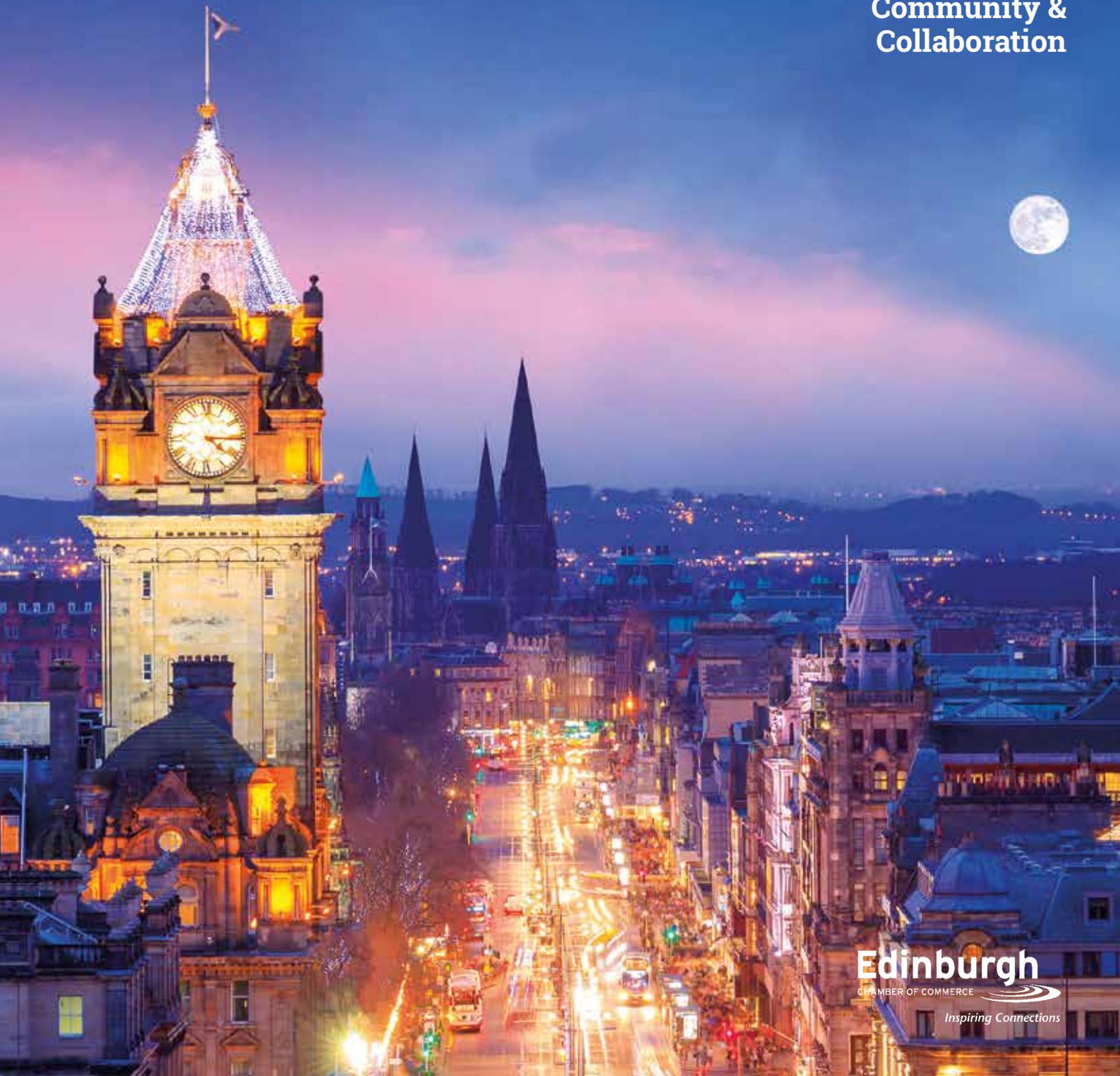


# Business Comment

DECEMBER/JANUARY 2019

Special Report:  
Community &  
Collaboration



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Helping people across the UK save for their future

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Heritage new battle, attracting talent

## Community & Collaboration

Welcome to the latest issue of Business Comment.

In this issue, we're looking at community and collaboration. At how businesses can work together with each other, and how they work within their communities. In particular, we look at the real benefits that can be gained by businesses setting aside their normal and understandable caution in favour of taking a bolder, more collaborative approach.

That spirit certainly paid off for the Edinburgh International Conference Centre, with collaboration playing a key role in Edinburgh being chosen to host one of the most prestigious international conferences in the world in the face of stiff competition, as EICC chief executive Marshall Dallas explains. And we also learn of how the close relationship and collaboration between Allied Irish Bank and The Kitchen Group, the leading restaurant group headed by Michelin starred chef Tom Kitchin, and the benefits that has brought.

Peter Thomson, Regional Managing Director for Miller Homes, informs us of the development on the eastern edge of the city at Shawfair, which will offer 4000 new homes as well as the infrastructure needed

to support not just a development, but a brand new community.

There is also an update on the £1.3billion Edinburgh and South East City Region Deal, and we learn of the impact on Scotland of its rural economy from Royal Highland Agricultural Society of Scotland Chief Executive Alan Laidlaw.

Enjoy the magazine.



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

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## Creative and business hub officially opens on Leith walk

Part of the old tram depot on Leith Walk has been brought back to life as modern office space and a creative hub.

'Leith Walk Studios' officially opened in November marking the completion of a regeneration project made possible through capital grant funding of £750,000 from the Scottish Government and a further £550,000 from the City of Edinburgh Council.

Last used for trams 60 years ago, the project has brought the 'at risk' listed former tram offices on Leith Walk back into long-term productive use. The 1930s art deco building has been comprehensively restored as a 'partnership centre' bringing together employees from the Council, NHS Lothian and Capital City Partnership to promote joint working and better services.

The community and arts development organisation Out of the Blue (OOTB) has also partnered with the Council to manage seven shipping containers which were recycled and refurbished by local social enterprise, Rebuild, to create affordable workspaces for local artists and entrepreneurs. Tenants of the units include musicians, painters, and designers who are using the spaces to create their own work and teach their skills to the local community.

The project has been delivered by the Council's Development partner, Hub South East, with Morrison Construction as the lead contractor.



Cllr Kate Campbell, Housing and Economy Convener for the City of Edinburgh Council, said: "This project has been led by the local community. As a result we have an amazing hub which delivers space for the activities that local people want to see happening and want to be a part of. With space for the arts, education, community growing, physical activity, social enterprise and small business it has something for everyone and I'm sure will be a much loved addition to the local area. It's a brilliant project and we were delighted to work with Out of the Blue and our partners in the Scottish Government to bring this derelict space back into use and deliver for the local community."

Communities Secretary Aileen Campbell said: "I was delighted to see first-hand the positive impact this project is having on the local community in Leith. Leith Walk Studios will create employment and training opportunities as well as providing a base for local businesses and entrepreneurs."



Marcus Weurman, Development Manager, Hub South East, said: "We're incredibly proud to have been involved in this community regeneration project from the beginning, after proposing initial development ideas and assisting the Council with securing funding.

"Through its construction it's made a real impact, providing trainees from social enterprise, Rebuild, with paid employment, skills and confidence. And we're in no doubt the benefits will continue locally as the community space is further developed.

Artists selected as tenants include Farrah Nasser, who is using a working space to create her art collections and reinforce and increase her community ties within Leith where she will sell and display her work. Her aim is to create an interactive community space where she can run regular public events such as live painting sessions, private studio viewings, painting classes for adults and pop-up gallery events.

## Phoenix helps people across the UK save for their future

On 31 August this year, Phoenix Group completed the acquisition of Standard Life Assurance Limited (SLAL) from Standard Life Aberdeen plc. This was a significant day in the history of the Phoenix Group which can trace its beginnings back to 1782.

Phoenix is the largest specialist consolidator of heritage life assurance funds in Europe. It is a growing and financially strong business, with SLAL now providing the Group with a significant 'open' business alongside its traditional 'heritage' business. The deal means that the Phoenix Group now has over 10 million policy holders and £240 billion of assets, with operations in the United Kingdom, Ireland and Germany.

SLAL offers a range of high quality products including workplace pensions, personal pensions, savings, investments and retirement to customers under the Standard Life brand. This brand has been helping customers with their life savings for nearly 200 years, so that they and their families can enjoy a better future. Ultimately Standard Life wants to ensure all customers make good choices with their life savings, whether they are saving throughout their working lives, enjoying financial security in retirement or planning to pass their wealth onto their loved ones. As a result, Phoenix plays a significant role in helping people across Scotland and the UK save for the future.

This role is vital to the economic well-being of society. The UK's ageing population means public spending on pensions and healthcare is set to rise by £24 billion by 2030 and by £63 billion by 2040. Without suitable policy interventions, this burden will be largely borne by businesses and their employees through higher levels of taxation.

The UK Government took significant steps to address the problem of under saving for retirement by introducing automatic enrolment in 2012. Working closely with the pensions industry and employers, the programme has resulted in a dramatic increase in pension provision. Standard Life alone has enrolled over 1 million people into a pension scheme, while the total across the industry is approaching 10 million.

By 2019/20, the Department for Work and Pensions estimates that an extra £20 billion a year will be invested in workplace pension savings as a result of automatic enrolment. This success is testament to the consumer benefits that can be achieved when the public and private sectors work effectively together.



**Susan  
McInnes**

Susan McInnes, CEO of Standard Life Assurance Limited, comments: "It is my priority to ensure we help deliver good outcomes for all our policyholders across the UK. I was therefore delighted to recently accept the role as Chair of the Long-Term Savings Committee at the Association of British Insurers, where I will be working with my fellow members to develop effective policies for savers across the industry. We want to ensure people have access to the options and support they need from providers when they come to retire to help them make the best decisions for their circumstances.

"A key focus for our industry over the coming year will be the development of the pensions dashboard, which enables people to see all of their pension savings in one place online. With the average employee having 11 jobs in their career, the dashboard will help savers keep track of their retirement savings and plan for their future.

"With far more people now saving into a pension through automatic enrolment, I believe this is an exciting opportunity to revolutionise the way people engage with their savings. This will only be achieved by industry and government working collaboratively once more, with a focus on the benefits that this could deliver for consumers."

# Edinburgh and South East City Region Deal

Since its formal announcement by the Prime Minister and First Minister on 7 August, the £1.3 billion Edinburgh and South East Scotland City Region Deal is moving forward apace.

The venue for the official signing that day was the University of Edinburgh's Bayes Centre, a stunning, state-of-the-art data science and artificial intelligence (AI) hub. The £45m centre, which was officially opened by Her Royal Highness The Princess Royal in October, is the first of five data innovation hubs being created as part of the Deal and will house approximately 600 experts from research and industry. The Bayes Centre and the other hubs – Easter Bush, Edinburgh Futures Institute, the Usher Institute and the National Robotarium – are being delivered as part of the Deal's data driven innovation (DDI) programme.

DDI is one of the key aspects of the Deal and aims to position the South East of Scotland as the data capital of Europe. Through its Industrial Strategy, the UK Government has made data a key focus for the country's future growth, whilst the Scottish Government's Digital Strategy includes plans to tackle the digital skills gap and grow the country's economy.

The DDI arm of the Deal totals £661m and will be jointly delivered by the University of Edinburgh and Heriot-Watt University. Both universities have teamed up with the goal of training 100,000 people in data skills over the next decade – from computer science specialists to traditional jobs that will increasingly use data. It is estimated that Scotland needs around 13,000 extra workers each year with data skills as workplaces change. Jarmo Eskelinen has been appointed to lead the DDI programme. He describes data as the 'new soil' and collaboration as the 'seeds' from which the region can prosper.

Together, both universities will increase the provision of data science teaching for their students and, in the spirit of the inclusive nature of the Deal, support learning across Fife, the Lothians and the Borders. Schools and colleges across the South East of Scotland will also receive digital skills teaching and training. The



aim is to provide opportunities to a variety of people across society, such as those about to enter the workforce, women returning after career breaks and people who are looking to reskill and change career.

Initial projects from the initiative cover the target areas of increasing workforce data skills and encouraging industry adoption and entrepreneurship. These include a graduate apprenticeship in data science in collaboration with business services company PwC, a digital centre of excellence at Newbattle High School in Midlothian, and support for a creative informatics R&D hub aiming to create 60 new businesses.

At the Bayes Centre, experts will use large datasets and a high-speed analytics facility to identify ways data can be used to improve people's lives. The new hubs will build on both universities' world-leading work to date in data

science and help both the private and public sector improve products and services through greater collaboration with researchers and data analysts. For example, this may include identifying trends from healthcare data to improve disease management or analysing traffic flow data to improve transport.

The region's supercomputing capabilities will also be enhanced with investment in a data analysis facility, which will help hundreds of organisations to use data to drive innovation in their sectors. Heriot-Watt and Edinburgh have been at the forefront of the global drive to better understand how society can harness data as a tool to boost economic growth.

The launch of the DDI programme and the Bayes Centre opening are just the first in a number of major milestones with the potential to deliver employment opportunities and inclusive economic growth.

“The region's supercomputing capabilities will also be enhanced with investment in a data analysis facility, which will help hundreds of organisations to use data to drive innovation in their sectors.”

# Above all, building organisational agility is a human interest story



**Lesley Fordyce,**  
Managing Director, Anderson Anderson & Brown Consulting Limited

One of the key areas we at AAB Consulting Limited are focusing on with our clients is Organisational Agility. Increasingly, organisations are facing disruption on an unprecedented scale – customer expectations are changing and we need to be able to react quickly and definitively. Industries have been turned on their heads by advances in technology and the availability of data – there is no option to hunker down and hope that you

‘survive’ – you won’t. Disruption causes chaos and chaos demands agility.

Organisations in public, private and third sectors need to adapt at pace to changing demographic, social, technological and economic conditions. Sometimes the change is driven by new technology that enables new ways of working or market forces when a new disruptive entrant enters the landscape but

increasingly it is driven by users – demanding different, better, faster services and new products.

## So what does agility look like and what are the people aspects that are so important at each stage?

- an actionable business strategy that charts the bold decisions required to create the new order of things. Ask yourself how bold you and your organisation is being with the big challenges you know you are facing but don't like to talk about. Are you doing the easy thing or the right thing?
- the design and development of new products and services from the perspective of users. Nothing new here you may say but the important step is embracing the energy created at this stage to wrap the organisation around the new not the old. Reflect on the products and services you use every day. How does it feel to you as a user?
- delivering change without any drama - focus on early and incremental delivery of change that is accompanied by an increase in capability and confidence in teams so that they can grow and become self-sufficient. How often have you seen great initiative falter as they try to do too much or don't build capability / capacity into team to deliver?
- use the new data and insights available to you to secure the assurance you need regarding delivery. Importantly, harness the sense of ‘team’ and the pride and confidence that has come from good delivery to go on and do more.

So, that is – at its most simple level - the importance of the human interest story in organisational agility. Please get in touch – I would love to hear your thoughts and any comments. Drop me an email at [lesley.fordyce@aabconsulting.uk](mailto:lesley.fordyce@aabconsulting.uk)



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**Company Name:** Euler Hermes UK PLC  
**Website:** [www.eulerhermes.co.uk](http://www.eulerhermes.co.uk)



**Damon Clulow**

**In five words or less, what do you do?**  
Credit Insurance, Helping Businesses Grow

**How long have you been a Chamber member?**  
4 Years

**Why did you join?**  
To meet other members, promote our products and to access services from other member businesses

**What services do you use?**  
Mainly networking events and presentations

**What's the best business/benefit you have won through the Chamber?**  
I've been introduced to some fantastic people and great venues where I've hosted successful corporate events

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

It would be useful to be able to access member information by trade sector

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

That membership is great value for money and has many benefits

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

In my car (when it's stationary!)

**GET WITH IT**

**By Bill Magee**  
Scottish Business Technology  
Writer of the Year

## Edinburgh College is leading the way in developing digitally-based for Scotland's future workforce.

Such initiatives are vital. They're especially needed if Scotland is to continue to make its mark in a fiercely competitive marketplace that shows no signs of easing up. Just the reverse.

The college's work placements for young people in the tech industries involves working with local schools and companies.

The principle behind it's plan is to build continuing professional development (CPD) for teachers together with developing 21st century skills all round.

It's all based on what has become labelled as the 4th Industrial Revolution (Industrie 4.0), taking in tech innovations like the Internet of Things, Artificial Intelligence, Augmented and Virtual Realities, machine learning and robotics..

CPD can involve different methodologies towards learning combining workshops,



conferencing, e-learning programs, best practice techniques and ideas-sharing.

Top notch companies like Skyscanner, Campfire, Whitespace and AmazeRealise are working closely with the college along with Education Scotland and Skills Development Scotland.

Catch the pilot "Daydream Believers" video at <https://vimeo.com/290767071> It highlights a

novel secondary school programme for pupils that develops entrepreneurial skills by promoting problem solving, critical thinking and creativity.

This is achieved through a sharing of expertise from employers, teachers, lecturers and student ambassadors with the overall aim to facilitate new experimental ways of student learning.

It represents another feather in the cap of college - formed a mere six years ago as part of the merger of the Jewel and Esk, Telford and Stevenson colleges.

This came after the Scottish Government gave the ministerial thumbs-up to the business case for a single educational institution.

Edinburgh College consists of four linked campuses serving Edinburgh and Midlothian together with Fife, Lothians and the Scottish Borders.

# Our first year with the Edinburgh Chamber

Fazenda is more than half way into its first year of membership with the Edinburgh Chamber of Commerce, which has played an important role in our successful launch in the city in February 2018.

## Amy Browne, Relationships & Event Manger

As a traditional Brazilian rodizio restaurant, we offer a dining experience like no other in the city. We are proud to enhance the diversity of culinary choice for both residents and tourists alike. As a new business in Edinburgh, it was important for us to integrate with the business community and become part of the city's vibrant culture, sharing our values and concept, and to remain involved in the development of the future of Edinburgh. Our Chamber membership ticks all of these boxes!

We feel the real value of our membership is in the people we get to meet at the incredible networking events regularly hosted by the Chamber. From speed networking, leadership talks, networking lunches and early start breakfasts, there truly is something to suit everyone and their schedules. The events are a great opportunity to meet interesting individuals and exchange opinions on hot topics that affect us all such as Brexit and the Transient Visitor Levy, as well as sharing the story of Fazenda.

Events such as the Lunch and Learn with Edinburgh Trams have proved very insightful and allow us to understand the views of businesses out with the Food and Drink sector. The event also gave us the opportunity to hear about the organisations achievements so far and how their future plans will shape the future of the city.

A recent Leadership Session with Brigadier David Allfrey was one of my favourites to date! It was brilliant to be in the company of such influential, experienced people who were able to share their knowledge and insight on how they've developed in their roles and more importantly, how their lessons in leadership can apply to all businesspeople. I find these opportunities invaluable to equipping myself with up to date information, and developing both myself and our brand.

The team are definitely the best asset of the Chamber. I would encourage members to have a chat with them about what your business is looking to share or gain and they will happily advise you. They helped to create opportunities for Fazenda when we launched, guiding us



and championing us within the city. We still have connections from the very first event we attended and we really value our relationships with fellow members.

We worked with the events team to host their monthly networking lunch this September and we thoroughly enjoyed welcoming members and introducing them to our authentic Brazilian dining concept. The beauty of the Chamber is its members hail from all sectors and industries and there is always someone new to connect with; whether it be an international business or local and niche company. It is fantastic to be able to showcase Fazenda to such an eclectic mix of people. It gives us the opportunity to build awareness of our

ability to cater to different events from private corporate business dinners to large groups for celebrations and everything in between. The success of Edinburgh for the future is a combined effort from all sectors and being able to share a conversation over a cup of coffee (or glass of wine) with industry leaders and have input is a privilege.

We look forward to continuing to strengthen our amazing relationship with the chamber and build great relationships with its members. We anticipate the future success of Edinburgh and getting there together!

The future of Edinburgh is set to be a success – and we're excited to contribute to this, alongside the Chamber!

# Edinburgh Rugby in the Community

There's no doubt that Edinburgh is a rugby city. With over 30 amateur clubs in the city alone, the oval ball is king in Auld Reekie. But through the endless Saturdays spent standing on muddy sidelines throughout the capital, there is just one professional team: Edinburgh Rugby.

Representing the city in both the Guinness PRO14 and Heineken Champions Cup, Edinburgh operate at European Rugby's top table and have done since their establishment in 1872.

Playing at Scotland's national stadium, BT Murrayfield, Edinburgh are the focal point of professional rugby in the city, East Lothian and Fife – whilst the team's matches are broadcast to millions of supporters around the world.

However, with that exposure comes a responsibility to serve the local community, and the club's community team continue to do that 12 months out of the year. Here is what we've been up to during the 2018/19 season so far.

In September, our community team welcomed local age-grade side Stew Mel Lions to BT Murrayfield as part of our continued outreach to capital-based clubs.

With star players Pierre Schoeman, Duhan van der Merwe, James Johnstone, Dougie Fife and Jaco van der Walt coaching the session, there was plenty of fun had by the school team, whilst they enjoyed a full tour of the stadium following training.

September also saw Edinburgh drop by the annual Kilt Walk to support Ronald McDonald House Charity as their walkers raised money for a great cause. With a station set up in Hollyrood Park, Italian prop Pietro Ceccarelli was on hand for photographs and a bit of friendly banter with Edinburgh supporters alike.

Our community team also continued their tier four competitions throughout the month. Rugby isn't always accessible to schools across the capital, but through our tier four competitions, the sport can be enjoyed by kids from all walks of life. Leith Academy, Broughton High School and Dalkeith High School were just a few of the schools who took part and it's safe to say there was brilliant rugby on show throughout the sessions.

In October, our community team continued their regional skills programme. Based at



Napier University's Sighthill campus, schools and clubs from across the capital took part in numerous coaching sessions. The events were a great success and will have gone a long way to improving the basic skills of up-and-coming players throughout Edinburgh.

Our community team – in partnership with the City of Edinburgh Council – were also set up at local school, Portobello High School, to help run the Multi-Skills Edinburgh programme. The inclusive camp has had around 60 kids taking part and is focused on improving the skills of children at a range of different sports.

As the season moves in November, Edinburgh, in partnership with CoE Council, held a workshop at Forrester High School to help develop the techniques of PE teachers in a rugby environment.

Led by Head of Community, Ruaridh Pye, the session focused on the latest skills in the rugby

world and was attended by 16 PE teachers who represented schools from across the capital.

We also stopped by local school, Craigmount High School, to get their rugby programme for the 2018/19 season up-and-running.

With rugby golf, sumo wrestling and passing drills all in action, our community team were there to showcase the different elements that come with rugby as the school look to make a bigger commitment to the sport.

November also saw local side Thebans hold an all-inclusive skills and competition day at BT Murrayfield with inclusive sides from all over Europe flying into Scotland for the session.

With over 200 players taking part in the one-day gathering, coaches from both the Edinburgh Community team and the Fosroc Scottish Academy led the session which was aimed at making rugby more inclusive than ever.

“As the season moves in November, Edinburgh, in partnership with CoE Council, held a workshop at Forrester High School to help develop the techniques of PE teachers in a rugby environment.”

# Wright, Johnston & Mackenzie LLP and CCW Business Lawyers to Merge

Wright, Johnston & Mackenzie LLP (WJM) is further expanding in Scotland and consolidating and strengthening its East Coast practice by merging with CCW Business Lawyers with effect from Monday 3rd December, 2018.

The merged firm will be known as Wright, Johnston & Mackenzie LLP. This latest merger marks the next stage in its strategic growth plan and comes as the firm enters its 165th year in 2019. The firm's growth phase began in 2015 following the acquisition of a number of senior appointments from McClure Naismith in Glasgow; in 2016 WJM merged with MacArthur & Co in Inverness; and in 2017 a further merger with BMK Wilson in Glasgow & Dunblane and the acquisition of the clients of Robertson & Co in Kingussie followed.

The merger adds strength and quality to WJM's existing offering – in particular in Commercial Property and Corporate - and it further strengthens the firm's national footprint allowing them to better serve the needs of the wider Scottish business and private client communities.

4 Partners and 8 employees from CCW's Edinburgh and Dunfermline offices will be joining WJM. Following recent partner promotions the merger will take WJM to 31 partners and 60 fee earners.

WJM's Managing Partner Fraser Gillies says "We have a very clear vision for WJM as a leading independent Scottish firm offering unrivalled



client service to the parts of the Scottish marketplace we've focussed on. From our very first discussion with CCW it was clear we share similar values including an entrepreneurial outlook, a commitment to excellence in all that we do and the view that long-term, deep client relationships are key to a successful and sustainable practice. There were also clear synergies in our client bases amongst the SME, owner managed and family business sectors. Both our firms share a substantial heritage combined with a modern outlook on the delivery of legal services".

CCW's Managing partner John Clarke says

"Merging with WJM is the perfect solution for CCW's clients, staff and partners. Not only does it ensure continuity for at least the next 15 years (CCW having just had its' 15th birthday) but, through our new colleagues in WJM we will be able to offer CCW's existing clients an extended range of services."

Gillies adds, "The merger with CCW consolidates our existing Edinburgh practice, gives us a presence in Dunfermline, and gives us a fantastic platform for continued growth. We're delighted to welcome John, Stephen, Alison and Michael and their teams in to WJM."

## WELCOME TO OUR NEW MEMBERS

**Graham + Sibbald**

**Tim Licata Magic**

**The Edinburgh Drawing School Ltd**

**Claremont Office Furniture (Scotland) Ltd**

**Pure Offices**

**Uber London Ltd**

**The Lines Between**

**Anturas Consulting Ltd**

**The Bonham Hotel**

**Venture Trust**

**ENGAGE Sport Management**

**Arms and Legs Ltd**

**CMS**

**Signature Pubs Ltd**

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**Visual Print & Design Scotland Ltd**

**Mode Aparthotel**

**University of Edinburgh Museums Services**

**Kenza Akroum**

**Mattac**

**Indigo Pursuit**

**Analytica**

**Neon Eye Productions**

**TSB Bank plc**

**Media Scotland**

**The Ross Development Trust**

**Teviot**

**Republic of Media**

**The Reputation People**

**ADE Exports**

**Parabola Real Estate Investment Management LLP**

**Abbeyhill Consulting Ltd**

**Scottish Wholesale Association**

# What Makes a Great Business Software

For as long as I can remember I've been fascinated by what makes a good piece of software. As the first iterations of Windows and Apple OS were released, the world was awash with questions, ideas and brainwaves as to the utopian future computer software would bring.

Fast forward to 2018 and software is a major part of our lives, both personally and professionally and for many of us, something we now believe we couldn't live without. But with many business software packages, including ours by the way, bringing a myriad of time and cost saving benefits, I wanted to share the 4 key components you need to consider to ensure any software is truly worth its investment.

## Tailored Functionality

It may sound simple, but your software has to actually do what you need it to. A fully featured solution is a must, ensuring it can meet the needs of your business even when those needs may be subject to change as you grow and evolve.

I've seen many people get blown away by fancy marketing campaigns and sales teams who promise the earth, only to find out what they need simply isn't available - often after they've parted with their cash.

I'd always recommend taking the time to work out the objectives you need to achieve, mapping against your business processes where possible. As you engage in the buying process, ensure the functionality is all there, either asking for a demonstration or taking a test drive of the system yourself.

In the end, to bring the benefits your investment deserves, the software needs to deliver. In the same way you would only hire a new team member who shows they can bring the desired output, make sure you put the software (and the provider) to the test first to ensure you have all the functionality you need!

## Intuitive Design

With the functionality assured, you need to actually enjoy operating your new software and that often has a lot to do with the interface. Take some of the most popular email clients around such as Outlook or Google - the core functionality of what they do hasn't changed in a while, but they're constantly updating their interface to make the experience slicker.

We recently released a new version of OpenCRM, incorporating a brand new interface design to provide a modern and refreshing experience to our customer base. It's amazing what slight tweaks in colours, fonts and layout

can do to make a big different to the overall enjoyment of a system.

So, when you're looking at a new software package, remember to ask yourself if the experience is a good one. The goal is to make your business life easier and more enjoyable. After all, if it's software that's central to your working day, you're going to be staring at it for many hours a week.

Failure to pick something you truly enjoy will leave you feeling a little miserable in the workplace and will most likely mean your back on the market for a change in no time at all.

## Customisation Options

In a modern business climate, organisations need to be dynamic and adaptable to stay relevant in their marketplace, so why should their software be any different?

The software you land on needs to have an inherent level of customisation to ensure it really does fit your business, both now and in the future. Let's take an example - imagine if in your business, you referred to your end users as 'clients' but your software system called them 'customers.' Seems like a small difference, but you can probably deal with it, right?

Wrong! Your systems need to fit your business, they need to reflect what you do, say and feel to give you and your team the most value. Even something as small as having the right terminology makes the user experience 1000x better and helps to slot straight into your business as though it was just another member of the team.

There are many 'off-the-shelf' systems out there that are highly malleable to give you and your business exactly what you need. If your needs are really unique, don't be afraid to ask about Custom Development options or even consider a bespoke software solution to give you the maximum benefit!

## Integration Capability

With us all operating in such a technology driven landscape and so many different software

packages on the market, one single system is never going to do it all. You need your different software packages to speak with one and another to provide a harmonious experience between different processes.

Whether it be as simple as capturing communications or more complex operations like syncing large data quantities, the modern software should always have the ability to work with others. If your data is held ransom in a single system, it's going to mean a lot of duplication of effort, with the initial benefits of taking the system on becoming completely redundant.

We live and operate in an interconnected world, so ensure whichever new piece of software you adopt has the power and functionality to collaborate with systems you're currently utilising. Combined with the previous points, a system that has the ability to be part of an overall integrated solution is really the key difference between being just a good piece of software, and being a great one!

To talk to a member of the OpenCRM team about how CRM software can benefit your brand, 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



# The Placement Factory

Edinburgh-based company The Placement Factory is an international career development specialist offering bespoke training opportunities to graduates and undergraduates, field research programmes for professionals and development program partnerships with international educational organisations.

Their partners and clients include Scottish businesses, international educational bodies and students from both universities and vocational education. The team take a personal and caring approach to meeting the needs of each stakeholder: the student, the business and the school – working hard for the benefit of all.

Having forged strong relationships with educational partners across Europe, the Placement Factory team is now looking to expand their business client base in Edinburgh and Glasgow. In particular the team is keen to hear from businesses in the field of Graphic design, Media relation, Marketing and software development.

Fanette Genais Macpherson, founder of the Placement Factory adds: "Our constant area



of focus is to ensure we have the correct resources to meet the needs of our extensive talent pool. We have many super talented young graduates/undergraduates in all areas from New Technologies to Service Industries, from Finance to the Building Trade, and everything in between."

Contact Fanette Genais Macpherson to find out more about our services,

[fanette@theplacementfactory.co.uk](mailto:fanette@theplacementfactory.co.uk)  
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# Ready for the electric revolution



Delivering a cleaner, greener Scotland and a better future quicker, is at the heart of SP Energy Networks' plans for the future delivery of electricity.

## Frank Mitchell CEO, SP Energy Networks

Sweden has just opened its first electric road, and while it might look like a real-life Scalextric set, it means battery-powered vehicles can charge on the go. In India there are now more electric rickshaws on the roads – 1.5 million – than even China has electric cars. And in the US the development of electric cars could see the average range rise to 400 miles within the next few years.

Without a doubt the electric revolution has arrived. And not before time. The catastrophic warnings from the United Nations' Intergovernmental Panel on Climate Change earlier this month, made it shockingly clear that immediate action to reduce emissions is vital.

The electricity sector has been acting already. Old coal fire power plants have almost gone and with them the reliance on fossil fuels which contributed so much to climate change. Renewables are now growing at a pace far beyond any predictions. We're harnessing the wind, the tides and the sun in the new energy mix which is powering our future.

And we are all changing too, from being passive users of electricity to being active consumers.

We have solar panels on our roofs, heat pumps in our homes, and of course many people now have electric vehicles (EVs) in their driveways.

EVs are clean to run – and if the electricity they're powered by comes from renewable sources too, they're even more environmentally friendly. They're also becoming cheaper as the technology progresses and consumers are already responding with sales of electric cars steadily climbing in the UK. Indeed, the Society of Motor Manufacturers and Traders said there was a 90 per cent increase in sales of electric vehicles in August this year compared to last year.

Both the UK and Scottish governments are

accelerating the demand for EVs too. Nicola Sturgeon announced in her latest Programme for Government that millions would be spent on installing electric chargers in people's homes, in businesses and in council premises; that the government's Low Carbon Transport Fund would be raised to £20m; and there would be the creation of 20 "electric towns" by 2025. Theresa May's government has also launched a £106m package for projects developing green battery, vehicle and re-fuelling technology.

So the world of passenger transport is changing radically – be it cars, buses, or even three-wheeled rickshaws. More than that, the public switch to EVs is happening far more rapidly than anyone predicted – and the forecasts for the years ahead will see that move continue to gain pace.

But there is a potential stumbling block in the road: ensuring that this change can be accommodated by the local electricity grid. And that is where SP Energy Networks comes in.

We are the network operator which transmits and distributes electricity to more than two million customers across central and southern Scotland. It is our job to keep the electricity flowing 24 hours a day, seven days a week; making sure that it is there whenever you switch on a light, or the television, or charge your mobile phone – or even your car.

We ensure power flows through the pylons and the cables which make sure homes, businesses and organisations can rely on a secure supply of electricity. Which is why we spend around £1bn a year in our networks (which also includes north Wales, Merseyside, Cheshire and north Shropshire); and it's why our network is 99.9 per cent reliable with the cost of that, to an average bill payer, being just between 30 and 35 pence a day – less than the price of a second class stamp.

So SP Energy Networks is an integral part of the Scottish economy. Not just because of what we provide, but because we employ 3000



people directly and a further 3000 through service partners, as well as supporting another 12,000 jobs across our supply chains, and of course, ensuring all the businesses which rely on us can keep trading because we're keeping their lights on.

And now we need to keep the traffic flowing too. So we are at the forefront of innovation, leading the charge on ensuring the future of our network is resilient when new demands are placed on it; ensuring that rather than being a block to the electric revolution, we are delivering a better future, quicker for everyone.

But here are the facts: current capacity of our electricity network can handle one house in every eight having a charge point fitted for their EV, but after that increased capacity and innovation via SMART charging technologies will be required if we are to ensure the overall costs, met through customers' electricity bills, are kept to a minimum and low carbon transport keeps moving. So there needs to be investment in the wider electricity infrastructure to ensure that as the number of electric chargers increases, the necessary local grid capacity is available when it's needed.

SP Energy Networks can, of course, deliver that work efficiently but we require the support of Ofgem, the energy regulator, to allow us to do the work ahead of demand across all



While electric vehicles are driving the change to low carbon transport, an even larger decarbonisation project is looming.

More than half the energy used in Scotland is in the form of heat and a shift to electric heating is being seen as key to meeting climate change targets and reducing fuel poverty – as well as boosting the growing economy in renewable energy sources.

But the effective and efficient transformation of heating, just as with transport, is only possible through the innovation and skills of the electricity networks sector.

As with electric vehicles, it is the electricity network which will be the foundation of this step change in heating, and it will be SP Energy Networks which will ensure the grid is resilient and able to meet the new, increased, demand.

We are already leading on the active management of our network, and we consistently invest in the innovation which drives all our future planning; so fewer roads have to be dug up and less expensive copper put in the ground.

For instance, we recently received the green light from Ofgem to trial a project we are creating along with Fife Council, the University of St Andrews and others, to introduce a flexible, on-line, marketplace where consumers will become “prosumers” and be paid for being flexible in their electricity usage – opting to go off the grid and use their own stored power from solar, or heat pumps or even their electric vehicles’ batteries when demand is high.

The FUSION project will mean a gear change in how people interact with their electricity – no longer just being content to be passive users, but to actively generate it, store it and receive financial reward for being flexible with it.

Underlining our commitment to aiding this change, our £20m Green Economy Fund, which was launched earlier this year, will invest in low carbon heating projects, kick-starting community pilots in how to make the move to electric heating a reality.

Without doubt the electricity networks sector is changing rapidly and SP Energy Networks is determined to deliver a better future, quicker, for everyone.

And at the heart of it all is our commitment to ensuring that our customers can benefit from a network which is now more reliable, resilient and flexible than at any point in history and ideally placed to meet their future demands.



our communities to ensure the whole electric revolution doesn't stall, and that costs are minimised. After all, we believe all parts of society should benefit from this low carbon revolution, to have access to private and public electric vehicles and the health benefits of low or zero emissions.

We have already connected 7GW of renewables to our network – which is more than the peak demand for the whole of Scotland – which shows we have the capability to deliver a low carbon economy, but in order to be able to meet oncoming demand, to meet the targets set out by governments, there needs to be fundamental shift by policy makers and their understanding of our emerging energy system and its needs.

The existing policies that guide how we invest do not take sufficient account of regional differences, nor do they allow investment in infrastructure before the consumer demand exists. If we are to realise the next ambitious stage of the energy revolution and decarbonise our transport sector, it will be vital that energy network companies are able to invest in the required infrastructure, ahead of consumer demand, and at a pace that reflects local government plans so that people can be confident that they will be able to charge their cars when they need to.

Without that investment, it would be like today's drivers getting to the petrol station on an empty tank and finding the pump dry.

Over the past ten years our energy system has moved from large, centralised power stations to much more local, distributed renewable generation. The new revolution is in transport and Ofgem has to move from centralised decision making and devolve this power to our communities who know best what is required locally to meet the challenges of this revolution at their own pace.

SP Energy Networks wants to help Scottish businesses and consumers benefit from the change to a low carbon economy. But that change begins at the roots – and the roots are the wires and cables which deliver electricity to all of us. They need to be ready to meet the challenges of the electric revolution ahead, and so we at SP Energy Networks can continue to make sure that on the list of the many challenges facing Scottish business, the electricity supply is not one of them.



# 10 TOP TIPS ON A GREAT CULTURE FOR YOUR BUSINESS

**Name:** Ian Pilbeam

**Business name:** The HR Dept and The H & S Dept

**Know what Culture means:** The Author Peter Drucker once famously said "Culture eats Strategy for Breakfast". Put simply Culture is "the way we do things round here". It is about how people are treated, how they feel, how things get done (or not), how the values are lived.

**Have your own company values and culture:** These should include expectations around behaviour styles, customer service and team engagement. That way you have a shared culture whereby individual cultural differences could add value. But equally, it is very clear how your business expects your employees to behave.

**Take responsibility for your own culture:** As the leader of your team or organisation you are responsible for setting the tone. Team members may live the culture, but know it or not, you have made a decision as to what culture exists, or maybe a series of decisions over time.

**Hire slow:** Take great care to choose new team members who will be the right fit for your team and your business. Yes they need to be able to do the job, or be trained to do it, but if they are the wrong fit for your culture and your values it will never work. So take the time to get to know them as much as you can during the recruitment process.

**Fire Fast:** we can all make the wrong hiring decision, no matter how much time we take. So if you get it wrong, don't be afraid to move someone on so that they can work somewhere more suited to their values and personality. If you don't, then you risk your entire culture.

**Maintain high standards:** If you let some people off the hook, then others will start to wonder if the standards that apply to them really matter. They will then start to reduce their discretionary effort and before you know it you will have reduced productivity and an erosion of your culture.

**Culture is not just for the good times:** The best test of your culture is when stuff goes wrong. It's all very well saying "we don't have a blame culture" but what actually happens when something goes belly up. Do you and your team actually take ownership and look for the learning or does that human fear and flight response kick in?

**Nip problems in the bud:** From the first time that two men (no doubt) went into a cave, there has been organisational politics. It is



**Ian  
Pilbeam**

inevitable. So conflict may well happen in your team. But it is a test of your culture, and of your own leadership that you deal with these issues sensitively, empathetically and decisively. Otherwise they will seep into your culture and poison it.

**Embrace diversity:** It is important to be sensitive to differences in habits, traditions and values. A willingness to expand your cultural awareness and focusing on the unique strengths of your employees can be beneficial for your business. It can bring in new ideas and allow new avenues to be explored. Done well this can strengthen your culture.

**Prevent cupid problems:** Statistically, one in five people marries a co-worker. Perhaps unsurprising given how long colleagues spend in each other's company. Relationships at work are like Marmite for employers and employees alike. It all depends on your management style, company culture and policies. Having a clear policy that fits with your culture helps.



## The Productivity and Space Challenge

Smart businesses always need to be prepared for change. Market forces can bring growth or force contraction and the changing expectations of customers and staff can force radical changes to how we operate.



**By Derek Binnie,  
Director, SPACE**

When it comes to property, change is often driven by a lease event or by growth demands – and that offers an opportunity to positively impact your business through productivity, staff engagement and wellbeing.

The workplace is where an organisation comes together, the physical space, technology and people need to work in harmony. Recent trends have focused on collaboration space but it is critical to design flexibility into a workplace, providing areas for quiet concentration as well

as supporting initiatives like agile or flexible working. Equally, the space can be a reflection of a company's brand, making people feel valued and connected.

So what does this have to do with productivity? To answer that question, we need to acknowledge the problem. Since the Global Financial Crisis, UK Productivity has flatlined. Our economic recovery has been driven by people working longer hours, or by hiring more people. We are working harder, not smarter. In February 2018, Scottish Government figures showed an annual decline in Scottish productivity of 3.2% at a time when our global rivals are improving. We definitely have a problem.

Getting the workplace right is vital for productivity. The right combination of physical space, technology, culture and processes will encourage staff engagement, wellbeing and commitment. RAND Europe's survey found that highly engaged staff delivered 30 more productive days per year than highly disengaged staff. Disengaged staff take, on average, 3.5 more sick days per year than engaged staff. If you've got 100 disengaged staff, you just lost 350 days per year.

Successful workplace change has a number of

basic drivers that are often ignored or forgotten amidst the excitement or panic of change. Your workplace is specific to your business and needs to align with your strategy, technology and needs of your people as well as tailoring the project to your budget and timescales. It's not about how much you spend on a workplace project, it's about how you spend what you have. The right design will focus on your priorities to get the most from your investment.

Currently, Edinburgh has some very specific challenges when it comes to business space. There is a shortage of quality space and businesses need to think ahead about their needs rather than waiting to face a lease event. In many cases, this lack of space is forcing businesses to look at how they can make better use of the space they have, finding efficiencies in design that allow them to make a dramatic impact on how a space works for its people.

A well-designed workplace is what can make an organisation healthier from a business and culture perspective. It will be a reflection of your company's brand and shared values, it will encourage wellbeing and will provide people with the right work-settings to do their jobs, and it will connect people together and foster collaboration. It will make you productive.

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# GDPR is here to stay – are you compliant?

GDPR Day - 25th May 2018 - has been and gone. Across the country, countless hours were spent preparing for the new regulation – writing privacy notices, amending procedures, conducting data audits. But what has happened since?

In the period following the introduction of GDPR, the Information Commissioner's Office (ICO) has seen a huge rise in the number of personal data breaches being reported and organisations are reporting significant increases in the number of subject access requests. RGDP's own evidence bears out these findings with considerable increases in both subject rights requests and personal data breaches reported by our customers; it seems the new regulation is leading to a significant rise in the number of individuals making complaints about misuse of their personal data. As a result, businesses are diverting key staff away from their core business to deal with the new compliance requirements or face the risk of substantial fines and reputational damage.

At RGDP, we supply Data Protection Officer (DPO) services to businesses and organisations that choose to outsource all or some of their data protection requirements. We provide a flexible, high



quality and cost effective GDPR solution allowing customers to focus on their core business. We assign an experienced DPO to each customer who becomes their link with the ICO and who is always bang up to date with the latest regulatory requirements and best practice solutions. Customers can buy in as much or as little DPO advice and support as they need, both on site and on call to help with compliance and respond to personal data incidents whenever required.

The reality is that GDPR, Data Protection Act 2018 and other related legislation isn't going to go away, even after Brexit. With the risk of potentially significant fines and reputational damage, seeking out expert support is a

responsible course of action, demonstrating a commitment to uphold people's privacy, guard against the unwelcome consequences of non-compliance and enable organisations to concentrate on their core business.

Mark Chynoweth is the General Manager of RGDP who may be contacted at:

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Ten Hill Place Hotel @ Surgeons Quarter has now increased to 129 rooms, following record occupancy numbers – making it Edinburgh's largest independent hotel.

Capacity of the successful restaurant and wine bar has also been increased and beautifully refurbished– the space can now host 150 guests. It also boasts a wonderful private dining area, "The Snug", which can accommodate 14 guests for dinner and 20 for a drinks reception.

Drinks & Dining led by award-winning chef Alan Dickson, is set to be a popular dining spot not just for hotel guests, but for local Edinburgh residents too.

Located in a historic part of Edinburgh mere moments from the centre of town, Ten Hill Place Hotel will ensure your stay is as relaxing as it is enjoyable.

There is one more excellent reason for choosing Surgeons Quarter. Ten Hill Place Hotel is owned by the Royal College of Surgeons of Edinburgh and its success helps fund the availability and development of surgical care around the world, which will help you sleep more soundly in more ways than one.





# Building Scotland's communities for the future

Leading UK housebuilder Miller Homes has sought after developments across central Scotland, offering buyers the chance to put down roots in flourishing communities



**Peter Thomson**  
Regional Managing  
Director, Miller  
Homes Scotland

At Miller Homes, we're enormously proud of the homes that we've built over the last 80 years. From using the highest quality materials paired with the best workmanship, to our thoughtfully designed interiors which complement and enhance everyday living, we take pride in providing people with first-rate homes to make their own.

During this time, we've seen many generations of families enjoy our homes and watch our developments turn into happy, thriving communities – which is hugely important to us. We put a lot of thought into the developments that we build and where they are positioned, with the location, local area and the needs of our customers all at the front of mind.

One of the most exciting projects we're working on at the moment alongside Buccleuch Property is Miller Homes at Shawfair: not only a new development, but a brand-new community in Edinburgh. South east of the Capital, this newly established destination is shaping up to be one of Scotland's best connected towns, and we're offering a selection of beautiful family

homes for those looking to put down roots in this outstanding area.

Marking the region's biggest urban expansion in recent years, Miller Homes is extremely proud to be part of the new community, which will offer around 4,000 from a variety of housebuilders, new schools, leisure and sports facilities and a town centre with a host of excellent local amenities, including a number of shops, restaurants, art galleries and a health centre. Close to Shawfair's existing railway station, the town will also offer frequent, speedy links into the city and to the Scottish Borders.

Not only are we offering beautiful family homes in this new area, but it's fantastic to be an integral part of a town that is being built from scratch, and we're looking forward to watching the community flourish in the coming years.

With developments across central Scotland, it's important that we also complement and enhance existing communities, and our Bonnington development in Edinburgh is a great example of this.

Combining location and convenience, the development is fast becoming an established and vibrant community in itself – particularly among first time buyers who have been priced

out of the city centre. Alongside the Water of Leith, our development is home to a collection of contemporary apartments, ideal for young professionals looking to settle down in one of the Capital's most accessible and appealing residential neighbourhoods.

Based in one of the city's most popular areas, Bonnington also gave us a chance to invest in the existing community, something that we are incredibly passionate about. With a plethora of independent businesses on the developments' doorstep, we set up the Bonnington Micro Business Fund as a means to support these local traders and start-ups.

Created by City of Edinburgh Council and funded by Miller Homes, we've distributed over £75,000 since launching the fund in 2017, allowing the business community to continue to grow and prosper.

When launching our developments, Miller Homes strives to build homes and establish communities which not only satisfy local housing needs but leave a lasting and positive legacy, and we look forward to creating more thriving communities in the years to come.

To find out more about all of Miller Homes' developments visit [www.millerhomes.co.uk](http://www.millerhomes.co.uk).

# Ecological consultancy goes from strength to strength

A major new contract win sees Ellendale Environmental's Edinburgh-based team build on their success and strong reputation. The ecological consultants are to undertake Ecological Clerk of Works (ECoW) on the A9 upgrade project assisting Balfour Beatty.

As part of this project, the 9.5km section between Luncarty and the Pass of Birnam will be widened to a dual carriageway, improving journey times, safety and reliability.

Drawing on their substantial experience delivering ECoW services across the UK, Ellendale Environmental is assisting the project team to ensure the project runs smoothly and that all construction activities are delivered in line with relevant wildlife/environmental law.

## Award-winning environmental consultants

News of the contract win came as another project that Ellendale has provided ECoW services for – the Almondbank flood protection scheme – was awarded a prestigious Green Apple Award, which recognises environmental best practice.

Representing an investment of around £14.7million, the scheme has seen a series of flood defences created along the River Almond and the East Pow Burn, in order to protect a community that has suffered a number of previous flooding occurrences.

Undertaking protected species surveys and monitoring the project, Ellendale Environmental worked with Balfour Beatty as part of the onsite ecological and environmental management team. Their ecological consultants provided advice and support which enabled the project to progress efficiently and gain international recognition.

These major projects illustrate Ellendale Environmental's expertise in delivering advice which enables construction projects to continue uninterrupted, whilst ensuring the wildlife and habitats are protected, which protects their clients too.

Andy Gardner, Balfour Beatty Project Manager says: "The Ellendale Environmental team are able to integrate into the site team and understand the engineering works. They support the project through the construction phase and are proactive in finding solutions to enable works around sensitive environmental areas. I have always found them extremely professional, easy to work with and experienced."

"They had a passion and deep understanding of ecology and environmental management whilst being able to work pragmatically and deliver for the project and the environment."



## Support with planning proposals

In addition to ECoW services, Ellendale's expert team offer ecological consultancy services to support planning proposals for projects of all sizes. This often involves a Preliminary Ecological Appraisal, where the habitat types on a site are mapped and evidence of protected species is recorded.

In many cases this is all that is required, or it can highlight that species-specific surveys are needed. This survey work and reporting aims to avoid impacts on sensitive and/or legally protected species and habitats. Species-specific surveys that Ellendale ecologists regularly undertake include those for bats, great crested newts, birds, badgers and otters.

When undertaking survey work for planning proposals, Ellendale ecologists establish whether protected species are present on a site, identify how the site is used by them and advise clients on how to progress a project with minimal impact and in line with relevant legislation and policy. Where an impact on wildlife is unavoidable, the Ellendale team will suggest mitigating steps to protect the wildlife and habitats – giving planning proposals the best chance of success.

The ecological consultants have built up a robust track record assisting clients in securing and proceeding with their planning proposals. As Stewart Parsons, Founder and Director of Ellendale Environmental explains:

"We are proactive and solution driven in our work, always understanding the constraints our clients are working within and finding a practical way forward for them, helping them to obtain the planning permission they need."

## Keep your project on track

Ellendale Environmental offers specialist ecological surveys and environmental management services for public and private organisations across the residential, utilities, commercial and construction sectors, throughout the UK and further afield.

Clientele includes Savills, McGregor Construction, Scottish and Southern Electricity Networks, Rio Tinto, WSP, Balfour Beatty and Perth and Kinross Council.

Their portfolio of work encompasses projects of all sizes and they are equally at home working on a small-scale, one-off project, like the conversion of a barn or outbuilding as a major infrastructure project.

"No matter what the size of the scheme, we will give it the same care and attention" explains Stewart. "Each project is the most important project to us."

Contact Ellendale Environmental for ecological advice that will put your planning proposal or construction project on the right track, call **0131 4682499** or email [info@ellendale-environmental.co.uk](mailto:info@ellendale-environmental.co.uk)

# Collaboration is key

As business giants go, they don't get a lot bigger than Henry Ford. But the man who built the global car giant was in no doubt that team-work and collaboration were pivotal to his company's success.



He famously said: "We had to fight off international competition from global convention powerhouses."

It's a view shared by Marshall Dallas, Chief Executive of Edinburgh International Conference Centre, and working with others has certainly paid off for the EICC.

An EICC-led bid had to fight off international competition to win the right to host the TEDSummit. The prestigious summit, part of the TED network, will take place at the EICC from 21 to 25 July 2019, bringing together up to 1,300 members of the international TED community.

But while the EICC pulled the bid together, they worked in close partnership with a number of other organisations including VisitScotland Business Events, Convention Edinburgh, Scottish Enterprise, the Scottish Government, the Lord Provost of Edinburgh, the University of Edinburgh, Edinburgh Napier University, Social Bite, Festivals Edinburgh, Edinburgh Science Festival and the Scottish Council for Voluntary Organisations.

Marshall said: "We took a One Edinburgh approach, and we worked in a meaningful collaboration with a wide range of partners, and that meant being very open with them about what we were doing.

"All of them had a valuable contribution to make in creating a really integrated bid, and they also all recognised the potential



of bringing the event to Edinburgh.

"The feedback we received from the organisers was that the welcome they received when they came to visit Edinburgh as part of the process was outstanding, that the bid was completely integrated, and that everyone concerned was totally committed to the bid.

"It must have impressed, because we had to beat off some very stiff competition to secure the event."

TED is a non-profit organisation devoted to identifying, and then spreading, relevant and potentially impactful ideas. It began in 1984 with a conference converging technology, entertainment and design and over time the organization has expanded its topics from science to business to global issues.

Marshall doesn't idly mention meaningful

collaboration. The phrase is actually one of the EICC's core values and is underpinned by openness and communications. He said: "Good communication is absolutely key to collaboration succeeding. Everyone needs to be informed, needs to have a clear understanding of the goal, needs to grasp the process and be comfortable with the approach. That all takes communication. For the Ted bid we worked hard on communicating with all of our partners. So when we had 13 people coming over from the States on a familiarisation trip ahead of the decision, we had to work with all of our partners to ensure they were fully briefed, understood what was required, and felt fully prepared.

"The Ted feedback was that Edinburgh was fantastically joined up and together. It was a major factor in our success."

The collaboration brought one major,

unexpected benefit. Marshall said: "We won, and we won against the odds which was a little unexpected. We had to fight off international competition, including from global convention powerhouses like Singapore and Melbourne."

The value of collaboration can also be felt in other ways, and close to home.

Marshall said: "We are now in the second year of the UK's first MSc in Business Event Management we helped establish with Napier University. The University provides the academic excellence and rigour, and the EICC provides the work placements and practical experience. It's another great example of

collaboration and will help raise professional standards in our industry.

"We also enjoy a tremendous partnership with Pleasance Theatre Trust and are in our second year of working with them. That's focused around using our venue in the most effective way as part of the Festivals, allowing us to collaborate with the help of their genuine expertise.

"That collaboration has seen us drive our footfall during the month of August from around 4000-5000 up to 100,000. In other words, we now have as many people coming through the venue in August as we do in the rest of the year."

Marshall is convinced that Edinburgh has demonstrated its ability to come together to win for the city – as evidenced by the enormous success of the festivals themselves and also by securing major international wins such as the TedSummit. He is also equally proud of the other collaborations that deliver improved standards and gains on a daily basis.

But he feels still more can be done.

"Edinburgh can do it as well as anyone, when we turn our mind to it, but there is still a lot to learn from other cities who do it consistently well, such as Sydney, Vancouver and Antwerp. But we are getting there."



# The Kitchin Group and Allied Irish Bank (GB): A Recipe for Success



Edinburgh-based Kitchin Group is undoubtedly one of Scotland's most successful and recognised groups of restaurants. In the 12 years since The Kitchin restaurant opened in Leith, the group has grown from one small restaurant with seven staff and 30 bottles on the wine list to five businesses, 250 staff and a multi award-winning wine inventory to match the best in the world.

News of Kitchin Group's plans to open Southside Scran, a bistro style restaurant in Bruntsfield, and The Bonnie Badger, a gastro-pub with rooms in Gullane, generated a huge buzz not just across Edinburgh but throughout the UK and internationally.

Flair, creativity and excellence in cuisine and hospitality, carefully-cultivated relationships with suppliers as well as sheer hard work and determination have been behind the Kitchin Group's success to date.

So too has the group's relationship with Allied Irish Bank (GB)\*, which Tom and Michaela describe as having become "a true business partnership".

In 2006, the Shore in Leith was not the restaurant and bar hot spot that it is today. The premises were described as 'the graveyard of Edinburgh restaurants', where five previous businesses had gone under and the area was deserted.

Customers who ventured to newly-opened The Kitchin in 2006 would greatly appreciate the dining experience- and then request a taxi uptown immediately.

The Kitchin restaurant was at the forefront of putting Leith on the eating and dining map, although the team's vision of a Michelin star restaurant was not understood by many bank managers they initially approached as potential backers of the new business.

"One bank manager asked us what a Michelin star was", recalls Michaela. "We needed a bank that understood our ambition, the kind of restaurant we wanted to open, how we wanted to approach hospitality and bring something new to Edinburgh. "

When they finally met with a relationship manager from Allied Irish Bank (GB), the Kitchin team was immediately taken by how he listened, considered and then asked lots of relevant questions.

"He eventually said "I believe in you all and want to support you completely", recalls Ron Kitchin, Tom's father. Ron assisted in the early development of the business and remains as chair of Kitchin Group.

"Our understanding of each other's business agenda developed into a healthy business partnership that has grown through mutual trust and understanding over the years."

"The bank understood our ambition and was genuinely interested in supporting us and our vision", agrees Tom.

The Kitchin Restaurant gained its Michelin star within six months of opening, making Tom Scotland's youngest ever Michelin star proprietor.

In 2010 the team went on to open the award-winning restaurant Castle Terrace followed by The Scran & Scallie in 2013. The gastro-pub was quickly awarded a Bib Gourmand in the Michelin Guide, putting it on the map as one of the best pubs in the UK to dine.

Each of the new ventures was supported by a dedicated team at Allied Irish Bank (GB), which is known for its hospitality banking expertise.

Tina Crookston, relationship manager at Allied Irish Bank (GB)'s Edinburgh office, has worked with the Kitchin team for around three years and her enthusiasm for the business is obvious.

"Kitchin Group from day one provided very strict financial control, day-to-day cash flow projections, regular communications.



They came to us very early with plans for Southside Scran and then, when the possible purchase and development of Bonnie Badger was suggested, we knew it made absolute sense to support both ventures.

Operators and banks wouldn't normally choose to work on two refurbishments and openings at once, but the Kitchin team knew, and we agreed, that the opportunities were too good to miss.

I think the long partnership and trust with Allied Irish Bank (GB) and Kitchin Group does come down to our relationship, and the way that we operate as a bank.'

If we need to speak, the team phones me on my direct line. If we need to meet face-to-face, we quickly organise something at our offices in Charlotte Square, or down at Kitchin Head Offices in Leith. Unlike other banks, our clients aren't directed to an obscure phone number and faceless person who doesn't know their business.



Kitchin Group's approach to training and staffing is very reassuring to the bank. By investing in their team and developing their talents, they're ensuring a pipeline of qualified chefs, front of house and bar staff who can open new locations or step in to cover unexpected events.

As a bank we are really proud of our expertise in the hospitality sector, and we're especially proud to have worked with Kitchin Group and supported its success over all these years."

Kitchin Group had been looking for a south side venue for over 10 years when it finally found the right location for Southside Scran, although intense structural and refurbishment work was required. As work commenced, the team signed up to take over the former Golf Inn in Gullane, which will herald a new era for the Kitchin Group.

Ron, Tom and Michaela Kitchin, together with the directors of Kitchin Group, all respect and fully understand the meaning of partnership

development with their suppliers in the same way as the Allied Irish Bank (GB) partnership has developed. The group and the bank's commitment to sharing their business objectives and having respect for customers has led to one of the biggest hospitality success stories in Edinburgh's history.

Southside Scran in Bruntsfield opened in early November 2018, and the Bonnie Badger in Gullane was set to open in mid-December 2018.

\*Allied Irish Bank (GB) and Allied Irish Bank (GB) Savings Direct are trademarks used under licence by AIB Group (UK) p.l.c. (a wholly owned subsidiary of Allied Irish Banks, p.l.c.), incorporated in Northern Ireland. Registered Office 92 Ann Street, Belfast BT1 3HH. Registered Number NI018800. Authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority.

# Transforming the world of work with Change 100

## Disability charity Leonard Cheshire are transforming the world of work through their award-winning Change 100 internship programme.

Change 100 brings together employers with talented students and graduates with disabilities to offer three months of paid summer work experience.

The innovative programme has already partnered with over a hundred employers to host interns, including Arup, Taylor Wimpey and Lloyds Banking Group. Change 100 won the prestigious Recruitment Industry Disability Initiative (RIDl) Award in 2015 and 2016.

These highly-coveted internships remove barriers faced by people with disabilities in the workplace to allow them to achieve their full potential. Interns receive mentoring and guidance throughout their paid placement, enabling them to develop and thrive within their workplace.

Change 100 supports businesses to become



recognised disability-inclusive employers through advice and guidance on how to best support employees with disabilities and long-term health conditions. Companies also benefit from Government 'Access to Work' funding for specialist equipment or workplace adjustments for staff with disabilities.

Businesses receive tailored Disability Equality Training, allowing them to better understand the complexity of disabilities and to better

support existing staff with disabilities or long-term health conditions.

Tom Fraser, Service Programmes Development Manager at BMW UK, said: "We've welcome talented, enthusiastic and dynamic interns into our organisation. Each intern has brought with them a variety of skills and helped us to change perceptions within the business. With the help of Change 100, we've already discovered that our processes and systems can be improved to ensure we're adapting to our employees' needs."

By hosting high-calibre interns through Change 100, businesses can become leading disability-inclusive employers whilst giving talented students and graduates the opportunity to kick-start their careers.

For more information, visit [leonardcheshire.org/Change100](http://leonardcheshire.org/Change100) or contact **0131 346 9040**. Follow Leonard Cheshire on Twitter at [@LCinScotland](https://twitter.com/LCinScotland)



# Inspiring Scotland

## By Sinclair Dunlop

Venture capital is an essential part of the investment landscape, providing the funding that's needed to take a relatively risky idea and scale it up into a successful business. I've spent more than 20 years deploying funding and expertise into life science firms, so they can have a positive impact on the health of both patients and the broader economy.

Yet what's got me equally as excited over the past few years has been the concept of "venture philanthropy" – taking those same principles that underpin venture capital and applying them to charities and other third-sector organisations. In January, I took over as chair of Inspiring Scotland, an organisation founded in 2008 to help essential charities become exceptional charities by providing support and cash to tackle social problems on a national scale.

Inspiring Scotland's flagship 14:19 Fund is about to celebrate a decade of operations and is on course to reach its target of helping 35,000 young people into employment, education and training, making a material contribution to



a reduction youth unemployment nationally. More than £50m has been invested by the fund – which was financed by the Scottish Government, private trusts, foundations and

philanthropists – and has attracted a further £75.6m of match-funding.

These funds have been transformational for the 20 charities supported by the fund but money is only half the story. Just as the best venture capitalists will roll-up their sleeves and get involved with the companies in which they invest, so do we share expertise and advice to make sure charities can use the funding to maximum effect.

That's why Inspiring Scotland not only invests in charities financially but also invests in their development and sustainability. Our performance advisors work alongside charity staff to help strengthen the day-to-day running of the organisations. This blend of funding with expertise and advice helps them to strengthen their operations, ultimately supporting them to help more people – which sounds like an ideal return-on-investment in my book.

Sinclair Dunlop is the chair of Inspiring Scotland and a managing partner at Epidarex Capital.



## New employee benefit a win-win for businesses' and their employees' productivity & welfare

Scotland is ageing faster than the rest of the UK with one in four Scots being over 65 in 20 years and 70% of this growth being the over 75s. There's now a growing pressure for middle age workers to provide extra support for older family members living independently.

For the "sandwich generation" (aged 40 to 60, working, kids at home and older parents needing support) there can be a significant impact on work productivity due to stress, worry about their loved ones, lack of sleep, making calls during the day and unplanned time off.

Age Scotland, the national charity for people over 50, have a solution. Their new "Good Day Calls" service offers reassurance to older people and their families that someone will call them 365 days a year checking they are well, offering support and having a friendly chat.

Brian Sloan, Age Scotland's Chief Executive said: "We have noticed that a sizeable number of mid-career employees mention the number of regular, daily calls they were making to their ageing parents to check they were well, taking their pills

and remembering upcoming appointments. They are finding it hard to manage this level of routine care and support in between their own considerable childcare responsibilities and work.

"Good Day Calls will give peace of mind to families knowing their loved ones receive a daily check-in, offering a friendly chat and support. We want to make sure the time spent with older parents is quality time and not dominated by time-consuming life admin."

Age Scotland is encouraging Scottish businesses to offer Good Day Calls as an employee benefit to those who need it. For only £50 per employee or through a match fund scheme, it can boost productivity and employee morale.

To arrange your Good Day Call employee perk or discuss other options, contact [simon.cocker@agescotland.org.uk](mailto:simon.cocker@agescotland.org.uk) or **0131 668 8058**.

Phone **01856 898 222** or visit [www.agescotland.org.uk/gooddaycalls](http://www.agescotland.org.uk/gooddaycalls)

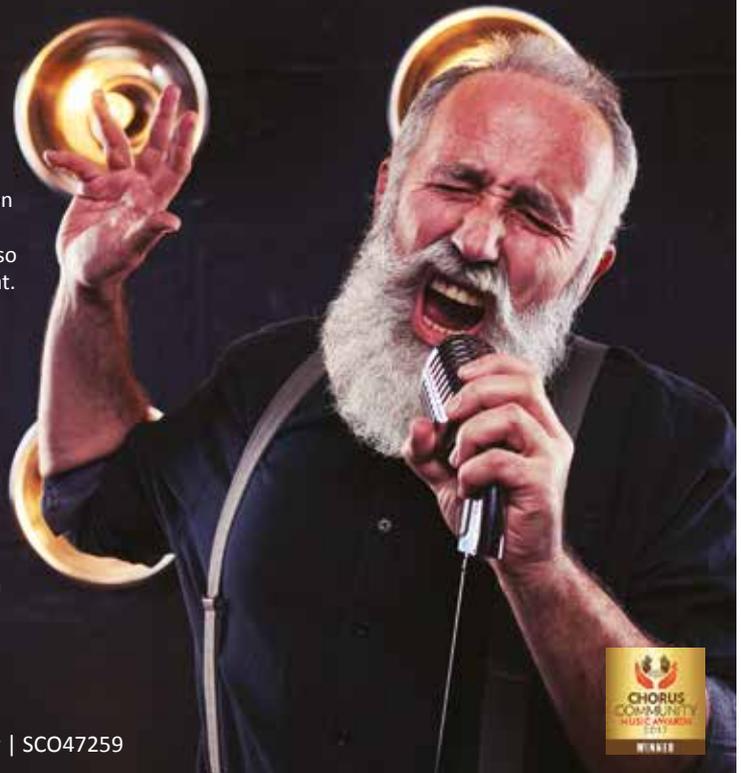


## THE CHEYNE GANG

The Cheyne Gang is a Scottish Charity set up to create "singing for breathing" groups for people who have long term respiratory conditions such as Chronic Obstructive Pulmonary Disease (COPD), severe Asthma, Bronchiectasis and Pulmonary Fibrosis. These conditions cause breathlessness often leading to anxiety and social isolation. Research has shown singing has positive physical, mental and social health benefits so come along for the singing and stay for the coffee, cake and chat. Sessions are informal, fun and lead by a specially trained voice coach. Members report better breath control, improved sleep, reduced anxiety and an overall improvement in wellbeing. We'd like you to consider supporting The Cheyne Gang as part of your company's philanthropic social responsibility. If your business is interested in becoming active in their local community we'd be glad to discuss how you might collaborate with our charity.

We have 4 Cheyne Gang Singing for Breathing groups in Edinburgh located in Stockbridge, Oxbgangs, The Pleasance and Leith with another in Innerleithen in the Scottish Borders. Details are available on our website or contact Anne Ritchie on **07769 322583**.

[www.thecheynegang.com](http://www.thecheynegang.com) | Find us on Facebook and Twitter | SCO47259





## DECEMBER

**Wednesday 5th, 09.30 - 16.30**  
Customer Service Excellence

**Wednesday 12th, 09.30 - 16.30**  
Finance, The Basics

## JANUARY

**Wednesday 16th, 09.30 - 16.30**  
Introduction to SEO

**Tuesday 22th, 09.30 - 16.30**  
Leading and Managing Change

**Wednesday 23rd, 09.30 - 16.30**  
Introduction to Project Management

**Thursday 24th, 09.30 - 13.00**  
Leader, Manager & Operator,  
what mode are you in?

**Tuesday 29th, 09.30 - 16.30**  
Bidding to Win

**Wednesday 30th, 09.30 - 16.30**  
Introduction to Google AdWords

**Thursday 31st, 09.30 - 16.30**  
Excel Essentials for Business

## FEBRUARY

**Friday 1st, 09.30 - 12.30**  
Social Media Series - Marketing, Strategy &  
Content Planning

**Tuesday 5th, 09.30 - 16.30**  
Essential Management Skills

**Wednesday 6th, 09.30 - 16.30**  
Finance for Non-Finance Managers

**Thursday 7th, 09.30 - 16.30**  
Digital Writing Skills

**Friday 8th, 09.30 - 12.30**  
Social Media Series - Content Creation,  
Delivery, Advertising and Analysis

**Tuesday 19th, 09.30 - 12.30**  
Email Marketing for Business

**Thursday 21st, 09.30 - 16.30**  
Mastering Video Content Creation for  
Business

**Friday 22nd, 09.30 - 12.30**  
Social Media Series  
- Social Media Platform Techniques

**Tuesday 26th, 13.30 - 16.30**  
Incoterms

**Wednesday 27th, 09.30 - 16.30**  
Fundamentals of Marketing for Business

**Wednesday 27th, 09.30 - 16.30**  
Time Management

**Thursday 28th, 09.30 - 16.30**  
Sales Skills

To book please contact the training team on **0131 221 2999 option 4** or email [training@edinburghchamber.co.uk](mailto:training@edinburghchamber.co.uk)

**Company Name: Scotmid**

**Who? John Dalley**

**Role: CFO**

**What does the Scottish Midland Co-operative Society do?**

Scotmid Co-operative has a variety of different businesses – 177 Scotmid Food stores, 90 Semichem stores, 17 Funeral Offices and 9 Lakes & Dales Food stores in northern England plus a substantial property division.

**How long have you been operating for?**

Scotmid Co-operative were formed as St Cuthbert's Co-operative in Edinburgh in 1859, so next year we will be celebrating our 160-year anniversary.

**What are your organisation's values?**

Our core purpose is to serve our local communities and improve people's everyday lives and we adhere to these values and principles by actively supporting and providing funding to local good cause groups and national charities.

**What have been the driving forces of change in the organisation over the years?**

The major drive force behind change over the years has been responding to the ever-changing requirements of the communities we serve. For example, the introduction and expansion of the Food-to-Go offering in our convenience stores was due to listening to the needs of our members and customers.

**What are the biggest challenges facing your industry at the moment and why?**

The current retail landscape is extremely challenging due to structural changes in the market coupled with external cost pressures. There has been an increase in cost burden, legislation and regulation and that has impacted on how all businesses can operate on the high street.

**How important do you believe it is as a business, to support the communities you operate in?**

Supporting the communities in our trading areas is absolutely essential to what we do and who we are as a co-operative. Since our formation over a century-and-a-half ago, our primary objective has always been to serve our local communities and improve people's everyday lives and that will never change.

**Are there any tips you would give to organisations looking to develop a community focused, company culture?**

The key to cultivating a community focused company culture is to be absolutely genuine in what you do and not to pretend you are something you are not. Any surplus generated from our trading goes back into our communities – our culture has been established since 1859 and it is ingrained into the fabric of Scotmid.

**How will the Scottish Midland Co-operative Society develop its community work in the coming years and do you see any challenges in doing so?**

Our latest community initiative Community Connect is still in its infancy – it was introduced into our North Member Region in 2017 – and is growing in popularity amongst our members. Now active in all of our trading areas in Scotland, the last round saw funding of



£155,000 awarded to nine good cause groups and that is repeated every six months through votes cast by our members. We've also used the funding generated from the sale of single-use carrier bags to provide substantial funding to worthwhile projects such as the Social Bite Village's Community Hub

**Are there any key projects or developments coming over the horizon that you'd like to share?**

There are so many exciting new projects in the pipeline it is hard to list them all. We're proud of our new partnership with Keep Scotland Beautiful – one of our key objectives is to help improve the local environment.

Our Charity of the Year partnership has been hugely successful – we've raised over £1m over the past three years and the fundraising target for our current partner, Scottish SPCA is £300,000 which will be used to fund an education programme for primary schoolchildren across Scotland.

**What is the most valuable piece of business advice you've received?**

It would probably be to be yourself and to be genuine and straightforward. I'm really proud to be able to work for a Society that gives so much back into the local community – my values and principles match those of Scotmid.

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

It's a pipe dream but I would love to be a professional tennis player like Roger Federer! I think he is a family man and a genuine person who is a great example of someone whose dedication, hard work and strive for excellence has enabled him to perform consistently to a fantastic standard over many years.

# Reach Advocacy Scotland & SQA — Recovery Through Innovative Qualifications



Through the Scottish Qualifications Authority's Customised Awards service, organisations can design their own qualifications. SQA Customised Awards are unique qualifications developed in partnership with, and owned by, the partner organisation to meet its own business needs, and demonstrate quality and industry compliance.

Reach Advocacy Scotland has been working with SQA since 2014 to develop its unique advocacy qualification to support those who have been affected by Dual Diagnosis — co-existing mental health illness coupled with alcohol and/or drug misuse problems.

Many of the difficulties facing people pursuing recovery from Dual Diagnosis occur while people are facing difficulties with housing, health, social security, justice services and debt. Without a strong support network, family, carers or friends to speak up for them, they are at risk of not receiving the treatment or support they need.

**Reach**   
Rights • Empowerment • Aspiration • Choice • Hope  
ADVOCACY SCOTLAND

To help navigate these systems, Reach developed the **Advocacy Practice Award at SCQF Level 7** through SQA's Customised Awards service.

Through rights-based advocacy, everyone matters, and everyone is heard. It empowers people, including those affected by Dual Diagnosis, to have a stronger voice by encouraging them to express their own needs and make their own decisions. The role of advocacy for individuals and families/carers and communities was included in NICE (National Institute for Health and Care Excellence), Scottish Government and DWP guidelines on Dual Diagnosis.

Derek McCabe, Head of Centre at Reach, explains the background to the Customised Award in Advocacy Practice:

***'We developed the award with SQA to fulfil two distinct goals.***

***Firstly, at the time of development there was no formal quality assured advocacy training in Scotland that covered all the protected characteristics of the Equality Act (2010). So, we wanted to fill this gap.***

***The second goal was to build meaningful activities for those working through their recovery. By creating this award, we were creating further education opportunities for these marginalised individuals.'***

The Lanarkshire-based charity secured funding from the Big Lottery Scotland Improving Lives Fund. This gave them the opportunity to start this unique project with SQA.

Working with SQA has brought a wide variety of benefits for Reach, as Derek continues:

***'The development of the Advocacy Practice Award with SQA has given us the advantage of rigorous and robust quality assurance processes, coupled with a high quality management system. This maintains the integrity of the award and its related delivery systems, ensuring candidate and customer confidence across all aspects of the qualification.***

***The Scottish Government recently passed the Social Security (Scotland) Bill in June 2018. This bill states that any advocacy worker will require nationally recognised quality assured training to work with individuals regarding social security. The Advocacy Practice Award is well placed to meet the needs of this bill.'***

Ongoing quality assurance visits from SQA provide support and guidance to ensure the qualification meets the same standards as other qualifications in the care sector. This is crucial when the qualification is being promoted in a heavily-regulated sector.

Reach were also able to have the Advocacy Practice Award positioned and levelled on the Scottish Credit and Qualifications Framework (SCQF) at SCQF level 7 — bringing national recognition.

Jed Brady, Development Officer at Reach explains the benefits for candidates:

***'Candidates who have completed the advocacy award are enthusiastic about taking the qualifications, they are able to evidence their knowledge of human rights in everyday settings and are proud of their achievements. This enhances their confidence in personal performance and is noticeable when working with universal services like the NHS, DWP, housing, social work, GPs, and Job Centre.'***

The Advocacy Practice Award has received a great deal of interest and positive feedback. Reach were invited to the Scottish Parliament in June 2018. Successful candidates received their certificates from Government Ministers and Members of the Scottish Parliament. The Advocacy Practice Award has received support and commendation from Scottish Care — a representative body for independent social care services in Scotland.

Derek, Jed and the Reach team have bright plans for the future:

***'We envisage the existing and future development of the advocacy awards being adopted in all sectors of Health and Social care. The young people of today could benefit from doing the award to learn how to apply their rights and receive accreditation whilst doing so.***

***'Looking to the future, we hope to roll out an e-learning platform so that interested organisations from all over the UK can have access to the qualification.'***

Sharlene McKay, Regional Manager at SQA has been working with Reach since 2014 and is delighted with how the award has been received:

***'This partnership can be replicated in all sectors across Scotland and the rest of the UK. SQA Customised Awards give our customers the flexibility to design their own qualifications and meet their training needs. Our dedicated Business Development and Customised Awards teams can support public, private and third sectors in providing high quality qualifications for their staff, learners, and customers.'***

Reach Advocacy Scotland supports recovery for individuals, families, carers and communities affected by dual diagnosis (co-existing mental health illness coupled with alcohol and/or drug misuse problems). They support recovery through advocacy, training, education, research and campaigning, and are the only dedicated advocacy service for dual diagnosis in Scotland.

**To find out more about SQA Customised Awards, visit: [www.sqa.org.uk/customisedawards](http://www.sqa.org.uk/customisedawards)**



# Ayr to Zetland

I've now been in post as Keeper of the Registers of Scotland for over six months, and things certainly haven't slowed down – every day is a learning day, and I continue to be impressed by the range of work that we do as a business, and our endeavour find new ways of working in order to better serve RoS customers.

I've mentioned previously how important it is to me that RoS works hard to engage with our customers in a variety of ways and I'm worked hard to lead by example. I've welcomed a range of stakeholders to our offices in Glasgow and in Edinburgh, but it felt important for me to get out of the Central Belt and update customers around Scotland on our direction of travel. Crucially, I also wanted to hear about the things that matter to them, and to explore ways that we can provide them with the kinds of services, products, and support that add real value to their work.

I started my roadshow with a flight on a very small plane over to Orkney in September, where I met with members of the legal profession and other stakeholders. We had some thoughtful discussions, and I was also lucky enough to fit in a visit to Orkney Library and Archive where I had a chance to see a 616 year old disposition. It records the sale of some land at Holm in Orkney for "fyve cronis of the usual mone of Skotland" and two cattle which took place in 1402. It was fascinating to see what these documents used to look like in the days of vellum and beautiful handwriting, and while the way that we transact business may be very different, the principle of protecting land for the citizen remains the same.

From Orkney I flew directly to Shetland, and have so far visited Dundee, Ayr, Peebles and Dumfries, with more dates on the agenda.

So far the Ayr-Zetland campaign has given me much to reflect on, and I have every intention of ensuring that RoS remains customer-focused as we move beyond the autumn, and into 2019.

## ROTC

I was delighted to attend my first Registrars of Title Conference in Canberra, Australia at the start of November. RoS hosted the ROTC in Scotland for the first time last year as part of our 400 year anniversary celebrations, and I had heard a lot about it, so I was excited to be addressing delegates and representing Scotland this year.

Scotland is home to the world's oldest national land register, and, as such, we are respected for our long and impressive history in land and property registration, and in securing people's rights. I was pleased to be able to talk about



The Keeper of the Registers of Scotland at Orkney Library

some of the new work that we are doing in order to stay at the forefront of land and property registration, and it was also great to meet up with other registrars from across the world. There are so many new developments, and exciting ideas brewing in the world of registration, and the ROTC was the perfect forum to come together and spend valuable time sharing best practice. It was also great to continue to develop Scotland's relationships with our international partners.

## An office fit for the 21st century

I was pleased that our Glasgow office at St Vincent Plaza (SVP) received recognition from the British Council of Offices (BCO) in October. SVP was designed and delivered as a new smart working environment that supports our digital transformation, while at the same time providing wellbeing benefits for RoS staff, and the move to SVP has been a great success in project management and delivery.

The hard work that went into making the move such a success hasn't gone unnoticed. The BCO awarded SVP the Scottish regional award for Fit Out of Workplace in April, and on the back of this

success we were delighted to be awarded the National Award in the same category last month.

The BCO National Awards programme sets out to recognise top quality office design and functionality, with the objective of setting the standard for excellence across the office sector in the UK. The judging panel described the project as a great example of the public sector leading the way in the delivery of excellence in offices.

They also praised those involved for their seamless and enthusiastic collaboration, which ultimately led to the delivery of an excellent working environment for our workforce.

I hope that everyone involved in the SVP Platform are proud of their hard work – I am certainly proud of their achievement and dedication to delivering such an impressive and successful project.



# Heritage new battle, attracting talent

We're known for our award winning sites but without our highly skilled, engaged and knowledgeable workforce providing an amazing visitor experience, sites like Edinburgh Castle or Skara Brae would not be as world renowned. To ensure we keep Scotland's historic environment as the envy of the world we need to ensure we attract and retain talent, if we don't change our culture and approach to this we will be left behind.

**Sean Gallen,  
Head of Organisational  
Development, Historic  
Environment Scotland (HES)**

There are many contributing factors to rethinking our approach to talent attraction. A number of the roles at HES are invisible to those thinking about careers. When people think of Historic Environment Scotland, no matter what age, they think of castles and quite rightly, the history and conservation of our country. What people don't think about, especially our future workforce, are the endless other possibilities of careers. In addition to the importance of workforce diversity and succession planning, we enter territory that is familiar to many organisations – the need to be a visible employer and an employer of choice.

With Scotland's Youth Employment Strategy driving education and industry engagement the support to inform, inspire and hire young people is available. The Developing the Young Workforce team has supported us in reshaping our approach and better understanding how we can align our engagement strategy to meet our organisational needs. With the support of the team we feel we are on a level battle field and are able to position HES alongside other organisations across Scotland in order to attract talent.

We have taken steps already. It was important to us to nurture youth talent from a younger age to stimulate interest in our organisation and we have found Foundation Apprenticeships to be a great way to do this. Delivered over 2 years while the young person is still at school the young people gain invaluable work experience and are able to understand the broad opportunities available with us.

"The foundation apprenticeships with Historic Environment Scotland has given me an invaluable insight to understand better some of the supporting roles that need to be in place within an organisation and has also given me a realistic appreciation of what actually happens in an organisation, alongside the support I need to grow as an employee", Conor Glasier, Foundation Apprentice, Edinburgh College.



Over the last year we have increased the number of Apprentices in our organisation from 27 to 40 with new opportunities like Business Administration, Cultural Venue Operations and Museum Galleries Practices. The Graduate Apprenticeship Scheme has also proven an attractive option for us in developing our talent.

In attending Developing the Young Workforce workshops, our HR team and wider leaders have developed a broader understanding and toolkits to support initiatives such as meaningful work placements, inspiring young minds and mentor young people. The impact has allowed the organisation to consider how we engage with young people, focusing on existing and potentially new employees and to help develop wider skills within the Heritage sector.

With the assistance of the Developing the Young Workforce colleagues we continue to

make effective connections across Scotland and to ensure our culture and approaches are fit for purpose.

A part of this process is to work through the Investors in Young People framework. The skills, knowledge and tools developed in partnership with Developing the Young Workforce has allowed us to have a deeper understanding of how we can better recruit, develop and retain a dynamic, young workforce.

The future of HES is reliant on our ability to attract and retain talent, we will continue to focus on how we can develop as an organisation and become an employer of choice in this competitive market.



# Circular Edinburgh part of an international Circular Economy Hotspot

In October, the Circular Edinburgh team were delighted to work in partnership with Festivals Edinburgh, delivering workshops at the Circular Economy Hotspot in Glasgow, which attracted an international audience of over 400 delegates.

Circular Economy Hotspot Scotland, or the 'Hotspot', was delivered by Zero Waste Scotland with support from the Scottish Government and the European Regional Development Fund. It was a major international event and trade mission to showcase Scotland's progressive approach to developing a circular economy and the best of our burgeoning circular businesses to a global audience.

The workshops, led by Catriona Paterson of Festivals Edinburgh and Liz McAreavey, Chief Executive of the Edinburgh Chamber of Commerce, saw delegates explore solutions to challenges in the waste streams which are typical to Edinburgh's Festivals and events.

A circular economy moves away from the existing linear economy which makes, uses and disposes – creating waste along the way. Instead, it looks to keep the flow of materials and products within the economy for as long as possible, extracting the maximum value from them whilst in use. It's where businesses, industry and consumers work together to make things last.

Edinburgh is a major festival city, hosting a number of the largest festivals in the world including the International Festival, The Fringe and the Book Festival. Yet, with the success of these festivals, comes an influx of visitors and thus, an increase in challenges around waste.



Single use production, marketing and catering materials, used by festival goers, venues and performers are commonly used in all kinds of festivals. Some would argue that these materials make large scale events in urban centres possible. However, they generate significant amounts of waste.

Our workshops hosted at the conference, aimed to explore these issues with a range of delegates already engaged in circular economy thinking, and look at pin pointing potential solutions – helping Edinburgh's Festivals adopt a more circular approach, and sustainable future.

Delegates were provided with a selection of single-use or potentially wasteful items, and asked to brainstorm potential, feasible alternatives, which could help in reducing waste and keeping valuable materials in use for as long as possible. A range of ideas were presented, as below:

Excellent ideas were identified during the workshop which were presented to the 11 Edinburgh festivals at an interactive workshop organised by Circular Edinburgh and Festivals Edinburgh on the 15th of November to encourage the Festivals to assess these practical solutions. This could be the start of significant change for our Festivals, change which could benefit our city for generations to come.

Circular Edinburgh is an initiative funded by Zero Waste Scotland, supported by funding from both the Scottish Government and the European Regional Development Fund through the £73million Resource Efficient Circular Economy Accelerator Programme. Circular Edinburgh delivers a programme of knowledge sharing events, workshops and roundtable discussions to promote the "Circular Economy" to local businesses.

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

Existing products	Potential Alternative
Lanyard (worn by staff and performers)	<ul style="list-style-type: none"> <li>■ Digital/smartphone ID</li> <li>■ Reusable badges with sticky or sliding letters</li> <li>■ Recyclable rubber bands</li> </ul>
Food packaging	<ul style="list-style-type: none"> <li>■ Compostable boxes/containers</li> <li>■ Bring your own box for a discount</li> </ul>
Marketing flyers	<ul style="list-style-type: none"> <li>■ An app with show details</li> <li>■ QR code to download show information/e-flyer</li> <li>■ Reusable plastic flyers</li> <li>■ Vegetable/sustainable inks</li> <li>■ Walking billboards</li> <li>■ Flyer/brochure deposit scheme</li> <li>■ More show 'information stations'</li> </ul>
Temporary signage	<ul style="list-style-type: none"> <li>■ Put out a tender to find an innovative, re-usable sign alternative</li> <li>■ Signposting apps</li> <li>■ Rented, customisable signage</li> </ul>



# Businesses, social enterprises and charities have much to learn from each other

Different sectors offer lessons on mindset, collaboration and transparency, but you do need to navigate legal and cultural differences, writes Alastair Keatinge, Partner and Head of Charities and Social Enterprises at Lindsays.

Social enterprises are a great success story in Scotland. They contribute £2bn annually to the Scottish economy. They garner support from government, media and the public alike. And in September Edinburgh hosted delegates from 47 countries at the Social Enterprise World Forum.

The announcement that Nobel prizewinner Malala Yousafzai will speak at a Social Bite dinner in Edinburgh is yet another feather in the cap of Scotland's social enterprises.

Given all that, it's natural for charities and businesses to look to the social enterprise movement for models or collaboration partners.

However, the learning shouldn't all be one-way: charities have lessons for social enterprises and businesses too.

## Learning from social enterprises

Market research about consumer attitudes could help explain the success of social enterprises. Nine out of ten consumers expect companies to do more than make a profit, and also operate responsibly to address social and environmental issues.<sup>1</sup>

The possibilities for businesses include stepping up CSR activity or doing more to measure their social impact. There are also alternative corporate structures gaining popularity such as 'B corporations' (an idea imported from the US, with 'B' standing for benefit), mission-led or values-led businesses and Community Interest Companies.

For charities looking to learn from social enterprises (or businesses), there are various options. Only one in five charities in Scotland is undertaking enterprise activity, so there may be untapped potential.

The first option is cultural – applying the more commercial social enterprise mindset to how they operate and communicate. The second option is to develop new revenues from trading, through trading subsidiaries or their



Alastair Keatinge, Head of Charities and Social Enterprises

own social enterprises.

A third option is to pool expertise with existing social enterprises and set up joint ventures. We've seen this happening in areas from care homes to cafés.

## Learning from charities

There's no legal definition of a social enterprise. The description generally accepted is that they're businesses that put their profits back into the social enterprise and its social mission or purpose – but there are no regulatory tests around this.

So, around 75% of social enterprises in Scotland have elected to go further and register as charities. They have to meet the Scottish Charity Regulator's (OSCR) 'charity test', and are subject to an 'asset lock', meaning that their assets are used only for their charitable purpose and not for the benefit of individuals. Since charities receive tax benefits, they are also policed by HMRC.

Given the increase to their compliance workload and restrictions on activity, why do they do it? Because, in addition to the tax benefits, registering as a charity can build transparency and public trust about their purpose, activity and use of funds.

Businesses can use this point around transparency and scrutiny, building consumer trust in their own CSR approaches. In US research, two-thirds of consumers say that when a company takes a stand on a social or environmental issue, they will do research to see if it's being authentic.<sup>2</sup>

## Collaboration must be carefully designed

Clearly, there is useful learning all round. But when considering collaboration with a charity, social enterprise or business, it's important to remember the different legal structures and regulatory requirements. How each organisation does things is not always directly transferrable.

This applies especially for organisations thinking about registering as a charity, or for charities considering partnerships with social enterprises or other organisations. This is because of the three principles at the heart of the 'charity test', which are:

- 1 the range of work they want to carry out, including political activities or types of trading
- 2 regulated remuneration of directors or trustees
- 3 whether the benefits of the organisation are public or private, and whether individuals or groups benefit intentionally or incidentally.

Organisations also need to think about the consequences for staff, beneficiaries, volunteers, funders and other stakeholders of collaboration or opting for different legal structures – not just in legal terms, but in governance and cultural terms too.

None of this is a reason not to collaborate with, or across, the third sector. It just means you have to tread carefully to get the best outcomes. Look at all the angles and take expert advice from people who've done this before.

**lindsays**



# The impact of the Royal Highland and Agricultural Society of Scotland on Edinburgh

## Alan Laidlaw, Chief Executive, Royal Highland and Agricultural Society of Scotland

The Royal Highland and Agricultural Society of Scotland (RHASS) was founded in 1784 to promote the regeneration of rural Scotland, and today RHASS continues to promote and support the best of Scottish food, farming and rural life. Based in Ingliston, RHASS is proud to have a home in Scotland's capital and play an active part in Edinburgh's thriving cultural economy, in particular with its event venue the Royal Highland Centre and Scotland's premier agricultural showcase, the Royal Highland Show.

RHASS is about supporting those working in the agricultural sector by providing a safe place to debate industry issues. It also allocates bursaries and grants that enable individuals, particularly young people, to continue their development in an industry that is facing constant change. With 16,000 members, RHASS is the vital link between the sector and those at the grassroots of food production.

RHASS' charitable remit ensures it remains a strong source of support for the industry.

RHASS is the main funder of the educational charity, the Royal Highland Education Trust (RHET) which provides free educational programmes and experiential learning opportunities to Scotland's young people. Through its support of RHET, RHASS can showcase the best of the agriculture industry to young people, enabling them to consider a career within the sector, as well as investing in the next generation of food literate consumers.

Earlier this year RHASS awarded a total of £42,000 over a three-year period to agriculture charity the Royal Scottish Agricultural Benevolent Institution (RSABI), following a previous £14,000 donation in 2017. This award will allow RSABI to extend the reach of their helpline for anyone who feels isolated and lonely in the agriculture industry.

RHASS was also delighted to support New Zealand farmer Doug Avery's recent tour of Scotland. Doug is known as the 'Resilient Farmer', having overcome severe drought and earthquakes which debilitated his business and triggered mental health challenges. Doug learned how to change his mindset in the face of a challenge and came to Scotland to tell

his story and inspire our farmers to follow his lead. Mental health struggles are rife in the agriculture industry and the feedback to Doug's tour from the 2,000 people who came to see him demonstrated the need for outreach in the sector to support our farmers. One man, who attended the talk, had not left his house in over a year and after speaking with Doug left armed with advice and guidance on how to face his challenges head on.

RHASS does not exist simply for those in the agriculture industry. It has invested over £12 million in the last three years in the Royal Highland Centre (RHC), with a further £7 million committed over the next three years. A significant part of future investment is a new multi-use event space on the RHC's 280-acre site, which will be a major draw for event organisers locally and globally. The new venue will undoubtedly bring more visitors to Edinburgh, and that will benefit our capital city.

RHASS continues its work to support the agriculture industry in Scotland and promote Scottish farming and rural life to benefit all businesses.

To find out more about the charitable work of RHASS visit: [www.rhass.org.uk](http://www.rhass.org.uk)



2018 Budget Analysis Seminar. Picture (left to right) - Alan Mitchell - Thomson Cooper, Gordon Smith - ACCA, David Walker - Thomson Cooper, Richard Ellis - Edinburgh Chamber of Commerce, Carrie Campbell - Thomson Cooper, Andrew Croxford - Thomson Cooper

## Connecting the Business Community

As Edinburgh Chamber of Commerce Partners in Enterprise, Thomson Cooper Accountants have been collaborating with the Chamber to provide events aimed at improving business performance and profitability. Here's more about what's on offer.

"Helps me to educate my team and therefore inform our clients better"

"I learned things that impact me and my business that I wouldn't otherwise have picked up"

"Humorous, informative and to the point"

### Business Development Programme

When you receive feedback like that, you know something is worthwhile. Over the last 20 years, the Thomson Cooper Business Development Programme (BDP) has assisted thousands of delegates to enhance their knowledge and improve their skills. Open to the entire business community, the BDP offers training, seminars and workshops on various tax, software and business-related subjects. Activity this year has included Budget Analysis, 'Super Teams' seminars, 'Bridging the Diversity Gap' not-for-profit conference, Xero Boot Camp, Sage User Groups and Making Tax Digital workshops.

### Creating opportunities

The firm is committed to supporting business communities by addressing the real issues that people face. The events endeavour to inform, fill knowledge gaps, stimulate growth and create networking opportunities. Improving knowledge and increasing connections inspires business

growth that in turn strengthens our economy, benefitting everyone.

### Sustainable Success

What has contributed to such a considerable track record? Partner Carrie Campbell explains "We believe the BDP is successful because guests value the insight that's being shared. They know attending will be time well spent. Our events feature our in-house experts plus specialist external speakers so the content is always high quality."

### What's next?

#### Making Tax Digital Workshops

**Venue** - Edinburgh Chamber of Commerce.  
**Dates** - Friday 18th January, Friday 1st February.

From 1 April 2019, VAT registered businesses operating above the £85,000 threshold will be required to submit their VAT return to HMRC in a compliant digital format, as part of their Making Tax Digital programme (MTD).

To comply with the changes, businesses may need to change or upgrade their existing accounting software system and those with manual systems will need an alternative. Businesses may also need to change the way they record transactions within the accounting software to comply with the "digital links" rules.

These educational workshops will cover:

- What is MTD?
- How does MTD affect my business?
- What do I need to do now to be compliant?

- What happens if I get things wrong or don't comply?

- What does the future hold?

They will highlight suitable software solutions and those attending the workshops can request a free consultation from the Thomson Cooper Team. Even if you already use an online accounting platform, you may still need to change how you record and submit information to HMRC to remain compliant.

Time is running out. Don't leave understanding how the rules will affect your business until the last minute, as you may not have time to put in place the necessary software or new processes.

Visit [www.thomsoncooper.com/events](http://www.thomsoncooper.com/events) for booking details. Although many of the BDP events are free, the MTD workshops attract a small fee. Or subscribe to BDP alerts by emailing Carol at [chumphries@thomsoncooper.com](mailto:chumphries@thomsoncooper.com)



# Attract more women into your workforce through the Equate Careerhub

The Equate Careerhub is Scotland's first job board designed for employers to reach qualified women in science, technology and engineering. If you are looking to diversify your workforce the Equate Careerhub could help you reach 1000's of qualified women across Scotland.

On average a woman's STEM career lasts just 12 years. This is not that surprising when you know that 73% of women with a STEM qualification eventually leave their industry. But science, technology and engineering are the jobs of the future with growing demand in data science, renewables and construction. Businesses therefore need to be able to access all of the available talent to sustain an economically healthy and prosperous future.

When recruiting, remember that words matter. Evidence suggests that the way a job description is written can influence whether candidates apply for the role or not. Employers can make their job descriptions more appealing to a female audience by using words that affiliate more closely with women and avoid using words that are traditionally used to describe men.

For example the phrase: "We're looking for someone to manage a team". A common phrase



that seems innocuous enough, right? Wrong. Evidence shows that it is more likely to attract male applicants as the word 'manage' and 'management' are words commonly associated with men. Subtly changing the phrase to read:

"We're looking for someone to develop a team", can encourage more female candidates to apply.

The function of the job doesn't change, but the way an employer advertises the role can hugely influence who will apply. Other common masculine words include 'lead', 'analyse' and 'confident'. So be careful how often you are using these words.

Offering a fresh approach towards recruitment, the Equate Careerhub provides advice on language and reviews every job description before it is advertised.

Talat Yaqoob, Director of Equate Scotland said: "This is the first initiative of its kind in Scotland and I am delighted with the response we have had from employers who are eager to be involved. The Careerhub offers employers a fresh approach towards recruiting talent and presents an opportunity to tackle the skills shortage which is an economic and political priority."

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



# E-commerce & UAE: boost your international growth

On the 9th of October, we were delighted to host a workshop on E-commerce led by David Nixon, Director of Regional Sales for Scotland & Northern Ireland at DHL in partnership with the British Chambers of Commerce.

The workshop highlighted the importance for small businesses to look at selling their products online. Buying online is becoming the preferred choice for many consumers; in 2017 approximately 87% of U.K. consumers bought at least one product online in the last 12 months.

However, it is crucial for businesses to make the online buying process as easy as possible to secure customer loyalty. Websites need to be customer-friendly, easily used on smartphones and tablets as well as desktops. Return options and delivery time are also crucial, especially when selling internationally. Hence, it is fundamental to think about the logistics and find a courier that will suit all your requirements.

On the 23rd of October, we held a seminar on the UAE in collaboration with The Corporate Group and SDI.

With the Expo2020, there are many opportunities in the UAE for British businesses, particularly in the following sectors:

- Renewable energy
- Transportation
- Education
- Health
- Water
- Technology and space.

More than 180 nations and 25 million people are expected to visit the UAE within the 6 months expo programme.

The Corporate Group is organising a trade mission to Dubai, 12 – 17 January 2019, which will give delegates the opportunity to explore business opportunities and meet key local organisations. For more information: <http://www.evolutioncbs.co.uk/ecbs-events/trade-mission-dubai/>.

SDI and Heriot Watt University are also organising 3 fully funded trade missions to support Scottish trade and investment opportunities in the UAE:

- Digital Construction: 06 -10 January 2019



- Renewables (solar and carbon storage): 12 – 17 January 2019
- Digital Health (telemedicine, wearables): 26 - 31 January 2019

## ScotExport 2018

On the 6th of November representatives from our international department hosted a stand at the ScotExport event organised by SDI in Glasgow. Over 300 people attended Scotland's largest international trade conference. It was the opportunity to hear from Mr Ivan McKee, Scottish Minister for Trade, Investment and Innovation as well as from a number of inspirational case-studies and market experts.

In case you missed the event, here are a few of our favourite export tips:

- Exporting to countries geographically close with similar cultures is not always easier. Competition with local companies can be higher as there are more chances that similar products already exist in market.
- When you create a brand, make sure to protect the name and check that it does not have any negative connotation in markets you are interested in.
- Larger distributors are not always the ones that will sell your products the best. Working with small distributors can sometimes mean that the company will have more time to dedicate to the promotion of your products.

This event also provided an opportunity to hear about the trade mission SDI will organise to Italy (February 2019) and Norway (March 2019). For more information, please get in touch with us.

## ECC become a member the International Chamber of Commerce

ECC joined the International Chamber of Commerce (ICC) in October 2018, Alexia Haramis, our Head of International and Corporate Development said "We are delighted to have joined the largest business network in the world with 6 million members in over 130 countries. This will allow our Chamber to make provide a collective voice for our members regarding international laws and regulations that affects businesses, such as in the areas of trade, investment, sustainability, taxation, competition law and intellectual property."

## COBCOE Connects: B2B digital platform reaches 6000 users

COBCOE Connects, the digital B2B platform, has reached a milestone of 6000+ member companies actively growing internationally. We are delighted to see the platform go from strength to strength and look forward to supporting businesses enter new markets by introducing new networks to the platform. For more information: <https://cobcoe.tiao.world/>.

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## Lothian: Connecting you with Edinburgh Airport

Whether you've just arrived in Edinburgh or are a resident about to head off on holiday, Lothian has four great hassle-free airport bus services to help you travel with ease between the airport and Edinburgh.

Airlink 100 is a 24/7 express service from Edinburgh Airport to Edinburgh city centre, departing every 10 minutes between 4.30am and 12.35am, and every 15 minutes outwith these times. The return service leaves Waverley Bridge every 10 minutes between 4am and midnight, and every 15 minutes through the night.

Skylink 200 operates from the airport to the north of Edinburgh for visitors as well as residents and Airport employees. This service runs up to every half an hour from the Airport to Ocean Terminal from 4.10am through to midnight.

Skylink 300 links the airport with Cameron Toll via the west of the city, providing local connections to Edinburgh Park, Slateford, South Bridge, Surgeons' Hall and Newington. This service runs every 20 minutes, Monday to Friday and every 30 minutes on Saturdays and Sundays.

Skylink 400 connects the airport with Fort Kinnaird via South Edinburgh, covering key



areas such as Oxgangs, Fairmilehead and the Royal Infirmary Hospital. This service operates every 30 minutes, 7 days a week.

Airlink and Skylink buses offer comfortable seating with luggage areas, CCTV, next-stop audio announcements, free on-board Wi-Fi and USB charging points. Airlink also offers contactless payment.

The routes of the four services are available on the Lothian website – [www.lothianbuses.co.uk](http://www.lothianbuses.co.uk) – but if you have just arrived at the airport and want information on what bus is right for you, you can get friendly advice from the Airlink kiosk, located just outside Edinburgh Airport Domestic Arrivals. A Lothian representative will

be happy to answer your questions and provide tickets for either of these services. You can also buy tickets online or direct from the driver when you board the bus.

An Open Return Ticket from the Airport to Edinburgh for each service costs £7.50 for an adult and £3 for a child (under 16 years old). For best value, an Adult Network Day ticket for £9 allows unlimited travel on all Lothian services across the city all day including Airlink and Skylink services – a great way to discover Edinburgh.

For more details of timetables, tickets and route maps, visit [www.lothianbuses.co.uk/airport](http://www.lothianbuses.co.uk/airport)

## People are travelling more

The reality is that people in Scotland now travel more than ever before. Increased economic prosperity has altered consumer behaviour and enabled people to think about travel in new ways, leading to a steady increase in the overall number of journeys taken per person.

In recent years, the number of people in Scotland using public transportation has been decreasing. Now, however, numbers are on the up once again, as demand for buses and train services have increased. Buses are still the most dominant form of public transport and have benefitted in recent years through the integration of web- and mobile-based booking systems, as well as the use of mobile technology to enhance internal processes and workflows.

For businesses, technology now plays a crucial role in understanding and catering for the needs of the modern, mobile-savvy consumer. Consumers are now constantly



connected to their smartphones and using mobile apps to access transportation services with greater speed and efficiency. And it's not just consumer habits that are changing. As access to mobile technology grows, businesses can also harness the power of mobile to develop innovative new apps that increase existing revenue, unlock vital new revenue streams, cut costs and enhance overall operational efficiency.

If you're a business in Scotland involved in the transportation sector and seeking new ways to increase consumer engagement and enhance internal processes, you need to think about how technology, and particularly mobile apps, can be used to enhance journey times and connections, create sustainable low-carbon transportation technologies and provide greater accessibility for consumers.

## A new beginning with London North Eastern Railway (LNER)

London North Eastern Railway, or LNER, is the new operator for the East Coast line. A new operator but pretty much everything else stays the same. The same great team of people are running your services, on the same trains, to the same timetable, with the same high standards of customer service you are used to.

LNER's route covers over 900 miles from London King's Cross to Inverness and everywhere in between; Peterborough, the East Midlands, Leeds, York, Newcastle, Aberdeen, Glasgow, Edinburgh... you name it.

We offer free Wi-Fi to all in Standard when travel is booked direct, via a TMC or LNER4Business our SME booking platform.

We are also continuing to invest in and develop the East Coast Main Line, including the introduction of brand new Azuma trains in 2019. We're also working hard to deliver improvements to timetables and station upgrades, delivering better journeys for customers.

### Business Support

We know how important business travel is. At LNER, whether you're a travel manager, a PA,



an event organiser or a travel agent, we want to make travelling for work, work for you.

We now have a multi-level approach to supporting business travellers and businesses that support those travellers. We have frameworks to support large corporates with a structured travel program, a free online booking tool for SMEs, group and VIP offerings along with specialists in the leisure market that work with our operators and travel agents.

Our dedicated team each cover a specific area and are situated across the country to deliver a national service with a local feel. We hold regular client forums to understand your needs. Our forums provide an opportunity for the voice of the business traveller and their partners to be heard and shared not only with our teams but with our executive board as well. Our forums have led to us delivering fare parity, improving our disruption communications and tailoring our account management messaging.

We now work with a network of hotels in key destinations to offer a joined-up conference and events solution – including train travel, conference facilities and overnight accommodation. We also offer distressed inventory to our tour operators.

Visit our Business Hub, to see how we can support your business:

[www.lner.co.uk/business](http://www.lner.co.uk/business).

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# ECC Business Awards back with a bang!

With a very busy year firmly behind us, it's now time for the Edinburgh Chamber of Commerce to focus on our biggest event of the year.

Our Annual Business Awards is the largest and most prestigious event in our calendar. The evening attracts over 500 guests and is dedicated to celebrating the achievements and successes of the vibrant Edinburgh business community. In 2019, our 8th Annual Business Awards will take place on the 28th of February at the Edinburgh International Conference Centre.

In September, we had a fantastic night launching the Edinburgh Chamber of Commerce Business Awards. With our awards headline partner, Transport for Edinburgh (TfE) hosting the evening at the Edinburgh Tram Depot, where our guests boarded a private ECC Awards Tram and we travelled through the city before heading to Harvey Nichols Fourth Floor bar for drinks and networking!

With the 2019 Awards promising to be the biggest and best yet, we are delighted to have more categories than ever before, allowing even more Edinburgh business the chance to have their name in lights. Once again, we will be

accepting entries and awarding top performing businesses in a range of categories including:

- Microbusiness of the Year, sponsored by Business Gateway
- Mid-size Business of the Year, sponsored by Wright Johnston & Mackenzie LLP
- Large Business of the Year, sponsorship opportunity available
- Director of the Year, sponsored by Royal Bank of Scotland
- Developing the Young Workforce, sponsored by Developing the Young Workforce
- High Growth Business of the Year, sponsored by Edinburgh Airport
- Diversity in Business Award, sponsorship opportunity available
- Service Excellence Award, sponsored by Edinburgh Trams
- Export Business of the Year, sponsorship opportunity available
- Inspiring Partnership, sponsored by Essential Edinburgh
- Digital Marketing Campaign of the Year, sponsored by Cameron
- Responsible Business of the Year, sponsored by The City of Edinburgh Council

- Circular Economy Innovation Award, sponsored by Circular Edinburgh
- Young Leader of the Year, sponsored by Turcan Connell
- Innovation in Business Award, sponsored by Forth Ports Limited
- Lifetime Achievement

Entries are open to all members and are free to enter. Entry forms can be found online on our website. All submissions should be sent to [awards@edinburghchamber.co.uk](mailto:awards@edinburghchamber.co.uk). Please note entries are only open until 5pm on 1st of February 2019.

We are delighted to offer a range of sponsorship opportunities each boasting an exclusive range of benefits designed to deliver maximum value and exposure for your business. With only a few remaining categories to be sponsored, don't miss out on the chance to raise your business profile in front of Edinburgh's business leaders. Details on these can be found on our website, or for more information, get in touch!

## Event Details:

Edinburgh Chamber of Commerce Business Awards 2018

18:00 - 23:00 - 28 February 2018

Edinburgh International Conference Centre, 150 Morrison Street, Edinburgh EH3 8EE





FORTHCOMING EVENTS

**January**

**Thursday 17th - 08.30 - 10.00am**  
Developing Edinburgh: Andrew Kerr

**Wednesday 23rd - 12.30 - 14.30pm**  
Lunch at Ghillie Dhu

**Friday 25th - 08.30 - 10.30am**  
Early Start at Big Hearts Community Trust  
Heart of Midlothian Football Club

**Wednesday 30th - 09.00 - 10.30am**  
Fuelling Local Economies – What more can  
bank do to support small business's

**Thursday 31st - 17.30 - 19.30pm**  
Rising Stars Networking Evening

**February**

**Thursday 7th - 08.30 - 10.00am**  
Developing Edinburgh: Roddy Smith,  
Essential Edinburgh

**Wednesday 20th - 12.30 - 14.30pm**  
Lunch at Refinery

**Thursday 28th - 18.00 - 23.00pm**  
Edinburgh Chamber of Commerce 8th  
Annual Business Awards

**March**

**Wednesday 13th - 08.30 - 10.00am**  
Business Update with the Royal Military  
Tattoo

**Wednesday 20th - 12.30 - 14.30pm**  
Lunch at Twenty Princes Street

**Thursday 21st - 12.30 - 14.30pm**  
Woman in Business with Prof Heather  
McGregor Executive Dean of Edinburgh  
Business School

**Friday 29th - 08.30 - 10.00am**  
Early Start at The Real Mary's Kings Close,  
High Street



**Mandy Soppitt,  
Ailie McGowan  
and Eilidh Wood**

## Sustained growth sees trio of appointments at shoosmiths Edinburgh

Additional head count for real estate, commercial litigation and employment teams

The Edinburgh office of national law firm Shoosmiths has announced three new appointments within its real estate, litigation and employment teams as the award-winning UK-wide business capitalises on increasing client demand for its legal services in Scotland.

With 18 years of legal expertise in real estate and property, Mandy Soppitt has joined Shoosmiths as a PSL for the growing real estate team and will complement the UK-wide PSL team led by Peter Williams.

Ailie McGowan, a specialist in property damage, product liability, policy indemnity and breach of contract claims, has joined the busy litigation team as a solicitor while the employment team has also invested in additional head count with the appointment of Eilidh Wood as a solicitor.

Janette Speed, real estate partner and head of Shoosmiths' office in Edinburgh, commented: "Mandy, Ailie and Eilidh will be tremendous assets for both their respective teams and Shoosmiths' growing client base."

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



**Scott  
McKerracher**

## Bank of Scotland's Scott McKerracher takes up new role where his career began

Bank of Scotland's Scott McKerracher is returning to where his commercial banking career began to take up the role of area director of SME banking for Edinburgh, Lothians and the Borders.

In his new role, he will be responsible for heading up a team of relationship directors across the South East and Borders and support the growing SME business market across the capital and the surrounding region.

With 33 years' experience, Scott has a wealth of understanding of the Scottish business community, having held a number of leadership roles in banking, working across all sectors of the Scottish economy.

He said: "I started my commercial banking career here in Edinburgh and worked latterly as regional director for the East of Scotland with Clydesdale.

"Bank of Scotland has a strong plan in place to support local business growth. Between us, my team can help our customers capitalise on market opportunities and maximise the capital's entrepreneurial spirit to help Britain prosper."



**Dympna  
McKenna**

## Carlowrie Castle welcomes new Sales & Marketing Manager

Dympna joins Carlowrie Castle, Edinburgh's hidden gem as Sales & Marketing Manager. She brings a wealth of experience from her time at a local destination management company as well as a global online travel agent.

In Dympna's new role she will be driving awareness and developing new business with the corporate and incentive travel markets, on a national and international level.

Commenting on her appointment, Dympna said "I'm thrilled to join the Carlowrie team, the Castle is an incredible venue, traditional on the outside and an unexpected melting pot of sheer luxury and modern contemporary style inside. Exciting times ahead".

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

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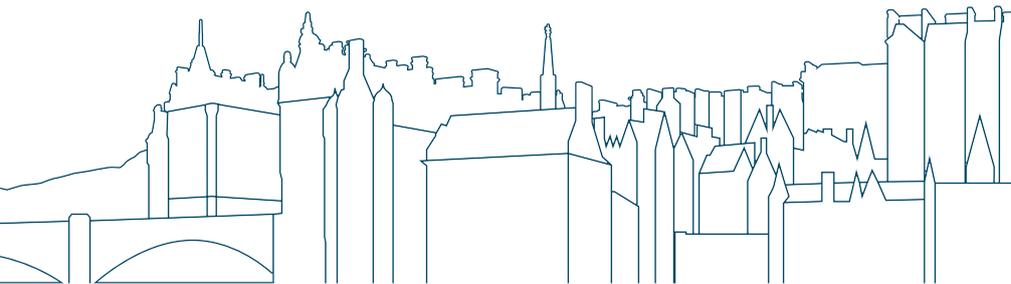
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