

Business Comment

DECEMBER/JANUARY 2021

Transport and
Infrastructure



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Transport and Infrastructure

Welcome to the latest issue of Business Comment.

Cities are the engines of our economy, driving growth and prosperity for our citizens, hotbeds for innovation and creative dynamos of the arts, culture and creative industries.

And our city centre is the very heart of our city, Scotland's Capital and the biggest force in our national economy.

That is why Edinburgh Chamber, along with other business organisations, has been demanding greater action from our political and civic leaders – both at national and local level – to focus on what they can do to help our city centres plot a recovery from the enormously damaging impacts of the Covid-19 pandemic and the restrictions imposed to combat it.

An estimated 70% of the population will live and work in cities by 2050. But the pandemic has been a catalyst for a major shift in the way we work, travel, socialise and come together. Neighbourhoods have benefited from the 'buy local' messages as people work from home and travel less. Communities have come together to support each other and in many ways we have rediscovered the values of a more cohesive society. The new buzz phrases are 'the 20 minute commute', 'Place-Making' and 'empowered communities'.

All good. But our city centres do so much to define our cities and the success they enjoy, or not. Big international brands recognise the demand and success that Edinburgh's unique centre has to offer. This has created a vibrant city with choice, entertainment and a quality of life that attracts talent, students, entrepreneurs, investors and visitors.

This summer we saw a reduction in footfall of 2 million each month in the city centre, significantly impacting retail and hospitality. Working from home, likely to continue to spring 2021, further

impacts the city centre making many businesses unviable. The number of unemployment claimants in Edinburgh is up 200% since February with over 69,000 people on Furlough. The Scottish Licence Trade estimate up to two thirds of licenced premises may be mothballed or closed if the restrictions continue. Potentially a loss of up to 5000 jobs. Many hotels closed through the winter.

While successful neighbourhoods are, or course, to be celebrated it must not be an 'either or'. Without our vibrant city centre, what will the future of Edinburgh look like? We cannot be complacent and take for granted continuing success if we allow our city centre, our most prized asset, to wither on the vine.

It is therefore encouraging to read that St James Quarter and their billion pound plus development aimed at reimagining our city centre as a retail destination has the continued confidence of national and international retailers and hoteliers, despite the huge problems we have faced through coronavirus.

Business wants to build again, to invest, to grow and we need our politicians to provide the policy environment to help us provide the jobs and opportunities that our citizens depend on. Edinburgh Chamber, as ever, will be speaking up for businesses.



Liz McAreavey
Chief Executive,
Edinburgh Chamber
of Commerce

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Cleaner, Calmer
and Greener
City Centre



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New Life for Edinburgh's
Beating Heart

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Covid has shown us how to build a collaborative city

We all have to eat. Yet the pandemic meant that more people than ever before in Scotland's capital city were not sure where their next meal would come from.



Covid shone a disconcerting light on just how fragile the circumstances are of many families of all shapes and sizes. Thankfully, led by that same light, many amazing cross-sector collaborations, supported by people from all walks of life, stepped up so that those in need were fed.

RBS, for example, used their Gogarburn facilities and expansive client network to access and gather food – and much more – in one place to be distributed to partner charities. Cyrenians turned their training kitchen into a production kitchen where staff, aided by volunteers including furloughed chefs, were producing up to 1000 meals a day. Meanwhile, supported by donations from supermarkets, businesses, and elsewhere, Cyrenians' FareShare operation geared up from distributing 10 tonnes of surplus food each week, to distributing 80 tonnes, allowing them to deliver food for around 1 million meals between March and July. Other organisations, such as Scan Academy, Broomhouse Centre, Big Hearts, Fresh Start, Grassmarket project and a myriad of others, all found their own ways of getting food to those who could not otherwise access it. One 100-year-old woman

baked 60 cakes for food parcels. Phoenix staff baked and bought cakes for the same purpose. Leith Rugby Club players, many on furlough, supported the Citadel Youth Project to distribute food. Mimi's bakers donated cakes. There were pies from Jarvis's Vans from Arnold Clark. Laptops donated so folk could stay in touch. Clothes, socks, toys, and so much more was given. In fact I probably should apologise to the many acts of generosity I have missed! So many people who were facing real crisis due to Covid were supported by so many others, who gave what they had to people they would never know.

For those sleeping rough it was a particularly challenging time. But a real cross-sector partnership between the third sector, the City Council, the Scottish Government, and the private sector in the form of hotels, helped over 700 people off the streets and into accommodation in hotels between March and September. In all that time, not one person staying in the hotels contracted Covid.

There are so many other amazing stories to tell. The Chamber's Inspiring Communities and Inspiring Talent Networks will be running a campaign in the next few months to tell some



more of these inspiring stories in more detail. We don't just want to inspire and celebrate, as positive as this will be, but we also want to encourage all of us to ask the question: if we can collaborate so quickly and effectively when faced with a crisis, if we can shatter silos and break barriers with such great effect in a time of particular need, why can't we do it all the time? We want to create a "next normal", which continues to see different sectors not as 'foreign' to our own world, but as places where we can all seek to collaborate with our fellow citizens, to keep making our Capital City a place where everyone knows that they matter, and where we all belong, whatever our story or circumstance.

Ewan Aitken, CEO Cyrenians

Local government leaders call for post-COVID recovery to be rooted in stronger, wealthier communities, new Arcadis report finds

As COVID-19 continues to dramatically change the way we all live, travel and behave, a new report from Arcadis has highlighted some of the key priorities for both local government and the general public, as authorities across the country look to deliver a recovery that builds back stronger communities.

To better understand what the public, local government and public sector leaders see as the top priorities for post-COVID recovery in their areas, Arcadis carried out research covering 1,700 organisations and individuals. More than 60% of local government respondents agreed that a focus on 'community wealth building' would help to revitalise town centres. Meanwhile, with more than 1 in 3 members of the general public calling for a prioritisation of improvements to the high street, the research highlighted a growing consensus that the recovery should be a unique opportunity for a radical rethink of how we view our communities and live our lives.

COVID-19 has shown just how important the strength and resilience of our communities should be. The public opinion polling showed a clear preference for prioritising local interventions that protect and improve public health, local amenities and the environment. Amongst the general public, the polling showed that investment in green transport and home energy efficiency measures to tackle climate change ranked amongst the top priorities for local spending overall. Similarly, local authority leaders saw investment in active travel schemes that support walking and cycling, as well as measures to increase public transport capacity as some of the most achievable short-term goals.

The findings of the report strongly make the case for a renewed focus on implementing policies at all levels of local government that strengthen and protect the health, wealth and wellbeing of local communities, as well as delivering lower carbon and greener places that everyone can enjoy.

This is a crucial time for local authorities with the imminent Comprehensive Spending Review and further fiscal interventions from Central Government likely before the end of the year. More than ever the private sector has an essential role to play supporting local authorities in managing these challenges and delivering stronger and wealthier communities.

To help local authorities better understand how the private sector can help, Arcadis has developed a range of short- and medium-term opportunities and recommendations for a shared recovery that strengthens communities. These five 'levers' for a shared recovery include:

- Embracing the principles of 15-minute communities



- Creating the right homes in the right places
- Re-imagining town centres and high streets
- Putting digital inclusivity at the heart of the health and wellbeing agenda
- Actively exploring new forms of mobility

Across all of these levers, there needs to be consideration of any climate impacts to ensure the recovery builds greener communities as well as stronger ones. Similarly, they must be underpinned by emerging innovative digital tools that have the potential to radically improve the effectiveness and inclusivity of local authority policies and services.

Arcadis is now calling for greater collaboration between local authorities and the private sector to ensure the unique opportunity for lasting positive change to come from this crisis is not passed over.

Mark Cowlard CEO of Arcadis UK and Ireland said:

"The spread of COVID-19 has dramatically changed how communities live, travel and behave. From breaking old certainties to the acceleration of new trends, it has forced us to quickly adapt to new ways of living.

"While some of the longer-term effects may take years to be fully understood, there is a now a pressing need for action to rebuild our economy and tackle wider societal challenges. We must

work to understand the new landscape and the opportunities it could bring across business, public sector and political leadership. Most importantly, we have the chance to radically re-think how we view our communities and live our lives.

"We hope that through close collaboration between all groups involved in building back better, the benefits of the post-COVID recovery will extend well beyond simply bringing GDP back to pre-pandemic levels, but will also embed sustainable long-lasting change in our towns and cities, and for the people who live within them."

Lord Barwell, a strategic advisor to Arcadis and former Housing and Planning Minister said:

"The pandemic may have taken the climate debate off the front pages, but it will be back with bigger and bolder ambitions. As we look to forge a successful post-COVID recovery, it is crucial local decision makers, business leaders, and developers take note of this report and not only build back better, but build a healthier, greener and more inclusive society."

The full report can be viewed and downloaded here. <https://www.arcadis.com/en/united-kingdom/our-perspectives/recovery-campaign/our-shared-recovery-plan-for-stronger-communities-arcadis/>

Engineer Dr Carol Marsh awarded with OBE for services to diversity and inclusion champions vision that celebrates independent women

Edinburgh engineer Dr Carol Marsh, who has just received an OBE for services to diversity and inclusion in the Queen's 2020 birthday honours, wants to encourage girls and women to view engineering careers as a route to personal and professional independence.

Carol works as the Deputy Head of Electronics Engineering at aerospace engineering company Leonardo and believes that working as an engineer can provide women with professional independence to create solutions in a role that presents stimulating challenges every day. However, she also thinks that many students, parents and teachers still do not realise that engineering roles are amongst the best-paid jobs in the UK, offering a route to financial independence.

Educated in Edinburgh, Carol attended Tynecastle High School before studying Electrical and Electronic Engineering at Napier University. For decades, she has pioneered new approaches to increase girls' and women's awareness of career opportunities. According to recent research, at present women only represent 12.37% of the engineering workforce, with only 30% of women who qualify in STEM disciplines remaining in the industry. She thinks that part of the problem is that there still isn't enough awareness about how empowering a career in engineering can be.

Carol said: "Engineering isn't just a job, it is a vocation. When you're an engineer, you're thinking about it all the time. If girls want to be independent, it is one of the best careers you can choose, because you get to do work that is really exciting, you look forward to coming into work every day, and you get paid good money to do so, so you can be truly independent both personally and professionally."

Carol's past roles have included working as the President of the Women's Engineering Society (WES) and the Chair of IET Scotland. She was responsible for launching the WES 'Female Engineering Student Conferences' across the UK to put female students into direct contact with female role models in the engineering industry. She also created the WES 'Primary Girls Intro to Engineering' events, which gave many girls their first taste of engineering, through activities incorporating everything from soldering to rocket building and coding. This annual event is now a mainstay of Leonardo's annual STEM calendar. While Carol has focused on encouraging girls and women

to consider engineering careers, she believes that the whole industry can benefit from engaging a richer diversity of individuals from different backgrounds, who can offer a wealth of perspectives that ultimately enhance innovation.

As an engineer who has always been fascinated by other women who have been first movers in new areas of innovation, Carol has invested a great deal of time and effort into establishing a catalogue of female innovators over the past century for WES, as a permanent resource for STEM Ambassadors, parents and teachers across the UK. These include female engineers, scientists and WES presidents from the 1920s to the present day. Many of WES's early members played a significant part in the nascent aeronautical industries, working as designers, engineers and pilots in the 1920s and 1930s.

Amy Johnson is possibly the most famous WES member, acting as WES President from 1933-1934 and renowned for her adventures as a pilot. She qualified as an engineer and worked hard to encourage and inspire other women to join the industry and become qualified. Johnson achieved worldwide recognition in 1930, when she became the first woman to fly solo from England to Australia. Flying a G-AAAH Jason, she left Croydon Airport, Surrey, on 5 May and landed at Darwin, Northern Territory on 24 May after flying 11,000 miles (18,000 km).

Carol said: "Amy Johnson is the perfect example of an independent woman who used her engineering skills to push boundaries. Seeing is believing, and it is more important than ever for girls and women to get to know these role models – to learn about how they faced and overcame challenges and took control of them using engineering skills. If these women managed it in the past, then there is no reason why they can't in the future."



Last year when Carol chaired the IET Scotland Dinner, she used the event to highlight the achievements of past pioneers including Radar Electronics Engineer Betty Laverick, Electrical Engineer Margaret Mary Patridge and little known Marine Engineer Victorial Drummond. In addition, Carol has collaborated with Dr Nina Baker, Engineering Historian, to research trailblazing female pioneers who transformed modern computing.

Despite all of her achievements, Carol was genuinely shocked to receive her OBE award. She said: "When I received the email, I couldn't believe it and all I wanted to do was shout it out and tell my family, but of course you can't and it's been so hard keeping it a secret. I want to thank everyone who nominated me and what I do would not be possible without the support of my family, the company I work for, Leonardo and the organisations I have been involved with including the Women's Engineering Society (WES) and the Institution of Engineering and Technology (IET)."

Are You Outgrowing Your Accounting System?

Growing businesses often outgrow their accounting software or legacy Enterprise Resource Planning ('ERP') systems that are unable to handle increased inventory and transactions, lack integration with other line-of-business applications and have reporting limitations. Customers also feel pain around scalability, mobility and cloud.

A modern business must work smarter and more efficiently to stay competitive. And where previously a business might have been able to work around the limitations of their current systems, what this year has shown is that those limitations are considerably more difficult to navigate when teams are not as centralised as they were previously. Regardless of where your team is located today, all of this takes time and effort to maintain, so how can your business grow.

Not sure if this applies to your business?

Take a minute to identify if your existing systems have what it takes to make the most of new opportunities. Take into consideration some typical signs customers experience when they want to handle additional growth and see if they sound familiar:

- Systems are disconnected and information is siloed
- Duplicate data entry into multiple systems frequently occurs
- Accounting occurs in Excel and not in your financial system
- Reporting is complicated and provides insufficient detailed information
- Lack of secure workflows and audit trails increase risk
- Inability to handle increased inventory and transactions from sources such as e-commerce

When we see these issues being raised the most obvious solution to recommend would be to implement an end-to-end ERP business management solution that connects data from across the entire business to streamline business processes, improve customer interactions, and allows management to make better decisions. In the past, this has typically been a very expensive solution out of reach of most small to medium sized organisations with expensive software, new hardware and software and then expensive migration and implementation costs.

What have we done in the past?

In the past we would have built custom



software that would integrate into accounting systems such as Sage and Exchequer to help businesses meet specific business requirements that the accounting software could not offer out of the box. We have considerable experience in building integrated applications for areas such as stock control and purchase order process as well as integration into customer websites for both order taking and customer relationship management. And although these have worked well for our customers, the risk with these types of solutions is that when the vendors upgrade their core accounting systems, the bespoke software integration may also need updated. All of which results in a loss of time and revenue and an increase in cost.

So what is so different now?

Microsoft Dynamics 365 Business Central is designed to provide tools to better manage your financials, automate and secure your supply chain, boost sales and customer service, while optimising your operations. It connects your people and processes with a single, unified solution integrated into Microsoft Office 365, so data can be quickly and easily shared with key people throughout your organisation.

That means you get access to current, accurate data so you are making informed decisions possible. For example, when a sales rep working from home or on site makes a change to a customer quote, it gets reflected in the numbers being pulled for a forecast report back at the office. With more accurate information at your fingertips, decisions have a bigger impact on the bottom line.

As an all-in-one platform solution, it makes managing financials, sales, service and operations easier and faster at a lower cost of ownership, compared to traditional ERP solutions and is tailored to specifically meet the needs of SMEs. Being a cloud-based solution, Business Central offers faster implementation and migration from existing systems, no upfront hardware and software costs, combined with a much lower cost of ownership based on a monthly, per user, per month licensing model and that can be accessed securely from anywhere from any device in the same way that you can get your email and files from Office 365.

How can Endeavour help?

We are delighted to announce the addition of Dynamics 365 Business Central to our range of Microsoft cloud-based solutions. Our Microsoft Certified team have been delivering Dynamics 365 based solutions since its launch and in addition our implementation and migration services are led by a Chartered Accountant with over 30 years practical experience in delivering the right information at the right time to organisations across many different types and sizes.

If you would like to speak with someone about how Dynamics 365 Business Central could help support and grow your organisation, call us at either our Belfast office on 028 9031 1010 or Edinburgh office on 0131 376 0090 to discuss the potential power that Business Central could deliver to your organisation. Additional information on Business Central and the services we provide can be found on our website at <https://www.endeavour-is.com>.

Amplifi Solutions grows team a year on from launching in Scotland

Roger Daynes hired as Regional Manager for Scotland to work alongside Commercial Director Jamie Watts

R&D tax credit specialist Amplifi Solutions has grown its team a year on from launching in Scotland. Roger Daynes is their new Regional Manager for Scotland, bringing experience from an international career in technology, sales, marketing and growth, working in leadership teams at organisations including AEGON, Zurich and Nasdaq-listed Copart. Daynes will work alongside Amplifi's Commercial Director, Jamie Watts, who joined Amplifi from Scottish tech recruitment firm iMultiply in June 2019.

Amplifi Solutions was co-founded by Jeff Drennan and Chris Maylin in Belfast in 2014, but with the Scotland office growing quickly over the last twelve months, around half of all Amplifi's new clients are now headquartered here. Amplifi's client base in Scotland includes venture capital-backed startups QikServe, the hospitality sector app which enables touch ordering and payment; identity and access management platform Symphonic Software, and Aberdeen-headquartered clean energy technology group East Coast Oil & Gas.



Jeff Drennan, Managing Director and Co-Founder of Amplifi Solutions, said: "We're excited to grow the team in Scotland, a country whose entrepreneurs continue to build a global reputation for innovation, tech know-how and are creating some leading technology companies. Most of these businesses are in the SME sector and are innovating every day, which means they have the most to benefit from the R&D tax credit incentive."

Drennan added: "Getting Roger on board, in addition to Jamie joining the senior team last year, gives us a wealth of advisory talent at a time when government support has never been so high, nor so essential. For our new Scottish clients, we are highlighting areas of innovation within their business they didn't even realise qualified, which is opening up a new R&D tax relief avenue for businesses of all sizes and sectors across the country."

"Being part of the Scottish diaspora in North America and the Middle East allowed me to see how highly rated the nation is when it comes to all things tech. At Amplifi Solutions I now have the chance to work with many of our most dynamic businesses and help them to harness their growth aspirations and potential."

HMRC's latest R&D Tax Credit statistics, published at the end of September, revealed that Scottish SMEs made over 2,405 claims equating to £135 million R&D tax credit funding in 2018/2019, with the overall figures for Scotland-based businesses as a whole at 2,925 claims equating to £235 million in R&D tax credit funding. In the UK as a whole, £5.3 billion of R&D tax relief support was claimed in 2018/19 equating to £35.3 billion of R&D expenditure.

Roger Daynes, Regional Manager for Scotland at Amplifi Solutions, said: "Being part of the Scottish diaspora in North America and the Middle East allowed me to see how highly rated the nation is when it comes to all things tech. At Amplifi Solutions I now have the chance to work with many of our most dynamic businesses and help them to harness their growth aspirations and potential."

Private equity firm Maven Capital Partners is one of Amplifi's advocates, with Maven's Investment Director, Alan Robertson, adding: "At a time when businesses are being tested by a number of external factors, it has never been more important for them to continue to innovate. A number of Maven investee businesses conduct high levels of ongoing R&D as part of their day-to-day operations and it is encouraging that they are able to get support for this important investment by making use of the R&D tax credit incentive."

About Amplifi Solutions

Amplifi Solutions provides an end-to-end R&D tax credit service from a team of qualified accountants, data analysts and technical experts who guide clients through the entire claim process, from innovation discovery, data analysis, case study writing and submission of claims. Amplifi has built a trusted reputation in the marketplace with clients, accountants, investors, advisers and HRMC.



activpayroll Donates Annual Social Budget to Local Charities

activpayroll, the global payroll and tax compliance specialist headquartered in Aberdeen, Scotland has announced it has donated a five-figure sum to four Scottish charities during the coronavirus pandemic.

activpayroll has donated a combined total of £16,000 to Maggie's, Friends of Anchor, Charlie House and Support in Mind Scotland, with each receiving £4,000. It is hoped that the funds will help the charities continue to support those that really need it during these unprecedented and challenging times.

activpayroll's social committee, activ-in-action, is granted an annual budget for company events such as Summer BBQ's, quiz nights, Christmas parties and also organise smaller gestures such as breakfast for the team on a Friday and free fruit. With all social events cancelled for 2020, activ-in-action was tasked with coming up with an alternative to give team members. Various ideas were considered, including takeaway food vouchers, supermarket vouchers and virtual group events with prizes, however, the ultimate decision was unanimous, the money that would normally be spent on events would go to activpayroll's chosen charities for 2020.



Charity has always been high on activpayroll's agenda, since 2016, the team has raised in excess of £100,000 by taking part in a range of challenges and events. At the beginning of 2020, activpayroll was set for another year of fundraising and challenges, however when the coronavirus pandemic hit, these had to be put on hold, ultimately affecting the charities that so heavily rely on donations to survive.

Alison Sellar, CEO of activpayroll, commented:

"With charities across the country working hard to ensure they stay afloat during these turbulent times, it is more important than ever that as a company, we support them in any way we can. I am always immensely proud of all the charitable work that goes on across the business, especially the team's decision to donate the annual social budget to charity. I would urge other businesses who are in a fortunate position like us to do the same this year."

New Scottish HQ for Summers-Inman

Construction and property consultants Summers-Inman has opened a new Scottish headquarters in Edinburgh as part of a strategic growth plan north of the Border.

Located on the west side of the city, the new state-of-the-art office measures over 2400 square feet and is considerably larger than the company's previous base in the capital.

The move to larger premises has been made to help meet rising demand after a series of significant contract wins, with the professional surveyors planning further growth in 2021.

The expansion into a new main office at New Mart Road with its improved open-plan facilities and IT connectivity, comes after nearly seven years at nearby Craigmillar Avenue.

Aynsley Cheatley, Regional Managing Director (Scotland) said: "

"We're delighted with the new premises. It's in a more commercial area, close to a number of our clients and can accommodate future expansion. Due to recent contract successes there is a need for a larger space. We have more capacity than our previous office which allows us to accommodate our future growth plans."

The new Scottish HQ has seen a significant investment in office furniture, technology and the latest audio-visual equipment.

"It not only provides much better facilities for our staff, but is also a much more modern and presentable commercial office space," said Mr Cheatley. "Like everyone, when lockdown was announced we switched to home working and have been able to seamlessly facilitate that due to recent investment in our IT and communications systems, with a cloud-based system and remote access facilities.

"We work much better collaboratively so although we can work from home, our new base will eventually allow us to do that. I don't see us returning to full-time office working in the short term but do envisage more flexibility in how we operate going forward."

Summers-Inman supported local businesses for the fit-out of the new office. Local contractor MPACT undertook the refurbishment works



with Leith-based Nutrend supplying the furniture. They also used their own in-house skills to design, specify, procure and manage the office fit-out and refurbishment works, with project management overseen by Associate Director, Michael Pollock.



Circular innovation that gives you a warm feeling

If you're concerned about the environment and ethical business, then Midlothian-based Sisaltech should certainly give you a warm feeling...

The company is breaking new ground in creating a natural, environmentally-friendly insulation material to keep homes warmer (and quieter) in a way that does not add to the production and use of plastics.

The company is bucking the insulation trend in using no oil or plastic in the production of their material, using instead the sisal fibre grown in East Africa and bought at fair price from small farming co-operatives.

And they are determined to re-use Sisal products, such as sacks used to transport coffee beans, to ensure their product is playing its part in creating a more Circular Economy and working with the Circular Edinburgh project.

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.

The Circular Edinburgh project is supported as part of Zero Waste Scotland's Resource Efficient Circular Economy Accelerator Programme, which will invest £73m in circular economy and resource efficiency projects, thanks to support from the European Regional Development Fund (ERDF). 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.

John Ferguson of Sisaltech said: "The majority of insulation products on the market are oil or plastic based and are themselves very carbon intensive to manufacture."

"The base material of all of our insulation products is sisal, a highly sustainable fibre crop which is grown by small-scale farmers in east Africa."

"We buy sisal fibre from small farmers co-operatives in east Africa for a fair price, import the fibre in the lowest carbon way possible, then blend it with other circular economy fibres (recycled wool, recycled blue jeans etc) to create a much lower carbon product than any of our mainstream competitors. In our ultimate circular economy product, the sisal is made into coffee sacks in Africa and used to transport the coffee beans to Scotland. After the beans are roasted we then shred the sacks to create the base material for our insulation."

"There are some other companies also producing natural fibre insulation products, e.g. sheep's wool insulation, or wood fibre insulation, but they all still use a plastic-based binder to hold the insulation together. We were not willing to follow this practice so developed our own starch-based binder as a more sustainable and fully biodegradable alternative."

"Finally, when you are installing insulation you inevitably have off-cuts. In the case of mainstream insulation products these go to landfill and can take 200-400 years to decompose. Our off-cuts can go in your brown bin for industrial composting and in the longer term we are considering a way of our customers returning the offcuts to us to be shredded and recycled into new insulation."

Sisaltech are working proof that the Circular Economy offers huge opportunities, both

for start-ups and for established companies creating new and innovative products and services.

John added: "Providing you have company directors and managers who can think outside the box and are not totally stuck in their ways, then it should be highly possible for all sectors and businesses to sit down to think about their activities and what they could do differently."

"A good starting point would be to think about everything that comes in the door. What materials are you consuming, how sustainable are they, where did they come from, and could there be a better and maybe recycled source?"

"Then think about how you are processing those materials, it could be as simple as changing from using nails to using screws so that at the end of life a product can be disassembled into its component parts for reuse or recycling instead of going into landfill. Think about your packaging."

"And finally, when your product goes out the door are you saying goodbye to it for ever? Do you really want to be the designer of a linear process where you have no control over what happens to your product at end of life?"

For further information please visit <https://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



Meet the Mentor

Oliver Tidman, Founder and Managing Director Tidman Legal offers his expertise and guidance to mentees so they can go on to develop successful businesses and become leaders of the future.

We are living and working in unprecedented times. With the current coronavirus restrictions, meeting face-to-face may no longer be an option but support remains available.

Often we think of business mentoring as a formal process, but a business mentor can be someone you catch up with over a coffee and a video call as regularly as you like for a casual chat. When people see you in your natural habitat it adds to the sense of trust that is required for a business mentoring relationship to work. If you are a business owner or leader, your everyday life is about mentoring – in the sense of creating an environment where people can thrive, where they feel safe and secure and able to develop.

Mentors enjoy opening up and sharing stories from their own business experiences that can often inspire new ideas or change your way of thinking, helping your business be nimble and innovative. I'm very honest about my mistakes and that can provide some of the biggest learning opportunities for a mentee. Having a business mentor can provide entrepreneurs with invaluable insights and support that can ultimately transform business performance.

As a business owner, your skills are constantly developing. Turning to a mentor for guidance and support is a great way to add to your skillset and discover how to improve your business strategy in many areas. Your mentor will be able to provide one-to-one expert support that focuses on your specific challenges.

Whether it be a catalyst for new ideas, a door to new and exciting opportunities, developing

Oliver Tidman
Founder & Managing Director
Tidman Legal



your skills, or a sounding board to bounce ideas off, Edinburgh Chamber of Commerce's Business Mentoring programme is mutually rewarding and I would strongly recommend getting involved.

If you're interested in getting involved in our Business Mentoring Programme we would love to hear from you. For further information on our Business Mentoring Programme, please call 0131 221 2999 or email mentoring@edinburghchamber.co.uk



Trading Standards Analyst First to Achieve the New Level 6 Diploma in Intelligence Management

Intqual-pro would like to congratulate Paul "Taz" Taylor, Regional Analyst for the National Trading Standards Intelligence Team (London Region) on being the first intelligence professional to successfully complete the new Level 6 Diploma in Intelligence Management.

The qualification, regulated by ProQual Awarding Body was developed in 2019 to offer a route of progression for the thousands of analysts who have undertaken the Level 4 Higher Diploma in Intelligence Operations Analysis and have moved into managerial positions across the Intelligence community.

Taz Taylor, with previous military and law enforcement experience, is a well-known figure within the regional and national Trading Standards community.

Commenting on the programme, Taz stated: "It has provided me with different thoughts and approaches for various intelligence tasks within my organisation both regionally and nationally. It has taught me to be more critical in my thinking especially when planning tasks for my assistant as well as understanding what Strategic and Tactical management are seeking to achieve.

An improved understanding of Risk Management when applied to Intelligence processes has also benefited me and my organisation and has allowed for further decisions to be made as to what each local authority may be able to achieve going forwards. I have also used some of the acquired skills and knowledge to influence the regional management teams in relation to available tools that will assist in intelligence and investigative information capture and development.

The tasks and assignments in the course are thought provoking and provided me with new processes that can be used going forward, They also assist in the reflective practices at all levels involved in the Intelligence processes within my organisation such as inspiring consultation with Subject Matter Experts in the creation of Collection Plans, Intel Requirements, Strategic and Problem Profiles to assist recommendations.

I thoroughly enjoyed all the modules and it has provided me with more confidence in the work I undertake across the whole Intelligence environment. It has enabled me to conduct evaluation on my organisation and myself to

highlight areas of improvement."

Ash Shah, Interim Head of Regulatory Services and Intelligence Manager for London Trading Standards stated: "Firstly, congratulations to Taz on this brilliant achievement which has not only benefitted him personally, but also greatly supports the intelligence function for London Trading Standards and myself, so it is a big win-win all round.

When Taz joined our organisation, he brought a lot of experience and knowledge with him from an intelligence perspective and since then I have seen him grow both in terms of his profession as well as taking a more strategic and rounded stance.

One of Taz' strengths is that he is very passionate about intelligence and the benefits it can bring to law enforcement and to that end, he has been instrumental in promoting the intelligence qualifications within our region and we are now ready to put through the third cohort of Intelligence level 4 apprentices.

With the massive changes that we have had to make during this pandemic, Taz has adapted and used many of the strategies learnt through this the level 6 qualification to implement change in order to meet very demanding circumstances. Finally, this new qualification is testament to his hard work, great attitude and commitment to always improve.

Intqual-pro Director of Training, Barry Searle said "This is a fantastic achievement for Taz, his academic engagement was excellent throughout and the quality of work submitted was some of the best that we've seen. The feedback shows that the qualification clearly meets sector needs which was our primary driver with this first cohort of intelligence managers.

Intelligence professionalisation is still a relatively emerging concept and whilst we have structured development in place for analysts and management in intelligence environments, it is something that I believe has to date, been overlooked.

Leadership and management styles in these conditions and considerations are often unique



and many of our managers lack specific training that allows them to be adaptable within that environment, or we also see experienced managers come from other sectors and professions that struggle to adapt. To be able to offer a degree level qualification specific to intelligence managers is a huge step forward in the professionalisation of our sector. The fact that it is focused on the actual workplace application of management and impact of activities goes beyond academic theory and really gives the manager confidence in their effectiveness, we are very much looking forward to the continued development and role out of this qualification".

For more information on the Level 6 Diploma in Intelligence Management, visit www.intqual-pro.com/qualifications/intelligence/level-6-diploma-in-intelligence-management or contact enquiries@intqual-pro.com.



The Edinburgh Football Show

Broadcaster David Tanner has launched a football programme focussing on the capital's three senior football teams. The Edinburgh Football Show is a weekly podcast which promises to be the new voice of football in the city.



An Edinburgh Chamber member since 2016, David produces and presents the show, which showcases Hibernian, Hearts and Edinburgh City.

The Edinburgh Football Show is now available as a value sponsorship and partnership opportunity for the business community in the Lothians.

As the host of the Edinburgh Chamber of Commerce Business Awards and a TV presenter on Sky Sports, BT Sport and Hibs TV, David is a familiar face to members. His voice is heard on radio across the UK on TalkSPORT, as a Scotland correspondent.

As a national broadcaster based in Edinburgh, he's aware of the gap in the market for quality programming about our SPFL clubs. David said:

"I understand that broadcasters in Glasgow or London need to focus on the numbers and that means the Old Firm, but that's of no interest to

Hearts and Hibs fans! The capital is still home to two sizable clubs and the country's oldest city derby. This market is underserved, even ignored".

The show's launch coincided with October's derby and features stars like Steven Pressley, Derek Riordan, Andrew Driver, John Burridge, Dave McPherson and Colin Cameron.

David is studio presenter of Hibs TV's live coverage of games this season – for the first time every match is broadcast live to fans in the UK on club as the pandemic has closed the stadium: "I'm really proud of the quality of The Match on Hibs TV. Easter Road chairman Ronald Gordon, a TV executive in the US, has given Greg McEwan, Head of Marketing and Brand Partnerships, the budget and support to deliver this programme.

"Viewing figures illustrate that club-focussed programming is the future of football broadcasting. The Edinburgh Football Show has been born in that that new media world."

"Viewing figures illustrate that club-focussed programming is the future of football broadcasting. The Edinburgh Football Show has been born in that new media world.

"We're featuring footballers who matter in Edinburgh and getting their expert take on current local football issues and enjoying great stories of their glory days. The response from a growing audience tells me we are onto a winner. We hope that local businesses and brands will join us and engage with our listeners".

You can hear The Edinburgh Football Show wherever you listen to your podcasts: Apple, Spotify, Acast, Spreaker, Deezer. Ask Alexa or your smart speaker for The Edinburgh Football Show podcast. Contact David on info@davidtanner.tv

Follow on Twitter and Instagram: [@davidtannerTV](https://twitter.com/davidtannerTV) [@EdinburghFooty](https://www.instagram.com/EdinburghFooty)

TOP TIPS ON: CYCLING TO WORK WITH CONFIDENCE

Name: Dionne Phipps-Clancy
Business: Sustrans Scotland
Title: Way to Work Project Officer

Why active travel works

Over the last few months, we've seen the number of people cycling in Scotland increase dramatically. The Covid-19 pandemic has encouraged us to explore our local areas and created an opportunity for more people to try getting around by bike.

Whether we're working from home long-term, or looking for new ways to commute to work, it's more important than ever to fit activity in our daily lives.

How to start your journey

You don't need much to start cycling. Just a bike and the willingness to give it a go.

But there are lots of resources out there that can help equip you with the skills and confidence to get out on your bike.

Whether you're in the office or working from home, we've put together our 6 top tips for cycling with confidence in the coming year.

Map your route

Planning your route helps you know what to expect. Are there hills to get around? Can busy roads be avoided? Often there are multiple routes available, each with pros and cons. Cyclestreets and Ordnance Survey are great tools for linking up with local traffic-free connections and the National Cycle Network.

Get road smart with cycle training

Skills such as good road positioning, signalling and visibility are invaluable when wheeling around, especially on roads.

Knowing these will boost your confidence and help keep your journey safe and enjoyable. Cycling Scotland offers an Essential Cycling Skills training course in three parts, covering beginners through to experienced riders. Short videos are available on Level 1, Level 2 and Level 3 to help build your knowledge.

Packing supplies and picking accessories

The right accessories will keep you comfortable and safe on your commute. These include a bell, helmet, mudguards and reflective clothing. Luxury add-ons such as mirrors will make moving in traffic less daunting, and pannier bags or a basket will help take the weight out of most loads.

A compact stock of essentials such as lights, a pump, a lock, tools and a puncture repair kit are also must-haves.

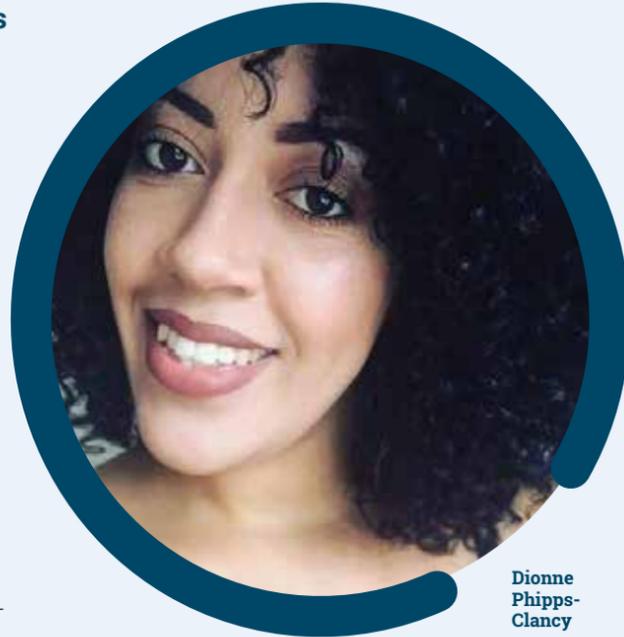
Work with the weather

The weather in Scotland can be unpredictable at the best of times, so it pays to be prepared. A hat with a thick pair of gloves and socks will keep your ears, fingers and toes frost-free, while a good set of waterproofs will ensure you stay dry through most downpours. Also, consider wearing several thin layers instead of one thick coat to prevent overheating.

Keep your bike in good shape

Your bike will last longer if you care for it properly. Regular checking and cleaning will help avoid the need for costly repairs and ensure your bike runs smoothly. Get into the habit of performing a quick 'M check' before you start your commute.

Should you find yourself with a puncture, our How to Repair a Puncture video should help you find a fix. Our guide on 'How to Clean Your Bike' will also help you protect against component wear and damage.



Dionne Phipps-Clancy

Keep it secure

You should always keep your bike locked securely, even if your workplace provides protected cycle storage. Firmly attach your bike to an immovable object, such as a bike stand or railing, with sturdy D-lock. This can be used in combination with a cable lock to ensure any quick release parts, such as the saddle or front wheel, are protected. Our 'Bike Security Advice' log can help protect your bike from theft.

Follow the directions

Way to Work is an online tool to help employers promote active travel in the workplace, with information on funding, training, support and awards.

You can also take part in our annual Scottish Workplace Journey Challenge in March 2021 that encourages workplaces to commute by foot and wheel wherever they are.

WELCOME TO OUR NEW MEMBERS

<p>Horizontally</p>  <p>www.horizontally.co.uk</p>	<p>Merry Go Round</p>  <p>www.merrygoround.app/merry-go-round-merchant/</p>	<p>Edmundson Electrical</p>  <p>edmundsonsighthill.co.uk</p>
<p>The Christmas Decorators</p>  <p>www.thechristmasdecorators.co.uk</p>	<p>Out Scotland</p>  <p>Scotland's premier LGBT+ Business Network</p>	<p>Freakworks</p>  <p>www.freak-works.com</p>
<p>MB Media</p>  <p>www.wearemb.co.uk</p>	<p>Par4</p> 	<p>Walker Creative Video Production</p>  <p>www.wlkr-creative.co.uk</p>
<p>Moment Agencies</p>  <p>www.momentagencies.com</p>	<p>Cash Flow Manager</p>  <p>www.cashflowmanager.co.uk</p>	<p>Seg Pack</p>  <p>www.segpack.co.uk</p>
<p>Schroders Personal Wealth</p>  <p>www.spw.com</p>	<p>Team Jak Foundations</p>  <p>www.teamjak.org.uk</p>	<p>Would you like more information on joining the Chamber?</p> <p>Membership prices start at only £25.80 per month. Please contact us for more information.</p> <p>Richard Ellis Head of Membership, Richard.ellis@edinburghchamber.co.uk</p>

Edinburgh's engaging events calendar

2020 has been a year like no other for the Chamber events team. Since March the team have delivered over 90 virtual event sessions ranging from business support sessions, high level business briefings to cook-along classes and quiz nights.



Ian Marchant



Andrew Kerr

Last month our events calendar saw the return of one of our most popular events adapted to be delivered virtually, Speed Networking. This fun, fast paced and energetic event provides delegates with the opportunity to virtually meet new contacts, one business professional at a time. We will be running more 'Virtual Speed Networking' sessions in December and throughout 2021, so be sure to get involved!

November saw us welcome the team behind the incredible development taking place on our doorstep, St James Quarter. Delegates were updated on the project's impressive progress and experienced a virtual fly-over of the vibrant destination showcasing the 85 retail outlets, 30 restaurants, two hotels and cinema; creating an inspiring and attractive hub for locals and visitors to live, shop, eat, sleep and play.

"It has been a challenging time for many organisations, and with this we created a safe space for knowledge transfer and idea sharing amongst our members."

Last month we launched our 'Sustainable Recovery' panel series with the first event in this series focusing on Infrastructure and Development. Stakeholders from Openreach, Turner & Townsend, SP Energy, Arcadis and Murray Estates Limited formed the panel and discussed the support required at both local and national level to support economic recovery.

It has been a challenging time for many organisations, and with this we created a safe space for knowledge transfer and idea sharing amongst our members. Our 'Chamber Connects' sessions encourage members to share ideas, work out solutions and discuss any challenges that their organisation may be facing at this time.

We most recently welcomed Ian Marchant,

former Chief Executive of SSE plc for a leadership session led by Andrew Wilson of Charlotte Street Partners. Ian shared many challenges and lessons learned throughout his long-standing career in the energy industry. Later this month we will launch our 'Future Edinburgh' series with the first session focusing on Smart Cities. This session will host key leaders from the City of Edinburgh and further afield, with this first webinar welcoming Elaine Doherty of City Fibre, Phil Cragg of Deloitte and Jordi Ortuño Ribé, Innovation Manager at Barcelona City Council. Keep a look out for our Festive Tea Break and have your Christmas jumpers at the ready, we can't end 2020 without an event spreading a little Christmas cheer!

Looking into the New Year, we will hear from Andrew Kerr, Chief Executive of Edinburgh City Council as he updates us on the plans for our City, and we will be launching Edinburgh's first virtual Business Festival (more on page 26). You can keep up to date with the range of business support webinars and virtual events we have coming up with our events calendar on our website www.edinburghchamber.co.uk/events/.



Houses of Parliament to Engage in Behavioural Detection Training

27 November 2020: An innovative behavioural detection programme developed by one of the UK's leading learning and development consultancies will be delivered to delegates in Houses of Parliament.

In partnership with Critical Cinema, a producer of film-based e-learning, MaST have been commissioned by Houses of Parliament to deliver their Behavioural Detection Analysis course. The delivery of the course will provide delegates with the confidence and capability to both identify anomalous behaviour and act on their observations.

The entry-level course was developed by both MaST and Critical Cinema to enable the opportunity to learn from hindsight in this crucial area of responsibility, whilst delivering an increased understanding of how to build an organisation-wide culture of involvement in risk mitigation and resilience.

With relevancy to all crowded environments, including airports, rail stations, venues or retail businesses, the e-learning programme

has helped organisation's in a multitude of sectors give employees the confidence to assess the baseline of average behaviours and spot those which are out of the ordinary and conduct an initial resolution conversation.

Houses of Parliament will be the latest organisation to benefit from the immersive film-based course, after recognising the significant training opportunity it represents.

Brian Mitchell, Managing Director at MaST, commented: "We are extremely proud to have been approached by Houses of Parliament to deliver this e-learning programme. Unlike others, the Behavioural Detection Analysis course empowers trainees to learn from experience as they watch potential real-life scenarios portrayed right in front of them by our specialist actors.

Engaging in good behavioural detection practices across an organisation is a vital part of keeping that organisation strong, and each trainee plays a vital role. Even with all the technical and AI support available nowadays – CCTV cameras, facial recognition – nothing is more effective at recognising human behaviour ... than a human themselves."

MaST is the UK's longest established learning and development consultancy. Delivering global immersive and experiential learning solutions, their expertise was recently highlighted when they became a Qualifications Network (QNUK) approved centre.

Critical Cinema are a producer of streamlined solutions for the security sector, with key learnings embedded in 10-minute episodes of a drama series followed by assessment modules.

MaST The Learning and Development Consultancy

"We are extremely proud to have been approached by Houses of Parliament to deliver this e-learning programme."

Driving Change: The Future of Public Transport



Fiona Doherty

Who could have imagined how the events of 2020 would change people's lives around the world so dramatically and so quickly. COVID-19 lockdown measures which kept people at home, restricted their travel and introduced social distancing have turned our daily routines upside down.

As a bus company providing essential public transport services, operating during the lockdown and restrictions meant that we had to adapt and redesign our services within days and the impact on our business has been extensive.

Overnight when the nationwide lockdown was introduced in March, we saw a dramatic drop of around 90% of bus passenger numbers as the Government instructed people to avoid public transport and social distancing rules came into force. 74% of public transport journeys are made by bus in Scotland so that's a reduction of 350 million passenger journeys.

I was very proud of the whole team at Stagecoach who were incredibly flexible and accommodating as we quickly changed our bus services to ensure that key workers had reliable transport available to get to their vital jobs.

The safety and well-being of our people - as well as the customers who use our services - remains our number one priority and throughout this we have not compromised on that. We work hard to look after our drivers, engineers, cleaners and office staff by making sure that we have everything in place to ensure their safety as they went about their essential jobs during the pandemic and now as we support the local communities during the ongoing restrictions.

It was not only our bus services that needed to change, but how and what we communicated to our customers. We moved quickly to push innovation within our business processes and introduced a 'busy bus' feature in our app which



allows passengers to determine which services are quieter than others before they leave the house so they can plan journeys. With new rules and ways of working changing, we used visual briefings to show passengers what to expect when they get on a Stagecoach bus, promoted contactless payment methods and also used videos showing our rigorous cleaning and hygiene processes.

We know that safety during the pandemic is a big factor for a lot of customers to allow them to travel freely and confidently and we strictly adhere to the hygiene, face coverings and social distancing protocols set out for public transport.

Looking forward, like many businesses we face big challenges ahead but there are also so many opportunities. The role bus has to play in getting the economy moving should not be underestimated. During lockdown the benefit of less congested roads couldn't have been

clearer and we must learn from this. Priority running ensures efficient and reliable bus services. Not only that, but the improvement to air quality with reduced traffic volume and congestion was clear. The introduction of the £500m Bus Infrastructure Fund from the Scottish Government is about supporting this modal transition.

The changes as a result of Covid-19 have of course accelerated issues that we knew were already affecting our business, for example our high streets have been badly affected with many people changing their shopping habits to online, and bus journeys that used to be made are now no longer being taken as people are advised to work from home.

Buses still remain a critical part of our local communities in Scotland and we want to continue to provide safe, green, and reliable public transport. For the past 40 years Stagecoach has been a trusted part of the fabric of daily life. We connect people with their jobs, bring customers to high streets, help young people access education and build new skills, and draw families, friends and communities together. We hope that we can continue to ensure that our customers are confident about using our buses both now and in the future.

"I was very proud of the whole team at Stagecoach who were incredibly flexible and accommodating as we quickly changed our bus services to ensure that key workers had reliable transport available to get to their vital jobs."



Unlocking Potential – there is great wisdom in starting your journey to success one step at a time

The Academy of Executive Coaching (AoEC) offers a broad portfolio of services and training in executive coaching no matter where you are on your journey.

1. Discover

If you would like to discover more about coaching and training to develop your coaching skills or how to become a qualified coach - come along to a free virtual Open Event. Hosted by AoEC Scotland Faculty you will discover a little more about coaching, hear from a graduate from a past Practitioner Diploma programme and have your opportunity to ask your questions.

Register for your free place at AoEC Scotland Open Event on 3rd February at www.aoec.com/events

2. Delve

If you are looking to gain a deeper understanding about coaching and develop these skills so that you can incorporate them into both your professional and your personal life, the two-day Coaching Skills Certificate is ideal. This programme combines theory and participation to allow you to practise coaching skills in person, gain insights into how

coaching is used and how it can be applied in your line of work.

"The AoEC Coaching Skills Certificate delivered everything I hoped for and more. I was hoping to learn to run coaching conversations with my team members and to improve my listening skills and I absolutely achieved that. The facilitators were excellent and got the pacing just right."

Tom Foster-Carter - Lillypilly Limited

26th and 27th January 2021, virtual

3. Digging deeper

If you are exploring your options on training to become a professional coach the Practitioner Diploma in Executive Coaching could be your answer. With our triple-accredited programme, this four-month experiential diploma enables you to develop your own coaching model as you deepen your expertise of coaching and coaching techniques.

"I arrived on the AoEC Practitioner Diploma with a degree of trepidation. I didn't know what kind of people I would meet, and I wasn't too sure how I was going to formally learn how to be an executive coach. I wasn't at all prepared for the journey that lay ahead. The depth of respect I feel for my colleague learners and the trainers started on that first day and has grown over the time we have had together. I dug deep, I was exposed, I learned an incredible amount about myself and how and, most importantly, why I am a coach. The community that has sprung up in our cohort is one that I believe will stay with me through my continued shift into this new career. I believe that if you bring your whole self to this journey that you will learn a huge amount and emerge prepared to embrace executive coaching as a career or as a new string to your professional bow."

Graduate from the Practitioner Diploma in Executive Coaching, AoEC Scotland

Starting 27th April 2021, virtual

www.aoec.com



DYW

EDINBURGH, MIDLOTHIAN & EAST LOTHIAN
Developing the Young Workforce

#DYWGIVEANHOUR

This academic year has already seen some changes to DYW delivery in schools due to restrictions around Covid-19. However, the schools across Edinburgh, Midlothian and East Lothian are keen to continue to engage with industry partners and to support pupils to prepare for the world of work.

Over the coming months DYW will be delivering a programme of activity in schools that will Inform and Inspire young people across our region and help get them industry ready.

GET INVOLVED!

Please see below the three ways you can get involved by giving as little as an hour.

CAREER EVENT VIDEOS

CV CHECKS

VIRTUAL MOCK INTERVIEWS

Email dyw@edinburghchamber.co.uk for more information or to indicate which of these activities you're able to support.

BC ADVERTORIAL

Exploring what makes the customer relationship tick

Whenever I think of the dynamics of the provider-to-customer relationship, my mind inevitably goes to the infamous Two Ronnies' "Four Candles" sketch.

That back and forth between what the customer expects, what the provider understands, and the exasperation on both sides when it goes wrong. The reason we all love that sketch so much... besides the misunderstandings and the general outrage of Ronnie Corbett... is that we can all relate to what is happening.

Now of course shops have changed a lot since the sketch was written (although Coronavirus has turned back the clock in some). But how often have you gone into a shop looking for something only to find it hidden in an unexpected place? Or asked a question on live chat and spent more time explaining what you mean than you do getting the answer?

It's the same as asking for "four candles" and getting "fork handles"—a level of frustration and confusion on both sides of the counter.

So how do you as a retailer or service provider prevent this?

The answer is simple, but the process to actually implement it is anything but.

You need to really put yourself in your customer's shoes, understand where they are coming from and what they expect from you. Think about Ronnie Corbett, he only stopped the endless cycle of frustration by snatching Ronnie Barker's list.

He found a way into his customer's brain.

Now that's easy when someone walks in with a list. But the real world isn't usually so obliging.

And let's be honest, it's not just about preventing frustration. These people are your customers. They pay your bills and give your business (and your employees) purpose. Most, if not all, of your business' goals revolve around them.

They expect value from you, your team, and your product or service.

And the only way to give them that is to understand what value they expect: What is on their shopping list when they come to you?

Getting that shopping list from your customers

Aside from asking your customers for a list (or grabbing it out of their hands in frustration), how do you find out what your customers actually want from you?

In my experience, there are three key places to look for this information. I like to think of them as the Three S's of customer relationship management:

1. Sales,
2. Surveys, and
3. Swearing



Sales

The first is probably the one that is the easiest to get solid information about (at least if you have a good CRM system). Looking at sales patterns and performance will tell you where your customers are spending their money. Voting with their wallets, as it were.

When the sales go down in a particular area, you know your customers aren't seeing the value anymore (or at least not as much). When sales go up or stay consistent, you know the value is being felt. Although you can't take it for granted that high performance will always stay high, sales data will give you the broad strokes of how your customers are feeling (and expecting from you).

Surveys

The second S of customer relationships is going the direct route and basically asking your customer for their shopping list. Or rather, asking them how they feel about their shopping list following an interaction with your team.

Did they get everything they wanted? How did they find the service? Will they be coming back?

Imagine a little survey at the end of the Four Candles sketch...was Ronnie Barker happy with his purchases? Probably. Was he equally happy about the service? Possibly not.

This direct method will give you an idea of what your customers think and how much they value what you are doing.

But keep in mind that most people often only respond to surveys if they're REALLY happy or REALLY angry. So those in between people will have to tell you how they're feeling via their purchases.

Swearing

Although you'll get a feel for how angry your customers are if you are carrying out surveys, there is another place to look for negative feelings about the value of that customer relationship.

The obvious one is, of course, complaints. If you get a lot of complaints, especially swear complaints, you know something is going wrong. But that really belongs under the "survey" heading in the past section.

The "swearing" I'm actually referring to here from your team.

If your customer facing teams are frequently frustrated with your customers, it's a good indicator that something is going wrong with your customer relationship. Pay attention to this and try to find out where things are going wrong.

Think about Four Candles one last time, Ronnie Barker may have felt ambivalent about his shopping experience, but Ronnie Corbett certainly didn't. And if his frustration got carried over to every other customer interaction he had that day (and if those interactions followed similar paths), it doesn't take a genius to work out that this will affect his sales. And the value his customers are placing on them.

So my advice?

Pay attention to what your customers are doing (sales) and saying (surveys), but also listen to how your team is feeling (and if they're swearing).

These three things will give you a window into customer relationships and what you can do to improve them.

www.opencrm.co.uk



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

openCRM

Cleaner, Calmer and Greener City Centre

One thing the last six months has taught us is that we have a real capacity to adapt to necessary change.

Councillor Lesley Macinnes
Transport and Environment Convener for City of Edinburgh Council

Many of our working conditions have been transformed and so too have our social interactions, our weekly shops and exercise regimes.

One very visible change has been the difference in travel habits amongst residents and commuters to the city. During the early days of lockdown traffic quite literally vanished from our roads as offices, shops, cafes and restaurants shut down.

One of the few silver linings of this extremely challenging situation has been a surge in walking and cycling, as a result of quieter, safer streets. At the height of restrictions over summer there was an average increase of 30% in cycling journeys across the city, while more people were taking to parks and off-road routes for daily walks and jogs.

There's no doubt that vehicle traffic has begun to return since then, with high streets reopening and some people returning to work. But we're making real efforts to sustain the new-found



enthusiasm for walking and cycling as we plan for the city's green recovery from the pandemic.

Our ambitious Spaces for People programme has introduced pop-up cycle lanes and widened pavements in many locations across the city to give pedestrians, wheelchair-users, people with prams and cyclists space to move while physically distancing. We've created more room in local shopping streets to help people spend time and visit businesses safely. And measures around schools and on arterial routes support people travelling by foot, bike or wheelchair on the school run, or to get to work.

We're currently carrying out a wide-ranging study into the impact of Covid-19 on people's travel to work, and I'd like to thank the many employers who contributed to date. The information gathered so far, which is still being analysed, will be invaluable to our own planning for the city's recovery, and to assist employers to continue to help their employees to return to work safely and sustainably.

Our own travel-planning support for employers looks to establish what businesses need, signposting to partners like Home Energy Scotland, who can provide free, practical support to help staff stay warm for less over the winter while working and living at home - a new consideration this year for many. Home Energy Scotland also provides bespoke business transport advice for organisations on how they can lower the costs, emissions and risks associated with travel.

We know, longer term, that people's travel habits are changing. We've carried out various consultations over recent years, and there is clear support for our view that the pre-Covid-19 status quo is no longer an option. Already, we



have more people walking as their main mode of travel - 34% compared to a national average of 19.8% - and our award-winning public transport companies are amongst the most-loved in the country. But recently, two-thirds of respondents to our City Mobility Plan backed our ambition to go even further to transform travel in Edinburgh over the next ten years, while 82% of participants in the last Bike Life Edinburgh survey said they would cycle more if we improved infrastructure.

And we do envision a truly connected, accessible and carbon neutral future for Edinburgh, where air quality is improved and congestion is reduced. Through strategies like the proposed City Mobility Plan, we would see a largely car-free city centre, mass bike commuting on arterial routes and seamless ticketing between different forms of transport, amongst other ambitious measures. Trams to Newhaven will introduce mass rapid transit to the north of the city, unlocking significant development and economic potential and better connecting this densely populated part of the Capital to its centre. And projects

like West Edinburgh Link, City Centre Transformation and the City Centre West to East Link will create people-focused routes and areas, where cycling, walking and wheeling is safe and accessible.

Research shows that improved public spaces and better access for walking and cycling can have an extremely positive impact on high street footfall. We understand that businesses need to stay connected too, and our ambitions take this into account. Under City Centre Transformation we will have accessible freight hubs and comprehensive delivery plans while we're engaging closely with traders as we work towards introducing a Low Emission Zone, to

make sure they're prepared.

Of course, these are bold, high level plans but they're on the near horizon. Not only will they help residents and visitors traverse the city on foot, bike or wheelchair but they will open up new routes and opportunities for commuters. We want everyone to share in the city's success.

Right now, we're doing everything we can to keep people walking, cycling and wheeling, which we know can deliver real benefits to the environment, health and quality of life. The Edinburgh Cycle Hire scheme has been extremely beneficial in introducing a whole new

group of people to cycling too, with a year-on-year growth in users of 119% since 2019. Over the summer a 'first 30 minutes for free' offer proved extremely popular while discounted four-month passes helped encourage even more people to try out cycling longer-term.

As winter approaches our Be Bright Be Seen campaign encourages all road users to take extra care of one another as colder, darker nights set in. And with darker evenings and mornings, it's important that all those who are working from home continue to get out for daily exercise, which is crucial for wellbeing and mental and physical health.

There are clearly no easy, quick solutions to the challenges we face right now, or the looming obstacles posed by issues like climate change, air pollution or social inequality. But we can get some things right, and I know that we're on the right path for a sustainable, green recovery from the pandemic. If we work together, we can continue this trajectory long into the future, for the good of the city and the many generations who will live, work and visit here.

“As winter approaches our Be Bright Be Seen campaign encourages all road users to take extra care of one another as colder, darker nights set in.”

New Life for Edinburgh's Beating Heart

There is no clearer indication of the importance of Edinburgh's tourism, hospitality and retail sectors than the transformational change and enormous investment that St James Quarter is bringing to the Capital.

The new city block, one of the biggest developments of its kind anywhere on the planet, will see an overall investment of around £1.5 billion, has created around 5000 jobs during its construction phase, and will create around 3000 permanent jobs when it is fully up and running.

And given the chaos wreaked by the global Covid 19 pandemic, the huge opportunities it is bringing could not have come at a better time with the retail phase due to open in the Spring of next year after being delayed by the pandemic.

The scale of the project – which has attracted global investors – has been made possible by Edinburgh's position as a city which attracts millions of visitors from around the world and as a cosmopolitan, sophisticated centre of business, culture, and learning.

All good news, particularly given that both the investors and – in general – the retailers

are staying excited by the project and are on board to ensure it has a successful start to its life.

However, those behind the project would like to see the city's civic leaders show a clearer commitment to aid the Capital's post pandemic recovery through the creation of a recovery plan that everyone can get behind. And in particular they would like to see clear plans to get the capital's tourism and hospitality businesses back up and running, with more being done to market the city at home and abroad.

They believe this is a time when strong and positive leadership is required to ensure that the City is able to bounce back as quickly as it should and that this should be the paramount priority, above existing policy and political positions.

The St James Quarter figures are mind-boggling:

Development costs are almost £1 billion, with hundreds of millions more being invested by retail and hospitality occupiers

The Quarter will be home to 85 retail and 30 food and beverage outlets in 850,000 sq ft of space – designed to complement and strengthen Edinburgh's position

A world-class W Edinburgh will further enhance the Capital's hotel offering, alongside a Roomzzz aparthotel and a cinema

Global brands, some new to the city, are opening at the Quarter

9 entertainment spaces are included, to help provide new public spaces in the heart of the city to help spread the capital's world famous festivals more evenly through the city centre

Martin Perry is the project's Director of Development and a passionate advocate for Scotland's Capital. He said: "When the pandemic and the lockdown hit, we were in the middle of our leasing process to sign retailers up. We had 22 deals at the legal stage, and 28 well into final negotiation. So the timing wasn't ideal!

"But we have picked things up again, once we eventually got construction back up and running, and we are sitting at around 80% occupancy ahead of our planned opening in the Spring. We think this is a really good place considering the circumstances. Some developments open in good times with a lesser occupancy level than we have secured at St James Quarter at the moment, and we would hope to improve that further.

"Speaking with retailers it is clear that many of them see this development and this city as one they will definitely commit to – even if they are being forced to close elsewhere. It is a testament to the development itself but also to the city. You have no idea what a wonderful story Edinburgh is to an outsider, how people come to visit and immediately understand what an amazing city it is."



The St James Quarter has been designed to complement and strengthen the city's retail and hospitality offerings, he said, rather than simply moving pieces around the Board.

"It will make Edinburgh's offering much more complete. In terms of retail, you look at the map and you can see a shopping 'circuit' of Princes Street, Hanover Street, George Street, Multrees Walk, into the St James Quarter and then back out onto Princes Street. It makes sense.

"The hotel offering similarly, we have sought to augment and complement. The five-star plus W Hotel is a globally renowned brand that will appear to a different customer – perhaps a little younger – than the more traditional focused 5 star offer in the City for example. The Roomzzz Aparthotel too is different from any other four-star hotel in the city."

"It will make Edinburgh's offering much more complete. In terms of retail, you look at the map and you can see a shopping 'circuit' of Princes Street, Hanover Street, George Street, Multrees Walk, into the St James Quarter and then back out onto Princes Street. It makes sense."

The residential accommodation is also going well, he said, with interest from around the world in buying in the St James Quarter. "We're seeing people buy from the city, from the UK and from around the world. Already all of the apartments in the first sales phase have been sold out. The interest in living in Edinburgh is really international. People come here, visit, and many then want to live here, open a business here, or work here. But it often starts with someone just coming to visit."

That appeal, argues Martin, is exactly why the city really needs to come together in the face of the pandemic impact to ensure that it rebuilds its economy and more.

"It's astonishing to see the level of criticism of the festivals and the impact they have on the City. Edinburgh is a relatively small city in

global terms, yet it is the world's leading and most famous festival city and that brings such enormous benefits. Yes, we need to protect and improve the fabric of the city but right now we also need to see a genuine, well thought through disaster recovery plan for the city."

St James Quarter is determined to play its part. The creation of a world class hospitality and retail academy in partnership with Edinburgh College and the Fashion Retail Academy in London continues to raise standards.

What's more, St James Quarter is looking to work with local independent businesses, who can provide a unique, quality retail offering across the development's mid-galleria locations.

"St James Quarter is more than a physical development. We see it as helping redefine the beating heart of one of Europe's most exciting Capital cities, helping to drive the future of the city and through that the future of Scotland."

For more information on securing space within the mid-galleria locations at St James Quarter, please contact Philippa Winkle (Commercial and Partnerships Manager) at philippa.winkle@stjamesquarter.com.



Edinburgh's Business Festival Launched to Connect, Inform and Inspire the Business Community

Each year, the Edinburgh Chamber looks forward to hosting our Annual Business Awards.

In 2021, the ceremony won't be able to take place in its usual form. However, despite this being an incredibly difficult year, now it is more important than ever to encourage connections, collaboration and inspiration, and to recognise the great work of the business community.

The Chamber has therefore reimagined its flagship event for 2021 and has recently launched Edinburgh's first virtual Business Festival – to connect, inform and inspire the broad range of organisations and enterprises across the capital from the 1st - 5th March 2021.

The week-long festival will encompass virtual networking sessions, high profile keynote speakers, lively panel discussions, practical workshops, and a virtual business awards (more details to follow soon!). With events spread over a 5 day period, you can select which sessions you wish to attend throughout the festival period with minimal disruption to your diary.

Tickets are now on sale for the Festival! Each ticket (£50+VAT) gives you access to the week-long festival where you'll have the opportunity to attend up to 20 virtual events

There are a number of new sponsorship opportunities available for this event, which range from sponsoring a single element (workshop, panel etc) to a series of sessions, and headline sponsorship. For more information please contact the Chamber team – businessfestival@edinburghchamber.co.uk

Find details here: <https://www.edinburghchamber.co.uk/edinburghs-business-festival-2021/>

#EdinBusinessFest21

Name: Danny Walsh

Company Name: Cory Brothers Shipping Agency

Title: Branch Manager (Logistics)

Q In five words or less, what does your organisation do?

A International Logistics and Ships Agency

Q How long have you been in your current role?

A 19 years with the company, 1 year in current role.

Q What does a week in your job look like?

A I oversee the Logistics side of the business. Some commercial work, checking in with clients & suppliers, and of course, the current big one, continuously preparing for 'Brexit'.

Q Your proudest moment with your

organisation, or biggest 'win'?

A I would say in the current climate, our Business and Employee numbers upwards spiral, must be seen, as a win.

Q Your favourite top tip or quote in business?

A Honesty is the best policy. Our industry operates in real time and for whatever reasons, shipments don't always go to plan. Customer service is key for Cory Brothers. By keeping clients informed, whether it's good or bad news, it allows them to also make changes in real time, if necessary

Q How long have you been a member of the Chamber for and why did you join?

A Not long – we recognise the value.

Q Where do you read your copy of Business Comment?

A Anywhere peaceful.



Danny Walsh

GET WITH IT

By Bill Magee

Scottish Business Technology Writer of the Year



Not everyone makes the direct connection between a city's increasingly tech-driven transport infrastructure policy and the well-being of its people. It's kind of taken for granted.

We catch a bus or tram from end-to-end, board a train in-and-out, mount a bicycle for a more breezy journey, or part utilise any of these options and then go for a leisurely walk. Fully expecting our public service "lift" to be there when it's time to return home.

The OECD's international transport forum, representing 54 member countries including Britain, reminds us how a sound transport strategy is essential towards contributing to economic growth, environmental protection and social inclusion.

Also carbon neutral endeavours, growing in importance when it's realised transport emissions have grown faster than those of any other sector in the last 50 years.

It's the tech-ready smart city that appreciates climate change cannot be reversed and stopped



without decarbonising transport that emits around 23 per cent of overall energy-related CO2 that feeds global warming.

Smart city developments have emerged as the focal point towards achieving enhanced transport-related goals.

Involving a mix of information and communications technologies (ICT) including artificial intelligence, Internet of Things, connected devices, edge computing, big data analytics and sensor networks.

As to be expected the Capital is on top of matters and engaged in the careful planning and execution of such IT-related transportation initiatives.

Such inextricably-linked technological innovations collectively represent the driving force to formulate new ways to smoothly manage and deliver transport-related resources and services across the board.

Worth bearing in mind the next time we hop on that tram.

The Edinburgh Chamber of Commerce International Trade Team

The focus of the International Trade Team is to help Scottish businesses develop and maintain strong international commercial relationships and to promote bilateral trade. New services such as our 'Custom Declaration Service' and 'Brexit Hub' offer crucial and support for our local businesses.

Connections

Together with the Spanish Consulate in Edinburgh and the Spanish British Chamber of Commerce in the UK, the ECC recently arranged a highly productive collaborative session between the Scottish Whisky Association and Rioja Wine DOCa. We have also worked with the Australian High Commission to facilitate introductions between Australian investors and the Agritech, Infrastructure and Fintech sectors with our city.

Similar collaborations are underway with both the German and Chinese Consulates as well as with the Chambers of Commerce in Finland, Israel and the Netherlands.

Customs Declaration Service

After the end of the transition period, UK companies will need to submit customs declarations when exporting and importing goods from the EU. ECC has set up a new department specialising in this service, as a trusted partner of HMRC, our 'Customs Declaration Service' will offer a high quality, reliable service.

To find out more, please contact Jillian Gothard, Customs Declaration Officer: jillian.gothard@edinburghchamber.co.uk

Brexit Webinars and 'Brexit Hub'

ECC has delivered a series of webinars designed to "inform and prepare" local businesses on the count down to the end of the EU Transition period (31/12/2020). The high number of attendees has exemplified the need for information and clarity, as businesses get ready to trade within the EU from the 1st of January 2021.

ECC has launched a Brexit Hub, accessible on our website. Members can have access to a selective list of support tailored to help your business get ready for the 1st January 2021.

Inward trade missions

Edinburgh remains an exceptionally attractive city for inward investment and there is a high level of interest and demand from international businesses. Working around travel restrictions,



ECC has been running virtual trade missions since March. We are currently working on virtual inward trade missions with businesses from France, Romania and Finland to take place during the first quarter of 2021.

Outward missions

After a successful virtual mission to Philadelphia in March this year, ECC has an exciting virtual trade mission planned to the US Pacific Northwest region in early December.

We are also working on a trade mission with the Canadian market, which will concentrate on the Ontario region and will run from 30th March to the 6th of April 2021. The recruitment is open to any Scottish companies, members or non-members, who may perceive the Ontario region as a potential source of new business. This mission will take place virtually and delegates will receive a market briefing session, online networking events as well as B2B meetings based on their requirements. We also hope to deliver trade missions to Spain, the Netherlands and Quebec during 2021.

Mentoring

In reflection of our need to connect with one another and support each other through challenging times, ECC is pleased to have launched a new Business Mentoring programme, which is available on our website. At this early stage of the service, we are reaching out to our business community in order to identify potential business mentors

who may be interested in sharing their wisdom and advice on working internationally with young and ambitious business leaders of the future.

Programme of events

Inward mission with Finland – 25th February 2021

Outward mission to Munich, Germany – 2-6th March 2021

Outward mission to Toronto, Canada – 30-2nd April 2021

International training courses calendar

Incoterms 2020 Update – 14th January 2021

How to Complete Export Custom Entries – 11th March 2021

How to Complete Export Custom - 31st March 2021

Quote from Alexia Haramis, Head of International at Edinburgh Chamber:

"During these challenging times for so many in our business community, I am struck by the tremendous spirit of support shown by international partners to continue to work collaboratively. The Customs Declaration Service will help maintain the flow of trade from the 1st Jan 21, we look forward to supporting the local businesses with this new service."

Innovation is key to the future of rail

When speaking about connectivity in the rail industry, most people first think about the literal connections we make between people and places.



At LNER we're well aware of the vital service that we deliver in providing regional and intercity connectivity and have improved in this area with extra services between Edinburgh and London. In addition, the East Coast Upgrade is firmly underway, which will give us the means to make even more transformative changes to our timetable in the not too distant future.

However, looking ahead, it is digital connectivity that I am most excited about and that I see becoming just as important to customers.

Being continuously connected is one of the major benefits of making long-distance journeys by train compared to other methods of transport. Whether customers are travelling for work and want to use their time productively or if they're just keen to listen to their favourite podcast, we need to enable them to do so and support their technology as much as possible.

An area of our customer experience where we've made swift progress is with our 'Eat at your Seat' onboard catering offer, which delivers food directly to customers in their seats. People are accustomed to ordering food and drinks whenever they want on their personal devices, so why not on a train too?

In a first for the UK rail industry, LNER began trials during the summer of an at-seat catering offer onboard. The service allows customers to order and pay for food and drinks from their phone in the comfort of their own seat, without having to visit the onboard cafe bar.

Customers in both Standard and First Class can browse the menu, accessed via a QR code, in their own time and order at their convenience, enhancing their onboard experience and improving their journey with us.

The service provides a layer of comfort and confidence to customers who are looking to stay seated for the duration of their journey, avoiding having to leave their belongings, minimising physical contact and supporting social distancing measures. Research conducted during the trial found 100 per cent of customers surveyed were satisfied with the proposition, and 98 per cent said it would positively impact their consideration to travel with us again.

We are always looking for new ways to provide excellence in our onboard customer experience and this new at-seat catering service is a great example of how technology has the potential to transform rail travel in the future.



Danny Gonzalez, Chief Digital and Innovation Officer at LNER

Customers travelling on our Azuma trains are currently also enjoying the best WiFi yet on the route. Ensuring that they are connected delivers a huge range of benefits for both the customer and LNER. It enables us to provide a more personalised service, communicate directly in real time and give customers the ability to seamlessly use their devices as if they were at home or in the office.

If we continue to make advances in these areas, rail will play an even greater part in helping the country build back better in the coming years.

Balfour Beatty bridges the decades

The existing North Bridge was constructed over the period 1894-97 by Sir William Arrol. The last major refurbishment works were undertaken in 1933.



Later in the early 1990s painting was undertaken to decorative facings and new parapets were installed by Balfour Beatty with decorative covers of spheroidal cast iron. In 2015 a principal inspection of the structure identified a number of concerns resulting in the City of Edinburgh Council awarding Balfour Beatty a contract to undertake the refurbishment.

The Council has committed more than £22m to refurbishing the iconic bridge, which provides a vital transport link between the north and south of Edinburgh. As well as maintaining this key route and site of historic interest, the project will contribute to Edinburgh City Centre Transformation, which envisions a connected, accessible and people-friendly future for the city.

The bridge is Category A listed and situated in the Edinburgh World Heritage Site. It spans over the operational Waverley Station with live trains and overhead electric cables to contend with.

Balfour Beatty commenced refurbishment works on the North Bridge in Summer 2018 with works expected to continue into 2022.

Balfour Beatty's works to North Bridge include:

- repairing, grit blasting and repainting structural steelwork and cast iron façades
- repairing the underside of the bridge's concrete deck
- improving the structural drainage systems

- replacing expansion joints
- restoring and repairing the King's Own Scottish Borderers War Memorial located on the east plinth of the bridge's south pier
- installing permanent platforms to improve access provisions for future inspection and minor maintenance
- all temporary scaffolding required to access the structure.

The most significant visual impact of the works is the temporary access scaffolding which has been suspended from the bridge to facilitate the works. A feat of engineering itself as the temporary works designers had to strike a balance between erecting sufficient scaffold to facilitate the works, without adding too much scaffold that would overstress the bridge. The scaffolders then set about installing over 300km of scaffold tube, 75000 scaffolding clips, and 18,000 13ft timber scaffold boards all hanging from 1500 points across the bridge. To address the issue with working over the live railway, a year long design and review process was undertaken followed by the construction of a giant protection deck during 75 nights of 2-hour duration railway possessions.

The erection of the temporary access scaffolding facilitated detailed inspection of the existing structure and this then defined the scope of works. With 6,300 existing steel members and over 4000m² of concrete these inspections were no minor task. Unfortunately,



as the removal of items from the bridge progressed it uncovered hidden defects which the project team had to subsequently design repairs for and undertake works to extend the lifespan of the structure.

Onsite over 100 skilled operatives from all over the UK are working on all aspects of the bridge refurbishment. This requires comprehensive logistic and phasing planning which are reviewed daily to ensure the works can progress with as little impact on the bridge users and neighbours as possible.

As part of the Scape Procure Civil Engineering & Infrastructure Framework, this project is committed to supporting the local community. This can be seen through Balfour Beatty's community engagement with local schools and higher learning facilities, charities and volunteer groups, and offering various work experience placements.

The North Bridge Refurbishment project is committed to developing talent through a range of apprenticeship, graduate and internship programmes. The project team understand the importance of offering development opportunities with mentorship, from expert engineers.



Now more than ever it is important that we invest in young people starting out in their careers

As the world continues to grapple with Covid-19, the fallout from the pandemic is expected to impact heavily on young people – not only in their career prospects, but as already seen, in access to higher education.

Mary Pender
Global Head of Talent Development,
Standard Life Aberdeen

At Standard Life Aberdeen, our early careers programs form a vital part of our talent strategy, bringing fresh thinking and new skills to our business as well as helping us build the next generation of leaders. Testament to this is our Chief Operating Officer, Mike Tumilty, who first joined the company as a graduate trainee in 1994 and the Managing Director of our Irish business, Victoria Brown, who joined the graduate scheme in 2001. Earlier in October we were delighted to welcome 29 new graduates to our business – 20 of whom are based in Edinburgh – and come the end of the month, 22 new trainees will join SLA. In what is such an uncertain world, our ambition is to give young people the opportunities to learn, develop and have exposure to the

breadth of our business, hopefully presenting the platform for them to be SLA's future leaders.

Keith Skeoch, who recently stepped down as SLA's Chief Executive, wrote in the June edition of the Chamber's magazine about how in usual circumstances during the summer months, we would welcome young people to SLA's offices to learn about the financial services industry through work experience placements and internships. While the pandemic disrupted the usual model of office life and in-person interaction, we were fortunate in being able to quickly switch to a hybrid model of recruitment, assessment and development all being carried out virtually. In fact, SLA's new trainees have been through the cycle of interviews, training and placements, so often predicated on face-to-face engagement, entirely online.

These new ways of working of course haven't been without challenges: the latest of which is the onboarding of graduates to work remotely while the vast majority of our staff are logging on from home. As we have all experienced, entering the world of work as a school leaver, college or university graduate can be a daunting experience, never mind if all of your interaction with a new team is over Zoom or Microsoft Teams. To counter this, our early careers team have sought to find creative ways to introduce and connect graduates and trainees both with one another and key functions around the business.

Harnessing the talent of our young people chimes closely with SLA's central message of 'together we invest for a better future' and although that immediate future remains unpredictable, investing in those young people as they start their careers remains more important than ever.



How CityFibre's full fibre network will power Edinburgh's Smart City ambitions

How many times have you sat in your car, rain tapping at the window, condensation building on the windscreen, staring at an ominous red traffic light far off in the distance, wondering if the traffic jam will ever end?

Yet it's not only motorists who are feeling the impact and frustration of coping with inadequate infrastructure. Commuters on public transport and pedestrians share a symbiotic relationship with the traffic around them. It's a challenge that is only going to grow, and City of Edinburgh Council and many others have been grappling with reducing congestion, enabling active travel, achieving carbon targets whilst the city is getting busier.

Our cities are only going to get bigger as we build out with more people, homes, businesses and transport choices, so their only option is to be smarter.

The need to become a 'Smart City' is becoming ever-more important, with civic leaders increasingly convinced that digital technologies and infrastructure are key. Marrying real-time information, Artificial Intelligence (AI), Full fibre, 5G and internet of things (IoT) networks to capture and share real time data - will be the lifeblood of our cities. Smart cities span energy, buildings, homes, transport, utilities; effectively

everything in our cities and citizens will be empowered, connected, their lives enhanced with greater safety and well-being.

So, what is a Smart City? What constitutes a smart city has changed as the understanding of what smart technologies can offer has changed.

Initially civic leaders saw these technologies as a way of operating their services more efficiently behind the scenes, with citizens generally unaware of them, but now that has completely changed. It is now accepted that citizens must be engaged with the whole process of becoming a Smart City. And that can only happen by putting people - not tech at the heart of everything.

Technology is the enabler, coupled with data, that allows better, more informed, decisions to be made in the daily life of a city and its citizens.

A key concept of this is Mobility as a Service (MaaS) - the provision of easy, digital access to travel information, to allow commuters to

be better informed about the options available to get them to their destination. For example, an app which gathers travel requirements and returns the cheapest, fastest or most eco-friendly options available with the ability to make one payment for all the modes of transport required for their journey. A great example of this is Whim in Helsinki <https://whimapp.com/>

All of this will need 4G and 5G networks, IoT sensors and radio networks all underpinned by full fibre networks carrying information at the speed of light.

Full Fibre is not a "nice to have;" it is a necessity for the future of our cities. All UK premises should have access to full fibre, however currently only 14% have. Our mission at CityFibre is to connect up to 8 million premises to our full fibre to the premises (FTTP) network, investing £4billion in 100 towns and cities to do so by 2025.

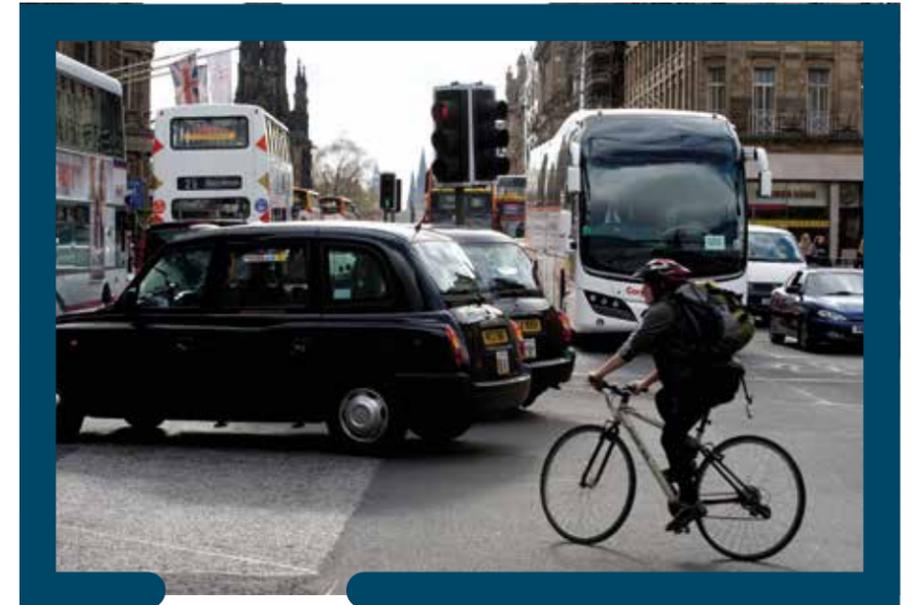
We are therefore delighted to be supporting Edinburgh in its endeavours to be one of the smartest cities in the UK.

Transport and Infrastructure: The future is small scale but macro

Big projects and really big budgets grab attention. Yet there is an in-built bias towards larger schemes which is not warranted by evidence.

Starting with the economics, assessment models commonly generate a BCR – Benefit Cost Ratio and, in the surface transport sector, the best BCRs are not for new roads, bridges and other major ticket items but rather are to be found in the less headline grabbing category of interventions to promote active travel – walking, cycling, wheeling, and local road safety scheme. This is really not new news. Rod Eddington, the former British Airways CEO, in his Transport Study for the UK Government back in 2006, made this same point – that small-scale transport schemes can deliver high value for money. Government assessment criteria of 'high' means a return on investment of between £2-4 for each £1 invested while 'very high' means a return on investment of over £4 for every £1 invested. Few big infrastructure investments get near a 2:1 BCR. A key element of the high scoring of small-scale schemes is derived by the health benefits that accrue to the many Scots who are physically active through their routine travel behaviour. Reducing premature deaths and disease scores highly.¹

The advent of Covid-19 has provided an unexpected upside as a result of lockdowns. Sense of place and appreciation of local spaces such as parks, local shops and more generally walkable neighbourhoods has increased as people spent enforced time in their locality, some going out for daily exercise, and then with relaxation of rules, amplified as more employees home work. Add the need for social distancing and road space reallocation to walking, cycling and wheeling along local high streets is required. In steps Transport Minister Matheson to provide £30M for a Covid-19 rapid



response fund for active travel to deliver social distancing. In doing so some of these schemes have increased perceived safety and so usage.

Building on the cost-effectiveness of small-scale infrastructure, to make active travel, especially cycling, socially normative in urban areas at least, we need to grab hold of the opportunity born out of the pandemic that is our re-calibration of what is important in life. The international evidence-base is clear that the most effective interventions to increase active travel usage are town and city-wide interventions. These are a combination of different interventions such as modal filters to

deter rat-running, pedestrian priority measures, as well as road space reallocation to create complete routes.² Switching the lens and mindset from the big project, big budget, and big kudos mentality of infrastructure planning will take time as it is hard wired into thinking and business models. Yet a change in approach to transport infrastructure is required come-what-may due to climate change so re-designing our settlements for low and no-carbon transport fits hand-in-glove with Scotland's climate change commitments. Let's get moving.

Dr Adrian L Davis

Professor of Transport & Health, Transport Research Institute, Edinburgh Napier University a.davis@napier.ac.uk

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2. Sport England, 2019. Active Travel and Physical Activity. Evidence Review https://sportengland-production-files.s3.eu-west-2.amazonaws.com/s3fs-public/active-travel-full-report-evidence-review.pdf?XTU9RMd3kz_oamMzJivml0v9cUG0UuwT

“Building on the cost-effectiveness of small-scale infrastructure, to make active travel, especially cycling, socially normative in urban areas at least, we need to grab hold of the opportunity born out of the pandemic that is our re-calibration of what is important in life.”



Green Kick Start

The economic impact of COVID-19 cannot be understated. Whilst there are still a lot of unknowns, the one thing we do know is that the best way to rebuild our economy is through a green recovery.

The Scottish Government has huge ambitions when it comes green energy and its aims to reach Net Zero emissions by 2045. Now, more than ever, this ambition should not only be seen as a way of tackling the other great crisis of our time; climate change, but as a way to help kickstart our economy by intrinsically linking the development and investment in clean, green energy and its infrastructure with the rebuilding of our economy.

A major part of the Scottish Government's ambition will be the switch to electric vehicles (EVs), with Holyrood setting out plans to enable 100% adoption of ultra-low emission cars by 2032, and for the almost complete decarbonisation of road transport by 2045. This will be supported by UK government initiatives which put in place rules that will ban the sale of petrol and diesel cars from 2040 and potentially much sooner.

At SP Energy Networks, we're proud to be leading the way when it comes to facilitating more renewable energy and the infrastructure

required to support the transition to EVs. We are working in strategic partnership with Transport Scotland to deliver the pioneering Project PACE trial across North and South Lanarkshire which will enable charge points to be installed across the area, dramatically increasing the nation's electric vehicle charging capabilities.

Projects like these provide a blueprint for collaborative working between energy providers, governments, local authorities, energy network companies and key stakeholders that can be replicated across the country to help us develop a better future, quicker for all.

Our recent research project with the University of Strathclyde revealed that 30,000 new jobs could be created with substantial investment in upgrading the energy network to help enable the switch to electric vehicles.

These jobs would be created in the network, construction and service sector supply chain, from developers of bodywork to delivery drivers

for the companies producing EV parts.

Across the country, we'll continue to see greater consumer demand for electric vehicles and renewable heating solutions, which means we need to act now to make sure our networks can support the essential electrification of heat and transport in future.

There has already been great progress in our push towards Net Zero and there is now genuine momentum behind a push for a greener future. Now is the time for businesses, regulators and stakeholders to have the courage to act quickly and reset the dial for faster progress towards Net Zero. This will help create employment, boosting the economy while bringing about a range of environmental benefits.

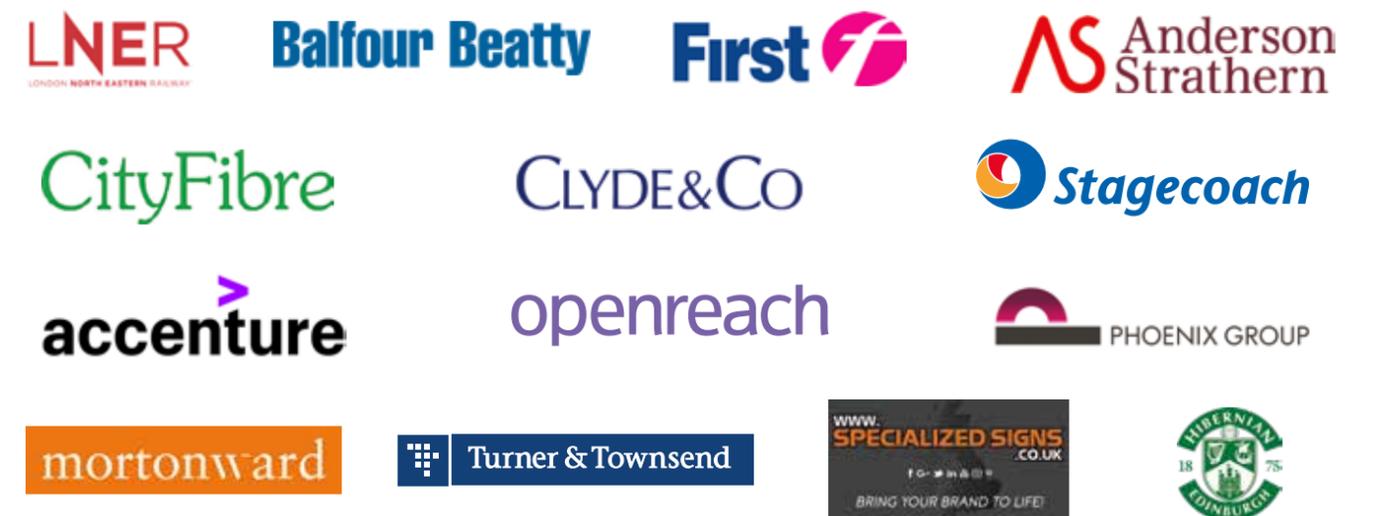
At SP Energy Networks we're committed supporting the local communities and helping them recover. Sustained investment in network upgrades will help us to do this and plan for a brighter future.

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

STRATEGIC PARTNERS



ENTERPRISE PARTNERS





Bruce Strang & Charles Quinn

Commsworld appoints Charles Quinn and Bruce Strang to its Board

Commsworld has completed its new-look Board with the appointment of Charles Quinn as Chief Commercial Officer, and Bruce Strang as Chief Operating Officer.

A highly-respected business leader, Charles brings over 15 years' senior executive leadership to the Edinburgh-headquartered company, having worked at Microsoft, Dell and Hewlett Packard.

He has executive responsibility for commercial strategy and marketing/communications at the UK's largest independent network provider, to ensure further business growth and increased market share.

He said: "We have a golden opportunity to expand Commsworld's geographical presence and focus on a wide range of markets, with social housing chief among them."

Bruce Strang previously played a key role in the completion of an investment by LDC, private equity arm of Lloyds Banking Group.

Bruce said: "I look forward to continuing to grow Commsworld as a business and take it into new markets."

The Board also comprises John Trower, Ricky Nicol, Steve Langmead, Mark Kerr and Graeme St John.



Mike Harley

Womble Bond Dickinson bolsters Edinburgh offering with new partner hire

Transatlantic law firm Womble Bond Dickinson (WBD) has strengthened its real estate practice in Edinburgh with the appointment of Paul Mason who joins as a partner.

Previously a partner at law firm DWF, Paul has over 15 years of experience advising household names, landlords and tenants of retail, office and industrial premises on all areas of real estate law. He has particular experience advising on the investment in, and asset management of, shopping centres and offices, and acts for sellers and investors on high value transactions.

Commenting on his appointment, Paul said: "I am delighted to be joining the growing team in Edinburgh to shape the further growth of the firm here in Scotland, and to be reuniting with a number of former colleagues."

Commenting on Paul's appointment, Real Estate Partner, John Ralph said: "Paul's particular expertise in retail and energy fits perfectly with the firm's sector approach and his impressive track record will enhance our offering here in Scotland."



Paul Mason

Edinburgh Airport strengthens top team with new Aviation Director

Edinburgh Airport has recently strengthened its top team with the appointment of a new Aviation Director. Kate Sherry will oversee the airport's recovery from Covid-19.

As Ryanair's Director of Route Development, Kate spent 10 years with the airline, expanding its reach across Europe. She will now manage the airport's airline relationships, working to retain and grow connectivity.

Chief Executive Gordon Dewar said: "To have someone of Kate's calibre joining us at this critical time is fantastic news for the airport and the city

"Kate is hugely skilled and experienced. She offers an airline's perspective which will be incredibly valuable as we work with carriers to rebuild."

Kate added: "Edinburgh Airport's success story in the past decade has been well recognised across

the industry. As aviation faces such challenging times, I'm looking forward to joining this great team to assist in continuing that success and ensuring the airport and Scotland are as well connected as they can be in the recovery."



Kate Sherry

New business leadership for Cyrenians

Mike Hartley, formerly Managing Director of Newsco Insider, is the new Director of Commercial and Trading Services at Cyrenians.

This new role for the organisation will oversee the strategic direction for increasing and diversifying support through fundraising as well as a successful portfolio of social enterprises.

Commenting on his appointment, Mike said: "I'm proud to be able to take my commercial experience and apply it to Cyrenians' work tackling homelessness.

"The COVID19 pandemic is putting increased pressure on communities. Cyrenians continue to play a key role in providing support and will be needed in the months and years to come.

"In light of the economic challenges we face, building our resilience is crucial. I am honoured to have been entrusted with this key role, and have no doubt that as a team, alongside our supporters, we will be able to rise to the challenges ahead."

Is the UK the Money Laundering Capital of the World?

A new investigation has revealed that the UK is a hotspot for money laundering, with an estimated £90 billion laundered each year through the City of London alone. In this article, risk and compliance experts Intelligencia Training share further insight.



In late September 2020, a major leak known as the 'FinCEN Files' exposed the UK's significant role in facilitating global corruption and money laundering.

A subsequent investigation by a global consortium of investigative journalists highlighted the need for improved defences in the UK financial sector and a reform of its red tape approach to compliance.

As a result of the leak of law enforcement data, global banks have come under increased scrutiny from the Financial Conduct Authority (FCA) who state the quality of anti-money laundering controls is persistently falling short.

The FinCEN Files revealed that global banks had transferred a staggering \$2 trillion (£1.6 trillion) in suspected 'dirty money' over the last two decades.

Commenting on the leak, Mark Steward of the Financial Conduct Authority said:

"What surprises me still is there is a view in some quarters that anti-money laundering systems and controls is a lot of money for nothing in return, and it's a huge bureaucratic exercise in red tape rather than something that's really important."

He further added the FCA have a number of cases in the pipeline and no major bank in Britain hasn't been or isn't currently subject to an ongoing investigation.

The scrutiny of money laundering and anti-money laundering regimes isn't something new to the UK. Following a report on economic crime last year, a Treasury committee said the true scale of the problem was unknown, with particular areas of weakness including property and online transactions.

The report called on the UK government to regularly review efforts to minimise money laundering and it should not compromise its provision in the face of post-Brexit trade deals.

Adding to the report, Ben Wallace, Minister for National Security, said:

"It is wrong to think of money laundering as a victimless crime.

Those with dirty cash to clean don't just sit on it, they reinvest it in serious organised crime, from drug importation to child exploitation, human trafficking and even terrorism."

Intelligencia Training, who recently began delivering the first apprenticeship programme

specific to the role of Risk and Compliance Officers working in financial services, emphasise that investment into effective training and qualification programmes is crucial if the UK is to combat its money laundering problem.

A spokesman from Intelligencia Training commented:

"The delivery of training in this subject area has already proved successful in enhancing the knowledge and skillset of those involved in anti-money laundering and as technology evolves and we enter an age of digital money and payments, it is critical, now more than ever, to ensure parity of skills across sectors."

For more information, visit www.intelligenciatraining.com/risk-compliance-officer or contact info@intelligenciatraining.com / 01925 876051



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DECEMBER

Wednesday 12th
Finance for non Financial Managers

Wednesday 12th
Digital Marketing Strategy

Thursday 3rd
Inward & Outward Processing

Tuesday 8th
Presentation Skills

JANUARY

Wednesday 13th
Leading and Managing Change

Thursday 14th
Incoterms 2020 Update

Tuesday 19th
Time Management

Wednesday 20th
Networking Skills

Friday 22nd
Marketing your Business

Wednesday 27th
Introduction to Google Analytics

Friday 29th
Instagram for B2B & B2C - How to Build a Range of Sales Funnels on Instagram, Including Instagram Stories

FEBRUARY

Monday 1st
Google Ads - Introduction

Tuesday 2nd
Project Management Fundamentals

Thursday 4th
Dealing with difficult situations

Friday 5th
Advanced Facebook Strategies to Increase Sales - Creating more Dynamic Facebook Ads, Groups Messenger & Live

Tuesday 9th
Essential Management Skills

Thursday 11th
Developing Video Content for your Business

Wednesday 17th
Introduction to Google Display Ads

Thursday 18th
Export Documentation

Tuesday 23rd
Documentary Letters of Credit

Wednesday 24th
Boost your Sales Success

Thursday 25th
Digital Writing Skills

MARCH

Wednesday 3rd
Bidding to Win: How to Write Tenders & Proposals That Beat The Competition (Without Cutting Prices)

Tuesday 9th
Finance the Basics

Thursday 11th
How to Complete Export Customs Entries

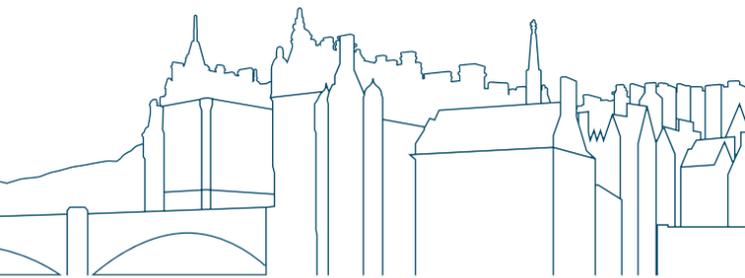
Thursday 11th
Leader, Manager & Operator – Which mode are you in?

Tuesday 16th
Negotiating and Influencing skills

Thursday 18th
Search Engine Optimisation (SEO) - An Introduction

Wednesday 24th
Digital Marketing Strategy

Thursday 25th
LinkedIn Masterclass: The Complete Guide to Personal and Business Development



BUSINESS COMMENT IS AN EDINBURGH CHAMBER OF COMMERCE PUBLICATION

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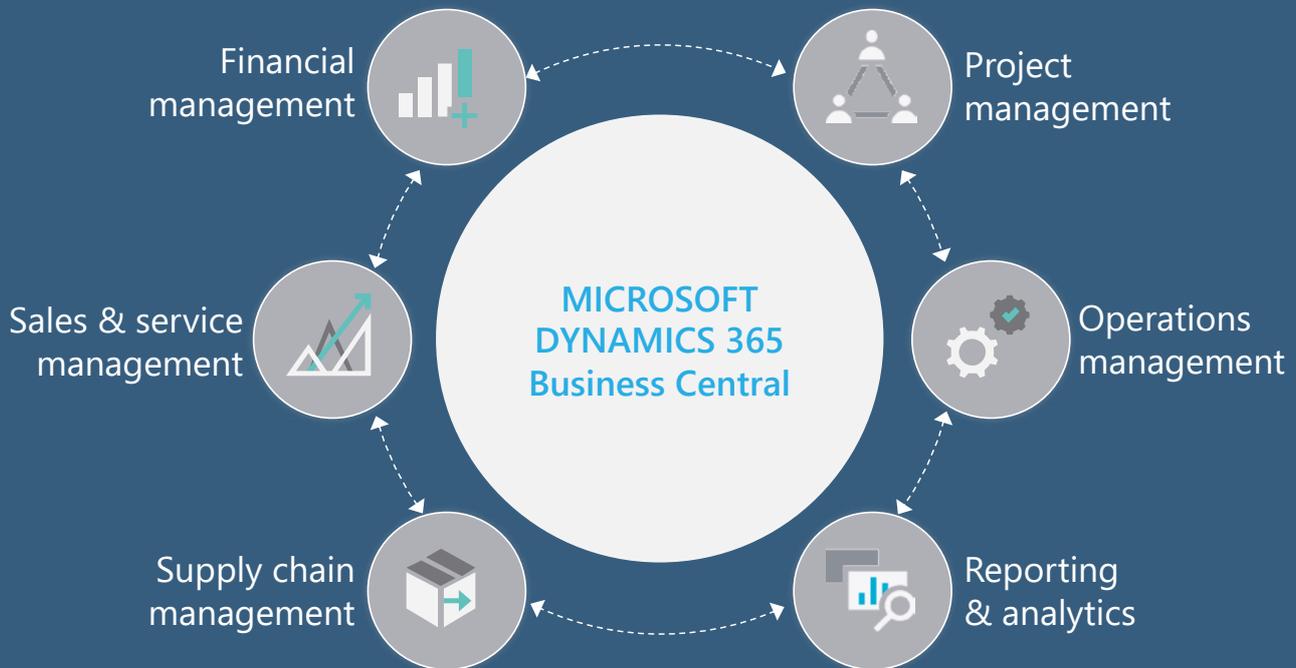


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