

Business Comment

FEBRUARY/MARCH 2020



Special Report:
Community, Culture
and Heritage

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Community, culture and heritage

Welcome to the latest issue of your Chamber magazine, Business Comment.

In this issue, we look in our special reports at community, culture and heritage. Increasingly businesses are values driven, both by an increasingly values-savvy consumer and also by the innate desire of most businesses to be valued and valuable members of their communities, working for a common good. Businesses embedded in their communities, with a deep desire to contribute.

In the magazine we hear about the The Quaich Project, the ambitious re-imagining of West Princes Street Gardens to breathe new life into this green space in the very heart of Scotland – a project driven by the vision of city businessman Norman Springford, which will deliver something of enormous benefit for all of the citizens of Scotland's Capital. We also hear from Leeanne Dempster, Chief Executive at Hibernian Football Club, of the deep desire and outstanding work being done by the Club which goes largely unreported, and clearly demonstrates the huge impact and potential of professional football to work in partnerships to deliver positive social and health outcomes.

Ewan Aitken, Chief Executive at charity The Cyrenians, provides an eloquent testament

to the importance of community and place, and of the vital importance of diverse groups across the private, public and third sectors coming together to create a more inclusive and sustainable future for all of our community here in Edinburgh.

In the magazine we also look at the work being done to promote a more circular economy, through the work of Circular Edinburgh, a partnership involving the Chamber and Zero Waste Scotland. The article looks at the work of The Turing Trust which repairs and refurbishes thousands of computers each year to benefit local charities and schools in Africa.

Elsewhere, as ever, we look at the innovative and exciting work being undertaken by Chamber members and partners, and welcome new members to the Chamber family.



Liz McAreavey
Chief Executive,
Edinburgh Chamber
of Commerce

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EICC delivered £55m of economic impact in 2019 on the back of record number of events

- Economic impact in the city and local region is now estimated to support 1,800 jobs
- TEDSummit was one of main operating highlights in 2019
- EICC Chief Executive Marshall Dallas: "As we move into a new decade we look forward to achieving a fresh set of ambitions."

The Edinburgh International Conference Centre (EICC) delivered record sales and operating profits in 2019 after hosting some of the world's most high profile conferences during the year and negotiating industry, business and political challenges. Scotland's top conference centre delivered economic impact in the region of £55 million while supporting around 1,800 jobs. The venue also hosted a record number of events in 2019 with 217 events in total.

EICC Chief Executive Marshall Dallas said: "While more than ever in 2019, in the face of widespread business and political uncertainties and increasing international competition, the EICC had to be commercially astute, it's also part of our raison d'être to support local businesses across the city. This is a really important factor to us because we would not be as successful a conference centre without

the network of city partners who add significant value to our overall proposition."

Hosting TEDSummit, which was the result of an extended bid process against a number of the world's leading conference destinations, for what is considered a 'trophy' event in the global conference industry, was among the EICC's operating highlights in 2019. Marshall Dallas added: "The benefits of hosting TEDSummit last year go beyond tourism, positioning Edinburgh and Scotland on the world stage as a place to meet and to be inspired. Our vision, 'to create an environment which inspires ideas that change the world', is closely aligned to TED's own vision of 'Ideas Worth Spreading', and it was these shared values, together with the collaborative spirit of our city partners which made a strong case for Edinburgh to host TEDSummit."

One of the EICC's recently formed partnerships is with Edinburgh BioQuarter, which saw an announcement last October regarding a tie-up aimed at bringing more UK and global medicine and life sciences conferences to Edinburgh while helping to build Edinburgh BioQuarter's pipeline of innovative companies and expertise.

Looking ahead to 2020, the EICC is set to announce a number of initiatives positioned

to further improve the venue's competitive offering. Marshall Dallas said: "As we move into a new decade, and our 25th year of operating, we look forward to setting out a number of fresh ambitions. The three areas under active consideration are sustainability, business development and education, areas we know will strengthen our position in the global events industry, and we hope to make a number of related announcements in early 2020."

Giving back to the local community where the EICC operates remains high on the venue team's agenda and in November 2019, on World Kindness Day, they opened a large-scale food collection point, resulting in the collection of 169kg of essential food items, which equates to over 150 meals. It marked the second year running of the EICC collecting food and other essential items in support of the Edinburgh Food Project - part of the Trussell Trust network of food banks which provides emergency food parcels to people living in food poverty. Also last November, for the third consecutive year, the EICC welcomed over 100 residents from seven local Dementia and elderly care homes for a festive afternoon with refreshments, music from the Forget me Notes Choir and a screening of *On Moonlight Bay*.

Business Fives intern scoops Santander's student intern of the year accolade

Caroline Tocher picked up the Student Intern of the Year Award in the Employability Category at the Santander Universities annual awards night in London.

The Santander Student Impact Awards are designed to celebrate students who have made a positive impact in their internship. The assessment criteria for the award required students to have an understanding of the aims and objectives they wanted to achieve throughout the internship and be able to demonstrate how they achieved these.

Matthew Hutnell, Director of Santander Universities, alongside Manroop Khela, Chief Transformation Officer at Santander UK presented Caroline with the award for her work during her 10-week internship with Business Fives.

Business Fives strives to foster a learning environment, teaching students the skills they need to propel them into the working world post university. Having worked alongside Santander Universities to provide students with internships for the last 3 summers.



Caroline said "I started Business Fives with very little practical experience in business and set a list of goals and skills I wanted to learn that I could add on my CV to make me more employable. This ranged from something as small as growing my LinkedIn contacts to learning how to use WordPress. One by one I would approach John with a new ask and over the ten-week period we ticked them all off."

Because of the support I received through the internship I have now developed a wide variety of practical skills. This ranges from proficient use of Word Press, Canva, Excel and SEO. I can also now say I have a proven track record of hitting sales targets, and have additionally been given the responsibility to have creative reign over design projects, writing press releases, designing marketing material, and building and maintaining relationships with clients and charities."

Caroline came on board Business Fives after attending a Bright Red Triangle networking event at Edinburgh Napier University, where she completed her master's degree in Business Management with Entrepreneurship. She is the second Edinburgh Napier University student to undergo a Santander Universities Internship at Business Fives.

Investment strategy drives growth for hotel group

Apex Hotels Limited has reaped the rewards of significant investment across its portfolio, marking another year of strong growth.

The UK-wide hotel group has reported a 9.5% increase in turnover (up from £68.9m to £75.4m) as well as a 51% increase in pre-tax profit to £11.7m.

At more than 465,500, the number of rooms sold rose 5.5% compared with the previous financial year while revenue per available room (RevPAR) also increased year on year by 2.4%.

The company said the positive figures were a result of the Edinburgh-headquartered group's comprehensive investment programme.

Apex's Temple Court (London), City of London and Waterloo Place (Edinburgh) hotels saw a total investment of £9m in the year to 2019

– bringing the cumulative investment on all three projects to £17.6m.

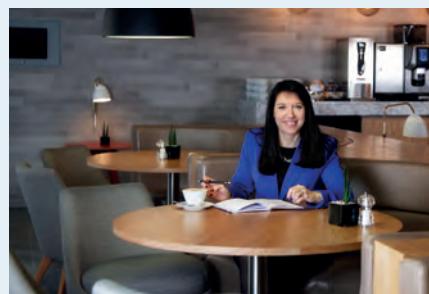
A significant milestone was also marked as Apex City of Bath reached its first full year of trading.

Angela Vickers, Chief Executive Officer, Apex Hotels Limited said: "Over the past year, we have delivered on our capital investment programme to upgrade the portfolio.

"We are delighted to see this has resulted in a strong performance across the financial year and demonstrates our continued commitment to providing modern facilities and the best possible experience for our guests.

"We invested £3.7m in the Serjeants' Inn property adjoining Apex Temple Court Hotel allowing us to create a 20-room extension, including five luxury suites, meeting rooms and new wine bar Lazy Ballerinas – the total investment on this project alone totalled £12.5m.

"Finishing touches to bedroom refurbishments also took place at Apex City of London and



Apex Waterloo Place in Edinburgh. Meanwhile, we are pleased to report Apex City of Bath Hotel – the most recent addition to our portfolio – performed particularly well for conference and events during its first year of trading."

The results of more recent investment will be seen later this year as Apex prepares to unveil the results of a significant refurbishment programme at its City Quay Hotel and Spa in Dundee.

Apex intends to continue evaluating further expansion plans as opportunities arise.

Edinburgh Chamber International Update

The International team at the Edinburgh Chamber of Commerce (ECC) have had a busy few months.

To further position Edinburgh as the UK's most vibrant and productive city with strong investment potential, the Edinburgh Chamber set out an International Strategy to promote bilateral trade and investment to the city from overseas. With over 1,000 members from all sectors and a network of Chambers worldwide, the Edinburgh Chamber is ideally placed to assist Scottish businesses to explore international business opportunities and to increase their economic growth.

As a starting point in supporting the Scottish Government to encourage current exporters to enter additional markets, we contacted a number of large-scale exporters from Edinburgh and surrounding areas to gather information on potential new export markets.

This piece of research has helped us to shape our programme of Trade Missions over the next three years. The research has also shown that Scottish businesses mainly export to the largest and strongest economies in Europe – Germany, France and Spain. Scandinavian countries – Norway, Sweden, Denmark and Finland - are also significant markets.

It is interesting to note that markets from further afield such as China and Japan have come out in the top five potential export markets. However, it was the USA that topped the priority list for Scottish businesses - despite the recent tariff increases on certain Scottish goods.

Results

Current Top European Export Destinations from Edinburgh and Surrounding Area

- 86% currently export to Germany
- 76% currently export to France



- 57% currently export to Spain
- 48% currently export to Sweden
- 45% currently export to Norway

Other countries Scottish businesses export to are– Netherlands (41%), Italy and Turkey (38%), Denmark and Russian Federation (34%), Belgium, Finland, Greece, Poland, Switzerland (31%) and Ireland and Portugal (28%).

Potential new Export Markets for Edinburgh and Surrounding Area

- 41% are interested in entering USA
- 28% are interested in entering China
- 24% are interested in entering Germany
- 21% are interested in entering Japan
- 17% are interested in entering France

Other countries of interest are Australia, Italy and Russian Federation (14% each) and Belgium, Finland, Hong Kong, India, Netherlands and Sweden (10% each).

To help achieve these exporting ambitions, the Edinburgh Chamber has been focusing on high impact Outward Trade Missions. Our team led a mission to Paris with businesses representing the Travel, Tourism and Food and Drink sectors last October and a mission to Shenzhen last November with representation across the Technology, Sports and Creative Industries. The team are currently working on a mission to Philadelphia and Dublin in March this year and a further programme of trade missions to other priority markets over the next three years.

The Edinburgh Chamber has also focused on growing the number of inward trade missions to the city and has hosted trade missions from Finland, China and Spain during 2019. We are planning to host further inward trade missions visits from Bulgaria, France, Lithuania, India and China for this coming year.

Coming up:

4th and 5th March

Outward trade mission to Dublin, Ireland

21st to 25th March

Outward trade mission to Philadelphia, USA

April

Inward delegation visit from France

May

Outward trade mission to Florence, Italy

10th June

Inward delegation visit from Bulgaria

1st July

Inward delegation visit from India

September

Inward delegation visit from Lithuania

October

Outward trade mission to Canada

November

Outward trade mission to Shenzhen, China

Skilling up in a Data-Driven World

In years gone by, oil was the world's most valuable commodity, but times are changing, and there is a new resource of immense value – data.

According to a recent article in *The Economist*, it's estimated that the giants of data – the likes of Alphabet (Google's parent company), Amazon, Apple, Facebook and Microsoft – 'collectively racked up over \$25bn in net profit in the first quarter of 2017', which provides sense of the sheer scale in this new era. A report in *Analytics Insight* even suggests that by the end of the decade, digital data growth reached 'over 40 zettabytes, meaning 45 million gigabytes'.

With the incredible amount of data available to develop and shape businesses, the importance of being data-driven should not be underestimated, and this is where skilled Data Analysts and Scientists come in. The demand for people in the sector is high, with the World Economic Forum ranking Data Analysts and Scientists as one of the top emerging roles by 2022. Vital skills outlined as most sought-after in the same World Economic Forum report included analytical thinking, innovation, critical thinking, analysis and emotional intelligence – all essential to the data space.

A good example of how quickly the industry is evolving is the increasing popularity and use of the coding language Python to explore, manipulate and visualise data, with one source reporting that it has gained 151% in usage since 2018. Within the past ten years, it has overtaken the likes of JavaScript and R, which has been attributed to Python's two main advantages over its competitors – its flexibility and simplicity.

To achieve success and thrive in this rapidly-evolving, ever-expanding industry, independent skills verification, upskilling, re-learning, and continuous professional development are of critical importance. At Newtyne, we pride ourselves on engaging with the broader community to promote collaborative thinking and sharing of ideas, as well as continual upskilling in a competitive, fast-moving space.

In continual learning, sharing ideas and upskilling, organisations can expect to prevent more fraud, limit data breaches, as well as understand their customers at a more granular



level, tailoring business strategies in smarter ways. Although many organisations may welcome recruits to meet strategic goals, often, upskilling and tailored continuous development in existing employees can prove to be a more effective way to develop meaningful long-term results.

While online courses can be a useful tool in continuous professional development, one of Newtyne's key focuses is on community – developing a network of skilled individuals who can knowledge-share and help develop those around them for greater success.



Newtyne's Head of People and Development, Simon Wallis, said: "One of our 'watch-words' for 2020 and beyond is 'curiosity'. Our aim to be recognised as a first-class 'learning organisation' is underpinned by a thirst for knowledge and a recognition that the world of data never stands still. There are always new things to learn, and that makes what we do incredibly exciting and relevant".

Last year, Newtyne hosted a Knowledge Transfer session, designed to provide an opportunity to share skills. Hosted by Newtyne Consultant, Dr Rosie Peters, she demonstrated the basics of Power BI: what it looks like, how to import, export and manipulate the data, how to create visuals and how to create dynamic aggregates of the datasets.



Speaking after the event, Rosie said: "Data is constantly changing and evolving, and the way we collect it, process it and use it also evolves too. As consultants, we must keep up to date with this, and make sure that we are versatile so that we can confidently go to any client and help them with their data needs."

"While up-skilling is critical for personal development, the thing I love about knowledge sharing is that it helps me to build up my network."

We live in an incredibly data-rich world, and to capitalise on this, highly skilled people are required. At Newtyne, we firmly believe that continuous learning is not only beneficial to the organisation but also our community of people – and that is what inspires us to do what we do best.

Visit our website – www.newtyne.com – for more information about us. If you would like to invite Newtyne to attend or participate in any forums/conferences, please contact Hayley Skipworth on Hayley.skipworth@newtyne.com.

Newtyne
...making information work

Turing Trust Circular Economy Effort Adds Up

It's not hard to compute – the work done by the Edinburgh workshop of The Turing Trust is playing a significant part in creating a circular economy that benefits people and the environment.

The Trust supports education by providing reused computers to schools and improving teacher training. It also provides skills development in the UK while reducing waste and contributing to an environmentally friendly society.

And it does this by extending the life of computers, giving them up to five more years of useful life providing essential education for young people at home and abroad, and saving the technology from ending up as expensive and useless waste.

And they are urging others to play their part in creating a circular economy in Scotland's capital by working with Circular Edinburgh.

A circular economy 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.

The Circular Edinburgh project is supported as part of Zero Waste Scotland's Resource Efficient Circular Economy Accelerator Programme, funded by the Scottish Government and European Regional Development Fund. This programme provides funding and support for small and medium sized businesses in Scotland to be more resource efficient and create a more circular economy.

James Turing of The Turing Trust said: "From our workshop in Edinburgh we repair and refurbish thousands of PCs each year to support local charities and African schools. Over the last few years we are particularly proud of being able to be part of transforming secondary education in Malawi where we have installed computers in 41 schools, helping 15,000 students to learn ICT skills for the first time.

"We work with all kinds of businesses, as well as households, in the UK collecting donations of redundant computers, mobiles and tablets that can be reused in schools. We believe that there is still great value to be found from used ICT equipment. Whilst a 3-year old computer might not suit the purposes of a business anymore, it can still be a revolutionary tool in a school that otherwise might be trying to teach computer studies with chalkboard drawings! By repurposing this equipment we can typically extend the lifetime of a computer by 5 years



"From our workshop in Edinburgh we repair and refurbish thousands of PCs each year to support local charities and African schools."

through our long-term maintenance programme and using specialised software to enable PCs to continue providing an educational platform.

"The UK produces over 1 million tonnes of e-waste each year, of which PCs are a vast proportion. This means that millions of working devices are thrown away each year just because they are a little dated. We've demonstrated over the last few years what educational benefits can be gained from taking a circular economy approach to reusing this equipment, ensuring it stays in use for as long as possible."

In the last year the IT reuse programme diverted 14 tonnes of PCs that would otherwise go to waste. In doing so it created equivalent carbon savings of 511 tonnes in 2018. This is the equivalent of planting over 1300 trees or offsetting the annual carbon footprints of 53 British people. The savings are enough to power 71 UK homes for a year.

The total of waste diverted by the Trust and reused instead totals 69 tonnes and that means carbon savings of 2,600 tonnes.

James added; "Almost every company in Scotland has computers, yet very few of them have ever looked into what they should do with their ICT waste beyond their legal obligations. We think this is a fantastic opportunity for companies to do something good for both people and the planet, simply by looking at where their waste goes.

"Many companies that are now donating their old ICT to us previously had to pay for it to be recycled, simply by rethinking whether it could be reused by somewhere somehow, now hundreds of companies are seeing their old computers get a second life. "

For further information please visit www.edinburghchamber.co.uk/circular-edinburgh/ or contact Mayan Grace or Lauren Ridgley on **0131 221 2999 (option 5)** or email circulareconomy@edinburghchamber.co.uk.



The Building Blocks of Strong Communities

'Place' is more than just the simple geometry of the built environment, just as a 'home' is more than just a simple shelter from the elements – and the two concepts are intimately linked.

As the French philosopher Gaston Bachelard succinctly puts it: 'An inhabited space transcends geometrical space'.

I have been proud to call Edinburgh home since 1985. It is an astonishingly beautiful city, attracting thousands of visitors from across the globe each year. As a cultural and commercial centre, people from all over come to learn, to make a life for themselves, and to contribute to and be a part of our communities; in that diversity, our communities are strengthened. And though we have a high 'transitory' population – of tourists, students, etc. – it is still possible, and indeed necessary, to make places where communities can feel rooted.

We know that being interdependent through having strong community links is core to everyone's life – it is through others, and through the place and places that we inhabit, that we navigate our lives and create a sense of self. When we build new communities, we need to consider not just where will people live, but how they will connect with each other, how relationships can be nurtured and grow. There is lots of evidence for building into new developments the space for anchor community organisations who can nurture connectedness and support relationship building as the first step to preventing poverty and exclusion.

In a growing city, we have an opportunity to do something quite extraordinary; to future-proof our communities and embed the building blocks of an inclusive society where we all have the opportunity to lead valued and fulfilled lives as core to any new development. Through the action and collaboration of all sectors we can make Edinburgh, and the



Ewan Aitken, CEO, Cyrenians

many places and spaces that make up this great city, more inclusive; a place where communities, in all shapes and forms, can feel rooted and supported.

At Cyrenians, we believe that giving people a say in what journey they take is fundamental in one's journey from exclusion to inclusion – and it is important that the options and opportunities are there for people to take

on that journey, whether that's employment, housing, education, etc. If we make these principles core to how we grow the city, we can help turn around many people's lives and stop others ending up in tough realities.

With poverty levels expected to rise and exclusionary rhetoric still a mainstay in public discourse, I worry about the future. But I also see hope in the willingness of more and more organisations coming together to collaborate, rather than compete – for public, business and third sectors seeking to share in solutions and support, recognising their common interests. Edinburgh is the first city in the UK to join the global CanB movement, a globally recognised model of sustainability and inclusivity – recognising our common responsibility of caring for both our neighbour and the stranger will steer us through these tough times towards a brighter future.

"We know that being interdependent through having strong community links is core to everyone's life – it is through others, and through the place and places that we inhabit, that we navigate our lives and create a sense of self. "

IN CONVERSATION WITH: ROB VAN EYCK

Name: Rob Van Eyck

Company Name: The Balmoral

Role: Resident Manager

1. Tell us about the history of The Balmoral?

Originally, W. Hamilton Beattie and A.R. Scott won a competition to design The Balmoral known then as The North British Station Hotel. In 1991 the hotel reopened its doors to the public as The Balmoral Hotel, (meaning "majestic dwelling" in Gaelic) and has always been known for its historic charm and iconic clock tower which plays an important part in the Edinburgh skyline. The hotel has now been a Rocco Forte property for over 20 years.

2. What does your role at the hotel involve?

My day to day is managing most of the operational departments of the hotel, including, reception, concierge, housekeeping, the spa etc.

3. What do you enjoy most about your role?

Every day is different in a hotel, it's an ever changing industry. People come to The Balmoral to relax and unwind, it's great to be able to help create an amazing experience for people to do this. I'm in a position where I can make people genuinely happy, which is extremely rewarding. Every day I meet different guests from all over the world and being able to enhance their experience is what makes coming to work every day so enjoyable.

4. The Balmoral sits between the Old and New Towns. How does the hotel capture the essence of 'old and new'?

Of course, the building itself is an iconic part of the Edinburgh cityscape and has been since it opened in 1902. We have been very fortunate over the last three years to have seen significant investment in our rooms, suites and Food & Beverage outlets. With our Scone and Crombie and Glamis suites being completely refurbished, additionally with the creation of our Bowes –Lyon suite we have really enhanced our offering. There has also been the refurbishment of our Brasserie Prince, in partnership with Alain Roux, which fits in perfectly with the class of Edinburgh's old town and the modern flair of the new town.

5. How important is heritage to the Balmoral Brand?

Heritage is extremely important. It is subtly weaved into everything we do- we always want to offer our guests warm Scottish hospitality with a modern swing. We have kilted doormen to welcome guests as soon as they step through our doors. The Balmoral has hints of Scottish notes throughout, from the inspiration behind the hotel interiors to serving shortbread with our teas and coffees. We emphasise heritage and culture within the hotel, whilst providing our guests with all of the technology and amenities that they expect from a luxury five star hotel today.

6. What are the key trends driving change at the hotel?

It is really important that we understand how important our guest's downtime is and we aim to do everything we can to make their experience as tailor made and unique as possible. This is key emphasis for our highly skilled concierge team who are always dedicated to making each guests experience unforgettable.



Rob Van
Eyck

We will also see more investment in recruitment and training to ensure we are continuing to find the right people for the role.

7. Are there any exciting future developments or plans you'd like to share with us?

In the first quarter of 2020, we have some exciting plans that will further enhance our room product, which will be a really positive development. Watch this space...

8. Other than your current positon, what would be your dream job?

I have always worked in hotels and I always will! I'm hugely passionate about what I do and love the role I am in - if I could be anywhere else in the world, it would be working in an iconic hotel in New York city.

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

My wife and our French bulldog Archie. There is nothing better than coming home from work and going for a walk in Newhaven with them both - that is how I relax after a long day.



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TOP TIPS ON: GROWING AND BUILDING YOUR ONLINE COMMUNITY

Name: Judith O'Leary

Business name: Represent

Growing an online community is all about harnessing online content and resources to create ties with your customers that are so strong, they consistently come back to you, over your competitors.

It can be helpful to consider how companies nurture their communities offline. Maybe you have a kind-hearted local newsagent you always buy milk from, even though it's cheaper in the Tesco Metro down the road. Perhaps you chose your kids' nursery because you love the way they greet the children individually.

Boiled down, these choices are less to do with cost and practicality, and more to do with how the experiences make you feel. If a company makes you feel welcomed, valued and able to trust them – in short, if they feel like an authentic part of your community – then you're more likely to go back to them time and time again.

When we talk about building an online community, we're trying to replicate these ideas in the digital sphere, so that when it comes to deciding which company to opt for, yours is the obvious choice.

1. Use Social Media Effectively

Social media is a fantastic way to connect immediately and effectively with your audience. Pay close attention to how you use it, however, as the wrong choices can lead to wasted effort.

Before producing any social content, make sure the channels you use are right for your audience – there's little point using a channel your audience doesn't use.

Then, ensure you're not alienating your online community by discussing things that they don't care about. You may want to wax lyrical about your ground-breaking annual results, when your audience is

much more interested in hearing about your staff's charity bake sale, for instance. Consider how your social content will add value for your audience.

2. Create a Consistent Identity

In a nutshell, who are you? To make your customers feel at ease, presenting yourself consistently is key. Does your tone of voice speak to your intended audience? Does your branding capture who you are? Do your values come across in your output?

A consistent online identity makes it easy for customers to understand what they can expect from you. You wouldn't keep going back to the newsagents if you weren't sure whether they would be warm or distant from one day to the next. We all value consistency in our communications, and online is no different.

3. Make your Website User-friendly

To foster a strong online community, your website should make visitors feel welcome – as though they were being greeted into your virtual business premises. Your site should be user-friendly, with key information about your business and its people accessible and well-signposted.

A positive and streamlined user experience will encourage your audience to spend more time on your website, meaning more time for them to engage with your company's messaging.



4. Establish a Strategy

Once you have engaged followers online, it can be hard to know how to make the most of this. That is why outlining a strategy and creating clear aims is important.

A good strategy will integrate each of your channels, helping you to synchronise your content and link up your community.

To become a staple company in your customers' lives, a good strategy will help you to direct social followers to your website and convert your developing community into engaged supporters who will help your business grow.

Judith O'Leary is Managing Director of Represent, a PR and Digital Marketing agency in Edinburgh. To learn more about Represent, visit www.representcomms.co.uk.

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Jonathan Kerson Membership Executive, jonathan.kerson@edinburghchamber.co.uk

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#BeTheBridge for young people in Edinburgh with MCR Pathways

"It makes such a difference to a young person's life to have a person coming from outside of school to see you once a week. That one-to-one relationship, I think, is invaluable." Craigroyston Community High School Deputy Headteacher, Karen Smart

Every young person has something special to offer. However, Edinburgh's care-experienced and disadvantaged pupils face challenges outwith their control that make it more difficult to succeed. These are young people in our community, but we don't always see their struggles.

Scottish charity MCR Pathways is working to ensure that every young person in Scotland gets the same education outcomes, career opportunities and life chances as every other young person, no matter their home circumstances.

And they need your help to make this happen.

MCR Mentoring

MCR Pathways recruits and trains volunteer mentors who are matched with a young person based on personality, interests and career aspirations. Mentors come from all walks of life and meet with their young person for just one hour a week to provide a non-judgmental, listening ear.

In schools before MCR mentoring, only 48% of care-experienced pupils left school to a positive destination while last year 86% of MCR mentored young people did.

Since 2018, MCR Pathways has been working in Craigroyston Community High School and in 2020 the charity is expanding into Broughton High School, Drummond Community High School, Forrester High School, Gracemount High School, Leith Academy, Liberton High School, St. Augustine's High School and Wester Hailes High School.

Craigroyston's Deputy Headteacher, Karen Smart, has already started seeing the programme's impact and believes schools throughout Edinburgh will benefit.

Meet Daryl & John

Each young person we work with has unique challenges to overcome and they're matched specifically with a mentor who can help



them succeed. For Daryl, a 6th year pupil at Craigroyston, disruptions at home were beginning to have an effect before he met John.

Speaking of his experience before mentoring, Daryl said: "It was a lot more chaotic. Since I've had John as a mentor, he's really helped me with the UCAS and personal statement stuff, so that's really relieved the stress a lot, so I can focus."

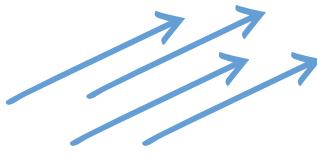
Meeting each week, their conversation topics range from exams to football, from music to university. As the mentoring progressed, Daryl started coming out of his shell and was even voted Head Boy.

John, who worked at the Royal Bank of Scotland, told us: "Daryl is a really talented young guy. He's a little bit shy and lacks confidence sometimes, but he just needs a bit of a nudge to get over that."

When asked about why he likes having a mentor, Daryl told us: "I can always speak to John about something. That's really good as well, to have someone else there."

Can you support a young person in Edinburgh to be their best? MCR Pathways is looking for more individuals to #BeTheBridge for a young person between potential and possibilities. Visit mcrpathways.org for more information and to sign up.

Leadership in Uncertain Times



Uncertainty. This seems to be the theme of 2020 before the year has even really begun! How do leaders design their strategies for the year ahead, never mind approach budget plans and create projections for the future when we simply do not know what the next year holds for the UK?

Strong, successful leaders should be able to steer companies through this uncertain time and continue to deliver in the same way as they would when the future is secure, profits are high and stakeholders are happy – but that is easier said than done, so how do leaders lead in uncertain times?

I recently reread an article I'd saved by Harry M. Jansen Kraemer Jr. the author of *From Values to Action: The Four Principles of Value-Based Leadership*. In it he said "By knowing myself and my values, being committed to balance and having true self-confidence and genuine humility, I can far more easily make decisions, no matter if I'm facing a crisis or an opportunity." I am an avid supporter of Value-Based Leadership as an approach to both personal and business growth, and this quote reminded me that its principles are a great first step when leaders are faced with uncertainty.

An organisation with clearly defined values, a well-documented purpose and an easily articulated ethos is one that can navigate any crisis. Value-Based Leadership is a way of making decisions and evaluating your own and your team's performance based on your organisation's values rather than focusing entirely on metrics and milestones.

In times of uncertainty and change, the goal posts may be constantly changing, but a company's values should stay constant. As teams are asked to adapt to new situations, and learn new things, performance criteria will need to adapt too. By using a Value-Based approach, not

only are you creating a supportive and flexible company culture, but you are enabling feedback and growth measurement to continue through change and uncertainty.

The first principle of Value-Based Leadership is self-reflection. In order to lead others successfully, you need to be self-aware and really understand what your company's values are and what matters most. Taking stock of your own position and knowing what you and your organisation stand for, makes it much easier to know what to do in any situation.

But Value-Based Leadership is not about acting blindly according to your own viewpoint. The second principle is balance - in other words, being able to gain a full understanding of a situation by seeing it from other people's perspectives and opinions. Balance means approaching situations with an open mind and engaging with your team members frequently and authentically.

The third principle is about self-belief and confidence. You need to recognise your strengths and weaknesses and continuously strive to improve. This does not mean that arrogance is a coveted trait in a successful leader. In fact, the fourth principle is genuine humility. You should treat each person you encounter with the same respect you would like to be treated with. Humility is also about knowing that you do not have all of the answers, or all of the time, and knowing when to ask for help and look outside for support. That's a great 2020 goal for any leader in any organisation.

Colin Lamb
Chief Explorer

Connect Three helps to change the way businesses are run. Get in touch hello@connectthree.co.uk or connectthree.co.uk

Here are Connect Three's top tips for leading your organisation through an uncertain year:

1. Keep Talking

Silence is unlikely to be interpreted as a good thing by your colleagues, customers or suppliers! You should communicate often - reinforcing clearly, and repeatedly what your plans are, keeping your teams in the loop whenever things change and letting them know what your response will be.

2. Enable Others to Lead

Help develop the skills of other leaders, potential leaders & possible superstars in your organisations now, so that they are ready to step up when you need them to. Essential Leadership skills courses are available through Scottish Enterprise and are designed to do just that.

3. Don't stop Planning

You need to keep planning for the long and short term of your organisation and your team. Topics like personal development and appraisals may be the last thing on your list when facing a crisis, but culture and morale will suffer if you maintain your focus on the immediate future.

4. Stay Engaged

Great leaders know that they don't have all of the answers. They are confident that they have surrounded themselves with people capable of more than just freeing up their managers' time. Whether your organisation is doing well, or struggling, you hired a great team, so stay engaged with them, ask questions and be open to hearing the answers.

CONNECT THREE

From the pitch to the boardroom: Creating a positive culture that helps teams thrive

One of the most recognisable faces of Scottish rugby in the 21st century, Al Kellock enjoyed a stellar career on the pitch.

A former Scotland captain, the second-row earned 55 international caps as well as captaining the Barbarians on their 2014 end-of-year tour. He also remains the only player to captain a Scottish club side to silverware, leading Glasgow Warriors to the 2014/15 Guinness PRO12 title in the final act of his playing career.

Now holding the role of Business Development Manager with Scottish Rugby, the man himself tells us how creating a positive environment can help a developing business to thrive.

How do you believe rugby helped you to develop a positive team culture?

In rugby, you get a lot of time in which you can build your environment. At Glasgow, we went through a journey of changing the environment both on and off the field. It started simply by talking about behaviours – culture and environments for me are all about behaviours and the small details. If you put a set of criteria in place, it means people have something to adhere and belong to. If you give someone a

For me, the most transferrable skill is being able to build an environment; it's all about trying to get the best out of people and building a culture in which they can flourish.

set of rules they'll never grow or expand them, but if you give a set of standards it's something you can own as an individual.

Were you able to identify the same culture and values upon your transition from your playing career to your post-rugby career?



When I first finished playing in 2015, it was all about my own personal standards. I was really conscious of not wanting to leave everything that I'd learnt from my rugby career behind, because that would have been a mistake. For me, the most transferrable skill is being able to build an environment; it's all about trying to get the best out of people and building a culture in which they can flourish. To be honest, I don't know if and when I'll ever be past that transition period – I've been a rugby player for longer than I've worked in a business environment.

How have these factors influenced your current career?

We started to share some of these points with our commercial partners within Scottish Rugby, such as Royal Bank of Scotland, BT and SP Energy Networks. We're now working with other businesses out-with our current partners and bringing them into BT Murrayfield to talk to them about exactly how we went about creating that environment. We don't step up in front of a flip-chart and tell people 'this is how you should run your business' – they know more about their business than we do.

We'll instead share our story challenge them in certain areas, as well as show the culture that we champion in person.

If there is one aspect you'd take away from your experiences and highlight, what would it be?

I'm going to name two – the first is recognising that building an environment/culture takes time. You can't just stick some values on a wall and that's it. That's the biggest challenge in business because nobody has enough time, but you have to carve a period of time out and make sure you bring to life the behaviours. The other part for me is realising that every single behaviour either adds to or subtracts from a culture, it's all the small behaviours throughout a day that create a powerful environment.

If you would like to hear more about working alongside Scottish Rugby to develop your business, please contact partnerships@sru.org.uk.

Al Kellock was speaking to Craig Wright

Why The Media Is Not Your Enemy

"There's no point in doing media interviews because the reporter will twist everything you say and make you look bad anyway." This is a statement I have heard so often – and it is simply not true.

Having once been a journalist, I know the vast majority are hardworking, dedicated and professional. They take their reputation for accuracy and fair reporting seriously; in a competitive field where mistakes can be punished by legal action, reporters with vendettas won't last long.

My journalism course contained a significant legal element, with contempt of court and defamation (libel) being subjects we were expected to have mastered. We were taught to keep our notebooks as evidence of the information we had gathered in our interviews and the need to interview people from all sides of an argument to ensure fairness was drummed into us. If we couldn't prove a story was true, fair and accurate, we couldn't publish it.

That contrasts sharply with social media where 'citizen journalism' has meant anyone can publish almost anything without fear of reprisal. There is certainly not the level of scrutiny and standards of reporting required of career journalists. So why does the media get such a hard time?

Ignoring suggestions of vested interests of media owners - even if true this wouldn't affect how they reported on the majority of businesses – I believe the feeling arises because potential interviewees are nervous about making a mistake and looking foolish, so they use this argument as an excuse not to engage with the media at all. Also, people often have unrealistic expectations when it comes to getting media coverage.

Reporters have a job to do, just like the rest of us. For some, their role is to inform and educate the public about subjects that are of interest and importance to them. For others, it is to entertain. It isn't the job of any journalist to promote your company, your product or you personally. Media outlets expect you to pay for that service and that is where the lines between editorial and advertising content are drawn. Whereas with advertising you simply pay for the amount of space or time your company wants and you provide the content, the editorial process is entirely different and one you have much less control over.

Firstly, you need to convince the reporter that you have a story to tell that will be of interest to the public. One of the main requirements is that your story is actually news, i.e. it is new. If



you are trying to get coverage for something that happened three months ago or has already been all over social media, forget it, reporters won't be interested.

Once you've convinced the reporter, they need to persuade their editor to run the story. At this point the reporter's reputation is on the line with their editor. If they can't verify the facts or aren't able to get commentary from you or third parties on the record, the story won't run.

On the newsdesk of a national daily paper, I had to write three to four stories on completely unrelated topics per day. I had to speak to a variety of different experts for each story to ensure the story was accurate and fair. It was a rush and it's easy to see why mistakes are made. The people who were available and willing to talk, who called me back when they said they would and who fulfilled their promises were my best friends. The flipside was that I didn't have time to wait around for people, so if my top interview subject wasn't available, I had to get someone else.

The ease of getting content published on social media may have made us lazy. Why spend all the time and effort required to be covered in the media when you can post anything you like as often as you want on Twitter? People generally still trust the media more than social media commentators and having your news covered in a top title can enhance your reputation enormously.

If you follow the rules, dealing with the media can be a hugely rewarding and valuable experience for you and your business. Don't miss out.

Heather Astbury is MD of The Reputation People. She can be contacted on heather@thereputationpeople.com www.thereputationpeople.com



The A to Z of investing: From Alternatives to ZDPs

Amanda Forsyth provides the next instalment in the series demystifying some stock market jargon

J ... is for Japan

For a relatively small land mass (Japan is only 50% larger than the UK, but with twice the population) Japan punches above its weight in world market terms, representing more than 8% of the MSCI World Index; and the Yen is the third most traded currency in the world, after the US dollar and the Euro. Compared to its peak in 1989, however, Japan has fallen a long way. Then, it represented 44% of the world index (compared to 17% of global GDP) and fund managers could rarely afford to ignore it. Those that did, though, would give themselves a following wind in performance terms – for the next fifteen years.

K ... is for Krugerrand

For most investors, buying gold will mean seeking out an exchange traded fund that reflects the price of the metal. For some, though, there is nothing like the real, tangible asset – and with each coin containing a single troy ounce of gold, the valuation of the investor's purchase is fairly transparent. With the recent resurgence of concerns about rising inflation in the US, as well as the fears around the US/China trade talks, the price of gold enjoyed a spike upwards. There are those who would say that gold isn't just an inflation hedge – it's the inflation hedge, and although it's been volatile recently, its role in many portfolios remains important.

L ... is for Linkers

– or to give them their proper title, Index Linked Bonds. When issued, linkers are priced as a conventional gilt – the UK government security; the interest (or 'coupon') payment that they subsequently yield is a function of inflation. They are a particularly helpful component of a portfolio in conditions where inflation is expected to rise; and at times of financial stress (such as the credit crunch) behave very differently to conventional gilt-edged securities. That makes them a particularly valuable tool if an investor wants to hold fixed-income investments, but also needs to diversify the risk they face.

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ANOINTED

Your Position in the Marketplace: What makes you different?

Everyone who has ever read a book or blog about sales and marketing, tried to break into a new industry, or really heard anything about the best way to run a business will have heard about the importance of USPs.

USP stands for Unique Selling Point and essentially means that every business needs SOMETHING to make them stand out against the crowd.

If I asked you, right now, "What makes your business different?", what would be your answer?

It can be a difficult question and something that is often hard to put into words. But most people will be able to list a few USPs and also the areas where they've had the most success.

But are these actual differences—are you really THAT different from your competitors?

The most illuminating way to find out, to me anyway, is to ask your customers why they decided to go with you rather than your nearest competitor. Find out what they think makes you different. Trust me, it can be eye opening.

For example, if Burger King asked you what made them different to McDonalds, what would you say?

You might prefer one to the other, but at the end of the day, both serve fast food...specialising in burgers.

Speaking of McDonalds, one of the things that really stayed with me from the Ray Kroc's account of his involvement with McDonald's growth is when he was asked what his business did.

As you might expect, he said that they served burgers. But his investment coach corrected him and said that he was actually a property developer!

At the time McDonald's were (and remain) one of the largest real estate owners in the US.

And this just introduces another element in the USP question.

What do you think makes you different? What do your customers think are your differences? And now we can add: what differences matter in business?

These are questions that the big brands ask themselves all the time.

Going back to Burger King, they might say that their main USP revolves around the way they make and prepare their burgers. Their customers will say that it comes down to the ability to customise their order. But in business



terms, their main USP could be a lower threshold for franchise investment. (I just made that up for this article...please don't sue me.)

You can see that there is no "single" USP that makes my fictitious Burger King example special. The things that make them unique are all about who is asking the question.

And this goes for everyone

Here at OpenCRM, we are, at a high level, "just" another hosted CRM product...you have no idea how difficult it is to say that, but at one level it is true.

For some businesses, our most attractive feature is that we have a solution that can help mid-market businesses better manage the whole customer journey. So, the difference is the breadth of application and therefore its functionality in helping business achieve efficiency.

For others, it all comes down to location and personality. We are a modest sized UK business and therefore we understand the pressures of UK businesses. We're also a nice bunch of guys and gals that you as a customer can get to know, establishing a closer relationship. And that's a big USP for us when we come up against our larger overseas based competitors.

So, when someone asks me "tell me what makes you different" I always pause for thought.

Not because I don't know but because I need

to understand what the question means to the asker...what they're really asking me.

So how do you know what ALL of your USPs are?

For starters, you'll already know a lot of them. You will know WHY you wanted to start a business (or join a particular company). You'll have a good idea where you sit within the market and how you compare to your competitors.

When it comes to discovering those "other" selling points, the best place to go (in my opinion) is direct to your customers. Through conversations, surveys, and online reviews, you will start to narrow down why they've decided to build a relationship with you. And stay with you.

Use this information to build on your existing marketing strategies and your business will grow...and then you'll have even more opportunity to find out why your customers chose you.

It's a never ending cycle.



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

openCRM

The Royal Highland and Agricultural Society of Scotland – an organisation with a rich heritage and exciting future

The Royal Highland and Agricultural Society of Scotland (RHASS) is a charity that has been in existence for over 235 years.

Throughout its long history, RHASS has remained resolute in supporting and encouraging the best of agriculture and food production.

The charitable organisation is not only host to Scotland's largest event, The Royal Highland Show, its headquarters at Ingliston House next to Edinburgh Airport is a treasure trove of historic artefacts that demonstrates the significant contribution it has made to the sector over the generations. From books and paintings to trophies and beautiful stained glass windows, the collection has grown over the Society's long history.

While heritage is clearly important to RHASS, the organisation continues to innovate and create new opportunities to showcase the work and importance of the rural sector in Scotland, while working to secure a sustainable future for the charity.

Its headquarters, the Royal Highland Centre, has recently benefited from significant investment in its events space so as to ensure a sustainable future for the charity. In Spring this year, RHASS will launch its new Quadrant One development - an iconic new building at the heart of the 120 parkland estate. Located next to an expanding airport with global connections, the building delivers a flexible event space which will attract prestigious and valuable events business from Scotland, the UK and Europe. The building will be one of the largest spaces of its type in Edinburgh with leading communication links and the only



"Also housed in the mansion house is the Society's library which is a diverse and unique asset that covers not only agriculture, but forestry, veterinary and Scottish history."

one with on-site parking. Plans are in hand for an annual programme of lectures, debates and conferences in partnership with leading Scottish businesses.

To celebrate the Society's 235th anniversary, RHASS commissioned a new painting from Wil Freeborn, one of Scotland's foremost artists and alumni of Glasgow School of Art. This latest addition piece of artwork is part of an important collection of paintings by 19 century Scottish artist, Gourlay Steel. Considered to be one of the best collections in private ownership, the most unusual artwork is a painting of four alpacas from 1840, painted by celebrated animal painter Jacques Laurent Agasse.

As an organisation better known for shining a light on the finest livestock during the four-day event in June, RHASS is also custodian of the best examples of silverware in the country

which is awarded to prize winning livestock each year.

Also housed in the mansion house is the Society's library which is a diverse and unique asset that covers not only agriculture, but forestry, veterinary and Scottish history. Some of the material, including the Society's Historical Transactions, has been digitised and can be found on www.rhass.org.uk/archive/.

If your organisation would like to become an organisation with a rich heritage and exciting future, please contact Joanne Andrews at jandrews@rhass.org.uk for further information on how to get involved.

www.rhass.org.uk

www.royalhighlandshow.org.uk

www.rhc.co.uk

Baby loss charity relaunches to support more parents across Scotland

The Stillbirth and Neonatal Death Society, Sands Lothian, has announced Held In Our Hearts as a new name.

The new name, website and logo are part of a relaunch that aims to highlight the core function of the charity which offers baby loss counselling and support to all bereaved parents. This support now includes babies lost at any stage of pregnancy and early childhood.

Expanding services

Held In Our Hearts also announced that it is expanding support services into Fife and Forth Valley NHS areas in response to the increasing needs of bereaved families across Scotland. In 2019 Sands Lothian provided 575 befriending and 870 counselling sessions compared to 211 befriending and 489 counselling sessions in 2016.

Increasing needs

Nicola Welsh, Chief Executive of Held In Our Hearts, said:



"We are very excited about this next chapter in our identity announced today. We are growing as a charity and in turn our support services have expanded to meet the increasing needs of bereaved families."

"Held In Our Hearts now supports families who have experienced a loss at any stage and into

early childhood and we want to ensure that these families feel included and can come to us for support.

"Held In Our Hearts is increasingly working at a national policy level and we are delighted to be expanding our specialist bereavement counselling into Fife and Forth Valley in partnership with the NHS boards, so the Lothians part of our name no longer reflects all our work."

"We recognise that this is a big change for us as a charity but we wanted to reflect who we are and the lived experience of our bereaved parents."

"We hold our own babies in our hearts, and we will continue to support bereaved families in the community in the same way and provide specialist bereavement care for them."

GET WITH IT

By Bill Magee
Scottish Business Technology
Writer of the Year

Edinburgh's vibrant digital community is at the forefront of world-leading initiatives ranging from data innovation to industrial biotechnology touching all aspects of modern society.

The Capital is embracing all fields covered by the Scottish Government-funded Innovation Centres programme, backed up by globally-renowned universities-led research and development expertise.

We're talking about a mix of key businesses and passionate individuals with the shared aim to assist organisations realise targets based on making their mark both in home markets and overseas.

To date there are eight such innovation centres and the beauty of the programme is they're each inextricably-linked towards nurturing the very best of what Scotland has to offer.

One is the Data Lab. Based within the University of Edinburgh its mission is to help Scotland maximise value from data and lead the world towards a data-powered future.



Its ongoing work is very much focused on giving those involved the practical skills and hands-on experience they need to apply the very latest data science thinking in the real world.

The country's innovation centre for data and Artificial Intelligence (AI) also has operational hubs in Glasgow, Aberdeen and Inverness.

They're each assisting Scotland achieve bigger and better things and to get people from across the globe excited about what is happening here.

Over the next five years Data Lab aims to achieve an economic and social impact

totalling £590 million centred on producing 665 MSC students and 104 collaborative projects.

Edinburgh also supports the Industrial Biotechnology Innovation Centre (IBioIC) connected with strategic partners, government and industry consortiums.

Its aim is to support those involved make the transition into IB, overcoming barriers along the way to make the most of benefits and opportunities.

Also sourcing and securing funds across the UK and Europe. Whatever sector is involved those involved are in good hands.

A Seed About to Blossom

A seed planted in 2015 is a step closer to blossoming into something truly special this spring – if the view of Edinburgh's public is anything to go by.

The Quaich Project, the partnership born to breathe new life into West Princes Street Gardens as a world-class open space in the heart of the capital, has welcomed positive public reaction to the plans.

Now the project's exciting vision will be refined to take account of the views gathered through a major public consultation, before being presented back to the people of Edinburgh in the Spring.

The brainchild of businessman Norman Springford, the project was established as a public-private partnership between the City of Edinburgh Council and the Ross Development Trust to reimagine West Princes Street Gardens as a space for all to enjoy in new ways – with improved accessibility, dynamic architectural designs and innovative facilities.

He was not only the driving force behind the project's establishment, but he has also committed £5 million of his own money towards the £25 million cost of delivering the

"The results of the public consultation on the designs have been incredibly encouraging."

enhancement. David Ellis, Managing Director at The Quaich Project, said: "Norman's vision was to re-establish West Princes Street Gardens as a world-class green space at the heart of our city, and as a space that would be accessible and open to all."

A global design competition was held, and internationally renowned architects led by wHY and including Edinburgh-based Gras emerged victorious. Their concept includes an organic redevelopment of the dilapidated Ross Bandstand and amphitheatre which reflects and blends into the landscape of the gardens, a new Welcome Centre which includes a café, access-friendly lifts and toilets, and the creation of a family space with imaginative play areas.

Through the consultation almost three-quarters (74%) of respondents endorsed plans for a small number of major events being held in the improved gardens to subsidise year-round community use of the bandstand replacement.

The Quaich Project also ran a dedicated youth consultation in tandem with the main public consultation, seeking the views of 8-17 year-olds. Amongst this age group, 78% of said they'd be likely to visit West Princes Street Gardens more often if there was somewhere to eat and drink, and a whopping 83% also said they would visit the gardens more after the proposed changes are made.

David Ellis added: "The results of the public consultation on the designs have been incredibly encouraging."



"We also asked people about use of the space, and in particular if they were in favour of a small number of major events facilitating smaller, community-focussed events and it's heartening to receive the backing of almost three quarters of respondents for this approach. Currently, the Ross Bandstand is outdated and inflexible and the plans we're putting forward open up possibilities for a whole range of community groups to use the new space for events and activities throughout the year."

"We appreciate that – as with any proposal of a similar scale – some people still have reservations. West Princes Street Gardens is a place for everyone to enjoy, so feedback from the public consultation will feed into the further development of plans."

"Along with our architects and designers, we will take feedback on board and refine plans before presenting them back to the public in Spring 2020."



The Ross Development Trust is a registered Scottish Charity, founded in 2016 to manage the delivery of significant improvements within West Princes Street Gardens to create a world-class, public, green space. The Trust is responsible for managing the development phase of the proposed improvements, as well as raising the capital required to fund them.

Work has already started with the restoration of two existing landmarks in the gardens. The beautifully restored Ross Fountain was completed in 2018 as well as The Gardener's Cottage, one of Edinburgh's most well-known houses. Plans are now being drawn up for the redevelopment of three shelters on the top walkway of the Garden. The project is currently within the design development stage, building towards a planning application being submitted in 2020.

Further information is available at
www.thequaichproject.org



Our Goal of a Better Future

Hibernian Football Club has a long history – stretching all the way back to our founding in 1875 – of service to the community. And the need to live up to that tradition has never been more relevant than it is now.

By Leeann Dempster

Chief Executive of Hibernian FC

The Club was established to help people – the poor Irish immigrant community housed in the slums of the Cowgate after fleeing famine in their own country - integrate into their new home, and to raise funds to help feed and care for the poor and the sick.

Those who set up the Club did so because they knew that football could break down barriers, bring people together, create a sense of belonging, and bring moments of happiness and joy.

You know what – 145 years later that remains the case. While Scotland's Capital has changed beyond almost all recognition in so many ways, football can still harness its power to help create positive outcomes for the communities it serves.

At Hibernian, we do this through the work of the Club itself, through the Hibernian Community Foundation, and through our unique GameChanger – the only public social partnership (with NHS Lothian and many others) that has a senior football club as a founding partner the length and breadth of the UK.

And it is work that we plan to scale up under the stewardship of our new majority shareholder, Ron Gordon. While Ron's passion for the game has driven him to buy the Club and he is

determined to deliver the most successful team possible, he has also emphasised to all of us at the Club that the key word is "service" – to our supporters, to our city and to our wider communities.

And there is a real need for football to play its part. Some of the council wards closest to our stadium at Easter Road have child poverty levels the highest in the city at 33 and 34%; Leith and North East Edinburgh has the highest levels of population – around 5% - suffering from long term illness or disability, compared with just 3% in the neighbouring North West and 3.7% city-wide, and 17.6% of our local people are suffering deprivation through low income, as opposed to 7.2% in the South East and 13.1% in the city.

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

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

Health inequality, social injustice, lack of opportunity, and postcode prejudice all play their part in maintaining a status quo that no-one finds



acceptable, but that our statutory authorities are finding enormously difficult to tackle.

Our continuing aim is to unlock the power and passion of football to make greater use of all Hibernian's physical, emotional, cultural and professional assets, to deliver a better, healthier future for the most vulnerable, disenfranchised or disadvantaged in our communities.

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

- Almost 200 pensioners, refugee families and homeless folk enjoyed our fourth free Christmas Day lunch, enjoying Christmas cheer, food and conversation with a host of others – thanks to the ongoing support of partners NHS Lothian, Tesco and Network Rail and the dozens of volunteers who give up their Christmas Day

- The struggling families and individuals who enjoy our weekly lunch clubs, run in a growing and successful partnership with The Cyrenians



- Hundreds of youngsters engaging with the Community Foundation's ever-growing participation in physical activity through our community football programme, including a big increase in girls and young women
- The great work of our Foundation on employability, on skills run in partnership with Edinburgh College
- Dozens of adults of all ages, shapes and sizes who take advantage of our free Fit for Life sessions run at the stadium every Tuesday
- The ground-breaking work being done to promote positive mental health and

social cohesion amongst men through our Changing Room project, first piloted at Hibernian by SamH and funded by Movember, now being rolled out throughout the country

- Hundreds of supporters who've benefitted from our matchday health checks
- Young diabetes sufferers inspired to manage their condition better through our partnership with NHS Lothian
- And one final supporter-led example; our oft maligned fans who, through the remarkable organisation of the voluntary Helping Hands group, gather food each year for the lifeline

"Our continuing aim is to unlock the power and passion of football to make greater use of all Hibernian's physical, emotional, cultural and professional assets, to deliver a better, healthier future for the most vulnerable, disenfranchised or disadvantaged in our communities."

foodbanks. Before Christmas, supported by the Club, they gathered an astonishing 40 tons of food

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

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

That means football communicates in a way that no other sport or activity can. We want to do more, and we want to talk to other businesses in the city who share our vision.

www.hibernianfc.co.uk

City mobility is not about saying no – it's about saying yes to a better future.

As Edinburgh's City Mobility Plan gets approved by Council representatives to go to consultation, it's time to reflect on what that means for our city, for the beautiful place in which we live, work and play.



Visualisation of the proposed City Centre Transformation (CCT) on the Mound. CCT is a core element of the City Mobility Plan.

By Daisy Narayanan

Director of Urbanism, Sustrans

Every other day, there is a news story on the climate emergency. Closer to home, we hear of the health impacts of sedentary lifestyles, or of the impact on our lungs of breathing dirty air. In terms of the local economy, the British Retail Consortium said that 2019 was the worst year on record.

But there is some good news too. Cities around the world are adapting and changing on a whole range of fronts. Adapting to the climate emergency means creating greener, healthier places for everyone. Making places better for people will make our cities and towns more attractive places to live, work, shop in and enjoy.

Edinburgh to join global cities leading change

Greener places and liveable cities and towns for everyone are central to our work in Sustrans.

We cannot deliver this if we focus just on transport or just on urban planning. We must put people at the heart of our planning and prioritise people in our towns and cities. And planning and transport must work together to make places better.

What is really heartening to see is how Edinburgh is leading the way in the UK and beyond in the race to net zero carbon emissions.

Drivers for sustainable development are environmental, economic and social. Taking a place-based approach to planning takes account of all these factors.

On January 16th, the City of Edinburgh Council approved the City Mobility Plan – a 10-year vision which will work towards making Scotland's capital carbon neutral by 2030.

But less headline-grabbing was the parallel launch of the refreshed local development plan, called the City Plan 2030 which sets out policies and proposals for development in

Edinburgh between 2020 and 2030.

Transport and planning intertwined

What's really significant about this? For the first time, planning and transport strategies are intertwined. The planning document talks about transport and the Mobility Plan references place.

What that means is that when new developments are being planned, the transport conversations are happening at the same time. This type of approach is seen as best practice by organisations such as CIHT (Chartered Institute of Highways and Transport) and Transport for the Quality of Life. It's great to see Edinburgh leading the way.

Scotland Improvement Districts (previously known as Business Improvement Districts) and the City Region deal, will have a big role to play in improving the places for people, and in improving the economic and social vibrancy of a

place. Whether that's making it easier for people to live near where they work, improving walking and cycling routes and providing public transport links. Or improving public realm so that the quality of experience of experience for visitors, shoppers and locals is consistently great.

Small steps to make big changes

We have a climate emergency – but we should not be paralysed by panic or fear. We should instead look to what steps we can take to change our daily lives. And one of the best ways is to change how we get around for our shorter journeys. Transport now accounts for the largest part of Scotland's carbon emissions.

At present, 45% of Edinburgh's workforce commutes by car, and 60% of all journeys are made by car or van. A further 66% of journeys are single occupancy. While the private car will always remain in the mix particularly for people with disabilities or mobility issues, it's clear that people want alternatives. A recent report from my colleagues in Sustrans, Understanding People who Drive explored attitudes to driving and openness to measures to provide alternatives to private car use. Over two-thirds of respondents to an independent YouGov poll of Scottish town and city dwellers thought that we shouldn't need cars for everyday journeys.

Turning a corner while not reinventing the wheel

It may feel like we are trying to do a lot. Change doesn't come easy. People need to feel that change works for them, rather being done to them.

Paris has a vision for 870 miles of cycle tracks and has started to deliver—including protected

FIGURE 1.2
Long-Term Risk Outlook
Top 10 risks by likelihood and impact over the next 10 years

Multistakeholders

Likelihood	Impact
Extreme weather	Climate action failure
Climate action failure	Weapons of mass destruction
Natural disaster	Biodiversity loss
Biodiversity loss	Extreme weather
Human-made environmental disasters	Water crises
Data fraud or theft	Information infrastructure breakdown
Cyberattacks	Natural disasters
Water crises	Cyberattacks
Global governance failure	Human-made environmental disasters
Asset bubble	Infectious diseases

Source: World Economic Forum 2020



Schoolchildren enjoying a new cycle path in Granton, North Edinburgh

Credit: Colin Hattersley / Sustrans

facilities on the Champs-Elysées. Against fierce opposition, local politicians stood firm as they opened new cycling facilities and seen impressive results, with cyclists representing 30 percent of traffic on the Rue Rivoli, and more children riding their bikes than ever before. The works took 2 years but now the consensus of opinion is that no one wants to go back to the bad old days of "embouteillage"

Bordeaux's first tram was introduced when work for Edinburgh's first tram began in 2003 – now the city has a network of three lines with further extensions having increased the route length to 66 kilometres. Bordeaux is now world-renowned for liveability and mobility. Like Edinburgh, the historic centre in Bordeaux is listed as a UNESCO World Heritage site and is a top-ranked tourist destination.

What does all this mean for businesses in Edinburgh and beyond?

Big business is leading the way in the quest for innovative ways to tackle climate change. Microsoft Corporation has recently announced that they will be carbon negative by 2030. That's quite a challenge.

Closer to home, both Edinburgh and Glasgow are leading the way in Scottish cities declaring a climate emergency. Edinburgh-based businesses can be part of that too. Why not encourage staff to try walking, cycling and public transport instead of private cars as part of a sustainability programme, but also as part



Families at Enlightening Candlemaker Row
Credit: Eoin Carey / Sustrans

of a staff wellbeing initiative? In March, the Scottish Workplace Journey Challenge begins once again – Edinburgh-based companies always feature among the category winners. There are a whole range of other activities that businesses can do to reduce carbon footprint. Transport is just one area.

Business leading positive change

When the World Economic Forum in its recent meeting in Davos lists the top five risks as environmental and the top risk as extreme weather and climate change, we know that status quo isn't good enough. But businesses look long term. Businesses plan in timelines that extend beyond electoral cycles. Here in Sustrans, it's our hope that Edinburgh Businesses will be part of that green revolution.

About the Author:

Daisy Narayanan is Sustrans Director of Urbanism. She has previously worked on secondment to City of Edinburgh Council in the development and delivery of Edinburgh's City Centre Transformation.

What can shared transport do for your staff and business

CoMoUK is a charity working to maximise the public benefit of collaborative mobility, which helps create inclusive communities.

CoMoUK supports all modes of shared transport including car clubs, bike share, ride share and micro-transit, as part of the solution to the impacts of travel. Shared transport is continually evolving and innovating; we work to support and ensure that new modes of transport work positively for the public.

CoMoUK has worked in the shared transport sector for the past 20 years and has continued to grow and develop. CoMoUK ensures we have a continued breadth of knowledge and are experts in the shared transport sector.

We look at shared transport, such as car clubs or bike share, as part of the solution to environmental impacts of travel.

What is shared transport?

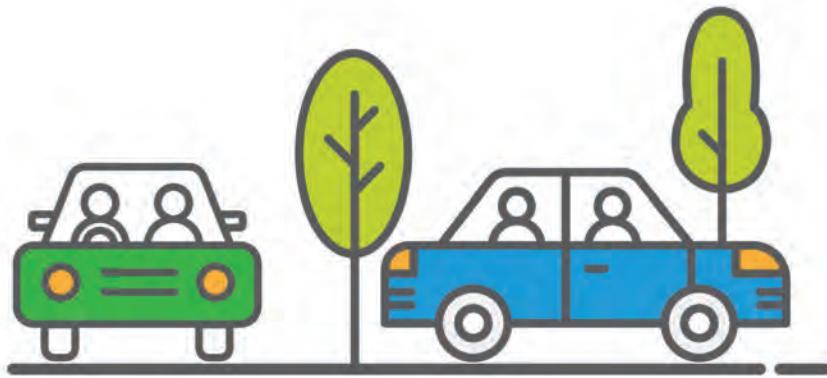
There are three main types of shared transport in the UK; car clubs, bike share and ride share.

Car Club

Car clubs allow you to access a car when you need it, on a pay-as-you-drive basis. Registering for a car club gives you access to a variety of vehicles in many different locations, booking the vehicle for as long as you need and only paying for its use.

Bike share

Bike share allows you to access a bike when you need it, paying only for the time you are using it. Registering for bike share gives you access to bikes across a city without having the expensive outlay of purchasing your own bike. Perhaps you want to try an electric bike or want



to get back into cycling, bike share can be the ideal way to do this.

Ride Share

Ride share can also be called car sharing, car pooling or lift sharing and is when a person offers to share their car and that particular journey with another person or people. If you are the driver, then you can ask for a contribution to the cost of the journey. Ride sharing can be organised informally in neighbourhoods and communities or through formal ride share operators. Some operators allow closed ride sharing groups to be set-up for example within one office or company.

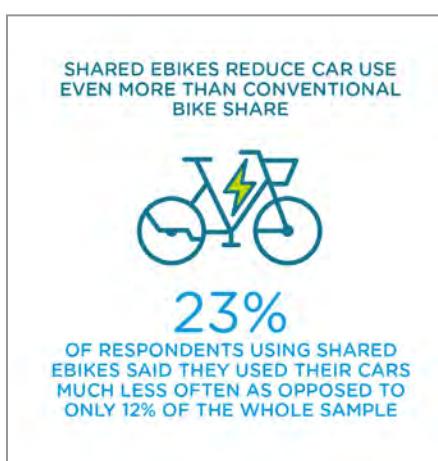
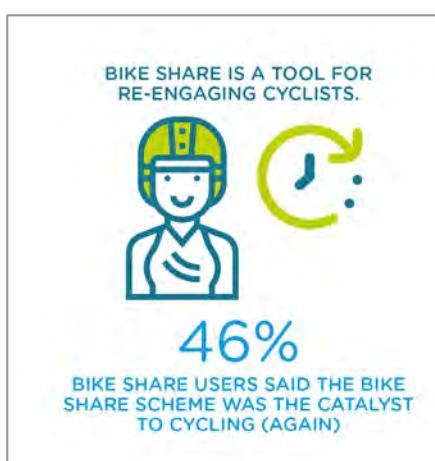
Why shared transport?

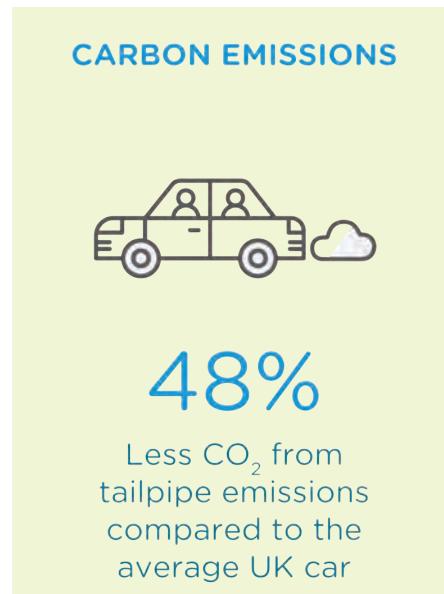
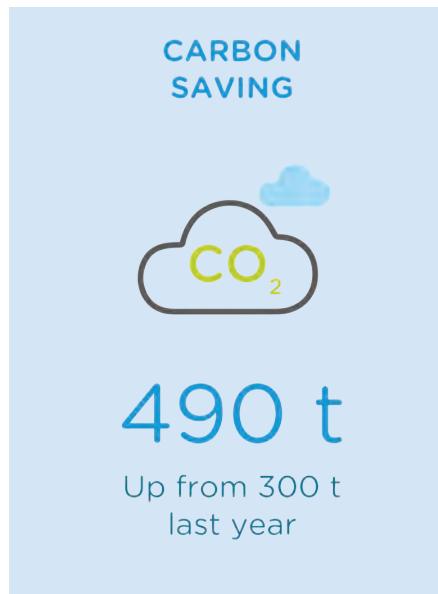
Shared transport offers businesses the opportunity to support their staff, the environment and the local community but it can also save organisations money. In the UK,

businesses spend millions of pounds on grey fleets for staff travel. Swapping to utilising a car club rather than grey fleet can reduce this cost. Car clubs are already in most cities in Scotland this means, as a business, you could utilise existing car clubs. There is also the option of having a car club set-up specifically at office locations. If you used car clubs in tandem with bike share you can further reduce the cost of vehicle usage.

Transport is now the single largest emitting sector and transport emissions have risen since 2013. Taking decisive action to tackle emissions in this sector, and crucially shifting away from single-occupancy private cars, is vital to reverse the deepening health inequalities and environmental impact associated with the climate crisis.

CoMoUK's evidence base, now spanning a decade, demonstrates the ways in which





shared transport is playing an important role in tackling climate change by reducing emissions, reducing congestion and helping protect public health by improving air quality.

Car clubs are reducing the number of privately owned cars on the road, reducing journey numbers and reducing carbon emissions. As evidenced in CoMoUK's Car Club Annual Survey for Scotland, car clubs can:

- Improve local air quality by using more environmentally friendly cars, which have significantly lower tailpipe emissions than the average UK car.
- Reduce CO₂ emissions as 48% of car club vehicles are electric or hybrid models.
- Facilitate lower levels of car ownership and encourage travel by public transport, walking and cycling

Bike share schemes offer a flexible, carbon free, healthy and active form of travel, creating clearer streets and cleaner air. Like other forms of active travel, bike share has a range of environmental and health benefits but can also help tackle issues such as transport poverty, improve social inclusion and provide a gateway for people to travel more sustainably.

Bike share can reduce car use and cut emissions and encourage more active travel as an alternative to a private car without the need to own or store a bike.

Furthermore, e-bike share schemes are providing an alternative way of commuting to work, especially for longer journeys.

From CoMoUK's latest annual survey of bike share members in Scotland it was found that:

- 24% of shared bike scheme users now use their cars less as a result of their

membership.

- 58% of members said bike share schemes enhance public transport.
- 31% of members use bike share schemes to commute more than 3 days a week.

As well as sharing modes such as car clubs and bike sharing, ride sharing and Demand Responsive Transport also have the effect of removing private cars from the roads and provide alternative forms of transport that may not be otherwise accessible.

Ride sharing and demand responsive transport have a positive impact on air quality by:

- Reducing single occupancy car trips
- Reducing road traffic and congestion
- Reducing vehicle emissions

Benefits for workplaces

Supporting your Staff

Having access to a car club vehicle for work travel gives staff access to vehicles when they need them and allows them to consider other commuting options such as cycling or walking

Giving staff the opportunity to travel by bike can improve health and reduce sickness.

Optimising your Business

Swapping to using a car club rather than a grey fleet can reduce the cost burden to your company. Car clubs can be set up to suit your business needs.

By utilising bikes to travel, journey times can be improved by avoiding traffic. As a business you would also have the opportunity to consider reducing the number of parking spaces.

Caring for the Environment

Using car clubs and ride share can reduce the number of private cars on the road helping reduce emissions. In addition, the majority of car club cars are more environmentally friendly than your typical grey fleet car.

Your business can help reduce emissions by encouraging staff to cycle. E-bikes can also be used for a variety of journey types and enables wider use of bikes reducing the need for cars for business travel.

Our Team

At CoMoUK we are proud of our team of experts. We have several members of staff who are experts in specific shared transport options such as car clubs or bike share. In addition, there are team members who can help with marketing, project management and research. All of this ensures that we can offer the best support and advice across shared transport.

Interested in shared transport?

If shared transport is something that you would like to explore for your business, then get in touch and we can help find the right option for you. On our website you can also find an toolkit aimed to engage you staff with shared transport and guidelines as to how to get involved with shared transport options.

E: scotland@como.org.uk

W: www.como.org.uk

Twitter: [@Como_uk](https://twitter.com/Como_uk)

The travel choices we all make every day affect our planet. Make transport part of the solution to the global challenge of climate change with greener, smarter, coach travel.

Coach travel is fast, efficient, comfortable and economical. Choosing to travel with Rennies Coaches to group meetings, parties and events not only reduces your individual and organisational carbon footprint, but it also provides a social way to travel.

Catch up with colleagues and discuss the agenda or menu en route, and forget about the directions and parking!

At Rennies, the modern coach hire fleet ranges from 49 to 70 seat vehicles, and feature reclining seats, air conditioning, seat belts, on board toilet and free WiFi. We've also got 76 seat double deck vehicles for larger group bookings, ideal for staff shuttles from facilities such as park and rides. Wherever you are headed, we've got the vehicles to get you there and back efficiently.

Group travel reduces congestion on our roads

Hiring a Rennies coach for group travel also leads to an important reduction in road congestion. A coach full of passengers takes up less space on the road in comparison to

individuals travelling by car. For example, one 49 seat Rennies coach is the equivalent to 10 cars!

How do we contribute to a greener future?

Rennies Coaches has a dedicated Eco Driver Team who track and monitor how efficiently our fleet is driven. Our vehicles use fuel with 30% biodiesel and a hi-tech fuel additive, manufactured using nanotechnology to keep fuel emissions to a minimum.

Travelling by coach offers many benefits, and Rennies Coaches prides itself on being flexible when it comes to your itinerary and arranging your travel. Let us take the pressure off of driving, parking and the environment, and transfer you in comfort to your destination and home again.



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Achieving Net Zero Carbon - moving beyond reporting

2019 saw a huge increase in public awareness of climate change and the development of a mainstream view that we are now dealing with a climate emergency caused by global warming.

By Anne Johnstone

Partner, Hollis

It is an established fact that business operations and the buildings in which they operate contribute significantly to global warming, but currently they are only required to report on their carbon emissions: there is no requirement to make reductions. But the pace of change is gathering ...

Background

Since the Paris Agreement was signed in 2015 a number of initiatives have been introduced to steer the global economy towards a low carbon model to limit increases in global temperatures. The sense of urgency increased when, in October 2018, the Intergovernmental Panel on Climate Change published a special report (the IPCC Report) stating that 'urgent and unprecedented' changes were needed to meet the goals of the Paris Agreement.

Responding to the World Green Building Council's 2018 Net Zero Carbon Buildings Commitment, in May 2019 UKGBC launched its own Framework Definition for Net Zero Carbon buildings - the first step towards the development of a whole life carbon approach for buildings. Within days the UK Committee on Climate Change published its report calling on the government to set a legally binding target of net zero carbon emissions by 2050. By the end of June Parliament had passed the legislation making the UK the first major economy in the world to pass laws to end its contribution to global warming. But how are we going to achieve this?

Mandatory reporting

Whilst legislation requirements to take action to reduce emissions are currently relatively light touch, many larger companies do have to

collect and report on a range of carbon-related data.

All UK quoted companies have to undertake mandatory greenhouse gas reporting, publishing emissions data alongside their annual Directors' Reports. Since 1 April 2019 and the introduction of the Streamlined Energy and Carbon Reporting (SECR) regulations, mandatory reporting also applies to large unquoted companies and LLPs meeting two or more of the criteria (turnover of £36m+, balance sheet total of £18m+ and 250+ employees).

In addition, every four years 'large undertakings' (businesses with 250+ employees or £39.8m+ turnover and an annual balance sheet of £33.4m+) must also undertake assessments under the Energy Saving Opportunities Scheme (ESOS).

Voluntary action

The government hopes that by increasing transparency in reporting it will become clear to businesses how energy wastage is affecting their bottom line, motivating them to put into place measures to reduce energy use and save costs.

But the current reporting measures, whilst welcome, are just targets. Businesses are increasingly seeing the shift towards ethical and environmentally responsible consumerism and responding with voluntary action to reduce their carbon footprint. In September 2019 23 organisations with £300bn of combined assets under management signed up to the Better Buildings Partnership's Member Climate Change Commitment which highlights the need for both new and existing buildings to be net zero carbon by 2050. All signatories have



committed to publish information by the end of 2020 on how they will implement measures to work towards the legal net zero carbon targets.

How can Hollis help?

There is little doubt that mandatory reporting will become more onerous, both at national and local level, but we can also expect that, at some point, businesses will be obliged to implement carbon saving improvements.

Net zero carbon targets cannot be achieved without collecting data – so this is the starting point. Meeting the targets will also have a material impact on business decisions and it's important from a risk perspective to be aware of what those are.

We can help by taking you through the process to identify which issues are material and prioritise the actions that will result in the maximum gains in energy efficiency. This will result in a strategy, which can be published as your pathway to net zero, and give measurable targets at a portfolio and individual asset level.

Please contact anne.johnstone@hollisglobal.com if you would like to discuss further.

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We know that the world of business energy can be hard to navigate. It can be tempting to use a broker to help cut through the noise and secure a decent deal.

Many brokers are great, but there are a number of rogue salespeople who can saddle small and medium businesses with bad energy deals, taking a sizable cut for themselves.

People's Energy want to change that by offering clear and easy to understand business tariffs, cutting out the middle man and keeping costs as low as possible.

The family firm powering the electric car charging market

Moray Robertson Electrical Services are at the forefront of the market when it comes to installing charging points for fully electric and hybrid vehicles.

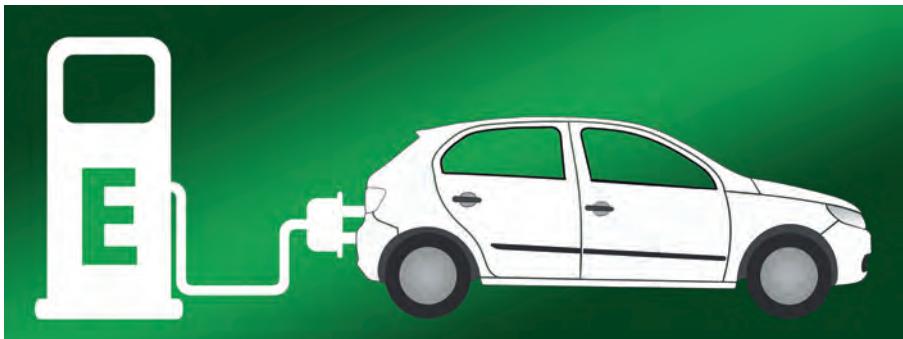
MRES Managing Director Moray Robertson offers a one-stop shop for installing electric vehicle (EV) charge points - offering advice on the best product, fitting it and dealing with grant funding applications.

Grants which can cut the cost of home and workplace charging points are available from the Government's Office for Low Emission Vehicles' (OLEV) which supports the EV market.

MRES are one of the organisation's approved installers and expect to deal with more and more installations as an increasing number of motorists choose electric cars to reduce their carbon footprint.

Moray says: "People and businesses recognise we all need to do what we can to help the environment and electric vehicles are one way of lowering carbon emissions.

"If you've bought a hybrid/electric car or van or are a forward-thinking business who wants to install EV charging points in the workplace we can help."



"We advise on the most suitable and efficient charging point to buy depending on the capabilities of your home or business' current electrical installation and give guidance on where to position it.

"We source and install the charging point and can guide you through the process of grant funding."

Installing EV charging points is the latest innovative move from MRES – a firm which has

always been ahead of the curve when it comes to renewable energy.

Moray and his team offer a range of services within the renewables sector including installing solar panels and wind turbines.

They also cover all types of electrical work and are based in Stirling with engineers working across the UK and Ireland.

For more details visit www.mressstirling.co.uk



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Leading waste management firm, Changeworks Recycling, works with clients of all sizes in Edinburgh, Glasgow and across central Scotland to effectively manage waste, meet legal requirements, and keep costs down – **all the while helping businesses reduce their carbon footprint.**

From offices and manufacturing to hospitality and retail, our award-winning trade waste and recycling services are tailored to support clients across an array of sectors. Whether you require regular full waste management and recycling services or a one-off collection, our experienced team will design a bespoke package backed by exceptional customer service so that you can get on with making a success of your own business. With Changeworks

Recycling you can recycle a wide range of materials. We also offer confidential document destruction, food waste management, and general waste services. Uniquely, all recyclable materials collected by Changeworks Recycling are reprocessed in the UK, supporting the local and circular economy. All customers have a dedicated client relationship manager to make sure everything runs smoothly and receive monthly carbon reports to help you monitor business recycling rates.

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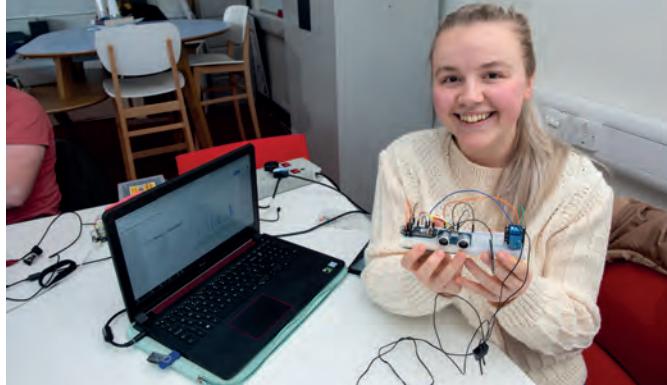
Get in touch with Changeworks Recycling for a quote today, call **0800 694 0158** or email hello@changeworksrecycling.co.uk



CHANGEWORKS
RECYCLING

Edinburgh Napier University expands IT Graduate Apprenticeships

Edinburgh Napier University has strengthened its Graduate Apprenticeship programme with the announcement of nearly 200 new funded places for people to study for an honours degree while in employment from September 2020.



Graduate Apprenticeships have been developed by Skills Development Scotland in partnership with industry and the further and higher education sectors. They offer a new way for individuals to get qualified up to Masters Degree level whilst in paid employment. They are designed by employers and offered in key sectors that need highly skilled employees. Anyone over the age of 16 living in Scotland is eligible, and there are no course fees to pay for apprentices or employers.

Employers benefit from IT Graduate Apprenticeships by bridging skills gaps and retaining talent in a highly competitive technology labour market. This can be through recruiting new staff or upskilling existing employees. Businesses of any size can benefit from Graduate Apprenticeships, with the university currently partnering with a wide range of employers: from micro-SMEs to international organisations and public sector bodies.

Of the Graduate Apprenticeship places on offer to employers and apprentices this year, just under half of these are available in the School of Computing in the below subject areas:

- BEng (Hons) Cyber Security
- BSc (Hons) Data Science
- BSc (Hons) IT: Software Development
- BSc (Hons) IT: Management for Business

These programmes offer apprentices a day release experience, spending one day a week in the classroom at university and four days a week at work in a relevant job. This provides minimal disruption to the apprentices' working week and allows them to continually bring new skills and knowledge into their job. What

apprentices learn in university is embedded into their work, and tasks and projects done in work count towards their degree.

"I have been very impressed with Edinburgh Napier University and their Graduate Apprenticeship offer. I think the reputation is growing as other managers see the impact and can recognise that this is making people excited about work."

Jennifer Knights, NHS Education for Scotland

The strong emphasis on work-based learning enables flexible learning approaches to best meet the needs and challenges of both the employer and apprentices. Jessica Auld, who is working at Aegon while studying a Graduate Apprenticeship in BEng (Hons) Cyber Security, said: "Studying at university and learning on the job means that I'm constantly learning and developing my skill set and knowledge. It's exciting to know that at the end of four years I'll have an honours degree plus four years work experience. For me, the role has opened up so many different opportunities."

The university has so far welcomed Graduate Apprentices from a diverse range of backgrounds, including school leavers, Foundation and Modern Apprentices and mature learners looking to get into IT. The flexibility of the funding and admissions criteria allows people to get an honours degree who



would otherwise not have the opportunity to do so through a traditional university course.

Ahead of Skills Development Scotland's Scottish Apprenticeship Week 2020, Edinburgh Napier is supporting this year's campaign theme 'Talent Without Limits', ensuring that Graduate Apprenticeships are inclusive and open to all. This message is also promoted to individuals, employers, school leavers, parents, carers and teachers, challenging outdated and limiting views of apprenticeships and who they are for.

Diane Greenlees, Skills Development Scotland Director of Critical Skills and Occupations, said: "More and more Scottish employers are turning to Graduate Apprenticeships to meet their critical skills needs."

"Graduate Apprenticeships are industry-led and delivered with universities in Scotland, ensuring businesses have access to high-level skills and providing both new and existing employees with the opportunities to get a job and get a degree."

For more information on Graduate Apprenticeship opportunities available at Edinburgh Napier, please visit www.napier.ac.uk/apprenticeships or email ga@napier.ac.uk.

For more information on Scottish Apprenticeship Week 2020 please visit www.apprenticeships.scot/scotappweek.

Edinburgh Napier UNIVERSITY





Upcoming Courses

FEBRUARY

Tuesday 4th
Negotiating and Influencing Skills

Thursday 6th
Managing Talent

Friday 7th
Advanced Facebook Strategies to increase sales

Tuesday 11th
HR for Non HR Managers

Thursday 13th
Leader, Manager or Operator which mode are you in ?

Tuesday 18th
21st Century Management

Wednesday 19th
Presentation Skills

Thursday 20th
Google Ads - Introduction

Tuesday 25th

Documentary Letters of Credit

Wednesday 26th

Business and report writing masterclass

Thursday 27th

LinkedIn Masterclass: The Complete Guide to Personal and Business Development

MARCH

Tuesday 3rd

Improving the Customer Experience

Thursday 5th

Dealing with difficult situations

Friday 6th

Making Meetings work

Wednesday 11th

Email Marketing for Business

Thursday 12th

Digital Marketing

Monday 16th

Blogging for Business

Tuesday 17th

Essential Management Skills

Wednesday 18th

Introduction to Google Display Ads

Thursday 19th

Developing video content for your Business

Tuesday 24th

Search Engine Optimisation (SEO) - An Introduction

Wednesday 25th

Finance the Basics

Tuesday 31st

Boost your Sales Success

To book please contact the training team on 0131 221 2999 option 4 or email training@edinburghchamber.co.uk



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

A decade ago, the financial crisis and ensuing recession changed everything – and those working in the events industry were hit hard.



Gone were the days of lavish budgets and using events as a spending exercise, it was time to get creative. While nobody would have wanted that cataclysmic global event to happen, the change it forced on the industry hasn't been all bad. In fact, it could be said that it's revitalised the work that is done by events professionals, compelled them to work more closely with in-house marketing teams and the benefit to clients is significant. That's why when you do them right, events can deliver a great return on your investment.

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

Speak to a professional

There's a good reason why an events specialist should be your first investment and that's because of the amount of time and money they can save you. Don't expect your in-house

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

Decide on your business goals

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

At great deal of businesses have amazing ideas for events but don't have the budgets to make them happen. This doesn't have to be the end of the conversation, because any events professional worth their salt will help you find innovative ways to solve gaps in funding

investment means for your company and how to achieve it.

Be realistic

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

Mitigate risk

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

A venue with a difference!

Scotland's first luxury floating hotel, Fingal, recently celebrated one year since opening in the historic Port of Leith.

A former Northern Lighthouse Board ship for 36 years, Fingal has seen a £5m transformation into an exquisite 23-cabin boutique hotel and exclusive use venue by the award-winning team at The Royal Yacht Britannia.

Andrew Thomson, Head of Fingal and Britannia's Hospitality & Events, talks about the unique offering Fingal brings to businesses looking for a venue with a difference and shares an insight into the crew's key focus for 2020.

Q. What does Fingal offer that no other venue can?

We've found over the past year that many corporate clients are looking for a venue with a truly unique offering, and Fingal ticks the box for this.

From arriving along the cobbled quayside where Fingal is nestled in a tranquil dock, to our stunning ballroom, Fingal really is a venue like no other with sweeping deck spaces and attention to detail at every turn.

Guests marvel at the luxurious and unique craftsmanship throughout the ship. All cabins are named after Stevenson Lighthouses with a chart of the sea contours of the lighthouse's location stitched into a leather panel above each bed. Guests can even experience Fingal's engine room which has been encased in a glass panelled walkway, allowing you to walk through this magnificent space and take in the heart of the ship.

Last year we held spectacular exclusive use events on board, with clients captivated with their venue choice. We are very fortunate to have both Britannia and Fingal as such stunning venues. Fingal offers clients taking an event on board Her Majesty The Queen's former Royal Yacht the opportunity to provide their guests with luxury accommodation and unique meeting spaces.

The Lighthouse Bar onboard, which is open to non-residents, offers a relaxing space for guests to enjoy Afternoon Tea or an evening meal prepared in the galleys on board by our in-house team of talented chefs.

Looking ahead, 2020 holds exciting plans to enhance our offering, with work commencing on the refurbishment of one of The Royal Yacht Britannia Trust's vessels, Royal Nore, which was previously used by The Queen during her visits to the Thames for official events. This addition to our fleet will allow guests staying onboard Fingal to be transported to Britannia for evening events. Although in the early planning stages,



we intend to run day trips to the three iconic Forth bridges, and down the East Coast.

Q. What's Fingal's key focus for 2020?

Wellness is a key strategic focus for us this year. The Scottish Government has stressed that collective wellbeing is as fundamental as GDP growth and we recognise that businesses are increasingly getting on board with this ethos. Fingal is well placed to tap into this growing market with our tranquil location by the sea, away from the busy city centre, and close proximity to the Water of Leith's walkways. Our deck spaces offer calm areas for relaxing and entertaining, and we have recently planted our own coastal wildflower garden, in conjunction with the Royal Botanic Garden Edinburgh, which overlooks the dock where wildlife of many kinds can be spotted including a family of swans who have made their home beside Fingal.

The environment is also a key focus this year. We've been working hard to reduce our carbon footprint, and have made strong headway with this by replacing our company cars with two hybrid vehicles for transporting guests, and we hope to soon offer an electric car charging point. We have also dramatically reduced single-use plastic by providing crew members with reusable metal water bottles (over 200 across Britannia and Fingal). We also work with many local suppliers such Scottish textile designer Araminta Campbell, whose weaving studio is opposite Fingal. Araminta created a beautiful bespoke design for our bed runners and cushions.



Q. City Centre vs Leith – how does Fingal compete with the city centre venues?

We offer the opportunity to escape the stress of the city, whilst being just 2 miles from George Street. Guests can indulge in a stroll along the pathways of the Water of Leith or take in the sea air from our sprawling deck spaces. Our proximity to Edinburgh Airport is also a big factor as guests avoid delays battling the city centre traffic. Parking can also be a real concern for event organisers, so our on-site free parking is a huge benefit.

Fingal's Lighthouse Bar is an option for guests, and non-residents, who wish to dine on board, and there is no end of other great places to eat in Leith including Michelin starred dining at Tom Kitchin's eponymous Edinburgh restaurant, The Kitchin, and Restaurant Martin Wishart. And of course, Fingal's sister ship, The Royal Yacht Britannia, is berthed a short stroll away.

We were so proud to see Fingal reach No 1 on TripAdvisor within the first 6 months of opening. Our aim is to carve out a new standard of luxury customer service in Scotland, while being aware of how our operational decisions impact on the environment. Our reviews are giving us the confidence that we are already consistently delivering this to our guests.

www.fingal.co.uk | 0131 357 5000

Corporate Events and Hospitality at Edinburgh Business School

Located just 7 miles west of Edinburgh city centre, Edinburgh Business School offers an ideal location for business and corporate events for up to 100 delegates.



The venue includes lecture theatres, breakout rooms and a private dining space ideal for conferences, seminars and meetings; as well as a bright spacious atrium ideally suited for hosting exhibitions, corporate dinners and receptions.

Edinburgh Business School is located within Heriot-Watt University and lies in the peaceful

landscaped acreage of Riccarton Campus. The campus is easily accessible from the M8 and city bypass, and is just a ten minute journey from Edinburgh Airport. Event delegates have access to the ample complimentary car parking located onsite.

Offering two purpose-built lecture theatres, accommodating up to 100 delegates each, facilities can be configured to facilitate any event type. Each theatre includes six breakout rooms for up to 8-10 delegates and each theatre has its own lounge area - perfect for serving refreshments. The venue offers complimentary Wi-Fi throughout and the theatres come with inbuilt AV.

This unique venue includes onsite executive accommodation within two-minute walk, providing a spacious complex of 30 ensuite bedrooms located over three floors. All rooms have king-sized beds, complimentary Wi-Fi and ample desk space, as well as a private balcony or patio. Hotel guests have access to gym facilities and fitness classes at Oriam – Scotland's Sports Performance Centre.

Event catering, delivered through 'Inspire Catering', offers delegates a wide variety of award winning, high quality and nutritious menus for any occasion from breakfast meetings to corporate dinners or receptions

and anything in between. We have a wide variety of suggested menu options from healthy breakfast options, to a fork buffet to canapés or a four course sit down dinner and much, much more. Alternatively our Head Chef can deliver bespoke ideas for your event to suit you or your clients' aspirations. Inspire Catering, part of CH&CO, hold a Healthy Living Award, use fair trade and ethical products and are more than happy to facilitate any special dietary requests.

Day to day Edinburgh Business School offers business management and corporate Executive Education on campus and flexible online learning programmes for students across over 160 countries. In addition, 2018 saw Edinburgh Business School launch a Business Incubator as a bespoke supportive environment for new business start-ups and entrepreneurs.

For further information or to speak to someone about your event please contact our Events Team via email on ebs.eventinfo@hw.ac.uk or call **0131 451 3090**.



Passionate About Conferences

Here at Surgeons Quarter, we have a long history of innovation and inspiration. In fact, we have been pushing the boundaries of surgical excellence for over 500 years. Precision is just one of the many things that we are passionate about. We channel this level of care and attention to detail into providing not just good, but outstanding conference venues for businesses that are as passionate about getting things right as we are.

We are delighted to share our passion for conferences with you by providing these three top tips:

1. Give Your Delegates Variety

Hold your meeting in a grand nineteenth century hall surrounded by portraits of surgical heroes or a purpose built conference centre equipped with laboratories. Why not make the most of both- with four different events venues at Surgeons Quarter, your delegates can have a change of scenery and a breath of fresh air between sessions.

2. Be Part of a Strong Team

There are no prizes for pulling together a big event single-handedly. Surgeons Quarter's Events Coordinators are experienced, passionate and ready to help.

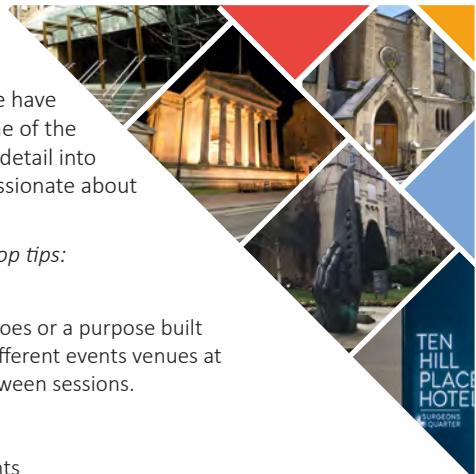
3. Be Accommodating

If your attendees have travelled far, they're going to need a good night's sleep. Ten Hill Place Hotel holds several awards, including four AA silver stars, and is located right onsite at Surgeons Quarter.

Bonus Tip: Consider Your Cause

Can your conference leave a wider impact?

Our profits go towards improving surgical outcomes worldwide, meaning the ripples of your conference will go further than you ever imagined.



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We view each catering contract as a unique service, tailoring our approach to the individual needs and goals of that organisation. Our approach is always personal, proactive and professional and we work in tandem with local suppliers to choose the best fresh seasonal products on the market.

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

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Edinburgh Trams: Supporting the City's Events

What does it take to move 36,000 Spice Girls fans?



"A plan, a brilliant team to enact it, and nerves of steel!" says Lea Harrison, Managing Director of Edinburgh Trams.

With its own bespoke tram stop, events at BT Murrayfield are a key fixture for the tramway. On an event day Edinburgh Trams transports up to 42,000 fans to and from BT Murrayfield, running from every three minutes throughout the day.

Planning is key, along with working with all the other key agencies involved to ensure a safe, smooth process, so the memorable moments happen within the stadium. The Operations Control Centre within the tram depot works with the Event Manager on the ground, making sure people are deployed where most needed, and more importantly that there are trams to keep the city moving.

Lea said, "On event days the management and support team are all out assisting our operational team. Our board members also

commit to work an event and it gives them the opportunity to get to know the team better."

The introduction of the return ticket in 2016 was a game changer for Edinburgh Trams. The tram only ticket gives event goers the convenience to head straight for the tram stop without having to stop at a ticket machine or purchase a day ticket when they only require two journeys. From a revenue protection view point, the return ticket ensures those who board the tram have the correct ticket and allows for more accurate financial reporting.

In 2017 Edinburgh Trams started to recruit employees with the sole purpose of supporting events. Event Assistants are trained in the same way as their colleagues with sessions on safety, crowd management, customer service and Edinburgh Trams' vision and values.

Lea added, "The investment in Event Assistants has allowed Edinburgh Trams to

redeploy Ticketing Services Assistants so they can keep the queues moving, and ultimately make the customer experience quicker and easier which is great when you have to move a large number of people during a certain window of time."

Edinburgh Trams supports the city's busy August festival and during that month the tramway runs an all-night service on Fridays and Saturday so festival goers can plan their evening without the disappointment of having to leave a performance early.

Out with the city centre Edinburgh Trams works closely with the Royal Highland Centre. The tramway has seen year on year growth of those choosing to take the tram to Ingliston to see the world famous Royal Highland Show.

There is nowhere more iconic than Edinburgh to bring in New Year and for the last four years Edinburgh Trams has offered a free Hogmanay service to revellers. During this time nearly 20,000 party goers have got home by tram.

Lea said, "The free Hogmanay travel is really our thank you to the city and to help those celebrating get home safe. Edinburgh Trams runs through the heart of the capital and its important for us that we work together so we can all share and support Edinburgh's success."

"Planning is key, along with working with all the other key agencies involved to ensure a safe, smooth process, so the memorable moments happen within the stadium."

Constructing the future of Edinburgh

Hector MacAulay, Regional Managing Director of Balfour Beatty's Scotland & Ireland business discusses the company's heritage and community in Edinburgh.

Edinburgh is a thriving city in which Balfour Beatty has spent decades investing in key construction, infrastructure and new development.

Through our projects in Edinburgh, we are committed to delivering social value for local communities by creating employment and apprenticeship programmes, developing local supply chain spend, and helping local authorities unlock vital regional growth.

I believe the construction industry has a responsibility to support the communities in which it operates, and to leave a lasting and sustainable legacy when it moves on.

With works procured through the Scape Civil Engineering and Infrastructure framework, we've recently been appointed to deliver the £22 million repair works at North Bridge, the listed bridge over Waverley Station, linking the High Street with Princes Street, and the Old Town with the New Town. This work will restore a historical piece of infrastructure in the city, helping to maintain connectivity between Edinburgh's different areas.

With our understanding of Edinburgh's provisions, we have completed works at all corners of North Bridge including the Balmoral Hotel, Scotsman Hotel, and Waverley Gate and in doing so, enabled vital tourist hot spots to continue to welcome travellers from across the world to marvel at Edinburgh's wonders.

We have a longstanding relationship with the University of Edinburgh, stretching back more than 30 years. Universities play a vital role in research, teaching, and driving economic development. We're proud to have established a strong relationship with the University of Edinburgh, and in Spring 2019 we were appointed to refurbish the iconic former Edinburgh Royal Infirmary building on Lauriston Place. This Grade-A listed structure is to be given a new lease of life as the University's Edinburgh Futures Institute. The refurbishment being carried out by Balfour Beatty will see the employment of a local workforce of 170,



including a range of local supply chain partners.

As our presence in Edinburgh has increased over the past 50 years, the number of employment opportunities for local people has also risen, with Balfour Beatty currently employing 1,818 people in Scotland.

From delivering the £50 million major improvement works at Edinburgh Waverley on behalf of Network Rail, whereby the team renovated 34,000m² of roof, including 28,000 new glass panels, repairs to steelwork and columns and repainting; to delivering ongoing maintenance works on the much-treasured structure, Forth Bridge since 2002, it is vital that we continue to safeguard young people's interest in our industry to ensure there are people to deliver these schemes and maintain Edinburgh's infrastructure to an exceptionally high standard.

We were therefore pleased to welcome Sharief, a 15-year-old secondary school

student, to the University of Edinburgh to undertake a week of work experience. He gained a valuable insight to our £36 million 'Institute of Regeneration and Repair' (IRR) development project in November 2019.

Speaking about his placement, Sharief said: "Working with Balfour Beatty was brilliant. They made me feel very welcome on site; it was very informative, and I learned a lot. I was so amazed by the technology that was used, and it made me want to learn more about how the construction industry works. I have learned that there are so many opportunities and paths you can go down in construction, which has excited me for the future."

We are truly excited to embrace what the new decade has in store for the industry and hope to welcome many more young people in Edinburgh, like Sharief, into our sector through our exceptional apprentice and graduate opportunities.

Edinburgh Chamber Partner Dinner 2019

Edinburgh Chamber of Commerce and The Kitchin Group were pleased to host Chamber partners at The Kitchin restaurant in November.

This was an opportunity for the Chamber to thank our valued Partners for their ongoing support of the Chamber and for the Partners to meet one another. It was a great evening with exceptional food and valuable discussions. The Chamber would like to extend our thanks to Ron and Tom Kitchin for their kind hospitality. The Kitchin's philosophy 'From Nature to Plate' presents modern Scottish cooking influenced by classic French cooking techniques. The restaurant reflects an appreciation of the best ingredients available from the land and sea.



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

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ENTERPRISE PARTNERS



Coming up at the Edinburgh Chamber

Chamber lunches are becoming one of the most popular series in our events calendar, offering members the chance to eat at some of the most delectable dining spots in the city.

Whilst you enjoy a two course lunch and drink, you get to meet new people and grow your network as you move seats between courses. In the coming months we'll be heading to Brewhemia, Gaucho and our George Street neighbours Hard Rock Café for some appetizing afternoons!

We'll also hear from Edinburgh Trams and Scotrail at our Developing Edinburgh series in February and March. At the Edinburgh Tram event, we'll hear from a panel of speakers who'll update on the Tram to Newhaven project currently underway. The team will cover a

number of areas including the approach to construction, programme overview and the future of tram in the City.

In March, we'll be joined by the global full-service performance marketing agency DAC as they discuss the importance of putting an appropriate measurement plan in place, and look at some of the pitfalls to watch out for when using some of the most common KPIs, at an interactive analytics masterclass.

On the last Friday of each month, we spend our morning at a unique location in our City.

Members enjoy networking and a glimpse behind the scenes of each venue. Our first stop is over to Lothian Buses Annandale Street depot and control room, to see all of the goings on at one of the region's largest employers, with over 2,500 staff, 1,700 of whom are drivers. And in March we're heading along to Holyrood Distillery, Edinburgh's first single malt whisky distillery for nearly 100 years, which opened last summer.

All of the events above and many more, are available to book today – take your pick and we'll look forward to welcoming you soon!





Events

FEBRUARY

Lunch at Brewhemia	Wednesday 12th	12:30 / 14:30
Breakfast Speed Networking	Friday 14th	08:30 / 11:00
Developing Leith: Edinburgh Trams	Wednesday 19th	08:30 / 10:00
Early Start at Lothian Buses Ltd	Friday 21st	08:30 / 10:00
Edinburgh Chamber of Commerce Business Awards 2019	Thursday 27th	18:30 / late

MARCH

Trade mission to Dublin, Ireland	Wednesday 4th	
Marketing Clinic with DAC	Thursday 5th	09:00 / 10:30
Inspiring Women in Business Panel	Wednesday 11th	12:00 / 14:30
Early Start at Holyrood Distillery	Friday 13th	09:00 / 10:30
Lunch at Gaucho	Wednesday 18th	12:30 / 14:30
Trade Mission to Philadelphia, US	Saturday 21st	
Developing Edinburgh: Scotrail	Tuesday 24th	08:30 / 10:00

APRIL

Lunch at Hard Rock Cafe	Wednesday 22nd	12:30 / 14:30
How to be a Trustee	Wednesday 29th	09:00 / 11:00



Atta and
Laura-Jane



Gregor
Cunningham



Lena
Wilson

New appointments at Princes Trust

With over 15 years' experience working with companies, individuals and organisations to achieve their philanthropic goals, Laura-Jane looks forward to connecting the Chamber's vast membership with the array of employment and educational opportunities The Prince's Trust provides, in her new role as Head of Philanthropy with The Prince's Trust Scotland. Key upcoming opportunities include a new flagship Edinburgh centre and an exclusive initiative for female entrepreneurs and business leaders.

Atta has been with The Prince's Trust for 3 years, initially focusing on engaging with BAME communities throughout Scotland. Responsible for developing partnerships with Local Authorities, Third Sector organisations, schools and those communities with high Minority Ethnic population. He then became an Operations Manager with a particular focus on education and most recently was appointed Business Development Manager. Now, he works closely with a number of partners, with a focus around entry level employment opportunities, developing corporate volunteers and sponsorship opportunities.

FarrPoint welcomes new Marketing Manager

Gregor Cunningham joined Connectivity specialists FarrPoint at the turn of the year as the company's new Marketing Manager. His responsibilities include overseeing FarrPoint's internal and external communications, with the ambition to support further business growth.

Gregor has a breadth of experience working at marketing agencies such as RAPP and The Big Partnership, as well as in-house marketing teams, including his recent role at digital solutions company Exception. Gregor joins the business at an exciting time, with the recent announcement of FarrPoint's new Canadian subsidiary and some substantial new business wins. The recent appointment of The Leith Agency founder, John Denholm, as Non-Executive Director along with Gregor's arrival, reflects the organisation's strong commitment to growing the FarrPoint brand.

Commenting on his appointment, Gregor said: "I'm extremely happy to have joined the team at such an exciting time. I'm looking forward to working closely with the Directors to help realise their ambitions and continue the company's progress in 2020 and beyond."

Lena Wilson appointed as Chiene + Tait's new Chair

Dr Lena Wilson CBE, one of Scotland's most prolific and experienced business leaders, has been appointed as the new Chair at accountancy firm Chiene + Tait (C+T). As Chair, Dr Wilson will work with C+T's 13 partners to support them in the firm's continued growth and development.

Carol Flockhart, C+T's Managing Partner, said: "As one of the most respected and accomplished business figures in Scotland, she has a wealth of experience across the global community as well as immense insight into the UK economy. We are absolutely delighted to welcome her to the firm and I look forward to working closely with her."

Dr Wilson said: "I relish the opportunity to be joining Chiene + Tait; I'm very pleased to be coming on board for this next phase of the journey where we will focus on further growth and development of the firm's business and its people."

BUSINESS COMMENT IS AN EDINBURGH CHAMBER OF COMMERCE PUBLICATION

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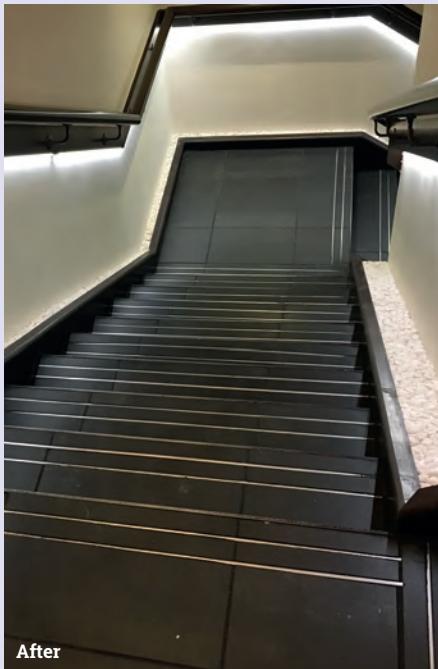
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