "Scotland is a global leader in offshore renewables. The UK, France and India are moving to electric cars. Despite the US coming out of the Paris Agreement, cities and companies in America are decarbonising anyway. They can see the benefits to the economy. China, India and the EU are already moving into the vacuum left by Washington."

The former UN diplomat was clearly inspirational.

"A key message I took away from Christiana Figueres is that every city, every business must find a way to reduce carbon emissions in a way that works economically," Lady Rice told attendees at November's workshop. "Don't separate out the economic imperative of your business from decarbonisation. Decarbonisation is not an add-on. It's about how you decarbonise in a way that works commercially for your business."

"Most corporates are starting to get the idea," added Liz McAreavey. "It's the smaller

businesses who are at risk of being left behind. Those with 1-10 employees are focussed on core activity, understandably. Companies the next size up tend to prioritise talent and scalability. We need to get sustainability in their business strategies."

Lady Rice agreed. "Learning from others can help."

Future events and case studies can be found on the following websites:

Scotland's 2020 Climate Group:
www.2020climategroup.org.uk

Edinburgh Chamber of Commerce:
www.edinburghchamber.co.uk

Resource Efficient Scotland's Green Network for Business:
www.resourceefficientscotland.com

Edinburgh Centre for Carbon Innovation:
<http://edinburghcentre.org>

No Need for a 'Norm'

By Iain Bunt

Creative Director, West End Design

As only the second person to contribute to this new feature in Business Comment, it comes without much of a template as to what perhaps the 'norm' is. But I suppose for me and for West End Design, the absence of a 'norm' is what we find great about being a Partner in Enterprise with the Chamber.

Every business we interact with is different, there is no 'norm' to speak of. And the same goes for the work we produce; every project we take on is unique. Whether producing a set of business cards for PMA Contracts, designing a tram wrap for Edinburgh Trams, working up scaffolding signs for Scopeqs, creating the graphics for the City Cabs app or even rebranding the Edinburgh Chamber of Commerce Business Awards 2018 – every job is different.

The Chamber offer us a diverse range of ways in which we can interact with many businesses we don't currently have on our books. We both benefit from and enjoy attending Early Start events, Spotlight Breakfasts and the Chamber Dining Club as well as the Summer and Christmas Mixers, varying workshops, and of course our very own NetWalking event. The 'norm' isn't applicable to the ways we build exposure to our business.

There's no one set way when it comes to exposing our business, and the offering of the Chamber goes beyond the above. I mentioned earlier about the Edinburgh Chamber of Commerce Business Awards which has grown year-on-year since its inception seven years ago, so much so that for 2018 the Chamber realised they were 'gonna need a bigger boat' and relocated to the Edinburgh International Conference Centre. The Chamber Awards are open to all members and are a great way to showcase your business - the range of categories certainly mean that everyone is eligible. Having been shortlisted for the 2017 event, the exposure from a nomination is especially good for our business and others that don't necessarily have the promotional or advertising budget of a major corporate.

Returning to the Jaws quote for a moment, the Chamber isn't under threat from a shark attack, the waters are far friendlier and tranquil. Want a chat and maybe some pointers, advice or a chance to discover some new connections? Just pick up the phone, or pop in for a coffee, there's generally someone on hand to support and assist members like you or I through any queries we may have. Believe me, we've taken advantage and will do again.

Through our relationship with the Chamber, we were delighted to develop a strong working relationship with Edinburgh Trams who sought out a design supplier that were specifically a member of the Chamber. You'll have seen our work throughout the tram network, from the bright pink tram stop ends, to tram stop posters, to full blown wraps like January's Tramspotting promotion. Relationships like this are invaluable



and not one you could necessarily develop in an organisation that offers the 'norm'.

I don't think I've used the word 'norm' so many times in my life, but if it helps even one other business take the strides to expose their business through a Chamber outlet they haven't experienced for themselves, then my job here is done. I look forward to meeting more of you as our relationship with the Chamber, and all of you, continues to grow and develop.

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Sustainability is the New Innovation

Innovation is a crucial business success factor. It matters to both small and big, as well as new and old, business. To remain competitive and sustainable, a business must embrace innovation and an enabling culture for it. This is a key characteristic of the world's most innovative companies.

Innovation can come in the form of product, process, and or service innovation. It can be radical or incremental. The Pebble smart watch is a radical innovation, revolutionising the wrist watch's purpose to do more than just a time piece. Incremental innovation, as the name suggests, is about gradual changes to existing practices.

Innovation is also about adjustments and adaptations to changing demands, patterns, and social needs. The world is ever changing. Successful businesses often understand this and effectively align to make the necessary adjustments in time to remain in business. One of the current social pressures is the need to meet the UN Sustainable Development Goals (SDGs) which are being mainstreamed and adopted by different countries and nations, including Scotland.

A key SDG objective is to balance business and market interests against social and environmental needs. In other words, the SDGs require businesses and entrepreneurs to consider the social, environmental and economic implications of their decisions and practices in a balanced manner. This is a radical shift from a business system, which has always prioritised economic outcomes or profits above social and environmental outcomes. It is at the heart of the sustainability agenda, which is changing the way business performance is measured. As such, sustainability has become the new leadership and a significant source of innovation.

Scotland stands a very good chance to take advantage of the sustainability induced innovation and is making good use of it. Despite her rich engagement with fossil fuel, which is now known to have significant negative impacts on the environment, Scotland is reinventing, making significant inroads into renewable energy – especially from wind – for instance. This is not mere happenstance.



Professor Kenneth Amaeshi

Sustainable innovation, in Scotland, is supported by a raft of enabling network of policies, infrastructure, and practices. The presence of the Green Investment Bank in Scotland, for instance, and the investments the Bank has made, must have contributed to catalysing the growth of sustainability induced innovation in Scotland. In addition, the Scottish Government, through Zero Waste Scotland (ZWS), is significantly promoting the practice of circular economy – another sustainability agenda essential – as the new source of innovation and efficient use of natural resources. According to ZWS, the circular economy is: "Where everything has value and nothing is wasted. It's about new business models, products designed with their whole life cycle in mind, remanufacturing and reprocessing to create new products from old, and re-using and repairing – all to keep products and materials in the economy for as long as possible".

It is believed that a strong capability in the circular economy will reposition Scotland in the global scheme of things. One of the aims of ZWS is to empower businesses and entrepreneurs in Scotland to position for the new future of innovation spurred by the demands of circular economy. This, in itself, is creating a new wave of businesses in every sector – including l'imperfect, an Edinburgh-based innovative food waste management and reduction social enterprise.

There are also other platforms promoting sustainable innovation for Scottish businesses and entrepreneurs. One of such platforms is the Sustainable Business Initiative (SBI) at the University of Edinburgh Business School. Beyond research, SBI is actively involved in capacity building and industry engagement. For example, in response to the growing demand for expertise in sustainability, especially by middle managers, SBI has developed an innovative programme – Advanced Sustainability Programme – to fill this market gap. The programme will bring a global audience to Edinburgh in May 2018. It will present a good opportunity for sustainability professionals in Scotland to learn from, and network with, their peers from other countries.

This is not the entire story of the progress Scotland has made in this area. However, they point to the shifting nature of things and the growing relevance of sustainability, as the new innovation, which is redefining the business landscape. In order to survive and thrive, businesses and entrepreneurs will, by necessity, need to be innovative and align with the sustainability agenda. It is obviously an inescapable option!

Amaeshi is an international expert in sustainable financial systems. He is the director of the Sustainable Business Initiative, and holds a chair in business and sustainable development, at the University of Edinburgh. He tweets @kenamaeshi

"Where everything has value and nothing is wasted. It's about new business models, products designed with their whole life cycle in mind."

What does a successful charity partnership look like? Rock Trust and Tesco Bank share their experiences

At the Rock Trust we take our partnerships very seriously, only working with organisations whose values match our own.

We believe partnering with a charity can have many benefits – and partnering with a local charity can have even more. Not only can it make commercial sense, there are additional benefits around enhancing a CSR agenda, attracting a higher calibre of staff, along with increased staff engagement and employee retention.

Additionally, customers are more likely to buy products or services that include a charity donation than one without – a decision to buy from a company can be affected by whether that company engaged with charities and its local community.

A common perception of charities is that they are ‘those nice organisations that do the good things’. However, charities are also professional organisations with very high levels of public trust, loyalty and brand recognition.

■ **Did you know that 88% of millennials want to work for companies who have a social values that meet their own?**

■ **86% would leave that employer if they stopped meeting their expectations.**

Since March 2017, one of our main Corporate Partnerships has been with Tesco Bank, one of Edinburgh’s biggest employers.

Chris Newton, Tesco Bank’s Community Investment Manager gave us an insight into the partnership:

Why did Tesco Bank choose the Rock Trust?

Each year we give our colleagues the opportunity to nominate and vote for their preferred charity partner. The Rock Trust’s aim “to end youth homelessness in Scotland” is simple and effective. Having such a clear statement of intent is something that resonates with people and this ideal, coupled with the volunteering opportunities they are able to offer staff, struck a chord with a large number of colleagues who will have witnessed homelessness and wondered how they could make a difference.



What are the benefits of working with a local charity?

Our colleagues are more passionate about supporting charities that are close to their hearts in the communities in which they work and live. It makes it easier for them to go and volunteer with the charity during work time and helps to highlight a social issue in their community that they might not have known much about.

Colleagues can see where the fundraising is going, what impact they are making and the tangible benefits that it has to the charity’s service users and the wider community.

What advice would you give a business looking to partner with a local charity?

- Find a charity and a cause that resonates with your colleagues and that fits with the ethos, strategy or aims of your business.
- Set realistic targets for fundraising and volunteering.
- Consider the charity as part of your team and work with them so that both parties can achieve their objectives.
- Ensure the charity is visible and engaged with all colleagues.

■ Ensure that staff are given time to organise and participate in a range of fundraising events or volunteering opportunities.

■ Partnerships thrive when both parties work well together and that has certainly been the case with the Rock Trust.

■ Enjoy it!

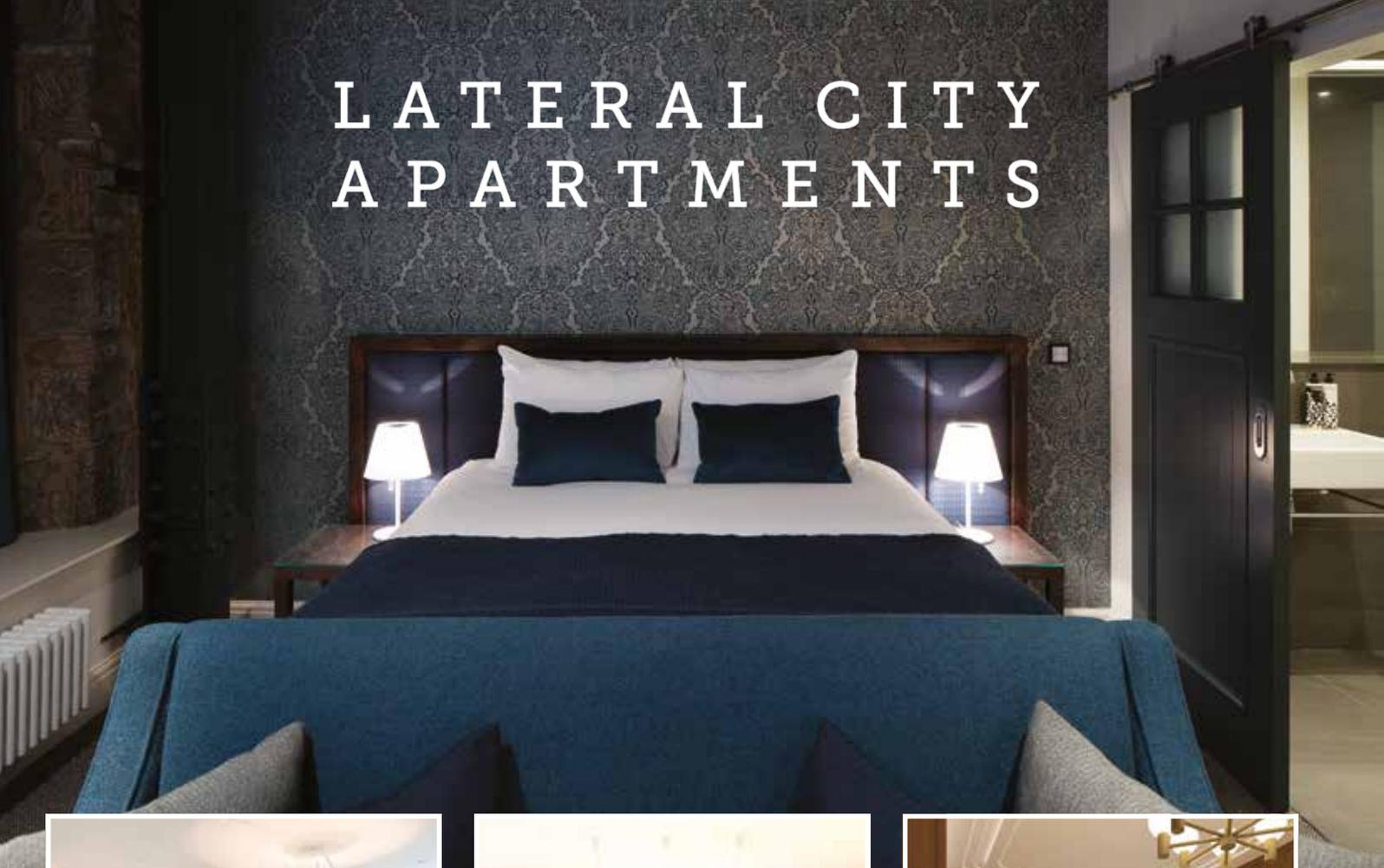
40 of Tesco Bank’s staff took part in the Rock Trust’s annual Sleep Out on 3rd November. Chris said: “This was an eye opening and humbling experience for the forty Bank colleagues who took part and it really hit just how difficult it actually is to be on the streets and to sleep rough. It highlighted the issues their young people face and has given us the greatest insight into why we have been fundraising this past year.

Rock Trust have been a joy to work with, not only have they supported us to deliver our events but they’ve regularly inspired our staff to go that bit further to support their local community”.

Sleep Out 2017 has raised a staggering £62,000. All funds help the Rock Trust provide their vital services to young people who are homeless or affected by homelessness.

If you would like to find out more about partnering with the Rock Trust, please contact Kate Dixon on **0131 524 9868** or Kate.Dixon@rocktrust.org or visit www.rocktrust.org

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Name: Valerie Cowan
Business name: Valeco Recruitment
Start up date: October 2016
Website: www.valeco.co.uk



Tell us a bit about your business?

Valeco Recruitment are an independent recruitment consultancy who offer support to both candidates and clients on a temporary, permanent and contract basis.

What makes your company unique?

I offer a tailored and personal service to everyone I work with whether it be a candidate or client. Being independent I offer an honest and reliable service 7 days per week along with times that suit our candidates and clients. I will not work a vacancy that I do not feel I am experienced and educated in recruiting for.

What motivated you to set up in business?

The last consultancy I worked for had gone into administration and when I had seen what I had achieved in under two years I knew that I had the ability and key attributes to build my own consultancy.

How long have you been trading?

1 year.

What do you like most about running your own company?

Flexibility where I can have the right work life balance and spend time with my family and horse.

What has been your greatest business success to date?

Placing four candidates into a brand-new organisation in Edinburgh where we were up against two large UK agencies.

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

Managing time, I have been fortunate to have had great administrative support over the years and when you are working for yourself you are the administrative assistant.

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

I would like to have a permanent administrator by then join me along with having our brand more recognised across Edinburgh and The Lothians as an honest and reliable consultancy.

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

Look at your market, who are your competitors, what will make you different and what you would do in your first year and have a plan.

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Business Email Compromise (BEC)

- Business Email Compromise (BEC) will typically start with an email being sent from a scammer to a member of staff in a company's finance department. The member of staff will be told by the scammer who is purporting to be a company director or CEO that they need to quickly transfer money to a certain bank account for a specific reason. The member of staff will do as their manager has instructed, only to find that they have sent money to a scammer's bank account.
- The scammer will normally redistribute this money into other mule accounts and then close down the bank account to make it untraceable.
- Out of the £32 million reported to be lost by businesses to Business Email Compromise, only £1 million has been able to be recovered by the victims. This is due to businesses taking too long to discover that they have been the victim of fraud and the lost money already being moved by scammers into mule accounts. Most businesses reported initially being contacted via emails with gmail.com and yahoo.com suffixes.
- These are targeted phishing scams that are not mass e-mailed. The crooks behind them take the time to understand the target organisation's relationships, activities, interests and travel and/or purchasing plans.
- If you receive a phone call requesting confidential information, verify the request is authentic through your usual contact details held on file
- If you are asked by a caller to cut off the call and phone your bank or card provider, call the number on your bank statements or other document from your bank, using a different phone if possible
- Do not readily click on links in emails from unknown sources
- Be on your guard for payment requests that are unexpected or irregular, whatever the amount involved
- Always check with the person you believe sent the email
- Consider setting up a dual process for payments, where two individuals authorise a transaction.

How does Business Email Compromise work?

1. Someone poses as a manager of a company instructing staff to make a wire transfer into the scammer's account
2. Scammers pose as the IT services department of a bank saying they want to make a test transfer - but it's not a test
3. Scammers claim to be a supplier and ask for outstanding invoices to be paid into a new bank account
4. Employees click on links within phishing emails containing malware which authorises small payments to the scammer's account.

How to avoid Business Email Compromise Attacks

- Never reveal personal or financial data including usernames, passwords, PINs, or ID numbers.
- Do not open email attachments from unknown sources

<h3>90%</h3> <p>of cyber crime is as a result of malicious code, phishing, stolen or high-jacked devices and malicious insiders*</p>	<h3>70%</h3> <p>of organisations have been compromised by a successful cyber attack in the past 12 months*</p>	<h3>30%</h3> <p>of organisations experience a phishing attack every day*</p>
<p>*Source: Chief Security Office Joint Operations Centre Education Outreach and Awareness</p>		



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ScotLIS testing in the Scottish Highlands

As the private beta phase of Scotland's brand new land information service finishes and the development moves into its next stage, the team travelled to the Highlands, to Inverness, to do some 'beta' research.

Following on from the alpha day workshop which took place in August while the product was in the alpha phase of development, the trip to Inverness on 4 & 5 October started with five 1:1 sessions with a range of business users and 'pop-up' research in the city's Eastgate Centre with members of the public who will ultimately be the citizen end user. Day two was 'beta day', a series of workshop sessions focused on business users working in more rural areas.

Held at Jury's Inn, there were 10 attendees in total on the day who worked across a range of sectors. The majority were representatives from solicitors firms dealing with domestic, rural and commercial legal work plus stakeholders from the local authority and forestry commission. The format was based on the successful alpha day template where, after a brief introduction to the service, the

attendees went on a walk-through of ScotLIS for land and property held on the Land Register followed by a Q&A session. The afternoon workshop focused on a walk-through of how ScotLIS exposes the much older data held on the Sasine Register. The day came to a close with a Q&A session for Sasines, a brief findings round up delivered by the team and a chance for attendees to give their thoughts using anonymous feedback forms.

Effective research requires coverage of a wide demographic and the ScotLIS beta day in the Highlands certainly helped achieve this. The combination of engagement and collaboration with stakeholders in more rural areas with different perspectives and requirements to those from the central belt, for example, was also beneficial to the attendees.

Hilary Brownlie, lead service designer on the ScotLIS development team highlights the

importance of usability testing sessions like beta day:

"Collaboration and engagement with stakeholders like this is vital to the development of new services which form part of our digital transformation programme here at Registers of Scotland. Events like those held recently in Inverness give us the opportunity to share ScotLIS, whilst users, some of whom due to their geographical location we wouldn't have the opportunity to meet face to face, can provide suggestions and share their ideas and knowledge with us."

Scotlis.ros.gov.uk was officially launched as part of the Registrars of Title Conference on 24 October but we would still like to hear from business users who would like to be involved in ongoing usability testing, please contact ruth.baxter@ros.gov.uk for more information.

"Collaboration and engagement with stakeholders like this is vital to the development of new services which form part of our digital transformation programme here at Registers of Scotland."

Name: Teresa Bray

Business name: Changeworks

What you do in 50 words: I am Chief Executive of Changeworks, one of Scotland's largest environmental charities. I strive to create a culture where our 200 employees and volunteers feel inspired and able to contribute to achieving our organisation's goals, to reduce carbon, waste and fuel poverty. We help organisations and individuals to work and live more sustainably.

Theme: 10 top tips for a greener winter

1. Be more energy efficient: Switch off lights and appliances when not in use, upgrade your lighting to LED and buy energy efficient appliances. Fire up your employees about energy efficiency – turning off one PC monitor left on at evenings and weekends saves 1kg of CO2 over a year. Potentially huge savings if applied across Scotland's workforce.

2. Stay warm: Control your heating at work and at home - don't let it control you. Look at employee work patterns to help inform an efficient heating schedule. Use a thermometer to gauge whether it's time to turn up the heating, or have a hot cuppa instead.

3. Change to renewable energy: Buy your electricity from a 100% renewable supplier, divest from fossil fuels and even look into ways you might even be able to generate your own energy.

4. Travel sustainably: Cut your air miles and go by train, bus and bicycle, or consider going electric by adding electric vehicles to your fleet. Encourage and engage your employees on low carbon travel by joining up your policies and practice.

5. Reduce consumption: Buy and use only what you need. One person printing 40 fewer sheets of paper each week saves 2,080 sheets or over four reams of paper each year. At home, planning meals and making a shopping list can save money and cut food waste.

6. Reuse what you've got: Carry a reusable cup for those takeaway coffees or teas. Using a reusable cup can help reduce waste and carbon emissions by up to 92% compared to disposable cup production. Encourage employees to set up a swap scheme to exchange and reuse unwanted items.

7. Organise your business recycling: Get advice on how to reduce your waste, lower your carbon and cut costs. Our subsidiary Changeworks Recycling recycled 5,700 tons of their clients' business 'waste' in 2016-17, diverting it from landfill. Call 0800 694 0158 – the team will be happy to help.

8. Support your local environment: Do something positive for your local environment by volunteering with local environmental projects. Employees can develop new skills, build on existing knowledge and gain new experience. It's good for your CSR too.



9. Champion change in your workplace: Demonstrate best practice and set up an employee Green team to inspire your workforce to work and live a lower carbon lifestyle, with regular green tips, campaigns and initiatives.

10. Calculate your carbon footprint: See where you can cut carbon emissions, make savings, improve efficiencies and support your company's corporate social responsibility policy. We can help you improve employee take up of low carbon behaviours.

Facebook: [@ChangeworksUK](#)

Twitter: [@ChangeworksUK](#)

LinkedIn: https://www.linkedin.com/company/changeworks_2/

How can organisations engage with their customers through innovative, sustainable products & packaging?

It's really important that organisations engage with their customers in any way they can. In our case we produce quality low carbon environmentally-friendly products, made from renewable or recycled materials, which can all be recycled with food waste where facilities exist. Because of this we like to give our customers all the info they need to promote what they're selling and where they can dispose of their products. Here's a couple of ways we like to engage with our customers.

Environmental consultancy

Vegware has over a decade of experience in delivering food and packaging waste recycling solutions. Our Environmental team helps customers close the loop and join the circular economy, providing support every step of the way.

Our unprecedented engagement with the waste industry allows us to work with waste hauliers to ensure compostable packaging and food waste is collected for composting.

Because our products are designed to be composted after use it's important we provide options and advice to our customers on how to best dispose of their Vegware. That's why we've launched our very own 'Close the Loop' waste collection service in Scotland. Our service is flexible and competitive, collecting clients' used takeaway packaging and food waste for composting.

The collection service is competitively priced and completely flexible with no contract tie-ins, customers have a choice of collection days and the option to rearrange at short notice. We also provide a new clean bin with every collection.

Used Vegware and food waste will be composted outside Glasgow at Blantyre, creating high-grade compost in a matter of weeks.

Communicating sustainable benefits

As well as disposing of our products properly we also ensure our customers can communicate the right messages to their customers. That's why we offer 'We use Vegware' flyers, infographics, factsheets and other learning materials for them to use.

We have an internal Creative team who are great at tailoring personalised flyers and



Euan Stirling

brochures for our customers. Alongside this they also operate a custom branding service which allows our customers to customise the likes of any coffee or smoothie cups.

There's also an option to download fact sheets from our website. The focus of these is so that customers can share their eco credentials with those buying from them.

Social media community

Another great way of engaging with customers is via social media. It's a great channel to start up conversations with clients and further promote what they're doing. Hashtags can help build communities where people can help promote their eco credentials further.

The hashtag we tend to use to engage with customers is #VegwareSpotted and it's easy to see who is using Vegware and why. We love seeing the reasons why people are using Vegware and it's always great to share them via our social channels.

Community Fund

At Vegware we know that we shouldn't only restrict ourselves to connecting with those who buy our products, we also want to help those who might be in need for other reasons. That's

why we set up our Community Fund which donates the likes of cups or plates to events or charities to help them with their cause. We wanted a place to share the amazing stories we get from our recipients so we set up a separate website for our Community Fund.

Continue to innovate

It's important not to rest on your laurels. Just because you've got one good product, that doesn't mean that your customers are going to continue buying your products. It's important to continue to innovate your products to keep your customers interested and also to attract new ones.

At Vegware we employ a Research and Development team who continue to look at new ways we can sustainably improve, compliment and create completely new products.

These are just some of the ways we engage with our customers through our innovative, sustainable products and packaging. As well as this we'll also update them on new products and company developments through regular newsletter emails and social media so that our customers are firmly kept in the loop around what's happening at Vegware.

www.vegware.com

The construction industry struggle to recruit people with specialist skills

Various reports and surveys have shown that the workforce is shrinking, as long-serving tradespeople retire but are not replaced by young people. The FMB's latest State of the Trade survey highlights that "difficulties in recruiting skilled workers have reached new heights". This is against a backdrop of positive prospects, with growing demand for both corporate and domestic building.



By Pasi Raitanen
Business Manager,
Wise Global Training Ltd.

The national construction workforce is ageing. 20% of construction workers are in their fifties, and 15% are over sixty. We can expect those people to retire over the next decade, if not before. Unfortunately, our young people do not seem keen on a career in construction. According to YouGov research, only 3% of 18 to 24-year olds have searched for a job in the construction industry. As a result of the combination of the scarce of labour and the growth in demand for skilled people, wages in the industry are increasing.

According to the FMB, bricklayers and joiners are currently the most in shortage. But also, plumbers, roofers, and plasters. For those people who wish to climb the career ladder, there are also supervisory and management opportunities. Nearly half of employers are struggling to employ site managers and supervisors.

Part of the problem is that levels of unemployment are at their lowest since 1975, and the employment rate is the highest it has ever been. Just 4.4% of people are unemployed. Even unemployment amongst young people is decreasing rapidly, with 97,000 more 18 to 24-year olds employed than last year.

However, the growth in employment hides problems of low wages and precariousness, particularly for young people. Wage growth has been stagnant for a decade. Growing numbers of people are only working part-time, or are on a zero-hours contract, or have entered the "gig economy". With the construction industry offering higher wages and more stable work, why are construction skills training courses not over-subscribed?

Perhaps construction has a bad image. When a young person imagines working in construction, they think of working outside, in the rain, wind, and mud. And it's cold. Let's face it, UK weather is not conducive to attracting new recruits into construction!

But the industry is much more than just its image of high-visibility jackets, hard hats, muddy safety shoes, and dirty hands. Work can be indoors, such as plastering, painting, driving a site vehicle, or electrical work. The industry needs managers, architects, and project managers. A career in construction does not mean you are stuck on the tools for the rest of your life. Young people need to realise, they can gain experience and move around in the industry, and climb the corporate ladder into managerial and support functions.

The lack of young people entering the industry is not new. For years now, the

industry has relied on migrant workers to fill the gap. Contrary to popular belief, migrant workers have not pushed wages down in the construction industry. According to a CITB report in June 2017, only 1% of construction employers say that migrant workers are cheaper than their UK counterparts. Furthermore, only 22% say that migrants have a better work ethic, and two thirds claim UK candidates have similar skills.

The future is uncertain. If news reports are to be believed, the Brexit negotiations are not going well. And neither the UK or the EU are guaranteeing to allow any freedom of movement across borders or even to allow people to stay. With the uncertainty over their future status in the UK, we can already see the Brexit effect on immigration. Net migration into the UK is down by a quarter in the past year, and the number of Eastern Europeans leaving the country has risen by 56%. Other industries are also affected, with the NHS and farming sector also highly dependent on migrant labour.

Hopefully the next twelve months will bring more clarity over the status of EU nationals. And with the growth in wages, perhaps more young people will consider a career in construction. Demand for construction is growing. So, despite these challenges, there's at least that to be grateful for!



Constructionarium Scotland – Turning Theory into Practice

Since 2010 Scottish Universities and Colleges have had the opportunity to send their Civil Engineering and built environment students to a unique training facility now located remotely in West Lothian between Armadale and Blackridge. The 1.3 acre site, within the boundaries of Sibbald Training allows students to experience the reality of a Construction site whilst it is controlled to ensure it is a safe environment to undertake the Experiential learning activities.

Constructionarium Scotland offers a hands on experience for the students to turn theory into practice. From the start of a Constructionarium Scotland project until the end of the live Construction phase the participants are taken out of their areas of comfort and challenged to contextualise their learned knowledge and apply it into practical problem solving. The project week truly brings the STEM (Science-Technology-Engineering-Maths) subjects alive for those involved

Constructionarium Scotland links a Further Education facility with a main contractor, either a Civil Engineering or Construction company, along with a consultant engineer. This triangle forms the powerful dynamic which makes the process come alive for the participants.

Ideally Constructionarium Scotland would be able to organise two presite meetings where the participants are all introduced to each other and the students are introduced to the project they have to build and the relevant

drawings and costs involved in building their representation of an iconic structure. These meetings would normally happen a month before and then a week before going to the site to commence the Construction.

During the first meeting the supporting Construction company becomes the Client and the University or College form themselves into their own Construction companies to deliver up to 5 projects. Currently in Scotland we have the ability to construct a representation of the Barcelona Tower; Kingsgate Bridge; Millennium Galleries; The Pavillon; and the recently designed Westrigg Windfarm Project where by the end of the five days on site the students will be able to generate electricity from three turbines.

During the project week on site the students assign themselves functional roles within their companies to ensure the delivery of their project safely, incident free, on time and on budget. The Clients staff are there to assist the students and guide them to solutions rather than doing the work for them which generates a great peer to peer learning cycle

Through this years Memorandum of Understanding with The Construction Industry Training Board (CITB) it has allowed Constructionarium Scotland to expand and explore its experiential learning activities into secondary education as well as increase the number of students involved in the core project weeks to over 200 during six project weeks.

Through the CITB support Constructionarium Scotland has been able to assist in the delivery of Concrete in the Classroom and the development of the National 5 SQA qualification "An Introduction to Concrete", whilst also supporting the Octavian Concrete Program in West Lothian Schools for young adults disengaged with the education process, which was recently awarded the Innovation in Training 2017 Award by the Scottish Training Federation.

Constructionarium Scotland is a not for profit company that currently works with over ten universities and colleges across Scotland and is supported by some of the best construction companies in Scotland who see this program as a significant way to ensure the work force of the future are able to deliver what industry requires from them.

Currently there are 6 project weeks being delivered so there is still scope for more FE and HE's to become involved in in the activities that are deemed best practice by the Joint Board of Moderators and for Construction companies to become partners to allow them to carry out a very intensive interview process for future employees or even next years summer placements.

Further details can be obtained from either david.sibblad@sibbaldtraining.com or dale@concreteinscotland.com



SGB is combating the UK's Skills Shortage

SGB a Trading name of Brand Energy & Infrastructure, although seen as one of the UK's leading access providers employing over 1000 people and providing scaffolding and mechanical access platforms to some of the UK's most prestigious projects, is also feeling the bite of the UK's nationwide skills shortage.

SGB is combatting this by offering an array of training courses to young person's in the form of career paths.

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- CISRS BSITS (Basic Scaffold Inspection Training Scheme)
- CISRS BASE (Basic Access System Erector) Cuplok Only

- CISRS COTS (Operative Training Scheme)
- PASMA (Prefabricated Mobile Access Towers)

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to your access requirement. We can utilise any combination of product from CUPLOK® to MASTCLIMBERS™ to aluminium towers and always with the highest levels of expertise and legendary standards of safety. SGB is back in Britain and proud to work in partnership with some of the country's most respected construction businesses.

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Succession Planning – Why consider young people?

By Michelle Fenwick
Programme Manager, Developing the
Young Workforce Edinburgh, Midlothian
& East Lothian

With an increasingly aging workforce, many sectors and organisations face the challenge of losing large chunks of their skilled staff – and without a new generation to take on the top jobs, some firms may find themselves in a tight spot.

Planning ahead to fill this gap requires a proactive approach.

I bang the drum constantly about succession planning, investing in youth talent to grow your own and the benefits of this. Passing the knowledge and skills from one generation of the workforce to the next for some is part of the company culture. As I write this I hope that those in decision making roles for workforce planning and development are aware of the benefits and have created such a culture - yet I know that not all are engaged in this space and may find challenge in change.

Just recently I considered how football clubs engage with their future players through the youth academies in place at many clubs. Football clubs operate a type of condensed business cycle, one where a player gives an average of eight years of play, with an average

retirement age of 35. This really sets it out against other 'industries' as one that needs to consider the benefits of growing their own or the alternative of paying big money for those who are trained and top of their game already. Like football, many business decisions around attraction and recruitment come down to what we need talent for right now, what we need it for in the future, and how we attract the right people to make a success of what we do.

So how are football clubs investing in youth? The youth academies identify and nurture raw talent in young people; they build the confidence and skills on and off the pitch from an early age and give them the experience that sets them up for taking that next step into a potential professional career in the sport. Of course, not all young people who engage in the academies move on to be professional footballers – yet the sportsmanship, team work, communication skills and personal development they pick up from their days of play can be carried on to other roles as invaluable life skills, supporting them to progress positively in other directions.

Translating this back to broad industry, why are we not using an academy approach? For the benefit of the future workforce, industry leaders across the world should aspire – and encourage their peers – to have a hands-on

approach in nurturing the talents of young people. As in football, not all will necessarily make it to the big leagues, nor are they certain to stay playing for your team. As players drop out or move on, talent may need to be bought or sourced from elsewhere – but if no one else steps up to the challenge of building their talent from the bottom-up, where will the next generation of players even be bought from?

So where do we start? By engaging with organisations such as Developing the Young Workforce, business leaders can enjoy the benefits of having the gap bridged between industry, education, and young people. They can gain insight in to the education system, and give insight in to the needs of industry. They can open lines of communication, inspire the next generation, and be among the first to find the raw talent within.

From there, it's simply a matter of hard work, ample encouragement, and a little bit of vision to build a winning team for the future.

For more information, please contact
dyw@edinburghchamber.co.uk

DYW | EDINBURGH, MIDLOTHIAN
& EAST LOTHIAN
Developing the
Young Workforce

2018 – the year to embolden and energise Scotland



The future glitters with possibility. But, can Scotland shine in this new era?



While political uncertainties dominate the headlines, a wealth of new ideas and activities are radically improving our world.

I want Scotland to step up and lead in this bright new future. Achievable? Yes. But, we need a readiness to smash past the 'aye been' mentality. It's time to tear up the rulebooks, set aside private and public sector tensions and think big and bold.

History is on our side. In the mid 18th century Scotland was a hothouse of world-changing ideas and philosophies, prompting Voltaire, the French philosopher to say: "The world looks to you for all its ideas on civilisation."

Let's celebrate progress

Digital Technology is, of course, playing a massive role in this shifting world – from managing personal health to 24-hour access to learning and inspiration. There is 3D printing - now being used to build homes and produce highly customised medicines. There are virtual reality programmes able to transport us in real time to other worlds and experiences.

For those of us for whom the weather provides a daily talking point, Google, in a bold joint venture with the Canadian Government, is set to build a neighbourhood with its own weather system on Toronto's eastern front. Google hopes it will become "a blueprint for 21st-century urban living. It is also a signal

that National and Local Government can forge big, bold and imaginative partnerships with business and community.

New values in evidence

There is also a seismic shift in values – especially among the young. Here is a generation with skills and insights I don't dream about in my youth. Whilst, we had the luxury of niched political ideologies and protest movements, they are focused on real world solutions.

In 2018, The Year of Young People in Scotland it's time to listen and involve.

Most young people eschew greed and see greater equity as the foundation of a robust and growing economy and are more likely to chase their passion than stuff their pockets. With Holland, Canada, Finland and Switzerland piloting a national income for people in work or out of work and removing the need for massive welfare bureaucracies – new economic models are being tested across the World. In South Korea, the Government is shifting from a corporate to a people centred economy.

Today's young people want to join companies that share their values. Businesses will need to respond to these shifting undercurrents. And, why not? There are exciting opportunities across all sectors if we seek out and grasp them. The inexorable rise in social enterprises

should also give us enormous hope. Social enterprises now contribute £24 billion to the UK economy and growing - proving that a business model can aim high, deliver well and contribute enormously to our economic and social wellbeing.

Just do it

Doom and gloom and the acceptance of inevitability and fate induces paralysis. We have that in Scotland. In the midst of this revolution of ideas is the timidity of many organisations who can deliver major transformations in housing, health, education and regeneration but obsess about restructuring and realigning processes and procedures.

We are on the cusp of something extraordinary – but time doesn't allow us to dwell on how we do things today or prevaricate on decisions. To put our foot on the accelerator of progress we need to move faster and involve our young people in shaping our economic and social future.



Mike Stevenson is founder of Thinktastic and a formidable speaker, trainer and facilitator who helps businesses and public services lead the charge towards the future.

Vision for Scotland's capital as centre of big data innovation



Professor Jon Oberlander
Professor of Epistemics

It was hardly the snappiest of titles – even in the 18th century – but when former Edinburgh University student Thomas Bayes published “An Essay Towards Solving a Problem in the Doctrine of Chances” in 1763 he could little have foreseen that it would still be having a daily impact on all our lives in the 21st century.

Then again, perhaps he could...

Because the “Bayes Theorem” created a mathematical formula used to more accurately predict events and outcomes, based on analysis of information as it becomes known. And it is still in use today in areas as diverse as gambling and weather prediction, or movements in the financial markets.

The impact of Bayes is being marked in a significant way by his alma mater next year, when The Bayes Centre opens at the University, led by Professor Jon Oberlander – appropriately Professor of Epistemics, or the study of knowledge. He is also Assistant Principal for Data Technology, and is a leading player in the world-leading School of Informatics.

As part of the City Deal, the Bayes Centre will create a hub to drive data-driven innovation at the University, and beyond it, through a new programme of activity that will involve multiple partnerships and collaborations. The eventual aim: to use data technology and innovation to drive new value for society and industry.

Professor Oberlander's own work has focused on getting computers to communicate more like human beings, and to do this he has had to study how humans communicate with one another and he collaborates across disciplines, for example with linguists, psychologists, computer scientists, social scientists and data scientists.

Because if we want to create machines that can think and communicate more like us, then we need to have a greater understanding of why we think and communicate in the ways that we do.

Research is underway across a multitude of sectors. For example, one project in Dundee is looking at how Artificial Intelligence can help those suffering from Alzheimers, by using visual tools and synthesised speech to subtly prompt those with memory problems.

Creating machines that can think and communicate more like human beings (Artificial Intelligence) will allow better, more productive interaction and will also open up new ways to utilise and benefit from



the galaxies of data that floats around in cyberspace.

Professor Oberlander said: “Scientists working at CERN on the Large Hadron Collider, for example, were very disciplined in their approach to the vast quantities of structured data their work created, analysing only that small percentage of it that they knew would be of genuine value.

“But in general, there are enormous quantities of unstructured data. Think of all of the new images posted on Facebook every hour around the world. Think of the data produced each day on Twitter, or think of the enormous amount of data generated through the use of smart phones, or the colossal number of transactions conducted via Amazon or Google.”

The University is engaged in a multitude of partnerships, internally, with other Scottish Universities, and nationally and internationally, with academics and with large businesses.

“Finding new and improved ways to analyse and use all of the data we generate could provide us with a huge raft of new opportunities



in terms of health and social care, in commerce and wealth creation, in all walks of life.”

While most lay people view the leaps forward in the field as staggering, Professor Oberlander believes we are much nearer the start of the journey than the end. For example, while voice interfaces such as Alexa or Siri have improved significantly, he points out, there is still much more to come.

“These systems are very transactional in their vocabulary. Provided we stick to the transactional, it all works well. But when we interrogate the system in any more open-ended way, that might require the system to ‘think’ for

itself and clearly that doesn’t yet happen. But we may well find that within a few years we are able to have very different conversations with machines. And we are constantly exploring new ways in which that could benefit us as a society.”

Our universities are now recognised as commercial powerhouses, driving innovation and creating opportunities. In no field is the potential greater. But while he remains an emphatic advocate of that potential, Professor Oberlander – as befits a philosophy graduate – is cognisant of the need for balance and the requirement for rigorous appraisal of the cost-benefit equation.

“While big data offers a huge opportunity, there is always a price. We need to keep privacy and security at the heart of our thinking, and ensure that we do not stray into territory that is unacceptable for people. Or to take another example, while some people might find the idea of ‘driverless cars’ an exciting development, professional drivers would take a different view. As we develop new possibilities, we have to ground them in our values, and think about the ways we want to live our lives.”

The University of Edinburgh is a charitable body, registered in Scotland, with registration number SC005336.

“Finding new and improved ways to analyse and use all of the data we generate could provide us with a huge raft of new opportunities in terms of health and social care, in commerce and wealth creation, in all walks of life.”

No waste of potential as innovative scheme scoops awards



“We realised that to make this project really work, to realise its potential, we had to do things differently and to do that we needed a partner who was prepared to do that, to be innovative and flexible and go the extra mile”



An initiative launched by the company which runs Edinburgh's city centre Business Improvement District combines innovation and sustainability in one neat package.

Essential Edinburgh run a trade waste management and collection scheme in partnership with Changeworks – and it is cleaning up in more ways than one.

The partnership has won multiple awards – and more importantly has also seen businesses and the environment benefit very significantly.

Roddy Smith, Chief Executive of Essential Edinburgh, said: "We realised that to make this project really work, to realise its potential, we had to do things differently and to do that we needed a partner who was prepared to do that, to be innovative and flexible and go the extra mile.

"We needed it to work on a whole raft of levels – it needs to deliver a high quality service to our levy-payers; it needs to provide great value; and it needs to reduce waste to landfill and to reduce the carbon footprint in the city centre.

"It would be much easier to have focused on only one or two of these aims, but that would have been to fail to realise the potential."

To that end, Essential Edinburgh and Changeworks spoke with those levy-payers who were willing or able to take part in the project, with some businesses tied in to national contracts. And what came back was clear – one size was not going to fit all.

Roddy added: "We had to ensure our levy-payers could have a full waste collection and recycling service, including food and glass. And Changeworks worked hard to get to know about the businesses, and to tailor services to give each business the comfort of knowing they were, basically, going to benefit from a bespoke service designed to fit their needs. That might even mean Changeworks coming in to the business to collect waste directly, for example, rather than from bins outside, and in doing that reducing the potential for litter on the streets."

The approach certainly seems to have worked, judging by these figures:

- 34% of businesses in the BID area have reduced their waste output



Roddy Smith
Chief Executive of Essential Edinburgh

- More than 1800 tonnes of waste diverted from landfill
- 699 tonnes of CO₂ saved
- 25% average savings for levy-paying BID businesses on their waste management costs

Roddy added: "These are really encouraging figures, and businesses participating are very pleased with progress to date.

"To that positive mixture you also need to add a very significant reduction in the number of bin lorry movements around the city centre, and also far fewer trade waste bins on the streets.

"All of that means we are delivering across the aims – providing a great service, saving businesses money, improving the environment of the city centre, and reducing our carbon footprint. And that's information we share with those taking part, who can get monthly carbon reports so that they can see the positive impact their waste management is now having."

The scheme has been widely recognised, not least in the Edinburgh Chamber annual business awards earlier this year when it won the coveted award for Sustainable Development.

It has also won Gold in the Scottish Green Apple Awards and Zero Waste Awards, and a Scottish Excellence Award from the Chartered Institution of Wastes Management.

An aerial photograph of Edinburgh, Scotland, featuring the Dugald Stewart Monument in the foreground. The monument is a classical structure with four columns and a pediment, topped with a statue. The city below is densely packed with buildings, and the sky is a mix of blue and orange, suggesting a sunset or sunrise. The text 'MAKE IT EDINBURGH' is overlaid on the image in large, bold, yellow and white letters.

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Learning from the very best with the Institute for Management Studies

One of the keys to succeeding in business is recognising how to access high quality learning and development interventions that help drive the individual, team and business forward.

Joining The Institute for Management Studies (IMS) makes great sense! For a modest annual fee, organisations and companies can enjoy seminars and outstanding online learning resources held in Scotland and 24 other regions across the US and Europe. These sessions are led by truly world-class international experts in their respective fields at a fraction of the cost open public courses or private in-house events could realise.

Graeme Wilkinson, who before becoming the Chairman of IMS in Scotland worked in financial services as a Learning and Development professional, has organised a stellar line-up of speakers, each one of which is an exceptional educator and published author in their given specialism.

The Institute for Management Studies has been operating successfully since being formed in the United States in 1974. Graeme is therefore building on IMS' track record of an internationally-recognised and respected organisation which has for more than forty years provided its members with the most innovative, cost-effective and unequalled management development series available.

Its growth is such that today there are 450 IMS corporate member organisations across North America and Europe, including many of the world's largest businesses. About 20,000 leaders and managers attend monthly one-day IMS Leadership Masterclasses each year.

In Scotland, the Masterclasses are staged at the elegant Royal Scots Club, Edinburgh for participants from 16 IMS Corporate Members.

One of the biggest benefits for the members is that they are given the opportunity to gain access to speakers whose excellence is such that they can usually command large fees, but who can be enjoyed at a fraction of the cost through IMS membership.

For more information please visit www.ims-online.com/scotland or contact Graeme Wilkinson at Scotland@ims-online.com 07796 938102



2018 Programme offers a stellar line-up



Strategic Intelligence: A Key Skill For Ensuring Future Success

Wednesday, January 17, 2018
Graeme Codrington

How to Lead in a Complex, Global Environment

Tuesday, February 06, 2018
Lars Sudman

Becoming the Leader that Others Want to Follow: Essential Skills for Building Engagement, Teamwork, and Results

Thursday, March 22, 2018
Jan Ferri Reed

Box Breaking: Unpacking Fresh Thinking at Work

Thursday, April 26, 2018
Guy Browning

Powerful Communication: How to Craft and Deliver your Message with Authority and Authenticity

Thursday, May 17, 2018
Debbie Turner Bell

Persuasion: How to Sell Ice to Eskimos

Tuesday, June 12, 2018
Pacelle Van Goethem

The Power of Collaborative Leadership

Wednesday, July 04, 2018
Carol Kinsey Goman

Managing Competing Demands: Getting It Done and Having a Life

Thursday, August 30, 2018
David Posen

The Importance of Internal Customer Service in Building External Customer Loyalty

Tuesday, September 18, 2018
Chris Daffy

The Art of Diagnosis: Solving the Right Problem the First Time

Thursday, October 11, 2018
Jackson Nickerson

Leading AND Managing: 7 Strategies to Help You Excel at Both

Thursday, November 08, 2018
Ann Tardy

Brain Chains: Unleash the Brain's Full Potential in a Hyperconnected, Multitasking World

Wednesday, December 05, 2018
Theo Campenole



The little details that make big things happen

Basketball is my game. I love the sound of the shoes when they squeak on the floor during a game and the swish of the net on a perfect shot. I play it. I coach it and have for 23 years.

Cricket. Not my game. But I'm learning. I work with two cricket coaches.

Strangely and fortuitously, at Ogilvie Ross, we are all sports coaches in our spare time. It makes for busy weekends, lots of checking sports apps, and some competitive table tennis at the office. It's a bonus to work with people who have common interests, and more than that, it has shaped the way that we work.

In all my years of coaching, never once have I sat my basketball team down in room, showed them a PowerPoint on shooting form and sent them into a game expecting them to not only do it right but to win. The cricket coaches have never once showed a 5-minute video on bowling and sent their player out to win the big game. While this sounds obvious, this is what often happens when companies bring trainers or consultants in. They spend a day in a training room; participants are sent out, often remembering only some of the content, it doesn't stick, not much if anything changes. It ticks the training box. But teams are expected to perform at a moment's notice.

In basketball, being a team sport, there are skills everyone needs to have. Everyone needs to know how to run our offense, shoot, and play defense. My players will all have a different starting point for these skills. The starting point is based on experience, athleticism, and personality. The help and feedback that I give is based on their individual starting point and where they are

on their journey. For example, everyone on my team needs to play, what we call, a Packline Defense. Everyone needs to know how. But to make us better as a team defensively, I coach for measurable success individually. I have one guy who isn't as athletic as some of the others, so I teach him how to take better angles, so he doesn't get beat. I have another guy who is crazy athletic, so I teach him how to help and recover. I give bite-sized information, so it can be absorbed, processed and will stick. This leads to higher individual success. These individual successes are important. They affect the total team performance.

I create their journey. It is my job as a coach to find a way to push each player to do the best of which they are capable. It's customized. I tweak the little things. UCLA Basketball coach, John Wooden, who was voted the "Greatest Coach of the 20th Century" by ESPN, said, "It's the little details that are vital. It's the little details that make big things happen." The little things don't happen without noticing them, understanding players individually, helping, coaching and giving feedback on the things that will unlock a person's ability to maximize their performance. This cannot happen after a day in the training room.

Everything at Ogilvie Ross is based on this model. When we work with clients, we listen to the desired outcome, then we determine a starting point, for the team and for individuals. We look

at individual strength, areas for improvement, confidence levels, personality, team dynamics and individual and company goals. Then we customize an individual and team journey. Throughout the journey, we provide live feedback, provide waypoints. Help is given in small increments called microlearning (who has time to attend a two-day training course anymore?). Microlearning is based around 20-minute interactions which can be face to face, telephone, Skype or whatever works best for the client.

Building a winning team is all about the people. That should be your start and end point.



Greta Hart Montgomery is a former American college basketball coach and is now an international leadership specialist with Ogilvie Ross LLP.

Ogilvie Ross LLP

Tel: **01577 863040**

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SQA Journeys

Developing the workforce
of tomorrow

DYW | Developing the
Young Workforce

Developing the Young Workforce

In January 2013, the Scottish Government set up The Education Working for All! – Commission for Developing Scotland's Young Workforce. Through extensive consultations with leading figures in education, business and equalities groups, the Commission outlined the importance of vocational education and its role in the Scottish education system.

Developing the Young Workforce – Scotland's Youth Employment Strategy (DYW) includes the detailed plans, agreed with local government, to implement the Commission's recommendations.



DYW aims to improve the options available to young people, and reduce youth unemployment by preparing young people for the workplace, giving them the skills that employers need.

SQA Journeys

SQA is a key partner for DYW. We are uniquely placed to support DYW because we already work closely with training providers, employers, colleges and schools, as well as local authorities and SDS.

We understand the needs of learners and employers. We can help one group to help the other, creating a more qualified, more motivated and more productive workforce.

Our wide range of robust, relevant and respected qualifications link directly into DYW. They are designed and continually reviewed in partnership with industry to develop the workplace skills and experience needed in the real working world to make businesses more competitive and Scotland's economy more dynamic.

SQA qualifications sit at various levels, allowing the learner to move from one qualification to the next or to change paths at an equivalent level.

DYW Regional Support

SQA Regional Managers are actively involved in all of the DYW Regional Groups across Scotland.

Every business working with SQA has a dedicated Account Manager — one point of contact who will take the time to get to know you and how you work. We can provide the best possible advice and guidance for qualifications and skills development relevant at a local level relevant to you.

SQA Working with you

Your Account Manager will advise you on the best possible journey for enhancing your industry's young workforce. Working together, we can give Scotland a happier, more productive, more reliable and more skilled workforce.

Find out where SQA Journeys can take your business.

www.sqa.org.uk/journeys





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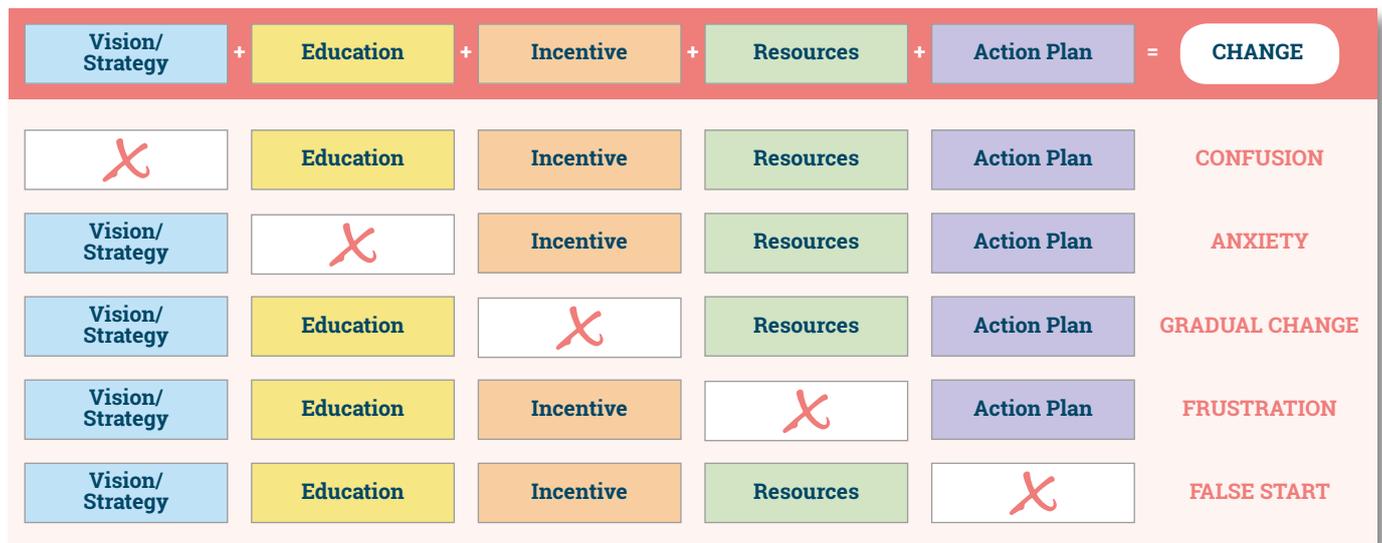
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Creating a culture of innovation in your business

Innovation is a word that is increasingly being used in business but how do you make it happen? How do you turn the idea into a reality that benefits the bottom line?



For Continuous Improvement Consultant Nancy Herdman, (left), Director of StepChange Improve, the answer lies in providing the right culture at every level of a business.

Nancy, an accredited Lean Sigma Master Black Belt with more than 25 years' experience in Continuous Improvement and quality management, delivers programmes that are designed to unlock creativity.

Her experience was built up while operating in roles across a number of different organisations, including in defence, manufacturing, outsourcing, financial services and customer service.

She said: "There is a lot of talk about innovation and sustainability at the moment and, for me, Continuous Improvement training is a good way of making it happen.

"Continuous Improvement is about empowering staff and providing a culture in which they feel confident to come up with new ideas.

"Done properly, the process can encourage people to think differently and can mean a step change in the life of a business.

"The important thing is that the training is provided for people at all levels of the

organisation. It is not enough for a manager to say that he or she 'wants to see more innovation', you have to provide people with the problem-solving tools to make it happen.

"If you do not do that, there is a danger that they keep on following the same procedures that they always have, which does not provide the right environment for innovation to occur.

"What you want is an entire workforce that is involved in the process and that goes from the top of the organisation to the bottom.

"It can be challenging for company managers if their staff suddenly start coming up with lots of ideas but Continuous Improvement is about removing barriers so that everyone is involved in developing new ways of thinking, which can only be good for all involved.

"If you provide ongoing support through Continuous Improvement training programmes, innovation becomes something that is really sustainable."

StepChange Improve, which works to make Continuous Improvement a daily part of everyday life for staff and management teams, believes in simplifying the technical jargon so that staff understand the nature of the problem and what needs to be done.

Nancy has a strong track record, including spells as Head of Continuous Improvement

for Amazon Customer Services, Europe, Senior Manager, Continuous Improvement for Lloyds Banking Group and Head of Process Re-Engineering at RBS, Shared Service Finance.

StepChange Improve has extensive experience in Continuous Improvement, including expertise in Lean and Six Sigma, and its location close to Glasgow and Edinburgh makes it ideally located to provide support across the Central Belt of Scotland.

Services include:

- Designing Continuous Improvement Programmes
- Lean Sigma Pilots and Deployment
- Analysing and Improving Processes
- Coaching and Managing Improvement Project Teams
- Project Management & Project Delivery
- Running Continuous Improvement Workshops
- Quality and Process Management Health Checks

You can find out more about the services that the company offers at

www.stepchangeimprove.co.uk



Edinburgh College commits to developing the STEM workforce of the future

Recently at the college, I overheard a P7 pupil say to his friend: “That was science and it was amazing.” They’d just been learning about the science behind bath bombs from our Hair and Beauty staff and were astonished that behind these everyday objects there’s a rich vein of scientific discovery.

If I could have written what I’d wanted to hear at that time I couldn’t have scripted it better. His excitement about what he’d seen and his realisation that science is everywhere and that it’s accessible, practical and fun, are exactly what we want to give our young people.

This was at the launch of the new Edinburgh College STEM Manifesto, which sets out how we embed the principles of STEM across our curriculum. 120 local school pupils came to the college to learn about STEM at college and in their possible future careers. They did activities ranging from the bath bombs and

airbrush make-up to programming a robot car, using virtual reality for welding training and learning about the physics of flight through hot air ballooning.

Our event coincided with the announcement of the Scottish Government’s new STEM Education and Training Strategy and, fittingly, the Minister for Employment and Training Jamie Hepburn MSP helped launch our STEM Manifesto.

It feels like there is an air of change across the country about how we need to engage young people with STEM as early as possible,



and that's exactly what our manifesto is about. STEM education is a national priority and a major component of the government's youth employment strategy, Developing the Young Workforce. At Edinburgh College we're equipping future workforces to meet the needs of industries that are being changed rapidly by technology, helping bridge skills gaps.

Emerging technologies are changing all industries – not only those traditionally associated with STEM – so it's vital we equip students on all courses with what they need. Digital skills, for example, are essential to all kinds of businesses.

With the demand for STEM skills rising across industry sectors in Scotland, our manifesto outlines how we will play a leading role in supporting the development of strong STEM capability for the country.

We were awarded STEM-Assured Status by The STEM Foundation last year and our manifesto is the next step in our commitment to embedding STEM principles across the entire curriculum.

Our commitment doesn't just begin when students first enter the college. In 2016 we launched our P7 STEM Inspiration Project which supports our manifesto pledge of

'strengthening the skills pipeline of learners from schools to employment and higher education'.

The four-year project brings STEM concepts to life, inspiring school pupils as early as possible about career and education opportunities through practical workshops at our Midlothian Campus, including rocket car racing, bridge building and physics challenges. A key aim is to change perceptions about STEM stereotypes and address the gender balance in STEM.

Its first year involved 400 P7 pupils from 15 schools across Edinburgh, Midlothian and East Lothian, brought together by their cluster high schools. Engaging with STEM concepts at this early age will give them the skills and knowledge to adapt to rapid changes in whatever industries they go into. This year, the project has expanded and we're welcoming almost 2,500 pupils.

The importance of STEM is undeniable. It is at the heart of the college and our industries, and we're committed to delivering a learning experience for students that will give them the best opportunities to succeed in the modern workplace.

STEM is changing the world and we aim to inspire young people to be driving these changes in future themselves.



Mike Jeffrey is Assistant Principal for Income and Product Development at Edinburgh College, one of Scotland's largest colleges with around 19,000 students across 4 campuses in Edinburgh and the Lothians.

"We were awarded STEM-Assured Status by The STEM Foundation last year and our manifesto is the next step in our commitment to embedding STEM principles across the entire curriculum."

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



EICC caps record 2017 with global business sustainability award



EICC Chief Executive, Marshall Dallas explains how the venue is harnessing the power of social responsibility.

The Edinburgh International Conference Centre (EICC) is set to finish what is expected to be another record year with recent news that Scotland's leading conference venue was chosen as one of 11 organisations across the world to receive a prestigious SEAL Business Sustainability Award and join Bridgestone, Office Depot and Arm as one of the inaugural award winners.

The SEAL Business Sustainability Award is the latest accolade in a recent series of UK and international awards that the venue has received for its commitment to sustainability and inclusiveness - two areas of growing global importance for the conference industry.

Delivering inclusive events is of such importance to EICC that in the last 18 months the venue underwent a full accessibility audit, carried out company-wide disability awareness training and enhanced its accessibility measures ahead of hosting two major

international conferences, which centred on making the world a more inclusive place.

The so-called "purple pound", a market worth over £200 billion to the UK every year, clearly illustrates why empowering disabled people and investing in accessibility and training, as the EICC has, translates to significant economic benefit.

EICC's Chief Executive Marshall Dallas said "We want to be at the vanguard of progress in this area and have declared a mission to be the world's most socially-responsible conference venue. In our own industry, akin to certain other sectors in Scotland, a reputation for social responsibility can be a key differentiator against global competition."

In addition to its drive to become the most socially-responsible conference venue on the planet, in 2017 the EICC launched a new mission statement that was influenced by Barack Obama's appearance there in May.

The new vision for the EICC is "to create an environment which inspires ideas that change the world."

Marshall adds: "It was a great honour to host President Obama - a modern day crusader who embodies such high standards when it comes to vision and leadership. Our own refreshed vision symbolises our desire to create not only the world's most socially-responsible conference venue, but also to create an environment that encourages the formulation of ideas that change the world."

The EICC's ambitions also extend to fostering new talent and leadership and in September 2017 they welcomed students on to the UK's first MSc in Business Event Management, which was developed in partnership with Edinburgh Napier University.

Previously, students could only study business event management at undergraduate level; however the EICC and Napier University are



Marshall Dallas (far right) and team welcome Barack Obama to the EICC

now giving event managers of the future the opportunity to study at Master's level – and with world-class events taking place every week at the EICC, students will be able to get into the thick of the action during work placements and on-site lectures.

Marshall explains: "The course which we have developed with Edinburgh Napier University has been designed to give students an experience that will provide them with the skills and confidence to be the next generation of leaders in the industry. We believe that the learning process will be a two-way thing and look forward to working with our intake of

students on areas like technology because, in a similar way to every other business sector, the conference and events industry is going to see even greater levels of digital transformation in the years ahead."

The MSc is well-positioned to take advantage of the fast-growing UK events sector, currently valued at over £40 billion and contributing almost £2 billion to the Scottish economy alone. Significant numbers like this highlight the importance of keeping ahead of global competition in order to win events business for Edinburgh and Scotland.

Marshall adds: "To keep ahead of the curve, I will be ensuring that we continue to invest in training and innovation and that we build stronger links with other organisations in Scotland, the UK and internationally to help achieve our ambitions."

This approach is paying dividends as the EICC closes 2017 having experienced a sharp increase in UK and international Association business heading to Scotland's capital and, together with an upswing in corporate business, the venue is expected to report another record year, in its 22-year history.



Photo by Tim Winterburn

"We want to be at the vanguard of progress in this area and have declared a mission to be the world's most socially-responsible conference venue. In our own industry, akin to certain other sectors in Scotland, a reputation for social responsibility can be a key differentiator against global competition."



In an increasingly connected and globalised market place we want to provide our members with the opportunity to grow their business internationally.

Alexia Haramis Edinburgh Chamber of Commerce Head of Corporate and International Development

We have had a busy few weeks in our international department. On the 1st of November the Chamber hosted a breakfast to explore opportunities for Scottish businesses in the Indian market. Our speakers included; Mr Alasdair Allan, Minister for International Development and Europe; Mr Manish Singh, Minister (Eco), High Commission of India in London; Dr Param Shah, Director of the Federation of Indian Chambers of Commerce & Industry (FICCI), and; Mrs Anju Ranjan, Consul General of India in Edinburgh. Each speaker shared valuable information on how to expand into the Indian market as well as highlighting the plethora of support available to businesses - notably the Access India programme.

The Chamber is currently inviting a selection of other international partners to sign an MoU (including partners in China, Poland, Georgia, Spain, U.S., France, Malta, South Africa, Canada, Norway, Ireland, and Germany). The Scottish Government is supporting the creation of trade alliances and we believe that it will benefit members to have a framework we could refer to for future cooperation.

Our international team is busy contacting members to find out what their international

requirements are, so that our events and services are tailored to meet their needs. So far approximately 30% of the members who replied have shown an interest in our international programme.

We recently hosted a roundtable discussion with Terry Appen (pictured top right, alongside Lord Provost Frank Ross & Liz McAreavey), the Business Development Manager of the Jereh Group, a leading Chinese company in the oil industry. The roundtable was attended by high ranking Scottish officials as well as representatives from the technology and energy sector.

We were also pleased to host a delegation from the China Foreign Trade Centre (pictured left). The discussion focused on finding areas of collaboration and learning more about the business opportunities, for Scottish businesses, provided by the Canton Fair. Read more here.

A delegation from the German Federal Ministry for Economics Affairs and Energy also visited the Chamber to find out more about the Scottish economy. They are keen to collaborate with the Chamber particularly within the Energy, Security, Industrial Security, Service and Healthcare Industries.

We have also recently welcomed Ms Tamar Beruchashvili the Georgian Ambassador based in London (pictured bottom right, with

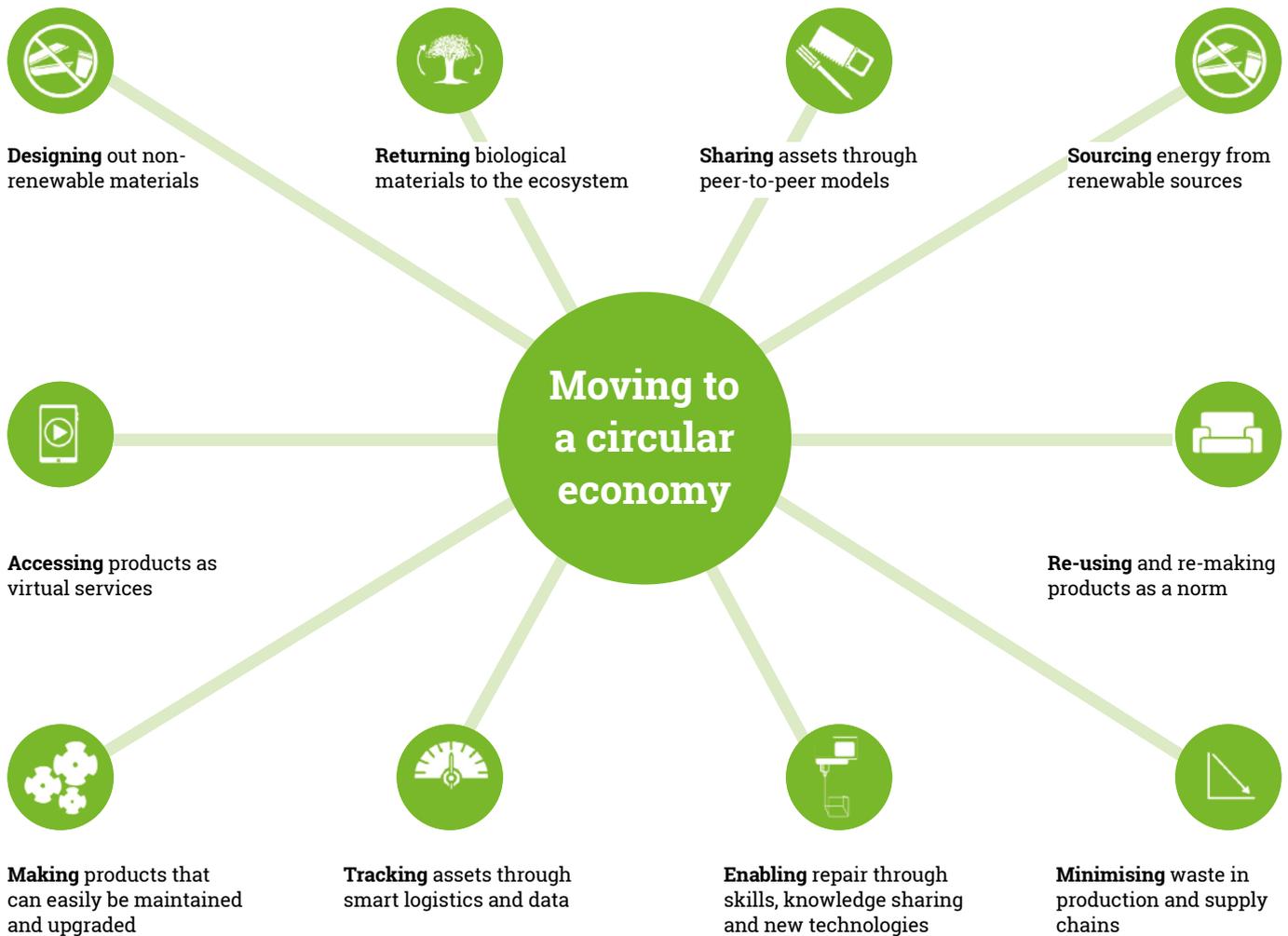
Alexia Haramis). This meeting focused on exploring areas of collaboration and investment opportunities in Georgia.

The Chamber has also recently invited members to attend a webinar offered by SDI where we explored opportunities to enter the German market. Another popular event that took place recently was a roundtable with a panel of speakers from the US Embassy in London to discuss entering the US market. We already have on Explore Norway event scheduled for March and we will be looking to set up a trade mission to Germany in the New Year. Please get in touch with us to find out more about our forthcoming events and how we can support you to grow your business internationally.

Enquiries About International Opportunities?

To be part of the conversation on international trade, we invite you to join our International LinkedIn group. Here you can receive information on internationalisation as well as the opportunity to share your own updates.

You can also email Alexia Haramis Head of Corporate and International Development alexia.haramis@edinburghchamber.co.uk at the Edinburgh Chamber of Commerce, or phone the office at **0131 221 2999 (opt 5)**.



Sustainable Development

The great challenge faced by economies today is to integrate environmental sustainability with economic growth and welfare by decoupling environmental degradation from economic growth and doing more with less. This is one of the key objectives of the European Union, but the consequences of climate change and the growing demand for energy and resources are challenging this objective. It is now time to move towards an energy and resource efficient economy.

Sustainable consumption and production maximise business' potential to transform environmental challenges into economic opportunities and provide a better deal for consumers. The challenge is to improve the overall environmental performance of products throughout their life-cycle, to boost the demand for better products and production technologies and to help consumers in making informed choices.

Circular Economy

The Circular Economy (CE) is a smarter, more regenerative and restorative way to create and use products that designs out waste from the system. The CE is an alternative to the "take, make and dispose" model. Actions to move to a more CE are shown in the below diagram:

The Scottish Government launched its strategy 'Making Things Last', which sets out priorities for moving towards a more Circular Economy, where products and materials are kept in high value use for as long as possible. Four key priority areas were identified:

- Food and drink, and the broader bio-economy
- Remanufacture
- Construction and the built environment
- Energy Infrastructure

Circular Economy and resource efficiency is not only good for the economy, it can make real savings for your business. Zero waste Scotland are investing £18 million as grant funding to small and medium sized enterprises who are helping to create a more circular economy.

The Waste prevention implementation fund provides grants for SME'S for up to £100,000 for the implementation of waste prevention measures. Resource Efficiency Scotland can help your business reduce energy costs and cut your waste via their free energy saving report.

For further information:

www.resourceefficientscotland.com
www.zerowastescotland.org.uk



FORTHCOMING EVENTS



Come and see
An Audience with
Kezia Dugdale at the
Sheraton Grand Hotel
& Spa on Tuesday
19th December

December

Friday 1st 08.30 - 10.00am
Early Start at the East India Company
The East India Company

Wednesday 6th 10.00 - 11.00am
Maximise your Membership
Le Monde Hotel

Thursday 7th 16:00 - 18:00pm
Christmas Mixer
Bar Soba

Thursday 14th 08:30 - 10:00am
Scottish Tenancy Reform: What Landlords
Need to Know
Royal College of Surgeons

Tuesday 19th 08:30 - 10:00am
An Audience with Kezia Dugdale
Sheraton Grand Hotel & Spa

January

Wednesday 17th 12:30 - 14:30pm
Lunch & Network at Rabble
Rabble

Thursday 25th 08:30 - 10:00am
Developing Edinburgh with Andrew Kerr
Bank of Scotland on the Mound

Friday 26th 08:30 - 10:00am
Early Start at The Playhouse

Tuesday 30th 10:00 - 11:30am
Seminar - Family Business Solutions
Wright, Johnston & Mackenzie LLP

Wednesday 31st 08:30 - 10:30am
Infrastructure Panel Event
Apex Hotel, Grassmarket

CHAMBER TRAINING

December

Wednesday 6th 09:00-13:00
Talent Development

Thursday 7th 09:30-12:30
Everything a Manager Needs to Know about
HR

Thursday 7th 13:00-16:00
Dealing with Difficult Situations and People

Wednesday 13th 09:30-16:00
Documentary Letters of Credit

January

Tuesday 16th 09:30-12:30
Delegate with Confidence

Wednesday 17th
Business Writing

Thursday 18th 09:30-12:30
Creating Loyal Clients

Tuesday 23rd 09:30-16:30
Productivity without stress

Wednesday 24th 09:30-16:30
How to write compelling web content

Thursday 25th 13:30-16:30
Incoterms 2010

Tuesday 30th 09:30-16:00
Building Resilience and Managing Conflict

Tuesday 30th 09:30-16:30
Bidding to Win: How to Write Tenders &
Proposals That Beat The Competition
(Without Cutting Prices)

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

Company Name: Scottish Water

Who? Simon Parsons

Role: Director of Strategic Customer Service Planning

What are your main responsibilities in your role with Scottish Water?

I lead the teams across Scottish Water who look after science, regulation and the planning of our water and wastewater services.

Creating a circular economy has become a key focus for the Scottish, and many other Government's globally. How does Scottish Water contribute to developing this?

Scottish Water are one of Scotland's biggest energy and chemical users, so we are always looking for opportunities to reduce our demand and reuse our wastes. A great example is taking heat out of our sewers and using it to provide Borders College in Galashiels which provides 95% of the heating for the campus.

The speed of change is faster than ever and consumer demands are continually changing. How will Scottish Water keep up with this?

We do a lot of horizon scanning to understand new developments in technology, digital and communications and work hard to see how we can best adopt them in Scottish Water. We are also always talking to our customers to improve our service now and understand what is important to them now and in the future.

What do you think the biggest trend or change to affect the business over the past 5 years has been?

There is no doubt developments in digital has transformed how our teams work and how our customers communicate with us. The move to smart phones and the cloud has allowed us to work more agile and digital models and tools now support our investment programme.

Looking forward, what do you think the biggest changes will be over coming years, potentially disrupting the market?

We are just refreshing our 25 year strategic projections and the challenges ahead are climate change, an ageing asset base and changes to Scotland's population. There are of course many opportunities as well.

How have Scottish Water used innovative products and service to better help consumers, particularly those in business?

We constantly look for opportunities to innovate to improve our performance or reduce the costs of delivering the service - one recent example is a new technology for treating wastewater called Nereda which reduces energy usage and allows us to take in more trade effluent

If you were to pick one; what trait, in your experience, is valued as the most important for consumers nowadays?

Trust – our customers trust the quality of the water we provide, they trust us to take the wastewater away and return it to the environment. We have to work hard every day to maintain and grow this trust.



What has been your biggest business triumph?

As a business Scottish Water have made great progress across water quality, wastewater compliance and customer service. Being recognised by our customers as being the most trusted sector in Scotland is hard to beat though.

Other than your current position, what would be your dream job?

I am lucky as my job allows me to cover many different areas and activities – from science and research to designing wastewater treatment works. Pretty much my dream job.

Outside of business, what is most important in your life?

Family and having the opportunity to do the things I enjoy, such as running or cycling in the fantastic Scottish countryside.

Name: Katrine Pearson
Company Name: 3x1 Group
Website: www.3x1.com



In five words or less, what do you do?

Telling our clients' stories

How long have you been a Chamber member?

3 years

Why did you join?

To network with likeminded business people and access insightful events

What services do you use?

Networking events are always good for our team. The member directory is an excellent who's who of the capital's businesses

What's the best business/benefit you have won through the Chamber?

Appearing in the hallowed pages of Business Comment! And some valuable introductions

Are there any additional services or information you'd be particularly interested in?

It would be great to see the Chamber producing research on the main business issues faced by members

If you were telling another business person about the Chamber, what's the first thing you would say?

Get involved; the more you put in, the more you get out

Where do you read your copy of Business Comment?

On the train, the only place I get peace and quiet

GET WITH IT

By Bill Magee
Scottish Business Technology
Writer of the Year

Innovation sits at the heart of how businesses conduct themselves and create sustainable and life-changing solutions.

Such hi-tech innovations are wrapped around how products are designed, manufactured, used and recovered to ensure a circular and low-carbon economy.

Each and everyone's footprint in the value chain - from operations, suppliers, customer use and product end-of-service - collectively map out our environmental impact.

Alan Middleton, managing director of leading IT services and solutions outfit Capito, told a Scottish Business in Parliament procurement conference workshop that collaboration with other organisations represents a way forward to achieve sustainability goals and gain new business in the process.

Capito, who partners with HP, has produced a handy series of free e-books, one covers how



to transform your organisation's approach to end user computing; another explains how the era of smart storage systems is well upon us; and another shows how to share files securely, from anywhere and on any device.

Alan says: "One thing to remember is your workforce is modernising: what is changing and can you keep up? Also, when it comes to the computer end users in your organization: are their perceptions the same as yours?"

Capito has been a G-Cloud supplier for a number of years, this includes one-year in servicing the Crown Commercial Services Digital Outcomes & Specialist 2 framework. Long-standing customers range from oil and gas to food and drink, manufacturing, property legal and financial businesses. Public sector clients include local and health authorities, police, fire and rescue, schools, colleges and universities plus the third sector.

E-books from enquiries@capito.co.uk

How can CRM help you prepare for GDPR?

As a business that stores and uses data as part of your day-to-day transactions, you'll be aware that the General Data Protection Regulation (GDPR) is coming into effect in May 2018.

It sounds like a long time, but many businesses' database still have a long way to go before they're compliant and the pressure is starting to mount.

Suddenly, May 2018 doesn't sound so far away.

There are two big issues facing most businesses when it comes to their data management and how that will be affected by GDPR: Data Cleanliness and Consent.

If you use some form of CRM system to manage your data, and most businesses do at this point (even if it's a bunch of spreadsheets), you will need to use the tools within it to tackle both.

Data Cleanliness

You will already be familiar with the pain of trying to keep your data up to date, free from duplicates, and standardised. Under GDPR, however, failure to do so can have some fairly serious financial (not to mention the existing reputational) consequences.

Depending on your system, you will have a number of tools at your disposal, however, to manage this more effectively going forward:

1. Keeping your data up to date

By carrying out regular data cleansing, you can go a long way towards ensuring your data is current and correct. This includes picking up incorrect email addresses, identifying and preventing gaps in your data, and highlighting when an individual has not been contacted recently.

Most CRM systems will allow you to set important fields as mandatory, preventing your users from saving a record without gathering the correct information. Equally, you should be able to get an overview of your data through reports and filters that will show you gaps in your data and the dates of last contact.

Ideally, your system should have a way of automatically detecting and recording bounced email addresses, highlighting them to you so that you can get in touch to clarify the accuracy of information.

2. Managing duplicates

According to a study by Royal Mail, 61% of marketers reported that duplicates were a major factor for them when it came to their



data quality. It also has huge implications for GDPR around recording consent, the accuracy of your data, etc. Not to mention the fact that it is just plain annoying for you.

Your CRM should be able to help you identify duplicate records and then merge them together when you find them. Automated duplicate checking on new data is equally vital, especially where you have the ability to set which fields are checked and include any necessary exclusion rules.

3. Standardisation

Finally, your users need to be able to organise and categorise all the data in your system based on your own company terms and phrases. Otherwise, they won't be able to separate your prospects from your customers or your former clients from your suppliers.

And if they don't know what the relationship is, they could easily run afoul of GDPR's strict data use policies.

Consent to Use Data

This is the big one when it comes to GDPR and it all boils down to this: if you don't have consent to process someone's data or email them and you do it anyway, you will be fined. Pretty simple.

You need your CRM system to be able to help you manage this in a big way with fields to help you track who has opted in to receive your

communications, who would rather be contacted over the phone, and who doesn't want to be contacted at all.

Alongside all this, you will need to be able to say when you received this instruction for each and every person.

It's a big job and you need to have a CRM system ready to support you in this endeavour.

Sound Scary?

It definitely does. GDPR is introducing a whole new level of responsibility for anyone processing any data...which is pretty much everyone. Having the right tools to manage these requirements is absolutely vital.

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





The nights are darker sooner and the cold is making its presence felt, but the market stalls and Christmas lights popping up around the place aren't the only exciting things that've taken place the past couple of months...

Over October and November many of our members were fortunate to be able to enjoy some excellent Edinburgh Chamber of Commerce events. We hosted some delectable lunches, provided interesting insights, went behind-the-scenes, and even tried our hand at shaking a cocktail or two!

Earlier in October, we launched a new series of events for the Chamber; Developing Edinburgh. In these events we invited members to join us for an informative morning as we heard from some of Edinburgh's movers and shakers, including Gordon Dewar of Edinburgh Airport, Roddy Smith of Essential Edinburgh, and George Lowder of Transport for Edinburgh. Our first event started the series off with a bang, as we packed out a room in the Sheraton Grand Hotel & Spa with members eager to learn about the latest developments at Edinburgh Airport.

Later in January, we look forward to yet another instalment of our Developing Edinburgh event as we hear from Andrew Kerr, CEO of City of Edinburgh Council. Keen to join us? Book online

or email our events team to be sure you don't miss out!

We were incredibly lucky to hear from some truly inspiring women, too. In October, Louise Macdonald OBE, CEO of award-winning charity Young Scot shared with us the story of her path to success - we're sure every attendee left the building well and truly inspired. In November we heard an update on developments at Heart of Midlothian FC and their home ground of Tynecastle from Ann Budge, and a week later we were inspired once again by Dr Lena Wilson CBE, Chief Executive of Scottish Enterprise.

It wasn't all lunch and listening over autumn though as we enjoyed some events that were both educational and entertaining. Teaming up with JCI Edinburgh, we held a cocktail making masterclass at the excellent Revolution on Chambers Street where we invited all to try their hand at mixing up a masterpiece. If you couldn't make it to this (but wish you had), make sure you don't miss our Christmas Mixer

at Bar Soba as this quite fittingly includes a mulled wine masterclass.

In addition, back by popular demand from 2016, we went behind-the-scenes at the Edinburgh Tram depot, where over a dozen members took to the controls and drove a tram for themselves!

Other events that our members enjoyed included the Heathrow Business Summit with Scottish Chambers of Commerce, a look at the 2050 Edinburgh City Vision, an exploration of opportunities in both India and New Zealand as part of our International programme of events, and much, much more. Needless to say, it was a busy couple of months.

Yet as we wind down to the Christmas break and reset ourselves for the New Year, the calendar hasn't gone quiet! In the coming weeks we'll hear from the former Scottish Labour Party leader Kezia Dugdale, enjoy an Early Start at Edinburgh Playhouse, and - of course - bring out the frock and bow tie for our Edinburgh Chamber of Commerce Business Awards 2018...





Don't miss your name in lights – entries close January 11!

A new look, a new venue, new categories... this will be our biggest Awards night yet!

Entries for the Edinburgh Chamber of Commerce Business Awards 2018 were officially opened on September 27 during our launch event at the Sheraton Grand Hotel & Spa, which has served as an excellent venue for our Business Awards in years gone by. In 2018, to meet the growing demand for the most spectacular event in our calendar, we invite you to join us to celebrate the successes of our members at the Edinburgh International Conference Centre on February 8.

With a range of categories ensuring all businesses have a shot at success, we

encourage you to get your entry together and submitted to awards@edinburghchamber.co.uk before January 11!

Our judging panel will select their shortlist and finalists will be announced early in the New Year.

As to who will walk away winners..? Best you join us on February 8 to find out for yourself!

To learn about the categories or to book a table, get in touch with our awards team at awards@edinburghchamber.co.uk or visit www.edinburghchamber.co.uk/events/awards





**Zakia
Moulaoui**

The Social Enterprise Academy create new International role

The Social Enterprise Academy is pleased to have appointed Zakia Moulaoui as their International Business Development Manager. This newly created role will look at how the Academy can replicate its model around the world. Did you know there were Social Enterprise Academies in Malawi, South Africa, Australia or India?

Zakia's previous experience include working on international events and development with the Homeless World Cup Foundation and on Innovation with Social Bite.

She is interested in hearing from you about international development, new possible collaborations or if you simply fancy saying Hi!



**Valerie
Mentiplay**

Hearts bolster sales team

Following a multi-million development of Tynecastle Park, Heart of Midlothian is delighted to welcome a new addition to their events sale team

Valerie Mentiplay, previously of DoubleTree by Hilton brings excellent customer service skills and a real client-focused attitude. With a wealth of events expertise, Valerie will be focused on the sale of the amazing new conference facilities at Tynecastle.



**Jenna
Westphal**

DJ Alexander welcomes new Australian recruit

DJ Alexander, which this year celebrates its 35 anniversary in the Scottish property market, is delighted to welcome Jenna to the team.

Jenna is managing the organisation's marketing functions, drawing on over 8 years' experience in strategic communications roles across urban renewal, resources and the arts.

Living in Edinburgh for over a year, Jenna has relocated from Perth, Western Australia. Unsurprisingly she's fallen in love with the city, but surprisingly doesn't mind the weather at all.

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Do you know what to do with your business waste?

The City of Edinburgh Council, Environmental Wardens are visiting local businesses to check that they are disposing of their business waste in the correct manner.

If you don't have a waste management supplier in place, we can help! Knowing your waste and recycling is taken care of means you can concentrate on doing what you do best, running your business.

"Your drivers are so friendly. They come in everyday with a smile on their face and are always happy to help. The service is totally hassle-free."

Söderberg Bakery

What we collect: recycling, confidential paper, glass, food and general waste.

Based in Leith, we provide the most reliable collection service in the city.

- As a local company we can collect 7 days a week, saving you from storing your waste on your premises.
- Our friendly service team pick up the phone in 3 rings and are always happy to help.
- We provide collections that are cost effective for your business.

Join thousands of other businesses who have already seen the benefits of using Changeworks Recycling for all your waste and recycling needs, switching is easy!

For more information - **0131 538 5381**

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www.changeworksrecycling.co.uk

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