

# Business Comment

JUNE/JULY 2018

## **Special Report: Transport and Infrastructure**

Humza Yousaf MSP, Minister  
for Transport and the Islands  
- The future for Transport in  
Scotland looks bright

Gordon Dewar on ambitious  
plans for Edinburgh Airport  
and the impact of Air  
Passenger Duty

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## Transport and Infrastructure

Welcome to Business Comment, your magazine, and in this issue we look at the importance of our transport infrastructure.

As businesses, we appreciate the vital role played by transport in our commercial lives – from getting people to and from their place of work, linking the supply chain, right through to providing our city with global connectivity. With improved transport comes improved opportunity, greater potential, more sustainable and inclusive growth.

At Edinburgh Chamber, we are committed to working with all of our stakeholders and partners to ensure Scotland's Capital benefits from the best possible transport infrastructure – by road, rail, air and sea.

In the magazine the Scottish Government's Minister for Transport and the Islands, Humza Yousaf, outlines the ambitious target held, to remove the need for new petrol and diesel cars by 2032. On the way to delivering that, the Government will need to continue to invest in our transport network, and the Minister points to investment in the new Queensferry Crossing, the M8 improvements, the M74 link, and also to £1 billion spent each year on our public transport system.

Edinburgh Airport's Chief Executive Gordon Dewar brings us up to speed with the pace of change and progress at our major international gateway, where the progress made there can best be described as spectacular. However, Gordon is far from complacent – and indeed his comments on the damage being wrought

by Scotland's high level of Air Passenger Duty should serve as a stark warning to our politicians.

Alex Hynes, Managing Director at the ScotRail Alliance, is another with a major role to play and he is determined that Edinburgh is at the heart of his own plans to deliver the best railway network Scotland has enjoyed, with significant upgrading work underway. However, he stresses that the plans don't stop at the network, with Waverley Station and its role as a major gateway and transport hub for the Capital very much to the fore in his thinking also.

The magazine, as ever, reflects the diverse and innovative work of our members, and that is illustrated by the new cycle hire deal struck by Transport for Edinburgh and Serco.

Happy reading!



**Liz McAreavey**  
Chief Executive,  
Edinburgh Chamber  
of Commerce

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## The journey continues for First Scotland East as they are shortlisted for four awards

First Scotland East (FSE) have completed a remarkable turnaround in fortunes over the last 12 months after turning a loss-making business back into a successful operating company. To top it all off, they have now been shortlisted for four awards at the prestigious Scottish Transport Awards.

The First Bus operating company, who have depots at Larbert, Bannockburn, Livingston, and Balfron, have been on quite a journey since selling off the Borders arm of the business in 2017. Now, thanks to some significant investments in new greener vehicles along with some worthwhile local partnerships and investments in technology, the business is performing well and actually bucking national trends for passenger growth across a number of their most popular routes.

FSE have now been shortlisted for four awards including Best Bus Operator, Frontline Employee of the year (x2) and Best Bus Service for the highly popular 27/28 service from Livingston to Edinburgh.

Following an investment in excess of £5 million, 19 ADL 400 double-deckers were introduced, which not only reduced road transport greenhouse gas emissions, but

also provided an opportunity to link these priorities to the Green Bus funding initiative by encouraging the use of more LCV's in Scotland. Leather seats, wood effect flooring, improvements to the vehicle specification (stop/start technology), access to USB charging points and free Wi-Fi have been introduced to enhance the customers journey on the bus. In addition, all vehicles have tracking devices fitted with real time departure information for customers through a variety of channels including the updated First Bus Journey Planner app.

The aim of this investment was not only to enhance the experience of existing customers, but to open up the bus to a new market of customers as a viable and hassle free alternative to taking the car.

FSE continues to go from strength to strength as they look to improve other locations

such as Stirling and Falkirk with this same approach of investment in services and technology. The company has recently launched cashless payment methods across all vehicles such as contactless and mTickets. There are also new digital ticketing machines across all vehicles to complete the entire First Bus Scottish network. These innovations coupled with the availability of our mTicketing and Journey Planner apps on all mobile devices means that access to the bus is easier than ever before for the customer.

All in all, the future is looking bright as the company continue their quest to make bus the number one alternative travel option to the car and one of the main solutions to the ever-increasing issue of congestion on our roads – especially on the main corridors in and out of Edinburgh.

# Openreach invests £400,000 to train Scotland's digital engineers of the future

Openreach chief executive Clive Selley recently announced a £400,000 investment in a fibre training school for Scotland to educate a new generation of digital engineers.

More than 4,000 people have applied for 400 new trainee engineering roles being created in Scotland by the digital network business as it gears up for a major rollout of ultrafast broadband.

The new recruits will be among the first pupils to pass through the new fibre training school, located within Openreach's national training centre for Scotland in Livingston, with around 40 being hired to work directly on the rollout of Fibre-to-the-Premises (FTTP) in Edinburgh.

The Scottish capital will be the first city in Scotland to see widespread rollout of FTTP at speeds up to 1Gbps\*. Work is under way in parts of the city including Corstorphine and Newington, with places like Murrayfield, Abbeyhill and western Dalry expected to follow.

Visiting the Livingston training centre, Keith Brown MSP, Cabinet Secretary for the Economy, Jobs and Fair Work, welcomed the latest investment on behalf of the Scottish Government.

Mr Brown said: "Educating the next generation of digital engineers is absolutely vital to ensuring we meet our digital ambitions. I therefore welcome this investment from Openreach in their fibre training school, which will underpin the roll-out of high-speed broadband to communities across Scotland."

Clive Selley said: "When it comes to delivering world class digital infrastructure, Openreach people in Scotland have unrivalled experience, expertise and capability – and we want that to continue.

"Our new engineers are helping us provide better service, broader coverage and faster broadband speeds throughout the country, and



this new training school will make sure they have the skills they need to get the job done.

"We're confident that our investment in people and networks across Scotland have a big role to play in the country's future economic success."

During the visit, the Cabinet Secretary and CEO visited the first of four new fibre classrooms at the centre – designed to provide a real-life setting for trainees complete with duct pipes, fibre cables and walls replicating inside and outside customers' houses – and met Openreach trainees.

During this year a residential street will be replicated outside the centre to give recruits a safe, real-life environment to learn and practise every aspect of their work. It will have a live, fibre network which connects a local exchange to an office, shop and houses through pavements, ducts, poles and cabinets – with an extra dose of reality added by exposure to the elements.

The indoor and outdoor simulations are designed to include everything an engineer

would encounter during a typical working day – from cabling to jointing and repairs, working underground or overhead, up telephone poles and installing new services inside customers' homes.

Engineers who pass through the fibre training school will receive comprehensive training – from picking up a job and setting up their working area safely to splicing together hair-breadth fibres or installing or repairing a line.

Around 1,700 trainees are expected to pass through the doors in Livingston throughout 2018/19, with numbers rising once work completes on the fibre school later this year.

More than 95 per cent of Scottish homes can already access fibre broadband services, through commercial investment and Openreach's Digital Scotland partnership with the public sector, with the vast majority able to attain speeds of 30Mbps+.

As well as being the first Scottish city, Edinburgh is one of only eight in the UK at the forefront of Openreach's Fibre First programme, which will see three million homes and businesses upgraded to ultrafast FTTP by the end of 2020.

The capital joins places like Altnaharra in Sutherland and Innerleithen in the Scottish Borders which already have some FTTP capabilities, alongside around 8,000 premises which now have access to FTTP as part of the Digital Scotland Superfast Broadband rollout led by the Scottish Government and Highlands and Islands Enterprise.

Openreach expects to announce more locations to be upgraded to ultrafast FTTP during the course of this year.

"Educating the next generation of digital engineers is absolutely vital to ensuring we meet our digital ambitions. I therefore welcome this investment from Openreach in their fibre training school, which will underpin the roll-out of high-speed broadband to communities across Scotland."

# We've moved

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# Turning a disposable nightmare into a circular economy dream

A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.

For example every year, Britons have to bin 2.5 billion disposable coffee cups because the plastic coating that stops their precious brew leaking out also makes the cups impossible to recycle.

So, having enjoyed our lattes and cappuccinos, the cups are either incinerated or landfilled – generating huge quantities of the greenhouse gas carbon dioxide, and contributing to our global warming problem.

Now, thanks to research at the University of Edinburgh and a new start, spin-off business called Carbogenics, we could soon see a complete reversal.

The company has discovered a process that uses pyrolysis – decomposition through high temperatures – to turn mineral-rich organic waste, like disposable coffee cups and paper waste sludge – into high-value carbon composite materials.

And their work will help create slow-release, carbon rich materials for fertilising as well as helping bio-gas companies boost their yields.

It's a perfect example of the circular economy in action, turning one man's waste into another man's opportunity – and all the while helping create a greener, more sustainable future. Or in old-fashioned terms, where there's muck there's brass.

Dr Jan Mumme, co-founder and Chief Executive of Carbogenics, explained: "Carbogenics was born from our desire to transfer and use our knowledge that had grown over many years of research in this area.

"Now we are at the point where we will soon be able to start production, creating products and providing services that will be of real help to biogas producers (producing gas from organic waste materials). Our research has shown that our product, which we are calling CreChar, will help increase gas yields by around 15%. The company is working on many other uses for CreChar, but one which is also likely to find significant commercial use is as a plant fertiliser.



Dr Mumme added "Instead of adding to our greenhouse gas problem, through landfill and incineration, we could be improving the yield from biogas, and putting carbon back into the soil for hundreds of years to come."

Edinburgh Chamber of Commerce are managing Circular Edinburgh funded by Zero Waste Scotland, which supports work that will deliver circular economy growth. It is supported by the European Regional Development Fund through the £73million Resource Efficiency Circular Economy Accelerator Programme.

There are currently significant funding opportunities and support for SMEs that are interested in investigating circular economy

opportunities from Zero Waste Scotland. Zero Waste Scotland are funded by the Scottish Government and receive funding from the European Structural Funds Programme to help accelerate our circular economy and resource efficiency work with SMEs in Scotland.

For further information please visit [www.edinburghchamber.co.uk/circular-economy](http://www.edinburghchamber.co.uk/circular-economy) or contact Mayan Grace on 0131 221 2999 (option 5) or email [circulareconomy@edinburghchamber.co.uk](mailto:circulareconomy@edinburghchamber.co.uk)



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concept public space – bold, creative and as welcoming as the city itself. Created to be an open space where guests can meet, share and collaborate, the living space is welcoming, comfortable and stylish. The design has taken its inspiration from the stunning architecture and nature that make up the famous Edinburgh landscape.

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# An invaluable network to support business growth

## David Gray

**Bid Development Director  
AM Bid Services**

At AM Bid, we're all about growing and scaling. And not just our own business, but those of our many clients, who we are helping win new contracts, provide long-term revenue streams and opportunities for expansion. As such, we recognise the important role of developing and maintaining strong business networks to help identify new opportunities and facilitate growth.

AM Bid is a bidding and tender specialist, established in the Lothians in 2014. We have grown rapidly since, to become Scotland's largest bidding and tender specialist, with industry leading win rates in excess of 80%. In February 2018, our growth and business successes were recognised by the Edinburgh Chamber of Commerce, who awarded us the highly coveted Best Performing Business (1-10 employees) prize at their 2018 Business Awards.

For us, this was the culmination of over 3 years of hard work, dedication and commitment to delivering consistent results for our clients. We were especially proud to have received this recognition from the Chamber, as our membership has played an important part in our growth story.

I am a firm believer that to get the most out of any business membership, you must be prepared to put the effort in to meaningfully engaging with your fellow members, contributing wherever you can to the wider business community.

Since joining the Edinburgh Chamber in 2015, AM Bid has engaged and interacted with the Chamber membership on several levels. We have attended Speed Networking events, Breakfast Seminars, Business Lunches, Summer Socials, Training Courses and, of course, the Annual Business Awards.

We have also proactively and directly added value to the membership community, delivering Bidding and Tender Masterclasses at Chamber Breakfast Seminars, sharing some of our pragmatic work-winning tips to help members improve their bid win-rates.

In return for this proactive approach to engaging with the Chamber community, we have received numerous benefits, such as introductions to potential clients, prospective suppliers and partners, as well as the



David Gray

opportunity to grow our networks, raise our brand and showcase the value we add to our clients' businesses.

We maintain strong relationships with Chamber staff and feel as though they are our biggest advocates at times, always on hand to share our news stories, promote our services and introduce us to those with a need for our expertise. It is fantastic to receive this level of support and endorsement from such a well-respected and established business community in the capital.

As an avid networker, I look forward to meeting up with fellow members to develop relationships, identify potential clients, and exchange views and opinions on topical business issues. In March this year, I was delighted to represent the Chamber as one of the Edinburgh membership delegation on the Trade Mission to Dublin, where I enjoyed a short business trip, meeting many members of the Dublin Chamber of Commerce, to form connections and business relationships in Ireland.

My advice to any new Chamber members would be to maximise your membership by engaging enthusiastically with your fellow members and the Chamber membership team, who are always on hand to help and support where they can.

This approach has worked me, and for my colleagues at AM Bid; the connections we have developed through the Chamber have enabled us to grow and maintain a vast network of trusted business contacts across the City and beyond, many of whom have become our clients or introduced us to new clients. There is no doubt that nurturing such a network has helped contribute to our own business growth.

There is something for everyone, and every business, in the Chamber events calendar - but of course, you can't attend everything. My advice would be to discuss your membership objectives with Chamber staff, who can help you identify the most suitable events. Then book on, get the dates in your diary, and turn up with a positive attitude - and plenty of business cards!

# Transport for Edinburgh and Serco sign agreement for new innovative cycle hire scheme for City of Edinburgh

Transport for Edinburgh (TfE) and Serco are delighted to announce that they have signed the concession agreement for Serco to introduce and operate the innovative new cycle hire scheme for the City of Edinburgh – with the first bikes due to hit the City’s streets later this summer.

The new cycle scheme is set to transform urban mobility and cycling in the City of Edinburgh as the Serco team brings the best aspects of some of the world’s most successful cycle hire schemes and applications to Edinburgh.

Using bikes from Serco’s partner on the London scheme Pashley Cycles, Britain’s longest-established cycle manufacturer, Serco will deliver a world-class bike share scheme tailored to the needs of Edinburgh residents, visitors and students.

To develop links with education, TfE has a Memorandum of Understanding with The University of Edinburgh, making the University an active partner for the scheme helping to coordinate the engagement of all other Edinburgh Universities and Colleges.

The initial three-year concession agreement will deliver 500 manual cycles as well as 100 electric cycles. The first 200 manual cycles



will be operational in time for the start of the university academic year, and the number of manual cycles available will increase to 500 by April 2019 along with the intended plan for e-bike hire.

Announcing the signature of the concession agreement, Transport for Edinburgh Chief Executive George Lowder MBE said: “Transport for Edinburgh are delighted to have concluded

the Concession Agreement with Serco that sets the conditions for a long and successful partnership. At the same time, we have been working with the Serco Team to develop the details of the roll out and the scheme. This collaboration has been hugely positive and productive and we are very much looking forward to the launch of the service in September.”

## NEW MEMBERS

### 8th Row

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**AV One Solutions Ltd**

**Balfour & Manson**

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**Bureau Workspace**

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**Edinburgh Prime Consultancy Ltd**

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**Healthy Nibbles**

**Hot Button Productions Limited**

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**MyHummy UK**

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# Are you feeling a little 'Out of Kilter' with our Scottish 'Tartan' tax?

The 2018/19 Scottish budget was passed by Holyrood on 21 February, but what does this really mean for Scottish Tax Residents?



**Lynn Gracie**  
Anderson Anderson & Brown LLP, Chartered Accountants & Business Advisors

Tax 'Winners' - Derek MacKay was keen to confirm the many winners, including those individuals earning less than £26,000, who make up around 55% of the Scottish tax paying population. They will now, comparatively speaking, pay less tax than their English counterparts.

Tax 'Losers' - they however include some 1.1M Scots, who will now pay more tax than people in England on the same earnings.

"Highest Rate of Marginal Tax and National Insurance (NI) rate in the UK" - an unfortunate headline, but one impact of these changes

results in Scottish resident employees earning between £43,430 and £46,350, now paying 53% tax and NI, compared to 32% in the rest of the UK. This 53% rate, is actually some 6% higher than someone in England earning £1M a year, who then receives just £1 extra in earnings.

In addition, individuals earning over £100,000 will lose 63.5% in tax and NI on every pound up to £123,700, as their personal allowance is tapered away to zero, compared with 62% in the rest of the UK.

Working the numbers is complicated! HMRC fully accept their tax calculators haven't

been able to cope since changes to savings allowances in 2016, and taxpayers have faced unnecessary tax bills as a consequence.

This doesn't provide taxpayers with any confidence that they will get it right for 2018/19, particularly if you are someone who will be paying tax on income partly at English rates, and some at Scottish rates, which involves also having to take into account different tax bands in both countries, on the different sources of income.

How will this affect the Business Community? Firstly these tax changes only apply to individual taxpayers, not corporate bodies, and only on non savings income. So income from employment, self employment, partnerships, or rents from property investments, will be included in these new rates, but UK 'English' rates continue to apply to investment income.

This means shareholders of Limited companies could pay themselves dividends, take advantage of the 2018/19 £2,000 dividend savings allowance, and continue to pay English rates of tax. The added bonus of paying dividends rather than salary, is the NI savings for both shareholder/ company.

Combining this with reducing corporation tax rates, will inevitably result in some unincorporated business, or investment property owners rethinking their current legal structure, and considering incorporation more than ever before. The tax and NI savings are attractive, but the compliance and administration costs could be prohibitive, so professional advice must be taken, especially where there are assets held in the business.

HMRC famously coined the phrase 'Tax doesn't have to be taxing'. For Scottish residents...I would definitely beg to differ.



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# Transport and Infrastructure: Are you visible to your future workforce?

In planning for this article I was keen to see the diversity of roles and what the current estimated workforce growth was for the industry so visited [www.myworldofwork.co.uk](http://www.myworldofwork.co.uk) and checked out some of the job profiles that sit within Transport and Infrastructure.

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

Some of the more technical roles in rail seemed to decrease, yet the majority of other roles were on the rise. While these figures are estimates and are based on Scotland as a whole, it helps those looking for careers in the sectors understand the opportunities which may be available to them.

It was interesting to explore the types of role available to young people – particularly the diversity of technical and customer facing positions available within the Transport and Infrastructure sector. If asked about careers in these sectors, a class of 13 year olds would likely reel off some of the more obvious, visible roles including Train/Bus Driver, Customer Service Assistant and Ticket Operator – but what about those less visible jobs?

What about the Geologists, Project Managers, Data Analysts, Planners and beyond? How do career planners – young people especially, understand these opportunities exist?

My 6 year old daughter visited the library recently, and when I asked her what she would like to do when she grows up – she said Librarian. Prior to that, it was a Teacher – both of which are visible careers to her. I asked my 11 year old son what he wanted to do when he grows up and Archaeology was his response

- a career which has been made visible to him through Indiana Jones.

Yet I am sure with some discussion and support we could stretch this out to Geology, Environmental Consultancy and other areas of work in transport or infrastructure requiring similar skills. Like all young people, what my children need is the opportunity to have these jobs brought to life while they progress through their educational and learning experiences towards their career.

My role with Developing the Young Workforce (DYW) really emphasises this need for all young people and as a parent I feel lucky to be able to support my children in navigating the landscape of careers; yet what I can't do is bring the careers to life. We do not fully understand the role of an Engineer or Town Planner, we can only really bring our own experiences to the table for discussion and look online for the rest.

While websites have significant information on careers, young people are keen to hear from people from industry on what their sector and job is like; what skills are required for their jobs and which path they took to end up where they are.

The impact of gender stereotypes on career aspirations is also an area for employers in Transport to consider. As identified in a recent report, Drawing the Future; Children still think of particular careers as 'male' or 'female'. The report states: "Boys overwhelmingly aspire to take on roles in traditionally male dominated sectors and professions. Gendered patterns

also emerge in STEM-related professions. Over four times the number of boys wanted to become Engineers (civil, mechanical, electrical) compared to girls. Moreover, nearly double the number of boys wanted to become Scientists compared to girls in our sample. Conceptions of traditional femininity, specifically ideas around 'nurturing' or 'caring' roles, may also explain the difference in the number of girls wanting to become a teacher or doctor compared to boys. In our sample, nearly nine times the number of girls wanted to become Teachers compared to boys. It may also be influenced by the Teachers the children see, with the majority of primary school Teachers being female." The full report can be viewed here: [www.educationandemployers.org/drawing-the-future-report-published](http://www.educationandemployers.org/drawing-the-future-report-published)

Through the DYW programme, employers are making their industry more visible to young people in primary, secondary and college education in Scotland. Getting involved can have a positive impact on workforce diversity, increase your talent pool and support young people to be industry ready – a win-win for all involved.

To find out more and get involved please visit [www.edinburghchamber.co.uk/dyw](http://www.edinburghchamber.co.uk/dyw) or give one of the DYW team a call on **0131 221 2999 option 9**.



Name:

**Steven Scott**

Business name:

**TwoFifths Design**

Start up date:

**September 2017**

Website:

**[www.twofifthsdesign.com](http://www.twofifthsdesign.com)****Tell us a bit about your business?**

We create unforgettable brands, design and build beautiful websites, and bring stories to life through animation and film. We specialise in corporate identity, brand strategy, and development, design for print, online design and motion graphics.

**What makes your company unique?**

With so many design agencies across Scotland, I think it's almost impossible to claim to be unique in this sector. However, I believe it's the designers themselves that make an agency unique. So for me, it's that one unique idea we create for a client, that makes our offering unique.

**What motivated you to set up in business?**

Setting up my own design agency had always been part of the plan. So after 20 years of working my way up within the Scottish design sector, making some fantastic contacts, and learning the ins and outs of the business side of the industry, I found myself in the fortunate position where I could do just that.

**How many staff do you manage?**

Currently, it's just myself and my wife, Associate Creative Director, Gillian Scott. We also collaborate on a daily basis with a range

of other design sector professionals, from strategists to specialist creatives, and hope to recruit another permanent designer later in 2018.

**How long have you been trading?**

We opened the TwoFifths studio on September the 8th 2017.

**What do you like most about running your own company?**

Being my own boss, being able to make my own decisions, good or bad, and to learn from them. I love having direct contact with the clients too. I feel this leads to a much greater understanding of what a project requires, leading to a better creative output from us, which in turn, results in a greater outcome for the client.

**What has been your greatest business success to date?**

Considering we've only been trading for the past 6 months, I would have to say every day so far has been a success. From the outset, we were very fortunate to have been introduced, through a good friend and mentor, to a very influential client, who since then has introduced us to several new clients, all of which we are now working with on a regular basis with.

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

Learning when to switch off! It has taken me the best part of six months to realise that downtime is just as important as working flat out. Sure you can work on past 5.30, but to stay productive you have to relax your mind just as much as you apply it.

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

In the short-term we will completely focus on the clients we have, developing even greater relationships with them. Which, in turn, will hopefully lead to further client introductions. We will then, over the next five years, increase the size of the team, and with this, progress to larger premises, where the business can continue to grow.

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

The best piece of advice I was given was to "Stay Premium" If you offer an excellent product, with exceptional service, with outstanding results, clients will pay. You are much better off spending your time developing new relationships with clients who value your worth, than with those who don't, and who end up taking all your time for free.



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## VOCAL opens new Edinburgh Carers' Hub!

**Launch Events  
 11th-17th  
 June 2018**

In April 2018, coinciding with the implementation of the Carers (Scotland) Act 2016, VOCAL opened the new Edinburgh Carers' Hub at 60 Leith Walk,

whilst also continuing to expand the co-location of staff throughout the city and our communities.

Driven by future carer demand and our ambitious targets of supporting 10,000



carers by 2021, VOCAL has successfully relocated after over 20 years at the Carer Centre on Johnston Terrace. The new friendly and welcoming Carers' Hub houses two large training rooms, counselling space, therapy suites, informal places to chat, a relaxing garden with memory tree and new social enterprise Treasure Tree.

VOCAL offers personalised support on

a number of challenges facing family carers including; changing relationships, balancing caring and employment, social isolation, breaks from caring and financial hardship.

VOCAL are throwing its doors open with launch events for carers, supporters and corporate partners during national **Carers Week, 11th-17th June 2018.**

If you would like to come along to our launch event or find out more about VOCAL and how we can collaborate please call **0131 622 6666**, email [centre@vocal.org.uk](mailto:centre@vocal.org.uk) or visit [www.vocal.org.uk](http://www.vocal.org.uk)

# The One-Stop-Shop vs The Specialty Retailer



## When you're looking at apps for your business, there is an argument for both.

With a specialty app, you get a depth of functionality and that industry (or process) expertise. Which is great. It's often hard to get a single product that has the depth of functionality available from 'best of breed' applications that might be available.

Going with a single app with integrated functionality, of course, gives you less specialisation, but you've only got to train people on one piece of software and there is less confusion over "where" any particular bit of information is stored.

In my experience (speaking as someone who has been selling integrated software solutions for longer than I care to admit), SME's in particular often struggle to be able to find the time to understand, integrate and afford many separate applications.

In addition to the issue of training users on multiple applications, there is the added pressure on time and resources, upkeep of multiple systems, and the internal knowledge or software/hardware required to plumb these solutions together.

So even though the theory of a singular, specialised solution with multiple applications sounds appealing, it is often not translated into the reality within the business.

Saying all that, though, I wouldn't go so far as to say that going for a "one-stop-shop" application is settling for something as a way to save money.

A proper single, integrated solution, especially in this day and age, is often the preferred solution for the business owner. Yes you might not get that specialisation, but other benefits can far outweigh that individual draw back.

### Streamlined

A single application is easier to manage, that's the obvious one. You've got joined up writing and terminology when you move from one part of your business to another. It keeps the context of data and information, after all, it's all there in the same place.

This allows you to make better use of the knowledge you gain.

### The whole customer journey

Being able to see all of the interactions you have with your customer, from the first enquiry through the sales cycle and acquisition phase, in one place is great for the team on the ground. But it is also a great way for the Management to get deep insights into the ongoing relationship...and pinpoint trouble spots so you can zero in and fix them.

### Integration options

These days it's hard to find a system that doesn't integrate with other applications and that's especially true for the bigger software out there. It's good to integrate sometimes, so yes you need a system that has the capability to reach out into other systems when needed. Industry specific applications may be mandatory but also complex, so consolidating this information into a central touchpoint system makes the data available to a wider audience.

### GDPR easier to manage

It would seem you can't have an article nowadays without mentioning GDPR.

But I'm not just mentioning it for the buzz word. Having a single, auditable system makes the process of managing the data and compliance so much easier. You know where everything is and you can find (and correct) the data that needs the attention.

### Using the right tool for the job is really important

Regardless of whether you want specialist software for your business or a single integrated solution, the most important thing is that you get the right tool for the job.

The first steps when you start your search is to map out what you 'really' need. Be clear about the 'would likes' as well, though. That will help you find the system(s) that will grow with your business, expanding into new departments and processes without financial or user stresses.

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](http://www.opencrm.co.uk)



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

openCRM

# Protecting business in a cyber world

One Scottish company taking the lead in tackling cyber security is AST Risk Consultancy & Training Services Ltd.

Founder, Alan Stenhouse has assisted numerous businesses of all sizes to address their security concerns, now he is offering you the chance to attend a breakfast seminar in which he'll provide advice on cyber security and how engaging with cyber risk on a personal basis is key to addressing the biggest vulnerability in any organisation – it's employees.

"Traditionally responsibility for a business's security has rested solely with their IT or risk teams, but effective cyber security is the result of strong cultural awareness throughout the entire organisation, rather than the technical knowledge of a few," explains Alan.

"Figures consistently show that the vast majority of cyber crimes are the result of human error in some way, indeed, employees



are increasingly likely to be targeted by cyber criminals so it makes sense to equip them with the right training to deal with such attacks.

"People commonly hear the word 'cyber' and panic or switch off thinking this doesn't affect me but in truth, our way of life in a digital world through our use of social media; the internet and our increasing reliance on Internet of Things devices, leaves us all susceptible to cyber crime.

"I want to dispel the myths of cyber security and show that ensuring your business is secure needn't be a costly or complicated exercise."

The breakfast seminar is to be held at Apex Grassmarket Hotel, on 5th July at 8.30am, with an expected finish time of 10.00am, providing

a convenient and accessible means by which to learn.

Attendees will come away from the event with a deeper understanding of the cyber threats to themselves as individuals and their business together with a clear idea of the protective steps to be taken.

Places are limited, to stay one step ahead of the threat and confirm your place now: [www.eventbrite.co.uk/e/protecting-business-in-a-cyber-world-tickets-46284782029](http://www.eventbrite.co.uk/e/protecting-business-in-a-cyber-world-tickets-46284782029)

Learn more about AST Risk Consultancy & Training Services at [www.astriskconsultancy.com](http://www.astriskconsultancy.com)  
**07969 050 393**  
[as@astriskconsultancy.com](mailto:as@astriskconsultancy.com)

**Free Breakfast Seminar: Thursday, 5th July 2018**

**Apex Grassmarket Hotel, 31-35 Grassmarket, Edinburgh, EH1 2HS**

**Registration: 8:30AM - 9:00AM - (10:00AM Finish)**



AST Risk Consultancy  
& Training Services Ltd

## Protecting Business in a Cyber World

Learn more about AST Risk Consultancy and Training Services:  
For more info: [www.astriskconsultancy.com](http://www.astriskconsultancy.com)

# The Scottish Public Sector Cyber Resilience Scheme: Are you ready?

Now is the time to act. The Scottish public sector's resilience to potential cyber attacks is being overhauled. The Scottish Public Sector Cyber Resilience Scheme, set up by the Scottish government, is enforcing a change to the way the public sector treats cyber threats. With this legislation potentially extending to general businesses in the future, the question is: are you ready?

In light of the EU's General Data Protection Regulation (GDPR) and the Directive on security of network and information systems (NIS Directive), organisations would be well served by aligning themselves with what the government is doing and start developing a cyber resilience strategy based on the principles of global best practice in information security and business continuity management.

## The three stages of progression

In order for a public-sector body to be fully compliant the Scottish government has set out three stages of progression to tackle this issue:

1. By the end of June 2018 (or end of October 2018 in the case of Cyber Essentials certification and independent assurance of critical controls) public bodies must have achieved the 'initial baseline stage' which involves having in place a common baseline of good cyber resilience practice in the short term.
2. **Target:** Public bodies are expected to be aligned with the new Security Policy Framework Technology Security Standard and other key existing standards and guidelines.
3. **Advanced:** These requirements will align with the NIS Directive legislation and guidance. Scottish public bodies in the health and water sectors will automatically be subject to these requirements under relevant legislation.

Alan Calder, the founder and executive chairman of IT Governance, the leading provider of governance, risk management, compliance (GRC) and cyber security compliance solutions, says that it is critical that Scottish organisations start their compliance journey as soon as possible.

He said: "Cyber crime is perhaps the single biggest threat to modern businesses, and attacks are continually on the rise. The Scottish government's legislation is something that we as an industry welcome to encourage more

organisations to incorporate effective cyber resilience into their practices.

"What's fantastic to see is that the scheme aligns with leading examples of cyber security, such as the international information security standard, ISO 27001, and the UK's Cyber Essentials Scheme, and that the Scottish government has acknowledged that effective business continuity management is a crucial part of a comprehensive cyber resilience programme."

## Scottish Cyber Resilience Scheme June 2018 deadlines

With two key deadlines already passed, Scottish public bodies will now have an eye on June 2018, the next deadline for cyber resilience foundations to be laid. Some of these foundations include:

- Confirming that a Cyber Essentials pre-assessment has taken place
- Having cyber resilience training and a cyber incident response plan in place
- Become an active member of the of the NCSC's CISP (a joint industry and government initiative set up to reduce cyber threats)

A comprehensive guide with solutions to enable compliance with the entire Scottish Cyber Resilience Scheme framework can be downloaded from the IT Governance website: [www.itgovernance.co.uk/scottish-public-sector-cyber-resilience-framework](http://www.itgovernance.co.uk/scottish-public-sector-cyber-resilience-framework).

The Scottish government has identified a range of standards, guidelines and controls that can contribute to increased cyber resilience, including ISO 27001, Cyber Essentials and the Payment Card Industry Data Security Standard (PCI DSS).

IT Governance recently opened a new Edinburgh office to further support local organisations and the Scottish public sector in aligning their cyber resilience strategies with international best practice. IT Governance is a specialist in ISO 27001 implementation, Cyber Essentials certifications, the PCI DSS and the GDPR. Please visit our website [www.itgovernance.co.uk](http://www.itgovernance.co.uk) for more information about our cyber resilience products and services, or email [servicecentre@itgovernance.co.uk](mailto:servicecentre@itgovernance.co.uk) or call +44 (0)333 800 7000 to get in touch with our consultancy team.



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# When will Edinburgh see the first fully automated vehicles on its streets?

In March this year, MSP Ivan McKee suggested that driverless cars would be on the roads by 2021 and commonplace in Scotland by 2030. While increasing numbers of people are relying on features that make their driving experience semi-autonomous, there are currently no fully autonomous vehicles operating on Scotland's roads. Recent developments are however bringing that prospect ever closer.

## Martin Gallaher

**Head of Projects: Road, Rail and Aviation, at DWF LLP**

The arrival of automated vehicles on Edinburgh's roads will have a significant impact on the way we live and work - creating opportunities for the city's business community and residents. It is claimed that autonomous vehicles will be safer and cut congestion which will increase traffic flow and cut pollution. A shorter commute will widen the pool of talent from which businesses can recruit and automated vehicles will offer a more accessible way to travel.

Automated vehicle technology is advancing with ever-greater speed but driverless cars are unlikely to appear on our roads - never mind become commonplace - until people feel safe around this new technology. The correct legal and regulatory environment can facilitate the safe development and operation of automated vehicles. With this in mind, the UK Government has introduced a series of measures to ensure that the UK remains one of the best places in the world to develop, test and drive self-driving vehicles.

The insurance and liability framework for autonomous vehicles is set out in the Automated and Electronic Vehicles Bill - currently making its way through Parliament. The Bill provides that insurers will cover an automated vehicle when it is driving itself and sets out the basis for a claim for a contribution or indemnity from anyone who might have been at fault. This clearly envisages that vehicle manufacturers may be held liable, with compensation being readily available to an "innocent" injured person. The Bill allows for apportionment of blame for the cause of an accident to be resolved after insurance is paid out.

Another feature of the Bill is that any first party injury claim (compensation for the insured driver) will also be covered. This has to be correct where the car, rather than its owner/driver was at fault. It is a bold step and it will



be interesting to see whether this affects insurance premiums.

The Centre for Connected and Autonomous Vehicles (CCAV), part of the Department for Transport, is currently updating the DfT's code of practice for testing driverless cars. The updated code is expected to do away with the need for a "safety driver" who can take over control of the car at any time. Nevertheless, to assuage public unease - given recent negative publicity from the US - there is still work to be done in this area.

North of the border, the Scottish Law Commission has just started a three-year review to examine any legal obstacles to the widespread introduction of self-driving vehicles. This review will examine how driving laws - designed with traditional motoring in mind - can support the next generation of vehicles.

The Scottish Government is working closely with CCAV to participate in autonomous vehicle trials and is currently considering how this new

technology can help deliver inclusive growth. It is expected that Scottish Government policy will focus on lifeline transport services and will complement its policies on phasing out the need for petrol and diesel cars and vans by 2032 and further development of Intelligent Transport Systems. Investment will also be required to develop infrastructure such as 4G and 5G data coverage to facilitate the data needs of autonomous vehicles.

All this comes at an exciting time for the introduction of connected and autonomous vehicles. There are already signs that Edinburgh businesses have grasped the opportunities presented by driverless cars with the announcement that software company Codeplay has secured a £2.1 million investment to work on the development of driverless cars. It may be that autonomous vehicles appear on the capital's streets sooner than we think.

# 10 TOP TIPS - MAKING THE MOST OF EDINBURGH AND THE LOTHIAN'S THIS SUMMER WITH LOTHIAN

**Name:** Sarah Taylor

**Business Name:** Lothian

**What you do in 20 words:** Communications & PR Manager for Lothian, responsible for all internal communication, external communication and stakeholder engagement.

**1. Choose Lothian** - Edinburgh is a beautiful city and there is so much to see and do, especially in the summer. Our city services connect people right across the city, carrying over 2 million customers per week, taking our customers where they want to go. This summer take some time to relax and see more of your capital city.

**2. Hop aboard an Edinburgh Bus Tour** – and see the city from a new perspective. There is no better way to see our amazing city than on an open top bus and with four city tours to choose from, you really are spoilt for choice. My favourite is definitely the Edinburgh Tour.

**3. Travel, Discover, Explore East Lothian** – Jump aboard East Coast Buses and visit the stunning sites of East Lothian. From beaches to golf courses, there is something for everyone in this stunning region. Services depart from Edinburgh frequently and offer great value for money fares with modern, clean buses and friendly drivers.

**4. Visit the iconic Three Bridges** – With regular departures from Waverley Bridge, our Three Bridges Tour allows you to enjoy the superb views of Edinburgh and Fife's coastlines as well as views of the iconic 3 Bridges; the Forth Road and Rail Bridges and the newly built Queensferry Crossing. The tour also includes a boat trip to Inchcolm Island onboard the Forth Belle.

**5. Airport Services** – Travel in style to Edinburgh Airport this summer with Airlink and Skylink services. With frequent departures and comfortable vehicles featuring Wi-Fi, USB charging points and plenty of luggage space, our Airport services offer customers a great value service. Fares are priced at £4.50 single and £7.50 return.

**6. Nightbus** – Going home from a night out couldn't be easier with our Nightbus services. With lighter nights and (hopefully) warmer weather, why not stay out and enjoy the bars, clubs and shows around Edinburgh knowing that you can travel home safely aboard one of our night services.

**7. Family Dayticket** – if you're heading out and about this summer with your family then make sure you choose our Family Dayticket.



Sarah Taylor

For just £8.50, two adults and up to three children can have unlimited journeys on Lothian city services all day – making travel more accessible for families.

**8. See more of Scotland with Lothian Motorcoaches** – launching this summer, Lothian Motorcoaches are offering day tours to explore Scotland further including Stirling, Balloch and St Andrews. Check out [lothianmotorcoaches.com](http://lothianmotorcoaches.com) for more information.

**9. Download our app** – Our app is one stop shop for customers travelling in the city. Plan your journey, see live departure times and keep up to date with travel disruptions.

**10. Use m-tickets** – Forget worrying about having the exact fare and download m-tickets through the Lothian app to pay for your travel in advance.



## New chapter for RoS

Keeper of the Registers of Scotland, Jennifer Henderson

### There is never a dull day at Registers of Scotland (RoS), but we had a particularly exciting new chapter open before us at the start of April, as we welcomed Jennifer Henderson as the new Keeper of the Registers of Scotland.

Jennifer succeeds Sheenagh Adams (the first female keeper), who held the post since 2009. Sheenagh's tenure witnessed some of the most dynamic changes in the history of the Registers, and it culminated in a historic landmark year. In 2017, we rolled out the Digital Discharge Service, won acknowledgment for our Development Plan Approval service from Homes for Scotland, and launched ScotLIS, Scotland's Land Information Service – this all took place as we celebrated the 400th anniversary of the sasine register. We're maintaining that momentum as 2018 continues to gather pace, and Jennifer has hit the ground running.

She has been with the Civil Service since 1994, and most recently has been on a six-month loan as a Deputy Director at the Ministry of Housing, Communities and Local Government. While there she developed the department's business plan, and previously supported the initial phase of the Building Safety Programme established in response to the fire at Grenfell Tower.

In her first weeks as keeper, she has been focussed on meeting as many members of staff as possible, and gaining a thorough understanding of different aspects of the business, including registrations and ScotLIS. She's met with key partners in the Scottish Government, discussing ways that RoS can

continue to support the Scottish economy and contribute to the National Framework, as well as attending internal meetings to discuss our key priorities.

Our recently published Corporate Plan reiterates our commitment to completing the Land Register by 2024, promoting ScotLIS as the platform of choice for land and property information, becoming a fully digital business by 2020, and running an agile and sustainable business, where our capable and empowered people anticipate and respond to our customers' needs. These four key objectives have been the driver behind the new keeper's first month, and will underpin her activities over the coming months.

In her personal life, Jennifer has a personal goal of visiting all of the inhabited islands around the UK. In her role as keeper, she is being no less ambitious. She aims to get out and about, with the intention of meeting as many of our external customers, stakeholders, and partners as possible. The forthcoming Royal Highland Show, and the Law Society's 'It's the Law' Conference are just two of the high-profile events already inked into her diary. Partnership working, listening to feedback, and developing and delivering services that directly address customer requirements are central to the way that we do business at RoS, and Jennifer is keen to hear what you have to say.



## Digital Discharge Service

A new keeper wasn't the only major milestone we arrived at in April. We also welcomed Lloyds Banking Group to our Digital Discharge Service (DDS).

In terms of standard security discharges, Lloyds processes the largest volume of applications in Scotland, so bringing them onto DDS will bring major benefits across the industry.

Lloyds have been an important stakeholder for years, and they've now made the move from our existing services to DDS, which offers a faster, more secure and more efficient mortgage discharge service that's not just fully digital, but more intuitive and user-friendly as well.

The team at Lloyds have enthusiastically welcomed DDS, with Jayne Royle, Project Manager for Business Change at Lloyds describing the move as a "smooth and easy process". She went on to say: "We process tens of thousands of discharge applications each year, so DDS holds substantial benefits for our organisation. At the individual level, DDS makes the work of our mortgage specialists far easier, as they're using the latest digital services, and no longer handling large numbers of paper application documents".

Bringing Lloyds on board has been great news for us here at RoS too. DDS is an important development for the industry as a whole, so to welcome a major firm like Lloyds is fantastic news, as we work towards making DDS the standard service for discharging standard securities.



## Whats on at this year's Royal Highland Show

Preparations for the 178th Royal Highland Show, which will be held on 21-24 June 2018, are well underway, and promises to offer the best of Scotland's farming, food and rural life.

Supported by The Royal Bank of Scotland, since 1981, the four-day event is an opportunity to really experience rural life; with 6,000 farm animals and horses; rural crafts; a dedicated forestry area, farriers' displays, a busy countryside arena and any number of big tractors – not forgetting the biggest food festival in Scotland.

Entertainment plays a big part of the Show with a huge variety of live music across two stages and shopping in the 13th Avenue Arcade includes fashion, artwork and even furniture for home and garden.

Children aged 15 and under go FREE with an accompanying adult, and the RHET Discovery Centre is a must visit for curious youngsters

looking to learn about the countryside and where their food comes from.

For foodies, Scotland's Larder Live! is a must-see part of the Show with the award-winning food and drink on display as well as top chefs cooking delicious dishes.

With 94% of visitors in 2017 commenting on the Show's 'great atmosphere' it is an event with huge urban appeal – 88% of non-farming visitors agreeing that there is so much to see and do. Visitors are encouraged to take advantage of the online ticket promotion to book early and save on a family day out!

Customers are encouraged to use the new integrated public transport hubs when heading to the Show. During last year's Show, over

60,000 journeys were made to The Royal Highland Show on trams and buses over the four days proving how effective and convenient the public transport options are for those attending the Show.

David Jackson, Show Manager, commented: "The Show continues to expand in size and popularity. In 2017 we welcomed a record breaking 190,000 visitors and generated £65m for the Scottish economy. The Show is a truly unique event offering a day packed full day of entertainment and enjoyment for the whole family."

For further information please visit [www.royalhighlandshow.org](http://www.royalhighlandshow.org), @ScotlandRHShow and #HighlandShow

"The Show continues to expand in size and popularity. In 2017 we welcomed a record breaking 190,000 visitors and generated £65m for the Scottish economy. The Show is a truly unique event offering a day packed full day of entertainment and enjoyment for the whole family."

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**edinburgh@matchpointhospitality.com**

# Transforming Scotland's railway future

**Alex Hynes**  
Managing Director of the ScotRail Alliance

I have been working on Scotland's railway for a year now. Already in that time it has undergone significant change. When I took up the role of ScotRail Alliance Managing Director I said we were going to build the best railway Scotland has ever had. That's exactly what we're doing, with Edinburgh at the very heart of our plans.

While the core of our business is getting people where they need to be, the ScotRail Alliance – a partnership between Network Rail Scotland and ScotRail - is much more than that.

As an organisation with 7,500 people, we are one of the largest employers in Scotland, and the contribution we make to the economy is immense. This is evidenced not just through the work we do to get people to where they need to be every day, but also through our investment in Scottish companies through our diverse supply chain; ScotRail's commitment to paying the living wage; and the work we do to invest in local communities.

As Scotland's capital city, it's no surprise that so much of our work to build the best railway Scotland has ever had revolves around Edinburgh. The scale of the effort to better connect Scotland's capital city with the rest of the country is breath-taking.

The route between Edinburgh and Glasgow via Falkirk High was electrified last year, ahead of the introduction of brand new Hitachi class 385 electric trains. This is the catalyst for a transformation in the service our customers receive – with faster journeys, more seats, and upgraded stations along the route.

Two other key routes are also in the process of being electrified: Glasgow to Edinburgh via Shotts, and Stirling to Edinburgh. When this work is complete, virtually all the central belt will run with electric trains.



But we aren't just focused on connecting Edinburgh to other parts of the central belt. The railway is key to unlocking the potential of other parts of the country. A recent independent report into the economic impact of the re-opening of the Borders Railway between Edinburgh and Tweedbank proves this. It found that the line resulted in more tourists visiting the Borders, more people moved to live in the area, and more people travelled between Edinburgh and the Borders. It is one of the great economic success stories of recent times.

We're improving connections between Edinburgh and the north of Scotland too. High-speed trains will mean the reintroduction of a true InterCity service connecting Scotland's seven cities, starting with an Aberdeen to Edinburgh service this year. I know from speaking with our project team and the drivers currently being trained on these upgraded, iconic high-speed trains that this is going

to be a step-change for our business and, importantly, for our customers.

The work we are doing isn't just about connecting Edinburgh to other parts of the country. It's also about investing in the city itself. Working with the City of Edinburgh Council and local businesses, our Waverley masterplan will look at how the station will cope with the increase in passenger numbers expected in the coming years. At the heart of the masterplan is this key question: how do we meet the current needs of our customers, businesses, local stakeholders and partners, while not impeding technological, environmental, social and economic change? It's an exciting project.

There's a lot happening on Scotland's railway. We're a thriving business with big ambitions for the future. We really are building the best railway Scotland has ever had.

“As Scotland's capital city, it's no surprise that so much of our work to build the best railway Scotland has ever had revolves around Edinburgh. The scale of the effort to better connect Scotland's capital city with the rest of the country is breath-taking.”

# Creating differentiation / competitive advantage in the digital era

## Bharat Bhushan

**Industry Technical Leader for Banking and Financial Markets at IBM**

Over 60 years, the Information Technology (IT) industry has transformed organisations by automating tasks. Starting with simple mathematical operations, IT has now evolved to highly complex algorithms that, for example, can compute and predict regional and national demand for electricity consumption every few minutes. One by-product of this automation is the creation of digital data. What we do with this will be the story of the IT industry in the future. The ability to use data to model and ultimately predict and serve any aspect of our work and daily life promises to fuel the next era of innovation.

Just in the last decade, we have seen a sea-change in how technology has become an essential part of our everyday lives. It now seems natural and completely acceptable that your running shoes can generate data to give you a real-time view of your performance and even gamify this experience by competing with a friend who may be living 5,000 miles away.

All of this is possible through data. 90% of the digital data that exists in the world today has been created in the last two years. And 80% of the data we create is unstructured – coming from a variety of sources such as photos, videos, music, blogs, reports, social media posts etc. Whilst our computers can save and retrieve these as files, they have no idea what is inside them.

Data is fuelling new industries too. A developer with an idea can build a prototype within days – the infrastructure, tools and any data needed to realise the idea are available on the Cloud. Differentiation often comes from how varied data-sets are combined to create value for the consumer. These value-driven experiences are changing customer expectations and their interactions with brands. The most recent best experience from one brand soon becomes the lowest expectation from another brand that may be in a different sector altogether.

Whilst any two organisations may look the same in their digital capabilities, the real differentiation is in their execution. An organisation with a culture of innovation, collaboration and true customer focus will be able to maintain differentiation and identity in the digital world as they do in the physical world. The winners will use their digital capabilities to draw digital intelligence and



Bharat Bhushan

transform to become cognitive businesses. To do this, organisations are now able to apply artificial intelligence (AI) to draw insights from structured and unstructured data.

AI is a collective term used for capabilities such as natural language processing, deep-learning, neural networks, vision and more. These capabilities support ingestion of structured and unstructured data. A system with these capabilities can learn the meaning of data and add to a constantly evolving corpus of knowledge. It can generate hypotheses and points-of-views. These insights will help organisations truly understand their customers at a level where they can create truly personalised experiences.

Unlike digital systems that are programmed, cognitive systems are taught. They learn to develop a neural network of knowledge and ultimately become experts in a field. Imagine a system that is scanning for geopolitical events affecting the investments of all employee portfolios held in a pension trust. The system can detect and 'read' related events, establish and instantly starts to simulate what-if scenarios based on factors such as appetite for risk, proximity to retirement age, liquidity requirements, personal life events etc. Once finished, it prompts the investment advisor, provides a synopsis of the outputs with a complete log of the assessments it carried out. If needed, the advisor can use that data with the customer or the regulator with complete confidence to demonstrate compliance to fiduciary requirements. A system like this has

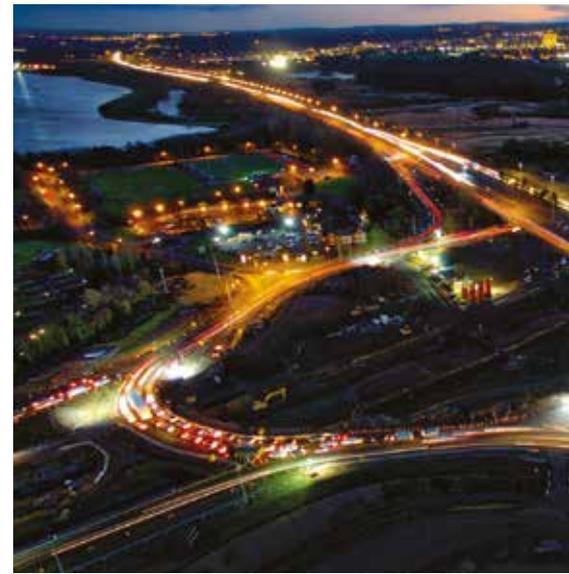
unlimited capacity to learn, remember and recall information and 'join the dots' to draw conclusions.

To some the scenario may appear science-fiction but cognitive systems are already becoming an integral part of our lives and the wider society. For example, as individuals we are using personal digital assistants at home and in our smartphones – almost doing what only captain James T Kirk could do in the science fiction Star Trek in the 60s. We no longer need to remember the precise voice commands – we can simply speak to or, chat with the system as we do with a person. Using natural language processing, the system can understand the intent behind a question regardless of how its phrased. These systems are augmenting human intelligence by doing the heavy lifting of handling and processing huge amounts of data and drawing insights which humans cannot do at scale.

Adopting and applying this type of technology is key to creating differentiation in the digital era. Organisations can no longer look to their competitors to decide what to do next. Innovation and reinvention is key to existence in the reality of rapidly changing world. Anticipating and delivering customers' needs with agility and pace is vital. Organisations should start on this journey by exploring how cognitive systems can uncover the value of the data they hold.

Digital is a pre-requisite and a journey – it is not the destination. Creating magical experiences, that consumers are willing to pay for, is the end game.

“The ability to use data to model and ultimately predict and serve any aspect of our work and daily life promises to fuel the next era of innovation.”



# The future for tran



**By Humza Yousaf**  
Minister for Transport and the Islands

Edinburgh is often at the forefront of any meaningful debate around the future of transport and infrastructure, especially when talking about innovation.

From leading the charge on 20mph zones, potential extension of the existing tram network, Edinburgh Gateway station and interchange hub, the award-winning Lothian Buses operation, a pioneering and often radical approach to active travel, the prospect of a new Low Emission Zone, constantly being hailed as a world-leading visitor destination – Edinburgh is usually mentioned in a positive manner when it comes to transport.

From a Government perspective, transport is at the heart of delivering the physical infrastructure to help support inclusive economic growth and, just as important, encourage healthier lifestyles and influence behaviour change. We've invested around £20 billion into transport projects over the last decade, schemes that will better connect economic hubs, big and small, with improved physical links – and Edinburgh has benefited from many of these developments.

The magnificent Queensferry Crossing and its innovative wind-shielding came to the fore last winter, offering our hauliers and commuters greater confidence and journey reliability. Cyclists and walkers will enjoy using the Forth Road Bridge – now a dedicated public transport corridor – without HGVs going past and we expect the Forth Bridges tourism strategy to increase visitor numbers locally.

And it doesn't stop there. A number of interventions are being reconsidered in light

of up-to-date traffic information or alternative emerging strategies. The recent commitment made through the Edinburgh and East of Scotland City Region Deal includes a further £20 million to improve public transport to support development proposals West of Edinburgh. We are also keen to see the launch of the Edinburgh bus SmartZone this summer.

The M74 'Missing link' scheme, which lay on a planning table for decades, has been delivered by the Scottish Government. So too has the M80 upgrade, which has improved strategic road connections between Glasgow, Stirling, Edinburgh and beyond. The £500 million motorway improvements work between Edinburgh and Glasgow, which opened last year, is now delivering journey-time improvements of up to 20 minutes, benefiting businesses along the route.

Rail is very much part of the picture, with almost £8 billion invested since 2007 to enhance services and upgrade infrastructure. We returned rail services to the Borders, re-opened the Stirling-Alloa-Kinross line and operate the revitalised Airdrie-Bathgate line. We have increased daily services across Scotland to 2,300, with an additional 200 carriages being added shortly – a 50 per cent increase since 2007. We are electrifying the rail network across the central belt, and have added 76 kilometres of new track across the country. Our record on rail will give passengers



# Transport looks bright

and freight users across rural and urban Scotland the best railway they've ever had. The recent Donovan Review highlighted some issues, such as skip stopping, and ScotRail has acted quickly to set out a course of action. ScotRail's new faster, greener and longer class 385 trains will transform the current passenger experience.

Bus remains a popular choice, especially in Edinburgh where Lothian Buses consistently performs well in passenger surveys and bus usage remains relatively high. We continue to invest nearly £250 million a year nationwide to subsidise services and provide free bus travel for older and disabled people.

We have also doubled our investment in active travel to £80 million, having already delivered

over 500 kilometres of new walking and cycling infrastructure and over 150 kilometres more resurfaced – opening up cycling and walking activities to more communities. We're investing over £1 billion annually in public transport and other sustainable transport options to encourage people out of cars. There were 537 million public transport journeys in 2015/16 and 31.4% of journeys to work were by Public or Active transport – its highest level in 15 years. And in early 2017 we revised the Cycling Action Plan for Scotland.

We have an ambitious target for 2032 to phase out the need for new petrol and diesel cars and vans. This creates an environment that encourages innovation and investment in clean, green travel, and in our energy system – Scotland's leading by example.

It's clear from the recent Programme for Government that transport and infrastructure is crucial if we are to prosper as a confident, modern and vibrant nation. In terms of our blueprint, we are undertaking a substantial review of both the National Transport Strategy and Strategic Transport Projects Review. This will help create a compelling vision for transport, setting out a path for the next 20 years. We will also introduce a Transport Bill in this parliamentary session for improving bus services, securing multi-modal smart ticketing and promoting responsible parking, and supporting the introduction of Low Emission Zones. One thing is certain, local and national government can't deliver this transformation alone. Engagement and co-operation from communities and expert bodies will be key.

“We have an ambitious target for 2032 to phase out the need for new petrol and diesel cars and vans. This creates an environment that encourages innovation and investment in clean, green travel, and in our energy system – Scotland's leading by example.”

# Ambitious plans for Edinburgh Airport

You could be forgiven for thinking that Edinburgh Airport faced no headwinds and clear skies as it continues to grow at a remarkable pace...



But for the man responsible for much of that success more could be achieved.

Gordon Dewar, Chief Executive at Edinburgh Airport, delivers one, huge caveat in his positive report on the role played by our international airport as a key component of the transport and business infrastructure of our nation and its capital city: Air Passenger Duty.

The cost of Government's failure to deliver on a 50% cut in APD following the last Holyrood election has, in his view, hindered a massive amount of additional progress that might already have been made, delivering even more connectivity, opportunity and jobs.

His belief is based on hard experience, and also on a report commissioned by the Airport three years ago which showed that the cut, if delivered, would have created almost 4000 new jobs by 2020, created £200 million in economic benefit per year. Conversely, the report warned that failure to deliver would cost Scotland around a million new passengers a year, and in turn a potential loss to the tourist industry of £68 million each year.

Gordon said: "The growth at Edinburgh Airport since 2012 has been tremendous, a real success story. We have record levels of passengers, of destinations we fly to, and of airlines using the airport. In 2012, we had one long-haul route. We now have 13, and hopefully with more in the pipeline.

"We have overseen enormous investment in the physical infrastructure of the airport, with more



about to come onstream and further development planned. We've invested in technology, and our security – despite the painful teething problems we experienced – is now market-leading globally. We can process 650 people per lane, no-one else in the world is doing anything near that. We're also in the vanguard in providing the ability for people to harness the opportunities of digital technology to make booking, buying, and travelling easier than ever.

"So there is a huge amount to be really pleased about and it is happened because of the hard work and professionalism of a lot of good people.

"But there is one caveat in reporting all of this success, and it is a big one. There is no doubt that Air Passenger Duty is a major impediment to us realising the potential that Scotland and Edinburgh

Huge increases in the number of routes, and in particular in long-haul routes, culminated in the much-celebrated delivery of Scotland's first direct link to China, with regular flights to Beijing, opening up greater trade opportunities with the colossus that is the Chinese economy.

Record numbers of destinations, airlines, long-haul routes, passenger numbers – the list of successes goes on and on. As recently as mid-May the launch of an Emirates service to Dubai was announced, with the daily, year-round service due to begin on 1 October.



“The growth at Edinburgh Airport since 2012 has been tremendous, a real success story. We have record levels of passengers, of destinations we fly to, and of airlines using the airport. In 2012, we had one long-haul route. We now have 13, and hopefully with more in the pipeline.”



has. We have the highest rate of APD in the world, and there is no doubt that it makes commercial decisions more complicated and difficult for airlines who might otherwise be very keen to fly here. We know this to be true, because we deal with them all the time. It's costing Edinburgh and Scotland more international connectivity, more tourism, more business opportunities.”

Gordon clearly finds this a frustration. He said: “I know how keen people are around the world to engage with Scotland and Edinburgh. I just think that we are not being ambitious enough about fulfilling that huge global potential, we are allowing this issue to get in the way.”

There are, however, many reasons for satisfaction about progress to date, and optimism about the future.

“Edinburgh, by nature of its economy and its attraction as a destination, is going to continue to attract new routes. And we know that when we open a new route we see an increase in foreign visitors to boost our tourist industry, but we also see that greater connectivity build business relationships and increase other commercial opportunities.

“We now also have the tram hub, which has been a success. We see many people arrive by tram, but this has not had an impact on the airport bus

service which continues to grow. However, we do face one major physical infrastructure problem in the road link to the airport.

“We have one road in and out, and that means that at our busiest times we can see long queues and that frustrates people. It is inefficient, and it is not resilient in that an accident can effectively close the city's international airport for hours at a time. To that end, we need another road connection in to the airport. We have plans for that, and we are even prepared to fund it. We just need it to happen.

“The airport is a huge asset for the city and is vital for our business links with the world. If we want it to continue to develop along with our business needs, we need to tackle some of the obstacles that slow us down.”



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## Why Apprenticeships and good training makes sense

**For employers, apprenticeships present the perfect opportunity to find the next generation of young workers.**

With more than 80 different types of apprenticeship available, covering everything from Providing Financial Services to Creative and Digital Media, Modern Apprenticeships now go far beyond traditional trades and offer a great career start for both men and women.

For employers of all sizes looking to attract new young talent, fill vacancies or simply plan for the future, Modern Apprenticeships offer a great way of ensuring their business has the skills it needs to grow.

Three quarters of Modern Apprentice employers report improved productivity as a result of employing apprentices, while 71 per cent said Modern Apprentices improved service or product quality – so the benefits to businesses are clear.

In addition, investment in training can be the difference between a company surviving and a business that takes advantage of the opportunities as they open up. Train your staff to spot those opportunities and anything is possible

So investing in training is important because:

■ **It allows improved recruiting and holding onto staff.** When people know that a company believes in their personal development, they are more likely to join and stay with that company for a longer period of time

■ **It allows improved output.** A well trained team that wants to stay with company produces stability and results in a more productive, enthusiastic and motivated workforce

■ **It can fit in with the company's aims.** Training should fit in with the company's strategic plan. Training should help employees develop both technical mastery and interpersonal skills such as effective communication, dispute resolution, quality management and team building, and it should be wrapped up within the company's strategy for growth.

“For employers of all sizes looking to attract new young talent, fill vacancies or simply plan for the future, Modern Apprenticeships offer a great way of ensuring their business has the skills it needs to grow.”



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# Qualified to Succeed



*Alasdair MacRae, Head of Business  
Development and Customer Support, SQA.  
Photography by Neil Hanna Photography*

The Scottish Qualifications Authority (SQA) is committed to improving the prospects for learners and employers in Scotland. Working together with industry leaders and businesses, we can help meet the country's skills needs.

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People may remember the exam certificates that they received at school, yet school certificates are just the tip of the iceberg for SQA. Many SQA qualifications are awarded outside the formal classroom setting. Scottish Vocational Qualifications (SVQs) are focused on training and development for those already on-the-job, while National Progression Awards (NPAs) can help people into the world of work and Professional Development Awards (PDAs) can aid them in developing their skills in professional settings.

The initial idea for a qualification can come from many different places — from customers, members of staff, industry bodies or even the Scottish Government. Once the idea has been reviewed, and we decide to go ahead with the development, a qualification design team is created. This team includes representatives from schools, colleges, employers, trade bodies and sector skills councils.

SQA is a non-departmental public body and we are proud to be at the heart of the education and skills system in Scotland. We develop qualifications that reflect Scotland's economic and cultural needs and also create qualifications to help to protect more niche skills.

***“At times, it can be difficult for employers to predict skills gaps and we need to be a step ahead of that process,”*** Alasdair MacRae, Head of Business Development and Customer Support, SQA explains. ***“It’s predicted that young people will now have multiple careers and some are already employed in roles that didn’t exist as recently as five or ten years ago. Technology will have a significant impact and people are already talking about a fourth industrial revolution, marked by emerging technologies such as artificial intelligence, robotics and the internet of things.”***

The digital technology sector is forecast to grow twice as fast as the Scottish economy by 2024, as indicated in recently published research by SDS and the Digital Technologies Skills Group. There will be people currently within the digital technology sector who want to further hone or broaden their digital skills, and those from other backgrounds who want to move into new digital tech careers.

Recent examples of high-profile cyber security breaches have driven demand for more formally

recognised training and qualifications in this area. At SQA, we are helping by creating new qualifications to support the ICT sector such as coding and cyber security.

***“Dundee & Angus College has established a code academy using our qualifications, which is helping to bridge that skills gap,”*** Alasdair says. ***“It’s establishing links between local schools, universities and businesses.”***

***“Schools are providing these opportunities too. Kyle Academy in South Ayrshire has been instrumental in developing the SQA’s NPA in Cyber Security – that’s the first cyber security qualification available to school-age candidates anywhere in the UK and provides pupils from fourth year to sixth year with the opportunity to study areas including digital forensics, data security and ethical hacking.”***

***“We have also been working closely with Code Clan who offer a 16-week intensive course that teaches coding to people who have no previous experience. It’s recognised by employers and leads on to jobs at the end of it.”***

Where off-the-shelf qualifications aren't available, SQA also offers a customised awards service to create bespoke qualifications for employers. Recognising employees' achievements with qualifications rather than just offering training can help to both motivate and retain members of staff.

Every business working with SQA has a dedicated account manager – one point of contact who will take the time to get to know them and how they work, and who understands the particular challenges in their area.

SQA's account managers advise organisations on the best possible journey for enhancing workforces in a range of sectors. Working together, they can continue to give Scotland a happier, more productive, more reliable and more skilled workforce.

To find out more about SQA's business development team visit [www.sqa.org.uk/businessdevelopment](http://www.sqa.org.uk/businessdevelopment) email [mycentre@sqa.org.uk](mailto:mycentre@sqa.org.uk) or call **0303 333 0330**





# Edinburgh Trams: 2017 - a journey to success

Edinburgh Trams is the award winning operator of the city's tramway with a vision to be an integral part of the future success of Edinburgh and the Lothians by providing world-class, environmentally-friendly and socially-inclusive transport.

With services from every three minutes to 16 locations across the city and by connecting Edinburgh Airport to the heart of the city in under 35 minutes, Edinburgh Trams offer a high quality transport choice for residents and visitors to the city.

The addition of new services, industry-leading levels of customer service and a range of dynamic initiatives have all contributed to 2017 becoming the best year on record and Edinburgh's tramway being regarded as one of the UK's most successful public transport systems.

The latest results reveal that performance is not just on track, but exceeding targets. Patronage levels increased by 19 per cent to 6.6 million and revenue was also up 24 per cent.

Central to success has been a programme to boost service frequencies to meet growing customer demand. A new timetable was introduced offering 23 per cent more services with 16 per cent faster journey times.

With growing patronage came the need for slicker touch points therefore the operator made significant investments in upgrading ticket vending machines across the system to allow contactless payments.

But it's not all about numbers. Edinburgh Trams worked with St John Scotland to become the

first light rail network in the country to have life-saving devices on all its 27 trams. The new defibrillators are not only deployed if a tram customer is unwell, but can also be used if a member of the public suffers a cardiac arrest in the vicinity of a tram.

Among the highlights of the past year has been the results of Transport Focus' Tram Passenger Survey with an outstanding 99 per cent overall customer satisfaction rating – the UK's no.

1. They were also recognised as one of the UK's top transport operators by the Institute of Customer Service with a score of 85.8 - more than 11 points above the transport industry average. Finally, they also scooped the coveted Operator of the Year title at a prestigious awards event celebrating excellence in the light rail sector.

Edinburgh Trams stepped up to serve the many high profile events the city has become synonymous with. From all night trams during the Edinburgh International Festival to free night trams for the world famous Hogmanay celebrations. With one tram stop strategically located at the entrance to BT Murrayfield Stadium, the tram system offers rugby fans and concert goers the ideal way to get to and from their event.

All eyes are now very much on the future. In November 2017, the City of Edinburgh Council

approved the Outline Business Case for 'Taking Trams to Newhaven'. This allowed the project team to develop early plans for how and when the new tram line would be built, should the project be approved by Council. The team has also started the early steps to procure suppliers for the construction. The proposed new line would run for 4.69 kilometres, connecting Leith and Newhaven to the current end of the tram line at York Place.

Constructing this tram line would not divert funding from other Council services. Rather, it will be funded by a loan which will be repaid from future tram income.

The Council are currently carrying out a public consultation and engagement. This will provide people who live, work, run business or have interests in the area with general information on the project as well as specific details around traffic management during construction and the proposed permanent design. All of this feedback will be considered before a final decision is reached by Council in winter 2018.

If the political decision is taken to complete line one, work is expected to commence in Q2 of 2019 and be complete by Q2 of 2022. During this construction phase attention should turn to preparing the way to construct the line from Roseburn to Granton and the requirements for a wider, pan city network.

# Adapting to a changing world

**Keith Skeoch**  
**Co-Chief Executive Officer,**  
**Standard Life Aberdeen plc**

It's fairly safe to say that we're living, and building businesses, in a time of change. Whether it's the economy, world politics or changing regulation, there's not much in our world that stays stable for long. As a result, no industry is immune from change and organisations which stand still will not thrive.

For investments managers in particular, now is an interesting time. Disruptive global trends are having a profound impact on the shape of the savings and investment landscape. Globalisation, digitalisation, as well as political and economic sea changes mean people are taking on more responsibility for their money, expecting high quality digital experiences while being increasingly wary of "big business". Combine this with a slow growth, low inflation economy – which means that market volatility and uncertainty will be with us for some time – and you can understand why customer demands are changing.

My own view is that we need to meet these changes head on: challenging ourselves to adapt, embrace innovation and put ourselves in the mind of the customers and clients that we're here to help. And our merger last year – between Standard Life and Aberdeen Asset Management – was a big step towards reaching our global ambition within this changing market. Coming together has allowed us to accelerate our strategy to become a

world-class investment company, based here in Scotland, with the foundations to thrive not just in the years ahead but for generations to come.

For companies like ours it is essential we embrace globalisation. We now have operations in 50 locations and clients in over 80 countries for whom we manage over £655 billion. This global scale allows us to capitalise on a trend in global savings, which is rising at around 7.5 per cent a year. Together we are able to access the global opportunities in both emerging markets, where two-thirds of this asset growth will occur, and developed economies, where the increased individual responsibility for saving and investing is most imperative.

Just six months into the integration of our newly merged company, we announced another significant development for our business. The proposed sale of our capital-intensive insurance business to Phoenix accelerates our strategy and completes the transformation of our business to a fee based capital-light business. It simplifies the group, while retaining our core fast growing retail platforms, Wrap, Elevate and Parmenion, and our adviser business, 1825. Importantly, it strengthens our existing strategic partnership with Phoenix, increasing our opportunities for wider collaboration as their asset manager of choice.

Of course, change can be unsettling for those involved, particularly for our people. However, the professionalism and drive of our people throughout our merger integration and since the announcement of the proposed deal with



Keith Skeoch

Phoenix has been outstanding and I'm pleased that so many are seeing the opportunities ahead. I'm also reassured by the discussions we've had with Phoenix who recognise the value our people bring to our business. I'm pleased that Phoenix has indicated its intention to maintain its operational headquarters in Edinburgh, reaffirming the attraction of the city where Standard Life has been based since 1825.

Edinburgh is a great place to work. With culture, history, beauty, and a healthy economy, its appeal for businesses, small and large, and the people who live here are clear. It works as a magnet attracting the best organisations and best people enabling us to build our global business.

Of course, like many industries, asset management will keep changing, and we can't stand still. With the right strategy in place, we can look forward to the future for our company as it evolves, here in Edinburgh, and around the world.

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





# Transformation plans for Granton Campus



**By Alex Craig**  
Deputy Principal, Edinburgh College

Big plans are afoot in the Granton area, with the ambitious waterfront development project preparing to transform it into a buzzing, bustling place to live, work and enjoy arts and culture. And when you look at a map of the development plans you'll spot that, right at the heart of the community and the development area, sits Edinburgh College.

For many years our Granton Campus has been a focal point for the community. Meeting the needs of local people is one of our most important responsibilities and, increasingly, we're looking at how we can develop this role. This makes our position at the centre of the Granton Waterfront Development (GWD) project an amazing opportunity for the college and the area.

Granton Campus is already a hub of energy, creativity and dynamism, so it's in tune with the aspirations for the GWD. The creation of 4,000 new homes and corresponding cultural,

social and artistic developments will make the waterfront one of the most exciting places to live and work in the country.

We are one of the GWD project partners and we're working with City of Edinburgh Council to identify how we can support it, all the way from these planning stages through to building work and beyond in the coming years.

Our involvement in the development includes departments from across the college, and the more we learn about how it's progressing the more opportunities are presenting themselves. For example, we anticipate providing training for the increased volume of construction workers in the area, supplying our industry partners with the workforce they need to complete the development and regenerate the area. Edinburgh College's Construction training is based at Granton Campus and our nearby Forthside training centre, so the partnership is a natural fit.

This symbiotic approach – with the college and the project finding mutually beneficial ways of working together – is a model we want to deploy throughout.

As the GWD continues, there will be collaborations with other local businesses. We aim to work with as many employers as possible to improve apprenticeships and develop learning and employability projects. These will equip more people with the skills and training they need to succeed in various industries. Granton Campus is home to many of the college's Creative Industries programmes, for example, and the waterfront development provides the chance to work with cultural industries, including the city's thriving digital scene.

The college is also committed to improving local health and wellbeing, and our Health, Wellbeing and Social Sciences faculty will expand upon already strong links with the local health and social care sector to support this. Under the auspices of the GWD, we will be driving recruitment to courses linked to the needs of local care providers and other employers, boosting their provision and in turn creating a healthier community. In particular, we are keen to improve support for vulnerable adults and childcare services.

Throughout all this will run a strong principle of sustainability. Everything we do will aim to make the college and our community greener, from collaborations with housing firms to ensure low-carbon and resource-efficient approaches to house building, to improvements to the energy efficiency of Granton Campus and a major sustainable travel project by our students' association.

The college is already publicly accessible and we provide our facilities for community groups and businesses. We want to expand upon this though, and make sure everyone locally – from individuals to businesses – knows that we're here to provide what they need. In addition to our education programmes, as the local population increases we want more people to use our nursery, restaurant, cafeteria and community meeting spaces, and learn about what we can offer.

Ultimately, throughout all the changes that are coming to Granton, our position at its centre will remain. We'll adapt as needed to meet our role as Granton's college, whatever shape the area takes as it moves confidently into the future.

**Name:** Tammie Allan  
**Company Name:** Montpeliers Edinburgh Ltd  
**Website:** [www.montpeliers.co.uk](http://www.montpeliers.co.uk)

**In five words or less, what do you do?**  
 Area Sales Manager.

**How long have you been a Chamber member?**  
 8 months.

**Why did you join?**  
 Networking events as they are a fantastic way to meet new people in the industry.

**What services do you use?**  
 Networking breakfasts, and lunches. The LinkedIn group is great tool to share what we as a company are up to and make connections.

**What's the best business/benefit you have won through the Chamber?**  
 Hosting some of the Chambers events, bringing great clients into our venues to showcase what we do best. Planting/

sponsoring a Rowan Tree in the Trees of Life Grove at QMU University through Joe Goldblatt a lovely gentleman I met at one of the networking events.

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

Would love to do some of the training courses, looking forward to a public speaking programme to come out.

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

Great community to be a part of. Networking events are not to be missed. Invaluable connections to be made.



**Tammie Allan**

**Where do you read your copy of Business Comment?**

At Montpeliers in Bruntsfield, in the snug with a flat white in hand....the perfect place to chill.

## GET WITH IT

**By Bill Magee**

Scottish Business Technology  
 Writer of the Year



**Silicon Valley Digital Transformation sits at the very core towards ensuring an organisation's infrastructure is both agile and flexible to meet the needs of existing and new customers.**

IT environments are becoming increasingly complex and challenging. Especially when it comes to achieving the right balance of new apps alongside existing ones, run anywhere from private data centres to the public cloud.

VMware is the global leader in the virtualisation market with the "VM" standing for "virtual machine" and during Dell Technologies World in the Valley's "playground" Las Vegas, it was emphasised how VMware's "vSphere" virtualises the underlying physical hardware resources across multiple systems.

From out here I contacted the bright IT folks at Scotland's Capito. They pointed me in the direction of VMware vSphere® with Operations



Management™ 6.5 that enables a software-defined approach to business and IT-service delivery.

Capito's managing director Alan Middleton told me it all starts by virtualising a system and then expanding it to the rest of your infrastructure.

One where vSphere can build an entire virtual infrastructure spanning computing resources and storage devices.

Cody Hosterman, technical director for VMware solutions at Pure, sums up by emphasising that vSphere Virtual Volumes solves a lot of the problems your IT people face today.

The end product is an acceleration in the transition to cloud computing. One where your organisation is able to run, manage, connect and secure applications in a common operating environment across clouds and devices.

VMware is the world leader on what it does. Could be worth checking out.



## Do you think business events are a waste of resources? You're doing it wrong.

Here is some advice from a professional organiser on how to create an event that delivers a return on investment.

The financial crisis and ensuing recession changed everything – and those working in the events industry were hit hard. Gone were the days of lavish budgets and using events as a spending exercise, it was time to get creative. While nobody would have wanted that cataclysmic global event to happen, the change it forced on my industry hasn't been all bad. In fact, I'd argue that it's revitalised the work we do as events professionals, compelled us to work more closely with in-house marketing teams and the benefit to our clients is significant. That's why when you do them right, events can deliver a great return on your investment.

So, how do you avoid the pitfalls of staging an event?

### Speak to a professional

There's a good reason why an events specialist should be your first investment and that's because of the amount of time and money they can save you. Don't expect your in-house team to have the knowledge and expertise to deliver a great event because the chances are

that they won't. There are several key decisions an events professional will help you make – including whether your idea can be achieved for the budget you have, the right suppliers to use to help you deliver a great experience and any risks you need to take into account.

### Decide on your business goals

It's so easy to hit upon an idea you love and get carried away with excitement. You need to keep your business goals in focus. Ask yourself, how does this event fit into the bigger picture of our marketing activities? What value will it create for my target audience? How does the customer experience map out at the event and beyond? Any events professional you use should be guiding you through these questions, and helping you to define what a return on investment means for your company and how to achieve it.

### Be realistic

I've spoken to a lot of local businesses who have amazing ideas for events but don't have

the budgets to make them happen. This doesn't have to be the end of the conversation, because any events professional worth their salt will help you find innovative ways to solve gaps in funding. They'll also be able to give you advice on the timeline of event preparation. Fantastic events involve a time investment and can't be turned around in two weeks, so be prepared to take your time.

### Mitigate risk

Every decision you take in your events planning will have consequences so think them through. An events manager will help you avoid making costly mistakes, or taking a decision that could backfire on another part of the planning. Minimising risk and fighting fires are badges of honour for seasoned events pros. Let us help you deliver an amazing experience on budget and on time.



## Choose Braid Hills for an outstanding venue

Location is crucial when it comes to choosing the right conference facility. Finding a location that is both convenient and attractive can be a challenge, but one Edinburgh venue that strikes the right balance is the Braid Hills Hotel.

Standing on a hill above Pentland Terrace and Comiston Road, the hotel is just 8 minutes' drive from Edinburgh city centre. You'll experience the perfect combination of a picturesque setting in a convenient location, so you can make the most of your corporate event without spending too much time travelling.

Braid Hills Hotel is ideally positioned to host your special event; with excellent public transport links and easily accessible by car, close to the Lothianburn junction of the Edinburgh bypass and less than half an hour from the airport, guests also have the added benefit of free parking.

This unique venue offers all the services you require from a conference facility, with ample meeting and event spaces, all in an elegant setting, with a heritage that dates back over 130 years. Many hotels offer conferencing and corporate facilities, but few do so with such individuality, panache and care as Braid Hills.

Step into this spectacular Victorian building and you'll discover distinctive architectural details including the eye-catching corner towers, stained glass windows, ornate ceiling corncicing, original fireplaces and chandeliers. Each function room has been sympathetically restored and has its own unique character, yet with all of the amenities necessary for a conference or business event today.

The venue caters for small, intimate gatherings and larger, more formal events with up to 200 guests, perfect for a meeting, conference, celebration or special event. In addition to the four event suites, the hotel also offers a classic Scottish restaurant and a bistro, as well as two bars and a seasonal patio. Adjacent to the Braid Hills Hotel, the Buckstone Pub provides an additional, self-contained events venue, with panoramic views.

Choose Braid Hills for your corporate event and you'll benefit from the assistance of staff renowned for their friendly, professional and personal service, including a dedicated events team, who'll ensure your event runs smoothly.

The experienced team offer a versatile, responsive and caring service, right through from your initial enquiry to the planning of your event and its delivery. They'll suggest ideas and packages personally tailored to meet your needs. Corporate events, conferences, product launches, dinners, dinner dances, parties and weddings, all fall within their area of expertise.

Your corporate event can be arranged for day or residential delegates. Book one of the 71 en-suite rooms, and you'll enjoy all of the comforts and facilities of a contemporary hotel, in an appealing historic setting that has an inimitable sense style. Each room is refreshing, different and bespoke in its décor, showcasing the original Victorian features, with no room

a carbon copy of another, and many of which possess striking views of the Firth of Forth and Edinburgh Castle.

Situated on a hilltop position, adjacent to Braidburn Valley Park, in the leafy suburb of Morningside, you'll find 11 hectares of mature parkland on hand to enjoy, plus plenty of outdoor seating areas at the hotel itself, which you can utilise as breakout areas for your corporate event or where you can simply sit back, relax and enjoy the breathtaking views.

Whether you utilise the hotel as the base for a corporate day out or simply to sightsee, you'll find lots to entertain and amuse you in the vicinity, from independent shops, cafes and restaurants to scenic walks and golf courses, plus all the delights of the city centre just a short journey away. Explore the heart of Edinburgh with ease, from Princes Street Gardens to Holyrood Palace, Arthur's Street and a plethora of leading art galleries and museums.

Braid Hills Hotel provides an elegant setting, away from the hustle and bustle of the city, yet with all you need in close proximity. To arrange your next corporate event call 0131 447 8888, email [events@braidhillshotel.co.uk](mailto:events@braidhillshotel.co.uk) or visit [www.braidhillshotel.co.uk](http://www.braidhillshotel.co.uk).

Best Western Edinburgh South Braid Hills Hotel, 134 Braid Road, Edinburgh, Lothian, EH10 6JD



## 300 years of history, just 7 miles from city centre

Impressively situated in 1,000 acres of parkland with 300 years of history, the four-star Dalmahoy Hotel & Country Club baronial manor house offers a country retreat and city break venue all in one, just 20 minutes from Edinburgh's city centre and 10 minutes from Edinburgh Airport.

Within the hotel, we have 215 bedrooms and suites, 11 contemporary meeting and events spaces, two restaurants and bars offering fine and casual dining plus complimentary parking for 300. The historic resort also features two 18-hole golf courses, one of which is a Championship course, plus a further Pitch and Putt golf course and driving range with expert tuition available. Our Country Club features an indoor swimming pool, sauna, steam room and a fully equipped fitness centre.



Dalmahoy offers meetings and events that are altogether unique.

**From £32 per person** - Day Delegate Package  
**From £159 per person** - 24 Hour Residential Package

**Your package will include:**

- Main meeting room hire
- Three themed breaks
- Unlimited tea and coffee
- Restaurant buffet or working deli lunch
- LCD/projector or TV
- Complimentary Wi-Fi

**Residential package includes all listed on the left plus:**

- Overnight accommodation
- Full Scottish breakfast
- 3 course dinner

For more information please call **0131 333 1845**  
 or email: [conferenceandevents@dalmahoyhotelandcountryclub.co.uk](mailto:conferenceandevents@dalmahoyhotelandcountryclub.co.uk)



## RSE VENUE THE perfect LOCATION

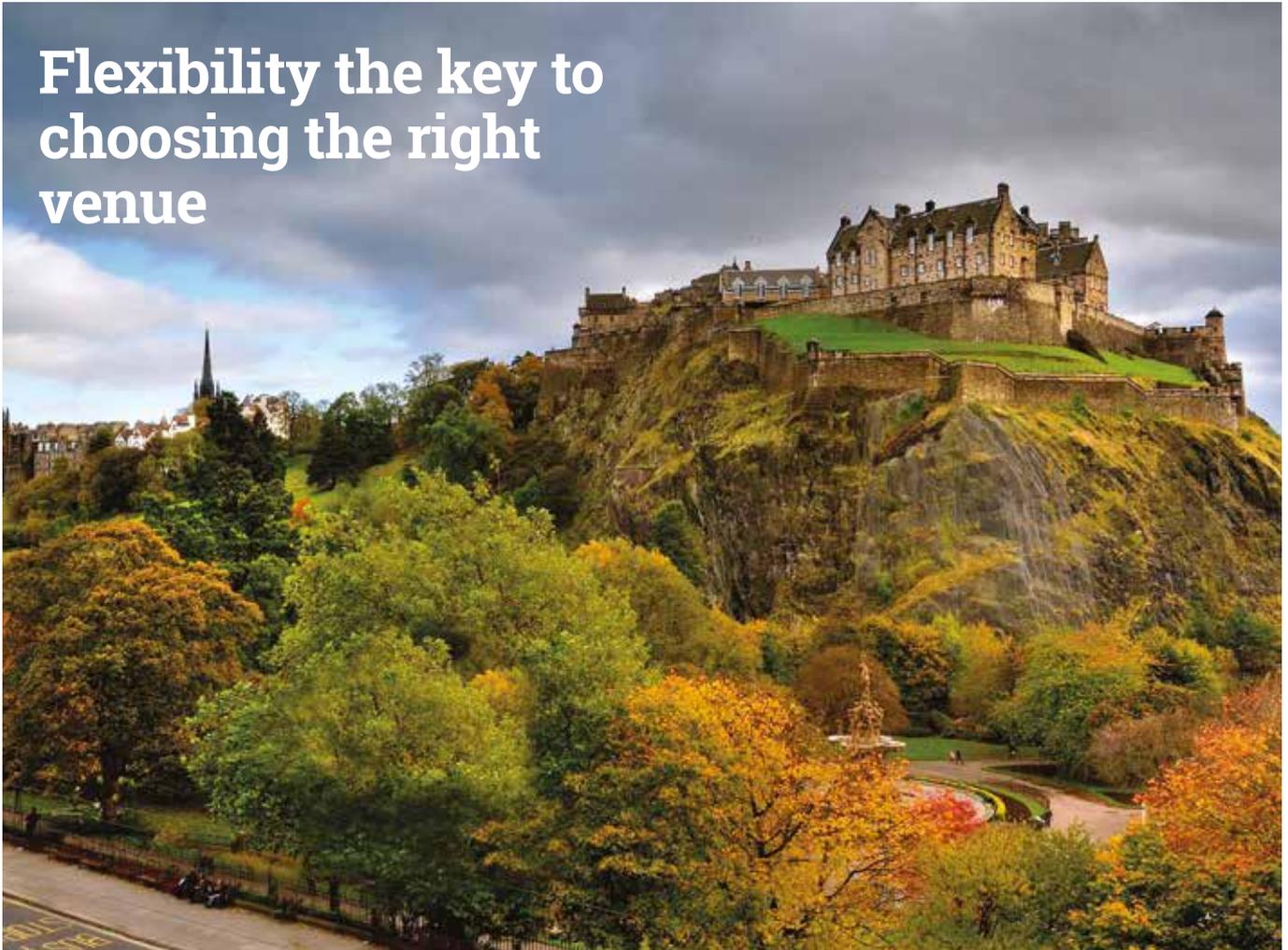
Set in an historic city centre location, with stunning rooms and excellent service, we pride ourselves on being able to help every step of the way.

Whether you are planning an international conference, educational seminar, prestigious dinner, business meeting or celebratory event, our venue can be tailored to meet your needs. The RSE is the perfect venue for your successful event.

We offer a wide range of rooms to suit any event and budget. Whether you want to make a bold corporate statement to a large number of clients, make the right impression on potential clients, or simply meet an important contact in an impressive but discreet setting, the Royal Society of Edinburgh is the perfect venue to do that.

The Royal Society of Edinburgh  
 22-26 George Street, Edinburgh EH2 2PQ  
 T +44 131 240 5034  
[www.rse.org.uk/venue](http://www.rse.org.uk/venue)

# Flexibility the key to choosing the right venue



## Are you in a bit of an event 'rut'? Here are our top three tips for choosing the right venue:

**By Melissa Crolla**  
**Venue and Facilities Coordinator for the RICS in Scotland**

### Fit for Purpose

The speaker is lined up, the presentations are being finalised, the caterer's menus look great, but the venue can't accommodate the last-minute increase in numbers and your delegates are asking for information on how to get there.

Changes can be stressful for anyone and that's why it's important to choose a venue with flexibility- whether it's early access, a (very merry) networking event that runs on past its original end time, or access at the weekend, we aim to provide you with as much flexibility as

we possibly can. RICS is also centrally located on Princes Street, with good transport links by bus, tram and train.

### Knowledgeable On-site Staff

The presentation is mid-flow and suddenly the screen goes blank. AV issues affect the best of us, but it doesn't have to be as taxing as you might think. We stay well-informed about all aspects of our services, from fire drills and escape routes to keeping the tech working, aiming to ensure your event runs as smoothly as possible.

### A Cornucopia of Catering

We know as well as anyone that catering can play a pivotal role in the event- sandwiches won't set the right tone for an evening networking event and canapes won't keep you going in an all-day seminar. Plus, we usually find that no matter what the purpose or style of the event, if the sandwich fillings are off key, it's all anyone can talk about. We work with several well vetted caterers, covering everything from

sandwich lunches to breakfast rolls and three course private dining. Our caterers have menus to accommodate all dietary requirements and we can discuss bespoke options as well.

### Bonus Tip – Go for the Wow Factor

Not all venues can claim to have a 'wow' factor, but we think the venue at RICS does. Recently renovated with a modern and stylish look, we boast one of the best views in Edinburgh.

A picture is worth a thousand words - we'll let it speak for itself.

To talk to the RICS about how we can support your business, please call the office on **0131 240 0833** or email [roomhiredinburgh@rics.org](mailto:roomhiredinburgh@rics.org) and quote Chamber20 to receive 20% off your first booking.





## JUNE

**Wednesday 6th, 09.30-11.30**  
Mastering Emotional Intelligence

**Thursday 7th, 09.30- 13.00**  
Leader, Manager & Operator, which mode are you in

**Tuesday 12th, 09.30-12.30**  
Day to day Strategy Delivery - the 'hard bit'

**Thursday 14th, 09.30- 16.30**  
LinkedIn Masterclass, the complete guide to Personal and Business Development

**Tuesday 19th, 09.30 - 16.30**  
Digital Writing Skills

**Wednesday 20th, 09.30- 16.30**  
Documentary Letters of Credit

**Thursday 21st, 09.30 - 12.30**  
Practical Process Mapping

**Friday 22nd, 09.00 - 15.00**  
Award Winning Masterclass in Business Success

**Tuesday 26th, 13.30 - 16.30**  
Understanding Incoterms (2010)

**Wednesday 27th, 09.30 - 16.30**  
Digital Marketing

**Thursday 28th, 10.00 - 12.00**  
GDPR Clinic for HR processes and procedures

## JULY

**Wednesday 11th, 09.30 - 12.30**  
Increasing Productivity (Time Management)

**Wednesday 11th, 13.30 - 16.30**  
Understanding Incoterms (2010)

**Friday 13th, 09.30 - 12.30**  
Social Media Masterclass Series - Marketing Strategy & Content Planning

**Tuesday 17th, 09.30 - 12.30**  
HR - Managing Performance & Discipline

**Thursday 19th, 09.30-16.30**  
Sales Skills

**Friday 20th, 09.30 - 12.30**  
Social Media Masterclass Series - Content Creation, Delivery, Advertising & Analysis

**Tuesday 24th, 09.30 - 13.00**  
Leading & Managing Change

**Wednesday 25th, 09.30 - 16.30**  
Customer Service Excellence

**Thursday 26th, 09.30 - 16.30**  
Introduction to Google Analytics

**Friday 27th, 09.30 - 12.30**  
Social Media Masterclass Series - Social Media Platform Techniques

**Tuesday 31st, 09.30 - 16.30**  
Essential Management Skills

To book please visit [www.edinburghchamber.co.uk](http://www.edinburghchamber.co.uk) or call the events team on 0131 221 2999 option 2 or e-mail [events@edinburghchamber.co.uk](mailto:events@edinburghchamber.co.uk)



## Training is changing

**Games Without Frontiers (GWoF) have developed an Award Winning method to accelerate learning and make a tangible mind-set change to individuals and business teams that want to transform their commercial skills.**

The product ROCKET is “business gaming”, known in some circles as simulation learning. When you hear of simulation, you may think astronaut or pilot or if you are from a large enterprise organisation you may have taken part in an old school simulation to implement a new more productive piece of software. Or if you are a gamer, you may have played FIFA. Whilst those may sound interesting, none represent what has been achieved by taking part in a ROCKET session. The team at GWoF have developed a highly adaptable learning platform.

The ROCKET session being delivered as part of the Edinburgh Chamber training programme accelerates commercial skills and business development. Aside from the phenomenal learning points taken away (which can be

implemented into your business immediately), there is a natural increase in individual productivity from participants.

By attending you get to see how you can directly impact a virtual business, witnessing failure in some areas, how to overcome them and see how to make your business succeed.

ROCKET takes you through the scientifically proven “Kolb” learning cycle. The game takes you through levels of four stages: experience, reflection, planning and implementing a new strategy; repeating the cycle over three levels of the session.

The Harvard PHD, David Kolb’s experiential learning approach is concerned with the learner’s internal cognitive processes. Kolb states that learning involves the acquisition of

abstract concepts that can be applied flexibly in a range of situations. In Kolb’s method, the impetus for the development of new concepts is provided by new experiences. By taking part in a ROCKET session each participant learns at their own pace and yet the accelerated environment and cycle repetition ensures there is an immediate self-realisation and a change of mind-set.

Whilst ROCKET is being adopted around the country by well-known businesses it is also transforming local companies:

To accelerate your commercial skills sign up for ROCKET, The Award Winning Masterclass in Business Success, please visit the Edinburgh Chamber website: [www.edinburghchamber.co.uk/training](http://www.edinburghchamber.co.uk/training). The first session will be held on 22nd June from 9am-3pm.

“Having attended a ROCKET session it was clear to my colleague and I, that ROCKET is so much more than just a fun, team building exercise. Although it is certainly fast-paced and completely immersive, a tremendous volume of knowledge is shared and delivered in a concise, well-structured and easily absorbed manner. I feel that the real potential benefits for the business come from the regular and strategic planning sessions, producing genuine actions, which can be taken back to the real world and immediately implemented.”

**Richard Loudon**, Property Partner (Simpson & Marwick)

# New member benefit - online business matchmaking platform COBCOE Connects

On the 19th of April, the Edinburgh Chamber of Commerce became the first Chamber in Scotland to join COBCOE Connects, an innovative B2B digital platform.

The platform was designed by COBCOE, the Council of British Chambers of Commerce in Europe, and TIAO, an IT company based in Belgium, to help companies grow their business through easy access to contacts in new markets. The platform offers the opportunity to connect with the members of all the British Chambers of Commerce across the world.

Alexia Haramis, Head of Corporate & International Development, added "Having worked as the Director of the British Chamber of Commerce in Spain, I can see how useful it would be for Scottish businesses to make use of global contacts via a platform such as COBCOE Connects. We hope that local businesses will take advantage of this platform to explore the numerous business opportunities it can lead to"

For more information about the platform, contact Sophie-Lou Arcese Le Nir ([Sophie-lou.arceselenir@edinburghchamber.co.uk](mailto:Sophie-lou.arceselenir@edinburghchamber.co.uk)), International Executive and moderator of COBCOE Connects Edinburgh.



## Trade mission to Germany – June 2018

The Edinburgh Chamber of Commerce will be leading a cross-sector trade mission to Germany at the end of June in partnership with Scottish Development International, Glasgow Chamber of Commerce and Highlands & Islands Enterprise.



The trade mission will include a visit to Berlin (25-26), Nuremberg (27) and Munich (28). The delegation will include 11 businesses from various sectors: Food & Drink, Renewable Energy, Healthcare, Manufacturing and Professional Services.

During the trade mission Scottish businesses will have the opportunity to:

- Meet with British representatives in Germany and local authorities
- Meet with local businesses
- Connect with experts and professionals on the ground such as Chambers of Commerce, accountants, lawyers, solicitors

Germany is the 4th export market of Scotland and Edinburgh Chamber of Commerce is delighted to help strengthen trade relations between the two countries.

Costs for this trip will include travel, accommodation and meals – however some lunches and dinners will be provided. Financial funding (up to £200) from the government is available for eligible companies.

For more information about the programme, please contact [Sophie-lou.arceselenir@edinburghchamber.co.uk](mailto:Sophie-lou.arceselenir@edinburghchamber.co.uk)



## ECC represents local businesses at XI'an Expo in China

Between 11-15th May, Liz McAreavey, CEO of the Edinburgh Chamber of Commerce joined a group of City representatives on trade mission to Xi'an to attend the Silk Road International Exposition.

The UK was appointed "Country of Honour" of the Expo, highlighting the successful bilateral trade relationship between the UK and China. Between January and September alone last

year, the UK saw an increase in goods and services exports to China of 25.9%.

Given this status, the British delegation benefitted from privileged access to both local State and commercial leaders. It also gave businesses the opportunity to showcase their products to international buyers at the UK Pavilion and benefit from the free match-making and business introduction service.

The sectors represented at the Expo included: Infrastructure, Healthcare and Life-Sciences, Advanced Manufacturing, Education, Professional and Financial Services and Cultural heritage.

If you are interested in learning more about business opportunities in China, please write to [international@edinburghchamber.co.uk](mailto:international@edinburghchamber.co.uk)

## Inward trade missions

Over the past few months, the Edinburgh Chamber of Commerce has hosted a number of international delegations visiting the City. The delegations included political and business representatives from Pakistani, Indonesia, Israel, Russia and Italy. Such visits help us to further develop

and strengthen our connections with our international counterparts. As such, we are delighted to have become a key facilitator for international delegations visiting the Scotland's capital.

The increasing number of visit requests from countries worldwide illustrates the

attractiveness of Scotland and the resilience of its reputation - despite the current uncertainties surrounding Brexit

To enquire about our international support, please contact [international@edinburghchamber.co.uk](mailto:international@edinburghchamber.co.uk).

## Making networking work for you



### Edinburgh Chamber of Commerce networking events are the number one reason behind members joining and continue to be one of our most popular services.

We're delighted to report that in our recent survey of members, networking was ranked the number one priority for members across all size and sector categories! Innovation and Technology, City Vision and Region Deal, Political Updates, Skills and Community Building were also highlighted as key areas of interest for Chamber events. We'll be working hard over the next year to weave these themes into our events, whilst continuing to deliver exceptional networking opportunities.

Over the past few months, we've hosted a variety of events, both formal and informal. On the networking front, we held our first NetWalking event of the year which saw a group of members take a guided stroll through Edinburgh's historic old town. Our monthly

Chamber Lunch moved to Tigerlily with over 30 members joining us for a move-seat-between-course networking lunch. We also hosted a Chamber favourite – Breakfast Speed Networking. This frantic but fun event ensures attendees have the chance to speak to everyone in the room. It's a great event for both experienced and amateur networkers! Our next instalment of this event will be on Friday 24th August.

As well as networking focused events, we've heard from a range of inspiring speakers. Dame Sue Bruce held a Leadership Session, sharing insight on her career journey and key lessons learned; young entrepreneur and lil'POP Founder, Sydney Chasin presented at our Rising Stars Lunch and Kezia Dugdale MSP

led a Behind the Scenes Tour at the Scottish Parliament.

Over the last year, we're delighted to have hosted over 130 events with an average satisfaction rate of 98%! We're looking forward to building on this, and delivering the best events for you, our members. There are some really exciting events coming up including: Meet the Man Behind DF Concerts, An Audience with Boots UK, The Edinburgh Chamber Summer Sizzler and Developing Edinburgh: Crosswinds Project. We hope to see you at an event soon!

For any events queries or to book, visit our website [www.edinburghchamber.co.uk](http://www.edinburghchamber.co.uk) or email us [events@edinburghchamber.co.uk](mailto:events@edinburghchamber.co.uk)



## FORTHCOMING EVENTS

### JUNE

**Wednesday 13th, 15:00 - 17:00**

Leadership Session with Malcolm Roughead, OBE

**Thursday 14th, 17:30 - 19:30**

Chamber NetWalking

**Friday 15th, 08:30 - 10:00**

Early Start at British Heart Foundation Scotland

**Monday 18th, 10:30 - 12:30**

Meet the Man Behind DF Concerts & Events

**Tuesday 19th, 08:30 - 10:30**

Exploring the French Market

**Wednesday 20th, 12:30 - 14:30**

Lunch at Browns

**Friday 22nd, 12:30 - 14:30**

An Audience with Boots UK

**Monday 25th, 09:00 - 23:00**

Multi-sector market visit to Germany

**Thursday 28th, 12:00 - 14:00**

Circular Economy Lunch

**Thursday 28th, 17:00 - 19:00**

Chamber Scavenger Hunt

### JULY

**Wednesday 4th, 12:30 - 14:30**

Entrepreneurial Lunch with Poonam Gupta OBE

**Thursday 5th, 17:00 - 18:30**

A Business Mentoring Overview: Is It Right For You?

**Wednesday 11th, 08:30 - 10:00**

Business Update with Pufferfish

**Wednesday 18th, 12:30 - 14:30**

Lunch at Black Ivy

**Thursday 26th, 14:00 - 16:00**

Leadership Session with Gail Boag

**Friday 27th, 08:30 - 10:00**

Early Start with the East India Tea Company

### AUGUST

**Thursday 2nd, 14:00 - 16:00**

Lunch & Learn at Edinburgh Trams

**Thursday 9th, 17:30 - 19:30**

Chamber Pet-Walking

**Wednesday 15th, 12:30 - 14:30**

Lunch at Divino Enoteca

**Wednesday 15th, 18:00 - 21:00**

Dinner with Professor Peter Mathieson

**Thursday 16th, 17:30 - 20:30**

Edinburgh Chamber's Summer Sizzler

**Tuesday 28th, 08:30 - 10:00**

Developing Edinburgh: Crosswinds Project

### SEPTEMBER

**Thursday 6th, 12:30 - 14:30**

An Audience with PURE Spa

**Friday 7th, 12:30 - 14:30**

Leith Lunch at Malmaison Edinburgh

**Wednesday 12th, 12:30 - 14:30**

Lunch at Fazenda



**Barry Truswell**

## Truswell recruited to Chiene + Tait as Audit Partner

Accountancy firm Chiene + Tait has announced the appointment of Barry Truswell as one of their team of Audit Partners. With over 15 years of audit experience, he joins the firm from a senior role at Scott Moncrieff.

In his new role, Barry will focus mainly on providing audit and assurance services to SME and corporate sector clients, closely collaborating with Chiene + Tait's Corporate Finance Partner, Paul Mason and Neil Norman, who leads the firm's award-winning Entrepreneurial Tax Team.

Jeremy Chittleburgh, Senior Partner and Head of Chiene + Tait's Audit Department, said: "Barry's appointment brings further strength and depth to our audit team. His experience of working with start-ups, SMEs and large businesses will be invaluable in supporting strong, tailored due process across our client base".

Commenting on his appointment, Barry Truswell said: "I'm really excited about joining the team at Chiene + Tait. I am particularly looking forward to helping further develop the firm's approach of working collaboratively with clients across a number of key sectors, including property, entrepreneurs and not for profit, as well as private clients, and contributing to the continuing growth of the business."



**Dylan Kelly**

## Final piece of the jigsaw for senior management team

Mortgage Advice Bureau (Scotland) is delighted to announce the secure signing from Heart of Midlothian Football Club.

Dylan joins the Senior Management Team after three years at Tynecastle, where he was Head of Marketing & Communication.

Managing Director, Dominic Taddei said: "We have been working hard on recruiting a new senior management team and Dylan is the final part of the jigsaw. He brings the drive and ambition to take our marketing and communications to the next level"

Dylan added: "I'm thrilled to be joining an organisation with such ambition. I have great memories from an amazing time at Tynecastle – but I look forward to challenging myself in a totally new environment"

Offering customer-focused mortgage and insurance advice, Mortgage Advice Bureau is one of the fastest growing financial service businesses in the UK, with a 140% increase in growth within the last year.



**Molly Goyer Gorman**

## Molly puts businesses centre stage at Imagineate

Molly Goyer Gorman has joined the team at Imagineate, the charity behind the Edinburgh International Children's Festival. In the new post of Fundraising Manager, Molly will manage Imagineate's current funders and sponsors. She will also develop new relationships with businesses interested in being associated with Scotland's national organisation for children's theatre and dance.

To discuss how your business could benefit from a partnership with Imagineate, contact [molly@imagineate.org.uk](mailto:molly@imagineate.org.uk).

### BUSINESS COMMENT IS AN EDINBURGH CHAMBER OF COMMERCE PUBLICATION

Edinburgh Chamber of Commerce, Business Centre, 2nd Floor, 40 George Street, Edinburgh EH2 2LE  
[www.edinburghchamber.co.uk](http://www.edinburghchamber.co.uk)

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

**EDITOR:**  
Emma Reid, Tel: **0131 221 2999**  
Email: [emma.reid@edinburghchamber.co.uk](mailto:emma.reid@edinburghchamber.co.uk)

**FEATURES EDITOR**  
David Forsyth, Tel: **07887 955778**  
Email: [david@benchmarkpr.co.uk](mailto:david@benchmarkpr.co.uk)

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

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

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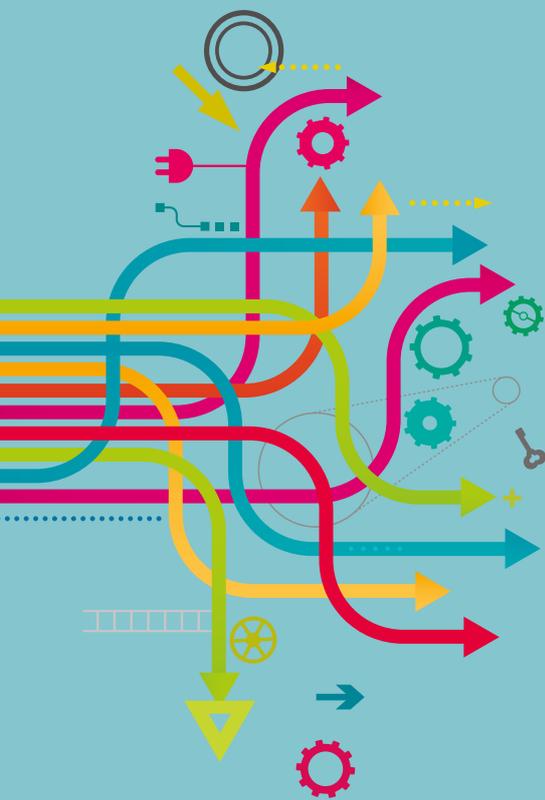
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