

Business Comment

AUGUST/SEPTEMBER 2021

Economy and Resilience



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Economy and Resilience

Welcome to the latest issue of Business Comment, which this month is looking at the economy and resilience.

The emergence from the COVID-19 pandemic, driven by the success of the vaccination rollout, continues to provide cause for optimism as restrictions reduce and normality returns.

However, much is required to be done if Edinburgh is to Build Forward Better, and businesses in the Capital are ready and willing to engage and work with both local and national government - but it is essential that engagement is meaningful and two-way.

The enormity of the challenge businesses have faced is well-articulated by the Royal Highland and Agricultural Society of Scotland. The Royal Highland Show is one of the country's biggest events, supporting many jobs and providing a platform where much business is done. The Showground at Ingliston is home to hosts of major events each year - and the events sector has been amongst the hardest hit and yet most innovative in flexing to survive the crisis.

In addition, Roddy Smith of our city centre business improvement district company Essential Edinburgh reinforces the vital importance of Edinburgh's

festivals to our economy, and in particular to our hospitality and retail sectors, as he looks ahead to a bright potential future for the city centre through game-changing developments such as Edinburgh St James and the Johnnie Walker Experience.

Finally, if we are to thrive it is vital that Edinburgh retains its status as a global city. For that we need our International Airport and we need Government backing for an aviation strategy. As the airport points out, we cannot afford complacency in this internationally competitive market.

As Chief Executive Gordon Dewar points out, the airport helps drive international trade supporting countless jobs.

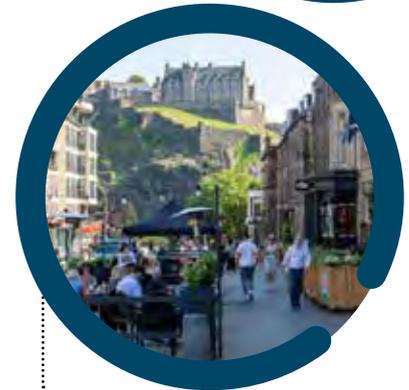
Elsewhere, enjoy the usual round up of news and views from our innovative and resilient members.



Liz McAreavey
Chief Executive,
Edinburgh Chamber
of Commerce

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APEX Hotels to help NHS heroes say 'I do' in style

Apex Hotels are set to give away five dream big days to NHS heroes as part of a continuing partnership with Operation Recuperation.

Operation Recuperation has been working with 20 of the hardest-hit hospital trusts throughout the pandemic and has gifted almost 1,000 stays and experiences to NHS staff.

Alongside the charitable organisation, the Scottish hotel group is giving away a total of five weddings or civil ceremonies to deserving couples across the UK.

Hotels participating include Apex Waterloo Place Hotel and Apex Grassmarket Hotel in Edinburgh, Apex City of Bath Hotel, Apex City of London Hotel and Apex City Quay Hotel in Dundee.

The lucky couples will be treated to all the essentials to make their wedding day special, thanks to the hotels and their networks of key suppliers – with celebrations for up to 50 people being laid on.

Each property will provide one winning couple with a three-course wedding breakfast, drinks package, evening buffet, top table flowers, ceremony room hire and upgraded wedding night accommodation – as well as a traditional piper at the Edinburgh hotels.

Trusted suppliers will also contribute to each of the celebrations, with flowers, cake, DJ, hairdresser and make-up, covering almost every element of the dream big day.

The lucky couple will be selected from over 4,000 vetted front-line NHS workers who were invited to apply to Operation Recuperation over the course of the pandemic, many of whom have had to postpone or cancel their wedding plans as a result of COVID-19 restrictions.

Apex Hotels kicked off its partnership with Operation Recuperation earlier in the year,



gifted 10 overnight stays at its hotels across the UK to nominated NHS workers as a well-deserved break.

Kim Wilkinson, Group Director of Sales for Apex Hotels, said: "We're thrilled to be working again with Operation Recuperation – this time to turn deserving NHS workers' dream big days into reality.

"Across five of our UK properties, we'll be providing wedding packages worth a total of £30,000. Thanks to the unbelievable generosity of our trusted network of suppliers, we'll be able to add lots of little touches to ensure a special day for each of our lucky couples.

"Our NHS heroes across the UK have worked exceptionally hard over the course of the past year and, like many others, have had major

milestone moments like weddings either postponed or totally cancelled as a result. We want to do our bit to say 'thank you' for all they do by helping in any way we can – and luckily, we're pretty good at weddings."

Rachel Sherwood, founder of Operation Recuperation, said: "When the team at Apex asked if we'd like to help them give away wedding packages to NHS workers who'd had their big days postponed, the answer was a resounding YES!

"We've had a lot of superb donations to Operation Recuperation since March 2020 and it's been a joy to give them away to almost 1,000 staff from the UK's hardest hit hospitals.

"They've all made a difference but this one is extra special as it'll be creating a lifelong memory for the NHS 'winners' and their loved ones. It's a brilliant idea from a company who have been a joy to partner with and I can't wait to help them make it a reality."

Apex Hotels are also inviting other local suppliers who wish to help out with the wedding celebrations to contact Kirstie. logan@apexhotels.co.uk with details on what they do, how they can help and where they are based.

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Edinburgh's Business Community - Supporting COP26

The 26th Conference of the Parties, or COP26 as it is better known, is a major United Nations climate change summit that takes place annually.



For the first time, COP is being held in the United Kingdom. Under the presidency of the UK Government, this truly global gathering will be hosted in Glasgow, Scotland between November 1st and 12th.

COP26 coming to Scotland represents an important opportunity for Edinburgh to harness momentum and capitalise on the opportunities from the conference; to demonstrate the steps the city is taking to tackle climate change and position Edinburgh as a global leader in climate action.

Since declaring a climate emergency in 2019 and setting an ambitious target of net-zero emissions by 2030, the City of Edinburgh Council has published their *Draft 2030 Climate Strategy*, due to be launched in the autumn. The city-wide strategy sets out practical and clear steps the city will need to take to reduce greenhouse gas emissions, adapt to climate change and ensure the city reaches ambitious carbon emission reduction targets.

“To meet this 2030 target and ensure a green recovery for the city, businesses and stakeholders across the city’s public, private and third sectors need to collaborate and act together to deliver a local zero-carbon economy and support the longer-term sustainability vision for Edinburgh.”

To meet this 2030 target and ensure a green recovery for the city, businesses and stakeholders across the city’s public, private and third sectors need to collaborate and act together to deliver a local zero-carbon economy and support the longer-term sustainability vision for Edinburgh.

The Edinburgh Chamber of Commerce, on behalf of the City of Edinburgh Council, will be running a programme of activity for the city leading up to and during COP26 to help showcase Edinburgh as a world leader in sustainability. We will also support Edinburgh businesses on their net-zero journey, in line with the City of Edinburgh Council’s 2030 target.

To showcase the city’s ambitious net-zero plans, the Edinburgh Chamber of Commerce will be running a series of events in the lead up to COP26 starting with a ‘positioning the city’ event in August. This event will highlight key stakeholder activity within Edinburgh and will encourage businesses and city partners to develop and adopt net-zero strategies to

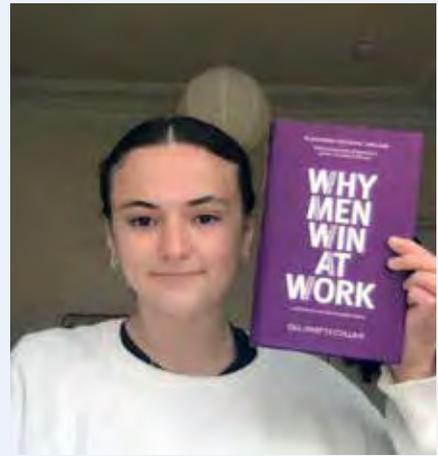
support the city’s vision. The event will be followed by a programme of panel events that will focus on the strong pillars of the city and offer the opportunity to discuss and find out what climate action key stakeholders within these sectors are taking.

As part of this programme of activity, the Chamber will also be launching a website that will focus on highlighting activity going on in the city in the lead up to COP26 in November. It will also support businesses on their net-zero transition and will include practical resources, toolkits and guides to help support businesses reduce their emissions. Case studies, thought leadership articles and stakeholder events will also be promoted - showcasing the hard work and innovation of organisations working towards their net-zero targets.

During COP26 in November, we will also look to host an event that will engage and inspire a range of citizens and organisations in the city - more details on this coming soon.

The Edinburgh Chamber of Commerce hopes to create a legacy which the city can build upon to ensure the city meets its 2030 net-zero target businesses with their net-zero transition.

If you are interested in finding out more about the Edinburgh Chamber of Commerce’s COP26 programme of events then please get in touch with the Events team at events@edinburghchamber.co.uk.



Book publishers Luath Press have taken on 4 graduates through the Kickstart Scheme, co-ordinated by The Edinburgh Chamber of Commerce

Eilidh MacLennan, Sales & Marketing Co-ordinator at Luath sat down with Baillie, Emily, Ivy and Kaera to chat about their career journeys and how the scheme has benefitted them.

The degrees of the scheme participants varied widely, from Marketing to English Lit to Criminology. All participants were aiming to follow careers in the creative industries or marketing. When they found out about the Kickstart Scheme from their local Job Centres, they applied to work as Sales & Marketing Assistants with Luath Press.

On working with Luath Press

K: It is interesting to meet and learn about the other members on the Kickstart programme. Working with the Luath Press team has so far been an invaluable experience as they have helped me learn about the publishing industry as well as develop my own skills.

B: The induction period where we got to do a bit of everything was useful for getting an introduction of how the company worked. For training and work, it's been important to be vigilant and plan ahead. Those skills have been vital.

E: Kaera and I got to interview the authors of the books that we were looking at which was really cool. It makes you feel important. The training we received has been great. The time management course provided through the Chamber of Commerce was a highlight.

I: I have really enjoyed the Publishing

Scotland courses I took part in. Because of the scheme, I have managed to take part in a lot of opportunities that I wouldn't have been able to do otherwise.

Words to employers about the Kickstart Scheme

E: It's so difficult, so many jobs I was applying for were entry-level positions that required three to five years of experience in a field. And that's just not humanly possible. These positions are for people that have just come out of university or college. We don't have that kind of experience. So the Kickstart Scheme is such a good way of getting people into industries like this.

I: I think the Kickstart Scheme helps lower the fears about employment caused by COVID for young people as well. Most people my age have found it really hard to feel like there's ever going to be a job for us because the job market feels like it's dissolved.

B: Particularly during COVID, so many businesses were closing their applications and we are up against people who have lost their jobs. The Kickstart Scheme helped give us a chance at the perfect time.

K: Please do recruit via Kickstart. It gives young people a fantastic opportunity to

explore potential career paths and gain employment experience that will serve both parties extremely well for the future.

The future plans of everyone varied. Baillie will be pursuing a post-graduate degree to study Media and Communications. Emily and Ivy will both be moving to London to further pursue publishing. Kaera is still considering her options within the creative industries.

'I am so glad the Edinburgh Chamber took the initiative in applying to become an aggregator for the Kickstart Scheme [which was only open to employers able to take on 30 or more Kickstarters when it was first launched, so we on our own were not eligible and could not apply directly to DWP]. The scheme enables each Kickstarter to work for us for 6 months, 25 hours per week – of which we decided to allocate 20 hours to sales & marketing and 5 hours to training. The team at the Chamber has been a huge support throughout the process and we now have approval for a total of 14 Kickstarters over the timespan of the scheme which is currently scheduled to end in June 2022.

To find out more on how you could support a young person through Kickstart, please email kickstart@edinburghchamber.co.uk

Gavin MacDougall, Director of Luath

Making the magic happen

What Every Entrepreneur Can Learn From Actors

Being an actor is all about making the magic happen on stage or a movie set but beneath this façade of glamour and fantasy lies a brutal industry in which you must learn to survive and thrive.

I have been acting professionally for ten years now, including three years of training at a prestigious London Drama School, and I am still learning so much about my craft and what helps me to perform at my best in what can often be very pressurised environments. The parallels within the corporate world are abundant and there is a lot we can learn from each other.

Perhaps a good place to start, is managing nerves. For me, nerves are something which never go away and to a large extent, I hope they never do. Before going on stage, my heart is pounding; sweaty palms, butterflies in my stomach – but without this I can't even begin to imagine what kind of performance I would give. Flat. Casual. Generic. A few adjectives which are far from desirable when it comes to storytelling, art, and expression. For me, this fight or flight sensation is electric energy which gives an intensity and presence which is so incredibly powerful in performance. Working with high profile actors of course gives way to a lot of pressure to 'get it right' and remember lines, let alone being natural, authentic and frankly just good. I know how important the role of breathing is for me to feel good. Accepting that I will be nervous, recognising what my breath is like and listening to my thoughts – catching any negative spirals are all things which have contributed greatly to my ability to deal with nerves.

One of the first things I noticed when I began doing some work in the corporate world was how great the need for storytelling is in pitching. In theatre and screen, we talk about storytelling in relation to how the events unfold and in what way they are communicated; drawing at heartstrings, creating conflict and making the audience laugh. It's through these elements listeners are engaged and empathetic with the characters and what is going on. Actors must convey authentically their emotions, their fears, their desires and threaded deep within that, their true intentions. Storytelling is at the very heart of our existence. We share stories in a way that no other species can. In the acting profession, rehearsal is a must and therein lies a fine balance between the detailed and unbridled exploration of the rehearsal, and the spontaneity in the moment which makes people lean in and listen. The fire and ice as my teacher used to say.

When filming or on stage, the role of the ensemble is huge. It is important that you are



Georgina is a professional actor and specialist communication coach with Ogilvie Ross LLP.

actively listening, connected, and supporting each other, so that if someone forgets a line, or something goes awry, the cast members with you are present and connected enough to pick you up. Live performance is always about keeping the ball in the air, never letting the energy drop - keeping the flame alive.

Behind the scenes, there is a lot going on beneath the surface. Many auditions don't go your way. Dealing with failure has become an essential mechanism which needs to be exercised on a regular basis. When you spend a long-time preparing scenes, and learning lines, finding out you have been unsuccessful yet again can be very brutal. I find that I need a grieving period when this happens, if it's something I have invested in with heart and soul then the last thing I am able to do is pretend that I don't care. I do care. And letting myself be a bit sad and disappointed and sometimes downright angry has become part of my process. Once I have done that I can recalibrate and begin the next phase which is

where I call upon my growth mindset. What did I do well? What could I improve? Through these questions I can be honest with myself and improve my process. Never taking anything personally but seeing each bump in the road as an opportunity for growth. This gears me up for the next audition or performance if I am in a show, or filming where all of the disappointment and feelings of having failed have been shed and I can go in all guns blazing. Because these failures, big and small are happening all the time so when you start to harness this mindset, it changes everything.

www.ogilvieross.co.uk



SECTOR: Finance, Business and Admin

ACTIVITY TYPE: Virtual Work Placement

BUSINESS: Edinburgh Chamber of Commerce

TARGET AUDIENCE: Foundation Apprentices

EDINBURGH CHAMBER OF COMMERCE HOSTS 7 FOUNDATION APPRENTICES!

From January to May 2021 Edinburgh Chamber of Commerce hosted seven Business Skills Foundation Apprentices from Edinburgh, Midlothian and East Lothian.

The regional DYW team partnered with Edinburgh Chamber of Commerce, Edinburgh College and Midlothian Council to identify and match the apprentices to a department within the organisation. Each apprentice was matched based on their interests and skills.

The Edinburgh Chamber of Commerce took on the apprentices over 6 departments ; Membership, Events and Training, International, Policy, Business Support and Projects. The apprentices were split across these departments with two in Membership, one in Events and Training, one in International, one in Policy, one in Business Support and one working on the Circular Edinburgh Project.



During their placement the apprentices took part in a comprehensive induction where they met the team, learned about the organisation's policies and procedures, remote working and everything they need to know about the business. They also attended an apprenticeships insight event with M&G plc and completed online e-learning modules covering life at work, basic health and safety, customer service, cyber security and GDPR.

After their induction, the Foundation Apprentices moved into their respective teams and began supporting their colleagues with day-to-day tasks, projects and attended meetings both internally and externally. Some examples of the work they carried out are:

- Market research around some of the SMEs in Edinburgh.
- Researching other Chambers and membership bodies and analysis.
- Research for the Inspiring Communities Group around inclusive employer practices across Edinburgh.
- Account management and international activities support.
- Market research into the sustainability and circular economy policies companies have and what funding opportunities there are for businesses and created a report and a leaflet to promote.
- Research current/future business training needs and skills aspirations for core customer groups.

WHY DID EDINBURGH CHAMBER OF COMMERCE WANT TO GET INVOLVED WITH DYW?

Edinburgh Chamber of Commerce are the host employer for Developing the Young Workforce Edinburgh, Midlothian and East Lothian and were keen to bring young people into the business to encourage fresh ideas and provide young people with valuable insight into a membership organisation and develop transferable skills.



"It was great to be a mentor on the Foundation Apprenticeship Programme this year. My foundation apprenticeship student was great, they really brought value to the team by completing a range of different tasks; from marketing, to business engagement, attending meetings as well as working with other Chamber departments. Although the apprenticeship was virtual and not in person, I really felt my student was part of the team, they were engaged and always up for a challenge and it was really nice to see them develop their confidence and skills over the last few months."

Lauren Ridgley, Project Officer – Circular Edinburgh



WHAT WERE THE SUCCESSSES?

All Foundation Apprentices rated their placement a 5 out of 5, stating that it was "Excellent" and "Amazing". One apprentice said the best part of their placement was having something to look forward to every week and getting to see what their manager did on a day to day basis. Another said they learned more about the business world, cross party groups, and the different departments within the Edinburgh Chamber of Commerce and they improved their teamwork, time management and note-taking skills - all very valuable transferable skills to any business.



"As part of my FA's apprenticeship she undertook the herculean task of analysing our yearly training performance for 2019 and 2020. From the analysis the FA conducted we were able to review our yearly training income, what courses were performing well and which courses were not, as well as the breakdown of member to non-member bookings. As a result, our training and development department can now utilise the findings to help shape the future planning of our yearly training calendar helping to identify our strengths and areas which need more development and focus."

Rachael Findlay, Business Support Executive

TO CONTACT DYW EDINBURGH, MIDLOTHIAN AND EAST LOTHIAN PLEASE EMAIL: DYW@EDINBURGHCHAMBER.CO.UK

YOU CAN ALSO VISIT OUR WEBSITE AT: WWW.DYW-EDINMIDEAST.COM

OR FOLLOW US ON SOCIAL MEDIA:





RE-DISCOVER THE SPIRIT OF THE FRINGE

And So Much More

Surgeons Quarter (SQ), the commercial arm of the Royal College of Surgeons of Edinburgh (RCSEd), is rebounding with new events and offerings, while also honouring its dedicated staff and disrupted industry.

During August, SQ which operates the city's largest independent hotel, Ten Hill Place, alongside the College's myriad of event and meeting facilities, will also become one of the largest performance spaces for the welcome return of the Festival Fringe.



A host of spectacular programmes, including theatre, comedy, cabaret and family friendly entertainment will be on offer. Reflecting the magic of the Fringe, the RCSEd campus and adjoining Hill Place will transform with on-site bars, allowing festival goers to enjoy safe, socially distanced food and drink.

Ten Hill Place Hotel, the perfect location for all fringe fanatics, offers an innovative 'Scotcation' package.

The £299 'Scotcation' deal includes a two-night stay with breakfast for two, a £100 food and drink voucher, as well as Red Bus tickets.

Scotcation is an added value offer which also supports the hospitality industry. 10% of the revenue generated goes as a gratuity to employees of Ten Hill Place Hotel, while an additional 10% goes to HIT Scotland's 'Emerging Talent of The Industry' scholarship.

The newest offering comes in addition to the organisation's recent decision to honour its staff by securing the Scottish Living Wage Accreditation and increasing pension contributions to 7.5%.



SURGEONS QUARTER

To book the package Email: reservations@surgeonsquarter.com quoting 'BCstaycation21'.

Visit <https://tenhillplace.com/> to explore the largest independent hotel in Edinburgh.

Outwith Fringe dates, SQ will operate its Drinks & Dining Al Fresco courtyard on a private use basis only. The attractive outdoor space, covered by a large clear marquee to keep a turn in the weather from dampening spirits, accommodates up to 75 people, providing a safe professional area for business gatherings and networking events. For full details on hiring this space, contact events@surgeonsquarter.com

For more information on event and meeting facilities visit <https://surgeonsquarter.com>

Walk for Parkinson's at the Kelpies

Is on Thursday 2nd September from 6pm

This is a gorgeous summer evening walk for the whole family around Helix Park in Falkirk which is home to the majestic Kelpies, 30-metre high horse-head sculptures. The walk is suitable for all and you can choose between 1 and 5 miles starting from the Falkirk Stadium end of the park.

To register please go to <http://events.parkinsons.org.uk/kelpies21>

We've made sure the walk is COVID-19 compliant for the health and safety of our supporters and as part of that we won't be taking any registrations on the day so please register online and get your fundraising off to a great start.

Volunteers needed

To help give our walkers the best experience we are looking for volunteers to help marshal both routes and cheer our walkers on their way. Please get in touch if you think you can help. To register to be a volunteer please go



to <http://events.parkinsons.org.uk/kelpies21>

Every step connects everyone with Parkinson's. By walking together, either in person or virtually, we're not alone.

PARKINSON'S^{UK}
SCOTLAND
CHANGE ATTITUDES.
FIND A CURE.
JOIN US.

A fresh new look for dining at the Botanics

An extensive refurbishment of the Royal Botanic Garden Edinburgh cafe and restaurant has taken place in the last few months and we look forward to welcoming visitors to the well-loved cultural destination affectionately known in the city as 'The Botanics'.

We have transformed the Garden's dining areas to enhance the customer experience and introduce new food and drinks based on 'made from scratch' principles, where all produce is prepared every day using the highest quality, locally-sourced and seasonal ingredients.

The Gateway has been revitalised with a range of seasonal dishes, prepared on-site with ingredients handpicked from its own market garden. Savoury favourites such as fresh deli style sandwiches, vibrant seasonal salads, gourmet sausage rolls and daily changing specials all making an appearance on the new menu, which guests can enjoy while relaxing and overlooking the Biodiversity garden.

At the heart of the garden is The Terrace with a new look inspired by the natural and lush colour palette of its surroundings. The in-house

bakery will tempt with cakes, sweet treats and individual desserts, as well as its signature Botanical Afternoon Tea and a range of artisan coffees and teas which are served from our new coffee bar. With the outlook over Inverleith House Lawn and views to the city skyline beyond, the Terrace is an exceptional space to unwind and relax.

For further information about dining and hospitality events at the Botanics please contact Lynn Paddock and Claire Matheson our Hospitality Event Sales Team on venues@rbge.org.uk

In addition to our dining and hospitality events we have a number of commercial partnership opportunities available at RBGE for further details please contact Clare Short, Head of Commercial Sales on cshort@rbge.org.uk



The Terrace



Royal Botanic Garden Edinburgh

Venue hire in a unique setting

The Royal Botanic Garden Edinburgh is one of the leading botanical gardens of the world, and is now over 350 years old. Set in 70 acres, 1 mile north of the city centre, "The Botanics", as we are affectionately known locally, offers stunning settings and backdrops throughout the changing seasons.



The John Hope Gateway Building, looking out over our Biodiversity Garden is a stunning location for dining, drinks receptions and evening family celebrations.

The Caledonian Hall overlooking the Rock Garden is a stunning combination for a wedding, private dinner or drinks reception. Our **John Muir Grove** with its' circle of giant Redwoods (*Sequoiadendron giganteum*) offers a space which is natural, peaceful and memorable for wedding ceremonies and celebrations of life.

Contact us to discuss your requirements

Web rbge.org.uk | **Tel** 0131 248 2941

Email venues@rbge.org.uk | weddings@rbge.org.uk

In hiring one of our venues, you are contributing to the future of the Garden and the ongoing conservation of our collection for generations to come.



Edinburgh employees' race to put wellbeing in first place

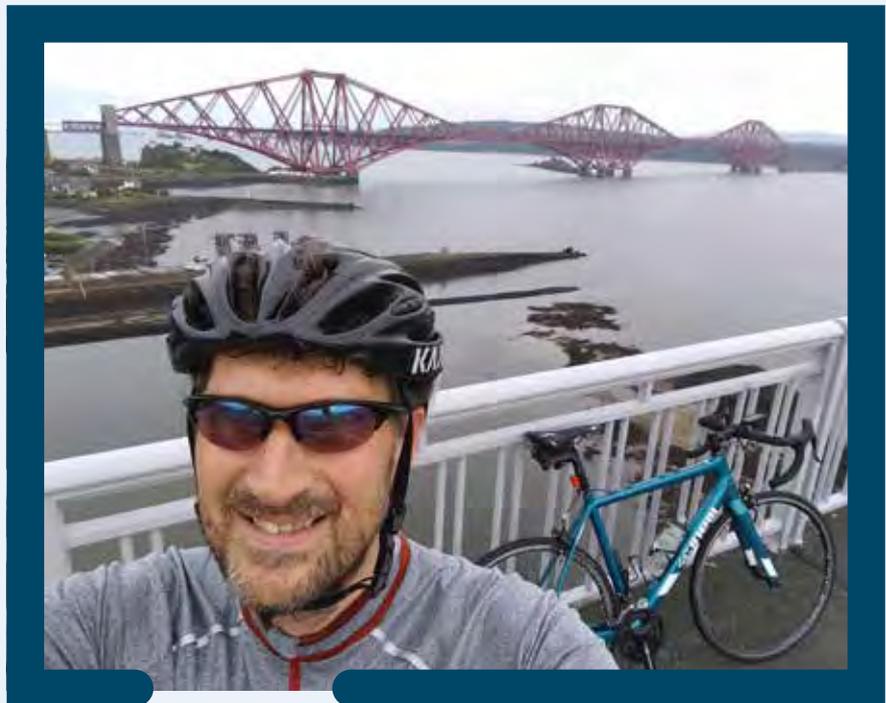
Edinburgh employees working at aerospace engineering company Leonardo have smashed an international target for a challenge that asked them to prioritise their health and wellbeing, an increasingly important theme due to the ongoing Covid-19 pandemic.

Leonardo, located at Crewe Toll, Edinburgh and located at Crewe Toll, Edinburgh, and employing over 2,000 people, participated in a global 'Race to Space' initiative that challenged employees around the world to clock up a joint total of 46,000km, which is the approximate distance from Earth to the Galileo Satellite Constellation and back, by any physical means. It was a concept that resonated with many of Leonardo's employees, since the company provides technology for the global satellite navigation systems for the Galileo satellite programme, in collaboration with the European Space Agency (ESA).

Employees from Edinburgh, Luton, Lincoln, Basildon, Bristol, Southampton and Yeovil joined colleagues in Italy, Poland, USA, France, Switzerland, Germany, Spain, Cyprus, Canada, and South Korea for the challenge. They cycled, ran, climbed and swam their way to almost double the target set, achieving a global total of 88,039.1km.

Tracking employees' progress on Strava made it possible to assemble statistics that attested to the 1,508 participants' efforts. Employees completed 4,946 activities over 5,658 hours and 55 minutes, equivalent to a total of 8 months. The elevation climbed was 827,005m, equal to climbing Mount Everest 93 times and 2,152,740 calories were burned, equivalent to 10,604 slices of rich indulgent chocolate cake.

Participant Malcolm Burke, Chief Engineer at Leonardo in Edinburgh said: "I decided to chip in to the Race to Space challenge using my commuter miles during the week, with longer



cycles taking in some of our local landmarks to add a few more miles to our total. It was good to see people from all our sites cycling, running or walking to meet the challenge."

Jo Khan, Programme Manager added: "The challenge was also a reminder to appreciate the fitness I have and to make time for a better work-life balance. It was great to join with other Leonardo people around the world and it really felt like a fantastic team effort."

Since the outbreak of the pandemic, employees have made extra efforts to deliver to customers, while volunteering to produce PPE for their local communities and like everyone across the country, they have been adapting to changing times. The company has run various initiatives to encourage them to prioritise their physical and mental health and wellbeing, from seminars and blogs to guides on all aspects of wellbeing, so they maintain an ongoing awareness of its importance.

David Claridge, Lead Sponsor for the Race to Space initiative said: "Our employees have gone above and beyond in demonstrating resilience and supporting our customers, as well as the wider communities they live in. Although we chose a fun theme for the challenge, the underpinning message is a serious one. We want our employees to put their health and wellbeing in first place."

"I decided to chip into the Race to Space challenge using my commuter miles during the week, with longer cycles taking in some of our local landmarks to add a few more miles to our total."

WELCOME TO OUR NEW MEMBERS



Active Root

AMP Architects

Anderson & Edwards Ltd

Clan Gordon Limited

Dears Pharmacy & Travel Clinic

Dishoom

Dovecot Studios

Edinburgh Construction

Elevate98

Everyday Impact

Hawksmoor Edinburgh

Hewer Text UK Ltd

Holiday Inn Edinburgh

Johnstons of Elgin

Linton Investments Limited

Ollie & Ivy Flowers Ltd

Pitman Training

Quality Computer Cleaning

Rationale

Social Good Connect

Supersize Media

SweetSpot - The Tour of Britain

Target Communications Group Ltd

The Association for Project Safety

The East Africa Sisal Co Ltd, t/a Sisaltech

The Refinery St Andrew Square

Tidy Green Clean Edinburgh

Wilde Aparthotels by Staycity Grassmarket

Written by Natalie Copywriting Services

Would you like more information on joining the Chamber?

Membership prices start at only £25.80 per month. Please contact us for more information.

Richard Ellis Head of Membership, Richard.ellis@edinburghchamber.co.uk



Policy progress for the Edinburgh Chamber

Over the last few months, the Policy team have been focused on supporting the work of the Edinburgh Business Resilience Group (EBRG), which we convened in December 2020, and in particular producing the main output of the group: the Prospectus for Growth. This document is intended as a blueprint to help accelerate the capital's economic recovery from the pandemic, as well as to tackle some of Edinburgh's long-standing challenges.

Over 60 businesses of all sizes and sectors, along with universities, colleges, Festivals and others, have taken part, and have come together to call on the Scottish Government

and City of Edinburgh Council to work with us in genuine partnership. We believe the city needs to unite behind a shared vision and plan, and our Prospectus for Growth delivers practical suggestions to help us get there.

A key theme of the Prospectus was the need to 're-set the relationship' between business and policymakers – to collectively face up to the challenge of changing our perceptions, holding an open and honest conversation, and creating the kind of true partnership we need to recover and grow. Beyond that, the ideas put forward by the EBRG come under three themes of Recovery, Growth, and Edinburgh as a Global City:

Recovery

- Accelerate return-to-work plans and revise social distancing when safe
- Support for businesses in tackling debt levels that will stifle investment
- Adopt a more enlightened, transactional approach to business taxation
- Increase investment in skills and R&D

Growth

- Create "Edinburgh Means Business" – joint venture involving key stakeholders to help promote and sell the city and, vitally, help to develop and land inward investment
- Appoint a "Business Champion" for the City to work with the city council and Government
- Create more diverse business ownership through shared strategy to develop

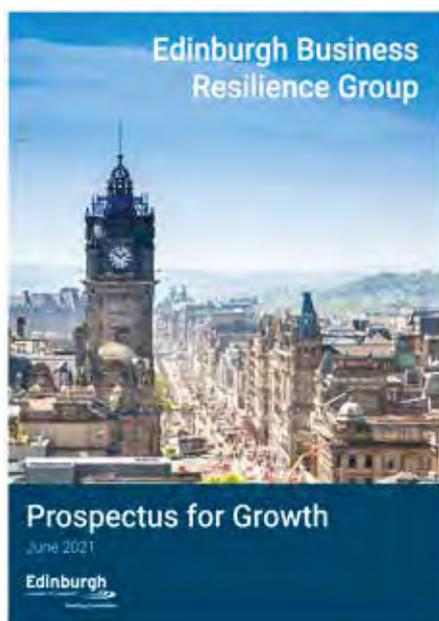
entrepreneurial talent from under-represented groups and areas

- Simplify and streamline robust planning and licensing processes to encourage more people to do business in Edinburgh
- Encourage businesses to support our festivals and culture

Global City

- Do more to promote the city's ambition to be Data Capital of Europe and enhance our reputation for innovation
- Better recognise the contribution of our tourism, culture, festivals and events sector to the city's economy, quality of life and global reputation
- Develop a comprehensive aviation strategy – Edinburgh needs to remain a global city, and our airport remains a pillar of international trade and the gateway to the rest of Scotland
- Develop a world-class digital infrastructure
- Create a shared and coherent branding strategy for the city

The Prospectus received a significant amount of media attention, from the Scotsman to Daily Business, and we are now seeking engagement with Scottish, UK, and local policymakers, to discuss how we might work most productively together to deliver what is best for the city. You can read the full Prospectus [here](#), and if you'd like to engage with the EBRG, or learn more about our work, please contact the Policy Team at policy@edinburghchamber.co.uk



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Can you help to give someone a Fresh Start?

Fresh Start is an Edinburgh-based charity helping people who have been homeless get established in their new home and settle in their community.

Fresh Start provide essential household goods to help people set up their new tenancy, lessening the financial burden and stress involved in setting up a home. We distribute over 12,000 Starter Packs to approximately 2,000 homeless households across Edinburgh every year.

Fresh Start also offers support and skills to help people live independently and feel part of the community. Through our painting service, cooking courses and growing spaces, clients work alongside volunteers to gain the confidence and skills needed to live independently.

Our PAT Testing business helps to fund our Training Initiative which supports people back into employment. By choosing Fresh Start for your PAT Testing, not only will you receive a first-class service, but you will also be directly contributing to supporting vulnerable people.



A new tenancy is the first step out of homelessness but it's only the beginning. Fresh Start can help those who have lost everything gain the skills and confidence they need to move forward with their lives.

For more information, please call **0131 4767741** or email **admin@freshstartweb.org.uk**



To donate, please visit **www.freshstartweb.org.uk/donate**



The moment we have all been waiting for has arrived... live events are returning!

Over the past 18 months, we have been working hard to keep members connected and informed through a digital programme of events.



We want to take this opportunity to thank our members for their engagement and support at these events.

Going forward, we will offer a blended calendar of live and virtual events. We've heard from many members who are eager to get back to in-person networking - and we know there's nothing quite like meeting up face-to-face and building lasting connections. It's something we're proud to offer our members. However, we recognise that not everyone is ready to join live events, and

in some cases, digital delivery may suit attendees better. So, we'll continue to connect you online and offer a range of digital events.

We are very excited to be able to bring back some of the events our members know and love - but in doing so we are very clear that the safety of attendees and staff is our main priority, and we will be taking a range of steps to help ensure our events are Covid-19 safe:

- Edinburgh Chamber of Commerce has created a Covid-19 Events Policy. We have developed this policy to keep staff and

attendees safe at our events and if you plan on attending any live event, we ask that you please read this document (available on the Chambers Event Page on our Website) carefully.

- All of our events will be hosted in accordance with the Scottish Government Events Sector Guidance and a risk assessment will be carried out for every event to help identify and mitigate potential problems and to ensure we have the appropriate control measures in place.
- We are also asking members to get in touch with the events team if they have any concerns or questions, and we will be happy to support and guide you.

It is going to be great to have a bit of normality back to the Edinburgh Chamber events calendar and we're looking forward to connecting with you all soon. More details will be published on our events calendar over the coming weeks. Keep an eye out here:

www.edinburghchamber.co.uk/events

“It is going to be great to have a bit of normality back to the Edinburgh Chamber events calendar and we're looking forward to connecting with you all soon.”

Your Christmas planning just got easier!

Our Supper Clubs bring the taste of the world to your plate; delivered by chefs such as award-winning Syrian chef Noura Selibi.

This is an evening you won't forget.

Available for parties of up to 20 people starting at £35 per head, we can provide a unique and alternative Christmas night out. Bring your team together and reconnect in our welcoming Flavour and Haver cook school - immerse yourself and guests in the culture and cuisine.

Bespoke packages available, with discounts available for private events.



Get planning your perfect event now, contact SophieBell@cyrenians.scot

When you book with us you are directly supporting our work tackling the causes and consequences of homelessness in Edinburgh.

Cyrenians

Royal Highland Shows The Way Ahead

The Royal Highland Show isn't just the "Oscars" of Scotland's agricultural sector – it is one of the country's biggest and most popular events.

Every year, around 200,000 people flock to the show at the Ingliston showground of the Royal Highland and Agricultural Society of Scotland – and in doing so help the show contribute an estimated £56 million a year into the Scottish economy.

So when, earlier this year, the pandemic prohibited the Show from happening for the second year running, the organisers decided to create a hybrid event instead – with the judging of livestock going ahead live and in situ, and the Show being beamed out digitally to an audience that spanned more than 90 countries and attracted 350,000 viewers.

Designed to bridge the gap between a no-show year in 2020 and the 180th Show which is due to take place in 2022 - marking the Royal Highland and Agricultural Society of Scotland's (RHASS) 200th anniversary - the event also gained two million social media engagements and exceeded all expectations.

The Show is the biggest event in the calendar at the showground – but by no means the

only one. The showground is one of Scotland's – and the UK's – biggest event venues. It is Scotland's largest indoor & outdoor venue, and pre-pandemic was delivering more than 220 events and attracting a million people every year.

Mark Currie, Director of Operations at the RHASS, said the pandemic had a devastating impact on the events sector and its huge supply chain:

"If you can imagine all of these events that would normally take place here, all of the businesses engaged in supplying everything that goes into each event, and all of that activity had to grind to a halt.

"The events industry, by its nature, has to be resilient. Businesses in this sector need to be nimble, adaptable, quick to respond. That has been the case, but the disruption has been so long-lasting that it has been a real struggle for many just to keep going. It has been a significantly challenging time for all events businesses."

"If you can imagine all of these events that would normally take place here, all of the businesses engaged in supplying everything that goes into each event, and all of that activity had to grind to a halt."



The RHASS seeks to use local suppliers whenever it can. "Shop local is in our DNA" said Mark "and we do support local businesses whenever we can. When we decided to go ahead with the Royal Highland Showcase we were delighted to be working with many of our usual suppliers, who had been able to get through the difficult last year.

"As an organisation, we also had to find different ways to use our asset – the Showground – to keep us going so we have worked with NHS Lothian to provide a vaccination centre and with Royal Mail to provide an additional sorting office function.

"Like many businesses, supply chain resilience has become even more of a focus for us. Looking forward, we will be building real resilience into this and I am sure many businesses are doing the same – looking at what they do, how they can do it better, and how we can shorten that supply chain."



On a positive note, the RHASS is seeing a real appetite from people to get back to normal. "There is a lot of pent-up demand, and that is being reflected in demand for tickets for future events. We are seeing higher ticket sales than normal, which is encouraging."

"Clearly much will depend on how we navigate our exit from the pandemic restrictions, but I think we are cautiously optimistic that we will see things back to normal."

The importance of provenance and sustainability in the agricultural sector is also a key part of the work of the RHASS and Chief Executive Alan Laidlaw is a firm advocate that education is key.

In particular, The Royal Highland Education Trust, RHASS' educational charity works with volunteers to provide free educational activities and experiential learning opportunities linked to the Curriculum for Excellence.

"We work with partners to deliver world-leading learning opportunities for all Scotland's young people aged 3 to 18 on Scottish agriculture, the environment and the countryside."

"RHET aims to provide the opportunity for every child in Scotland to learn about food, farming and the rural life and to create a wider understanding of the environmental, economic and social realities of rural Scotland."

This is achieved through a number of key activities, including farm visits for schools,

classroom speaker talks by volunteer farmers, providing free educational resource materials for schools, outdoor education events across Scotland and of course through The Royal Highland Show education programme for visiting schools and Children's Education Centre"

Every academic year, RHET takes more than 21,000 children onto farms and estates throughout Scotland and over 38,000 pupils have a farmer come and talk in their school (2018-19 figures).

Future Proofing our City Centre

When we witnessed the wrecking balls, diggers and giant claws attack the out-of-date St James Centre five years ago, little could we know that when it reopened in 2021 it would be at such a time of change.

By Roddy Smith
Chief Executive, Essential Edinburgh

Much was predictable as retail and leisure trends change, but no one had a global pandemic on their radar, or the seismic shock this sent through city centres across the world.

Now that the magnificent St James Quarter has opened its doors, we can see for ourselves how it will add to the evolution of our wider city centre. The fast forward button has been pressed, more so than any revolutionary town planner or visionary developer could have imagined. At a time when most city centres' retail offering is reducing, Edinburgh's will emerge larger and more diverse than before. Of course we've lost some notable and iconic Edinburgh names, but the St James Quarter has attracted many new brands to the city. As a retail destination our standing will increase, hopefully to be followed by more residents and visitors frequenting our city centre and enjoying everything, and everywhere, it has to offer.

The loss of retail from some prominent city centre buildings affords the opportunity for further change, such as The Johnnie Walker Experience and new mixed-use developments

at Debenhams, BHS and Jenners. I have been lucky enough to see the proposals for many of these and they all will be amazing additions to the city. Yes, this will change the fabric of our city and disappoint people who loved these old stores and names, but it's vital for the city to manage this opportunity. A walk along Princes Street this week, especially the western half, shows the challenge at hand with empty units plain to see. We must support our smaller or independent businesses to survive and grow, and this means addressing footfall numbers and wider issues like our public realm on Rose Street, and business rates.

We have one of the greatest, most attractive city centres in the world, but to thrive in the future it must adapt. I firmly believe we have the collective will of property owners, Council, and developers to make this happen. This is borne out by many recent announcements and examples as to how to bring historic buildings or empty units back to life and provide new uses for these buildings as we prepare for the next phase of Edinburgh's city centre history. The addition of new restaurants on the ground floor of Princes Street has been a long-held ambition, so it's great news to see these starting to emerge. The St James Quarter is a game-changer,

“We have one of the greatest, most attractive city centres in the world, but to thrive in the future it must adapt. I firmly believe we have the collective will of property owners, Council, and developers to make this happen.”



but we cannot be complacent and think Edinburgh's recovery will just happen.

To continue to thrive we need to welcome investment, imaginative and innovative partnerships, to support our economic growth. The rise of online shopping, the changing work patterns for office-based businesses, changes to how we all want to spend our leisure time and the need for a more 'experiential' time when visiting our city centres are all real factors— we need to embrace these changes. Our cultural offering, diverse range of businesses, retail and hospitality provision, Festivals, events, and heritage all add to our attractiveness and our whole city centre is there to support this. As our city recovers, we need joined up thinking and a collective positive outlook. It has been disappointing recently to see more negativity from certain bodies in the city about our



Festivals, infrastructure and how we use our public space.

We need proactivity now to encourage residents and local visitors back, and that means shouting out loud about what our city has to offer to people across Edinburgh, Scotland, and the UK. When people can travel, we want them to be offered Edinburgh as a fantastic destination, it is in its own right, as well as being the gateway to the rest of the country. At present we are continuing to increase our available stock of hotel rooms in the city including a number of top end operators as well as mid-level ones. These new developments, along with others in the pipeline, need tourists as well as residents to sustain them. The city is currently reviewing its economic strategy and the critical importance of this sector to the city needs to be placed front and centre. Inward

investment, jobs, infrastructure development, the reimagining of space including some heritage sites and the sustainability and growth of many local businesses depend on it. I am constantly frustrated by the negativity of many to this crucial sector.

Of course, we must behave more responsibly, be more sustainable and work closely with key interest, resident, and business groups but what we can't do is simply believe tourists and events are detrimental to the city. They add vibrancy, excitement and diversity to our city and enhance our standing around the world. We surely don't want to keep our city to ourselves, we want to share it with the world. The last few months have seen the city start to come alive again and it has been fantastic to see the city centre busy again, people with smiles on their faces and shopping bags in their hands. Footfall has been positive

throughout the city centre and although below 2019 levels, we are operating without international visitors.

August will again see the festivals return, and although these will be smaller than normal it is testament to the determination and initiative of the organisers that they will be happening. Their importance to our city can never be taken for granted and is to be championed and embraced. I am hugely optimistic about the future of our city centre, but change is not always easy to accept or adapt to. To maximise this opportunity will need the collective support of local and national government, the cultural and business community, resident groups and every single person or group who has an interest in the city's economic recovery.



Outsourcing for Resilience and Growth

SYKES is a global leader in customer experience management solutions, with its Europe, Middle East, and Africa region headquarters based in Edinburgh.

Nick Sellers, Senior Director of Strategy and Marketing looks at outsourcing and customer expectations.

Every year, about 220,000 DIYers in the UK need hospital treatment, according to the Royal Society for the Prevention of Accidents (ROSPA).

But a great many others don't, because they have the necessary expertise or outsourced their plumbing or electricals to someone who knows what they're doing. If time is not on your side, the adage of do what you do best and outsource the rest has a lot to commend it.

For companies, outsourcing functions such as IT, HR, or customer support is an important business decision with considerable ramifications for the whole enterprise. This may on the face of it seem like an attractive option, but there are pitfalls for the unwary with poor choices resulting in damage to the brand or management reputations.

Outsourcing does, however, work well for companies during both boom and bust, when the need to add or reduce capacity is key to success and balancing the books.

Executives should be clear why they are outsourcing, what the service provider brings to the relationship, and whether the chosen

outsourcer can be agile and flexible to meet changing economic patterns of activity. It starts with developing a clear strategy, and a well-defined business case to support it.

At its simplest, outsourcing brings higher standards of performance, flexibility in operation, and reduced cost to a business. However, while cost is always an important consideration, it should not be the only consideration.

Outsourcing enables companies to change their business model with less risk. For example, the events of the past year or so forced many companies to reconfigure their businesses to meet changing customer buying habits, which accelerated migration to online purchases, or to buy direct from the maker.

The Office for National Statistics estimates that between February 2020 and February 2021, online sales as a percentage of all retail sales rose from 19.1% to 34.6%, and research this year from Google suggests that the seismic shift from bricks to clicks is here to stay.

This magnitude of change could spell disaster for a company going it alone as they navigate unfamiliar waters or try to scale one thing

up while reducing another. Selling online direct to consumer brings with it a customer expectation that the seller will have the resources in place to listen to each question they ask and provide an answer, including quickly and empathetically putting things right.

This is more easily achieved with expert help on board with a trusted partner. Their careful analysis provides clarity and understanding to better guide the right choices for resilience and growth, while de-risking or removing investments in real estate, people and technologies.

If an outsourcing partnership seems appropriate, it's then important to make the right choice – a partner that can reconfigure their service to meet your changing requirements, provide the right analysis and business insight, and deploy appropriate technologies to make the customer journey as effortless as possible.

What is undeniable is that customer service is now a key competitive differentiator, so managing customer expectations well has never been more important. As the American author and entrepreneur Seth Godin, puts it: "It's easier to love a brand when the brand loves you back." After all, we all want to be loved.

SYKES provides customer relationship management solutions for both large and small companies, in Scotland, the UK and internationally. SYKES also provides end-to-end fulfilment services from a base in Galashiels.

"Outsourcing does, however, work well for companies during both boom and bust, when the need to add or reduce capacity is key to success and balancing the books."

How to prepare for the unexpected

With COVID-19 causing disruption for organisations from all sectors across the globe, those with business continuity management systems (BCMS) in place put them into action.

Ray Woodford (AMBCI), UK ISO 22301 Product Manager at SGS United Kingdom Ltd, explains how a BCMS that is certified to ISO 22301 provides a best practice framework for identifying potential threats and defines a comprehensive strategy that minimises the impact of an unplanned event.

Even if an organisation has never experienced a serious incident, ISO 22301 helps to define key business processes and the impact that could result from any threats. Potential risks and the consequences for processes must be identified through a business impact analysis (BIA) – the crucial first step in the implementation of a BCMS. A BIA helps to identify critical activities, dependencies and resources that support an organisation's key products and services, as well as the impact their failure would have.

ISO 22301 clearly places emphasis on the need for a well-defined incident response structure, so that when an event occurs responses are escalated in a timely manner and people are empowered to take the necessary actions to be effective. An organisation must also communicate with external parties who may be affected, for instance, if an incident poses a risk to those in surrounding geographical areas. To put this into context regarding coronavirus, organisations need to ensure that a plan is in place if an employee is diagnosed with COVID-19. Likewise, a home working policy should be introduced that takes into account government guidance, reviews job roles to ensure key processes can be carried out by skeleton staff, and ensure that those with identical/similar roles are not in the office at the same time. Staff should also have a dedicated helpline or contact to share personal concerns about COVID-19 and leave policies implemented to allow staff to care for relatives. When working from home, high quality awareness training in the use of ICT tools and steps to prevent the heightened risk of phishing attacks and scams should also be considered.

Although the size and scale of this pandemic and the disruption it has caused is unprecedented in living memory, there are many more common threats to business operations that should be considered. Acts of terrorism, natural disasters such as earthquakes and floods, downtime caused by power outages, loss of internet connectivity and cyber-attacks are far more commonplace, but are



Ray Woodford
UK Product Manager
SGS

likely to have a detrimental impact on operational effectiveness. "It will never happen to us" is an attitude that, unfortunately, continues to prevail within some organisations that fail to acknowledge the dangers they could directly, or even indirectly, be exposed to.

The fact is that most organisations will at some point be faced with having to respond to an incident that may disrupt or threaten the day-to-day operations of their businesses. Preparing in advance for something untoward happening that could prevent an enterprise from functioning cannot be left to chance. Preparedness involves being aware of a situation, the risks it presents, any vulnerabilities and the capabilities required to deal with them, as well as the need to be able to make informed tactical and strategic decisions. So, working out what keeps a business running and who and what it relies upon is the first stage in developing a more robust operation.

In our fast paced, 24/7 world, business continuity management is crucial, as for some companies the financial cost of downtime can

run into tens of thousands of pounds an hour, cause irreparable reputational damage or even lead to them going out of business altogether. An ISO 22301 certified BCMS provides a best practice framework for identifying potential threats and developing a strategy to minimise disruption should an unplanned event occur. Working with an experienced certification body, such as SGS, who is able to define performance metrics, configure tests, provide training, conduct regular audits and review and outline ways to improve a BCMS is the key to a successful outcome. Implementing the results will increase an organisation's resilience, speed up recovery time and improve its risk profile with customers, supply chain, insurers and stakeholders.



Covid-19 and Future Planning: Five tips on making your team and your business more agile

The business world has changed and lots of people like myself, who enjoy working in an office, will need to work remotely from time to time.

Over the last 18 months, I have been so proud of how our team at OpenCRM adapted to everything that has been thrown at them. On virtually no notice, the entire team transitioned to working remotely. It was practically seamless.

I say practically because in those first few days and weeks we found a few areas where we needed to make some changes. Mainly implementing new processes or relying more heavily on software to keep things running smoothly.

But I think every business had similar hurdles to overcome.

The whole process highlighted to me the importance of agile business processes. And fostering an equally agile working environment.

I'd like to share my top five tips on doing just that:

Tip #1: Regular, Recurring Team Meetings

Having regular meetings, daily, weekly, or even monthly, allows remote workers to feel more engaged. But it also helps everyone stay up to date on what their teammates are working on.

These could be informal morning chats, where attendance and participation are optional. Weekly small team meetings to pass on progress and important news. Or even monthly company meetings for more general business updates.

The important thing is that you make a schedule and keep to it.

Tip #2: Autonomy and Responsibility

One of the most common complaints I hear from managers about remote working is that they don't know if their employees are actually working. But, I always ask, you know if they're working based on their output, right?

By giving people responsibility and ownership of the jobs they need to get done, you motivate them to achieve their goals. It's their task—and it will sink or swim based entirely on what they put into it.

I have always found this to be the best way to motivate people and it paid dividends when we moved to remote working.

Tip #3: Training and Guidance

Of course, if you want people to achieve targets and goals, they need to know how to complete



the various tasks and jobs along the way. And that means investing time, energy, and even your profits into making sure they have the right training and knowledge to do so.

This process can feel slow and occasionally even expensive, but once one person has the know-how, they can share that with the rest of the team. Making everyone more effective in their day-to-day job.

Tip #4: Clear, Documented Processes

So they've got the knowledge and the motivation, now they just need to know what it is they are supposed to do. And, importantly, how it fits in with the other people on their team and in the wider business.

Having clear, documented processes means that every single person knows what they are doing and why they are doing it.

You'll also need to have somewhere for these various processes to take place...which brings me neatly to my next tip.

Tip #5: Have the Right Tools

In order to do their job, remotely or in the office, your team need to have the right tools.

When working remotely, this means they need systems that let them work independently, while also investing in tools that allow them to communicate and collaborate effectively.

When the pandemic hit, we already relied almost entirely on cloud based systems (like our very own CRM system), but did find that some of our other systems just weren't up to the job. So we found ones that were and got everyone trained up on them.

By not being afraid to change out tools and systems, we were able to find the right ones for what we needed.

We always set out to build an agile team, and have always thought of ourselves as being adaptable. But these past several months have really highlighted to me the importance of this approach and areas where theoretical planning fell down.

I won't pretend that we never ran into any hurdles, of course we did. But we discussed them as a team and found the best ways to overcome them. These ranged from new processes to new software to some general education for some (or all) of us.

I wanted to write this article, not to crow about how great my team is (although, they do deserve it), but rather to share with you what we learned over the last year.

As I write this, many of us are still happily working from home. Some have returned to the office full time. And we've even got a few who split their time between being in the office and working remotely.

We've learned to be more flexible in our approach to where people work and it has only made us stronger.



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



AUGUST

Wednesday 11th

Understanding and Developing Effective Communication Skills for Work - Kickstart Scheme

Monday 16th

Networking Skills – Kickstart Scheme

Tuesday 17th

Presentation Skills

Wednesday 18th

Project Management Fundamentals

Thursday 19th

How to Complete Export Customs Entries

Tuesday 24th

Employability Skills - Kickstart Scheme

Tuesday 24th

Supervisor & Team Leader Skills

Wednesday 25th

Digital Marketing Strategy

Thursday 26th

Methods of Payment & Letters of Credit

Tuesday 31st

Job Searching techniques Masterclass – Kickstart Scheme

Tuesday 31st

How to Complete Customs Import Entries

SEPTEMBER

Wednesday 01st

Report writing masterclass

Wednesday 01st

Charity Fundraising for Fundraising Managers

Thursday 02nd

Digital Writing Skills

Tuesday 07th

Social Media for Small Businesses: How to get more enquiries, bookings, leads and sales - Trams Business Support

Tuesday 07th

Leading, Managing and Embedding Change

Wednesday 08th Job Interview Skills and Techniques – Kickstart Scheme

Wednesday 08th

Marketing Your Business - Trams Business Support

Thursday 09th

Introduction to Google Analytics

Thursday 09th

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

Monday 13th

A Beginner's Practical Guide to Exporting

Wednesday 15th

Time Management

Thursday 16th

ICC – INCOTERMS ® 2020 RULES - Half Day Workshop

Tuesday 21th

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

Wednesday 22nd

Delivering Exceptional Customer Service – Kickstart Scheme

Tuesday 28th

Understanding Export and Export Documentation

Wednesday 29th

Introduction to Managing your Time at Work - Kickstart Scheme

OCTOBER

Tuesday 05th

Customs Procedures and Documentation

Wednesday 06th

Understanding and Developing Effective Communication Skills for Work - Kickstart Scheme

Thursday 07th

How to Complete Export Customs Entries

Tuesday 12th

Advanced Facebook Strategies to Increase Sales

Wednesday 13th

Personal Branding: Creation and development of your pathway to professional success - Kickstart Scheme

Thursday 14th

Essential Management Skills

Tuesday 19th

Dealing with difficult situations

Wednesday 20th

Introduction to Business Presentation Skills – Kickstart Scheme

Wednesday 20th

Google Ads - Introduction

Tuesday 26th

Imports: Inward & Outward Processing

Wednesday 27th

How to Complete Customs Import Entries

Thursday 28th

Networking Skills – Kickstart Scheme

Ask the Expert – How can we future proof cities in a post-pandemic world?

This piece focuses on how cities can build resiliency in public health systems, government operations, and other city domains by focusing on four key capabilities— nimbleness, scalability, stability, and optionality.

A lesson in resiliency during the COVID-19 pandemic

In September 2020, when most of the world was grappling with COVID-19, life in Singapore seemed almost normal. Not only were businesses, workplaces, restaurants, and other public places fully open, limited air travel was also permitted. How was this possible when most countries were caught off-guard in dealing with a crisis that hit them out of nowhere? Turns out, much of it can be attributed to the implementation of the SG Clean initiative that required individuals and businesses to follow a set of good hygiene habits and rules. Singapore was prepared.

Singapore's years of investments in technology and digital infrastructure paid dividends during the current pandemic. This digital backbone allowed the city-state to launch a series of citizen-centric apps and portals that helped them find masks, get financial support, identify crowded places to avoid, and get accurate information via government chatbots. Singapore was able to respond to COVID-19 better than most countries, states, and cities due to a primary focus over the years on building resiliency.

Resiliency no longer a buzzword; it's time for action

Resilience has been a popular term in the management lexicon for years. But its relevance has rarely been this important. In simple terms, the Organization for Economic Co-operation and Development defines resilience as a city or an urban centre's ability to prepare for, respond to, recover, and adapt from a disruptive event. Singapore's experience in responding to the pandemic provides some important lessons on resiliency. There are four key capabilities found in resilient organizations—nimbleness, scalability, stability, and optionality. These four capabilities can be used in the city context to understand the progress cities have made in evolving long-term resiliency.



Nimbleness: The way a city acts and reacts to situations with speed, decisiveness, and changes direction as the situation demands.

Scalability: A city's ability to respond to an unanticipated, and sometimes exponential, increase or decrease in demand in a short period.

Stability: A city's ability to remain firm in the present with its operations while also experimenting and scaling solutions for the future.

Optionality: The way a city can augment its operations and services by tapping into a broader ecosystem of players, including

the private sector, start-ups, technology companies, academia, and non-profit organizations, and in turn, allowing it to be even more nimble, scalable, and stable.

The four capabilities explored above could be crucial for cities to build resiliency, help withstand future shocks, and bounce back quickly. As the focus shifts from managing the public health crisis to strengthening the public health system and reinvigorating economic recovery, cities should be building long-term resiliency.

Deloitte

www.deloitte.co.uk

Name:
Lindsay Fyffe-Jardine

Company Name:
Edinburgh Dog and Cat Home

Title: CEO

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

A Rescue, Reunite, Rehome and Reach Out

Q How long have you been in your current role?

A I joined the Home in 2015 and worked as the Director of Operations and Deputy CEO, however, I became CEO in early 2020. A challenging but rewarding time to take over the helm.

Q What does a week in your job look like?

A The joy of my role is I get to be part of everything happening at the Home. I spend much of my time still on zoom and teams meeting with external partners, trustees and members of my leadership and management team - I'm building an exciting new strategy for the Home so that's a huge component of

my time at the moment. Each day I'll try to make sure I've had a hello with a dog or a cat who has come to us for help - I'm lucky each day I can see (and hear!) those I work to help.

Q Your proudest moment with your organisation, or biggest 'win'?

A I was so proud of the Home winning 'Newcomer of the Year' in the 2019 Living Wage Scotland awards. It was years of internal work building a case for that change, seeing the impact of in-work poverty on our team. The moment we were recognised for being the first animal welfare organisation in Scotland to change to this status, along with what this represented for our team, was a very special one.

Q Your favourite top tip or quote in business?

A "To be successful, you have to have heart in your business, and your business in your heart"

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

A The Home joined in 2016 and it was the hugely diverse and wide-ranging membership that motivated us to join. The team at the Chamber work so hard to ensure that it represents Edinburgh and the business



Lindsay Fyffe-Jardine

community and so it was an ideal opportunity for us to connect with others across the city.

Q Where do you read your copy of Business Comment?

A My copy is always highlighted through an email reminder so I can go online and download from the chamber's website. Always an interesting update on what's happening across the city and wider region.

GET WITH IT

By Bill Magee

Scottish Business Technology
Writer of the Year



A robust economy is one able to survive highly disruptive events like Covid-19 by constantly updating key areas and come out the other side stronger. One economic pacesetter is STEM, shorthand for science, technology, engineering and mathematics.

Scotland's STEM education and training strategy has just been updated setting out a range of actions taken with more planned. Science and innovation is both embedded in the country's heritage and culture and integral to future economic growth.

STEM has never been more relevant given the challenges faced of a global climate emergency, uncertainty arising from the UK's exit from the European Union, and the need to recover from the pandemic.

From the youngest, to those studying at an advanced level including university, it must be all about collectively adapting towards developing new skills to help develop a greater

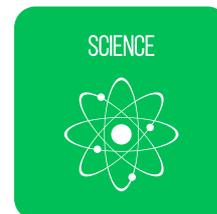
capacity to react to changing circumstances. Often at very short notice.

Here, technology plays a key role - perhaps more so that many of us would have imagined, even one year ago. Capito's managing director Mark Gibson says the economy is benefiting as technology grows more sophisticated.

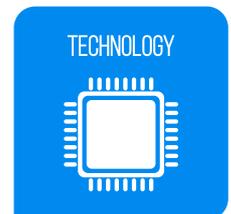
"Its capability to strengthen business continuity planning grows by improving information flows, enhancing data security and enabling remote work capabilities." A limiting factor continues to be a shortage of high-quality talent.

One initiative aimed at arresting this is the National e-Learning Offer, a collaborative programme involving Scottish Government, Education Scotland and local government, to enhance the provision of "live" remote learning, recorded lessons and supported learning via online digital methods.

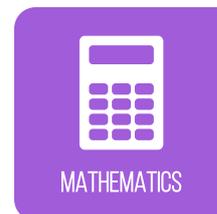
Central to all of this are STEM apprenticeships within which measures to address gender



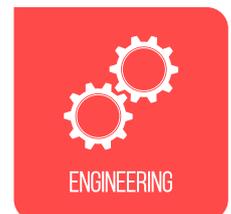
SCIENCE



TECHNOLOGY



MATHEMATICS



ENGINEERING

inequality are backed up by an awards programme for young people. Although the vision is based on encouraging and supporting everyone to develop their STEM capability, and all this means towards supporting a highly-resilient Scottish economy.

How Phoenix Group is building back better in Scotland

The UK's insurance and long-term savings industry is uniquely placed to help the UK recover from the pandemic. The sector manages £1.6 trillion of investments and pays £16bn in taxes, so it has plenty of skin in the game.

Across our industry, businesses are taking clear, concrete action by embracing the science-based targets needed to deliver Net Zero. With just months to go until this year's landmark COP26 conference in Glasgow, 42 asset owners and investors with over \$6.6tn under management have joined the UN-convened Net-Zero Asset Owner Alliance and committed to transitioning their investment portfolios to Net Zero by 2050. Phoenix Group is among them and we are determined to play our part in this transformational endeavour and are committed to working with Scottish Government, UK Government, and regulators to help the UK build back better and greener in the post-Covid world.

Much progress has already been made. But our customers, our colleagues, and our shareholders want us to go even further. It's why we have taken bold steps in the run up to COP26. In December, we launched our Net Zero strategy, a series of science-based targets which aim to deliver Net Zero carbon emissions both within our own business and within our investment portfolio. These targets will see our operations become Net Zero carbon by 2025 and for our investment portfolio by 2050.

We recently published a Net Zero white paper which sets out our approach and how we will begin to tackle our ambitions. We are all leading the way in the push towards a more sustainable world, as well as making strides across social and governance issues. This agenda is at the heart of our strategy - and it is yielding results.

We're seeing increased demand for sustainable investment products and calls for further concrete action and measurement. Across the sector, the largest businesses like ours are committing to a maximum temperature rise of 1.5°C above pre-industrial levels in various ways, by joining and supporting initiatives including: the UN-Convened Net Zero Asset Owner Alliance, Climate Action 100+ initiative, Glasgow Financial Alliance for Net Zero, and the Race to Net Zero and Resilience campaigns.

There has been an alignment of consumer demands and business attitudes, and we must seize the moment. There is strong



Michael Eakins, Chief Investment Officer at Phoenix Group

evidence to show that organisations that embrace sustainability do better over time. Companies with a strong sustainability strategy will deliver more positive outcomes for their people, customers, communities, and the planet, as well as more sustainable growth for shareholders.

Environmental sustainability is vital, but we are working to deliver on other aspects of sustainability too. We want to support the Government in its ambition to level-up and rebuild the UK economy following the Covid-19 pandemic. As the UK's largest long-term savings and retirement business with 14 million customers and £338bn in assets under administration, we are investing in the social

and infrastructure projects that are needed to help regions across the UK level-up; creating thousands of green jobs in the process, and supporting the innovation needed to skill and reskill a labour workforce fit for the future.

With COP26 edging closer, we need a regulatory environment that incentivises and enables the kind of transformative action we all want to see at this crucial time. We are determined to work in partnership with Government and regulators to build a thriving and prosperous global Scotland.



Strategy Update from the City of Edinburgh Council

In 2018 we launched our economy Strategy for Edinburgh.

The focus was on 'good growth' - building a city where everyone can thrive. A strategy focused on improving wellbeing, sustainability and tackling poverty and inequality.

Those principles haven't changed. But the circumstances undoubtedly have.

Back in 2018 our city centre was thriving. Our challenge was how to better manage the competing needs of visitors and residents. That challenge will return over the coming years, but for now, our focus must be on protecting jobs and helping businesses to survive the pandemic.

Back then, Edinburgh had one of the lowest rates of unemployment in the country. But since March last year we've had the fastest increase in Universal Credit claimants of any part of Scotland. Inequality has risen fast, with people on the lowest incomes hardest hit. And we have many businesses across all sectors at risk of insolvency.

Our city centre has suffered the most. The loss of visitors, office workers and residents has meant once bustling pavements had become desolate streets. Footfall is starting to return, no doubt boosted by the timely opening of the St James Quarter, but there is still a long way to go.

And added to all of this are the impacts of Brexit. Still partially masked by the effects of the pandemic. But slowing exports, challenges with supply chains, increased costs of materials and a loss of workforce in many sectors are clear indicators that there will be lasting damage to overcome. We need a long-term strategy that helps us to adapt.

So, we're returning to our economy strategy.

We need a refresh that maintains our core principles of what kind of city we want to become. But we also need to identify what we must prioritise now, the new difficulties we face, and how we manage, mitigate and overcome them. And we absolutely cannot do that alone.

The two core priorities we're proposing are: to support the city centre to adapt and thrive; and to build momentum for long term recovery.

We propose to do this through five key themes:

1. help businesses to manage, adapt and innovate



Councillor Kate Campbell, City of Edinburgh Council's Convener for Housing, Homelessness and Fair Work.

2. promote access to fair work and opportunities for progression
3. lead a just transition to a net zero carbon economy
4. create vibrant places for businesses and people; and
5. maintain Edinburgh's place as a global economy.

We have been engaging with businesses and stakeholders over the summer and we're keen to know what you think. Is this the right approach, and are these the right priorities?

As a council we have some powerful levers that we can use to support our economic recovery.

Over the coming years we will invest hundreds of millions of pounds building homes, transport and other infrastructure, creating jobs and attracting further investment. We'll invest in business support,

employability, and the skills and training needed to maintain our skilled workforce and support entrepreneurship. And we will make it easier for businesses, making services like planning, licensing and building standards more integrated and easier to navigate.

But we also need to work together, creating partnerships and collaborations that build on the strengths that made us such a successful city before the pandemic. Most of which remain in place: our incredible cityscape, our skilled workforce, our digital infrastructure, the wealth of innovation, strong financial services, our international outlook and reputation, our universities and colleges, the many anchor and national organisations based here and being the judicial and political capital of Scotland.

There are challenging times ahead, but by pooling our skills, resources and passion, and by building on our strengths, together we will help our city to recover.



Connecting the country

The railway has gone through enormous changes in recent years, and as customer expectations have evolved, we have invested in even better trains, tracks and stations to accommodate future demand.

By David Horne,
Managing Director, LNER

Looking to the future, that improvement will continue, with an increasing focus on delivering a modern, increasingly digital, customer experience. In turn, this will better connect our customers, communities and destinations, encouraging people onto rail and out of their cars and off domestic air travel.

Delivering a revolution in rail travel

During the pandemic, we completed the biggest modernisation of our fleet in more than 30 years, introducing our 65 Azuma trains serving destinations between the Scottish Highlands, the north of England and London King's Cross.

Our Azuma trains are the most environmentally-friendly mode of public transport. At present an internal flight expels six-times as much carbon as a train. Azuma makes this an even bigger margin, emitting just 4.3kg of carbon per passenger between Edinburgh and London – 97 per cent less than a flight.

We are now focused on delivering the innovations for customers that will attract

them back to rail. By harnessing modern technology and maintaining a focus on customers, we can and are innovating to offer personalised, connected and sustainable services - delivering the next step change in rail travel.

Fares reform is essential, with customers seeking better value for money, simpler and more flexible fares alongside journeys that are not overcrowded. Further hesitations about using public transport have developed during the pandemic so we cannot afford to continue to turn away customers with complexity. That is why we are working closely with the government to trial simpler fares and have had such a trial in place for Edinburgh-London journeys since January 2020.

We also know if customers do not have a great digital experience, they will not be satisfied. As such, we are investing in innovation and partnering with start-ups to bring forward improvements at pace and pioneering new technology.

We have delivered an enhanced customer app and new loyalty scheme, whilst investing in a partnership with O2 to boost phone and Wi-Fi coverage between Edinburgh and Newcastle.

Our delivery of Seat Sure, making it possible for everyone to get a seat by allowing seats to be reserved on our app until just five minutes before departure, and our new Let's Eat At Your Seat food delivery service both show how technology can help us move forward from the old ways to a more modern experience.

Significant timetable changes afoot

We are also planning to improve journeys with more and faster services, to enable and encourage more journeys by rail rather than air and car. We have recently undertaken a consultation on our proposed timetable, which is all about turning a decade of planning and investment in trains and tracks into better, faster and more sustainable journeys – including between London and Edinburgh.

We will spend the next few weeks reviewing the feedback we heard during this consultation on the new East Coast Main Line timetable and we look forward to setting out our plans soon. As we deliver this new timetable, we also will remain focused on the future, developing the improvements needed to attract more people to rail and to better connect the country and the amazing destinations we proudly serve.

“It’s the economy, stupid!”

A famous phrase from James Carville, one of former President Bill Clinton’s most trusted advisors during his 1992 election campaign. And almost 30 years later it prevails.



Gordon Dewar, Chief Executive, Edinburgh Airport

Why? Well, because the economy and its performance has a wide ranging impact on many aspects of our lives, be it healthcare, bin collections, transport or even our employment status. It matters.

And it matters maybe more than ever because the last 18 months will be felt for years to come. The pandemic has gripped every aspect of our lives and our recovery will take time. It is a challenge never experienced before but one we must overcome.

Of course, the ongoing fight to protect public health must be at the forefront - but we must remember our economy’s health will need attention for the immediate and future benefit of the country, not least to fund the health service that has been so badly hit, and has record backlogs.

In aviation, Scotland has collectively built

an impressive network of international air services in the last 20 years, which provides the country with the connectivity on which our global influence and competitiveness depends. And that connectivity brings Scotland closer to the world.

However, the connectivity we built is not a guarantee of the connectivity we will have when we build back. In fact, the lack of a detailed Covid recovery plan that we can, as a country, present to airlines to give them the confidence to fly to and from Scotland makes that rebuild even harder.

This isn’t a self-interested, “he would say that, wouldn’t he” view from Edinburgh Airport - it is about the social and economic benefits that come to us all from that connectivity, bringing goods and services to Edinburgh and Scotland. It’s why we must work and move forward together at speed when we can.

“This isn’t a race to the bottom – we can’t just rebuild in the way we did before, we have to plan ahead and do so in a more sustainable fashion. But we should welcome and meet that challenge.”

We all work in a range of different sectors and industries but important to most, if not all of us, will be ease of travel, whether goods or people. We are Edinburgh Airport, but we are only a conduit – we need each other. Our united front has served Edinburgh well in the past and we must show resilience and continue that, working with old and new friends and businesses to protect and rebuild our economy.

This isn’t a race to the bottom – we can’t just rebuild in the way we did before, we have to plan ahead and do so in a more sustainable fashion. But we should welcome and meet that challenge.

This recovery presents us with opportunities to do things differently. Do things better. Do things that work for now and for the future. But we must plan so we can deliver that. And when we agree what we want to achieve together, doing things quickly will be critical as the one thing certain about the recovery is that it will be brutally competitive.

Will it be difficult? Of course. Can we do it? Yes, of course.

And what will benefit?

The economy, stupid! And for everyone.

Tiers of celebration were in order to mark the second birthday of Bright Bus Tours

The Open Top Bus Tour Operator marked the milestone with a celebratory replica bus cake, and a series of birthday presents gifted to people out and about around the city.



The operator of the not-boring Bus Tour, which recently expanded its offering by launching a second sightseeing route around the Capital in May this year, thought there was no better way to celebrate than to share the birthday cheer after the candles on its first birthday celebrations were blown out by lockdown.

Living up to its reputation of being the brightest tour in town, Bright Bus were keen to encourage people to get a slice of the action around Edinburgh. Inspired by Willy Wonka, we had a lucky Orange-Ticket-Giveaway with our street team spread throughout the city centre handing out Bright Bus Birthday Cards, each containing prizes including tickets to TRNSMT courtesy of SHOUT Edinburgh, Holyrood Distillery Tours, Free Edinburgh City Pass Tickets, Free Bright Bus Tickets – with even the non-winning tickets getting a Bright Bus Birthday hat as a consolation prize.

“This has been a great opportunity to support a local business. Licks has done a fantastic job in providing our very own edible Bright Bus to celebrate with!”

Tony Stewart, Tour Manager at Bright Bus Tours said: “It’s been great to be able to mark our birthday with a proper celebration this year. We’re thrilled to be able to be out and about in Edinburgh, engaging with locals and tourists and getting them involved in the action. It’s a great way of bringing people together in a safe way, after a tough year, and I’m so glad to see so many people out enjoying our beautiful city’s landmarks through our tours.”

Bright Bus Tours enrolled the help of some lovely neighbours to help prepare for its birthday bash. In true bake-off style, Edinburgh-based Licks Cake Design was happy to step up to the challenge of creating a replica of the iconic orange open topper to deliver an eye-catching centrepiece to enjoy amidst celebrations.

Chief Baker, Alicks Fraser said: “It’s been so exciting making the Bright Bus Tours birthday

cake! We’re a small, family run business, who have missed out on a lot of our usual activity through weddings and parties being cancelled during lockdown. When this brief came in, I hopped aboard the chance of getting in the kitchen and to work on a creative design! This has been a great, fun opportunity to let me do what I love most – create a big, bright treat to celebrate a truly sweet occasion.”

Tony Stewart continued: “This has been a great opportunity to support a local business. Licks has done a fantastic job in providing our very own edible Bright Bus to celebrate with!

“We’ve also had some very generous offers from other local businesses like our partners at Holyrood Distillery, Shout Scottish Music Experience and Edinburgh City Pass, who gifted prizes for our giveaways, which I’m sure will go down a treat with both locals and tourists alike!”

Tickets for Bright Bus Tours start from just £10 for 24 hours of hop-on, hop-off fun. Plus, with upgrade options from as little as £3 passengers can add on an extra tour, or additional 24 hour validity to squeeze in even more sightseeing fun!

For more information head to www.brightbustours.co.uk

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

STRATEGIC PARTNERS



ENTERPRISE PARTNERS



Name: Marijke Shahsavari

Job Title: Founder

Company: Creative Summit

Tell us about Creative Summit and its role in the City?

Creative Summit is a brand new business and I started it because, as a new resident I am keen to contribute to help boost the economy after this difficult year in my new home town. The concept is simple, to help businesses step away from the daily worries for an afternoon or a day to really think about the future: a workshop to look at new possibilities, renew your goals or strategy and make a tangible plan to get there.

What does your role at the company involve?

As a former strategy consultant and politician (I was a city councillor in Amsterdam for 7 years), I started this business. With 20 years of experience under my belt, I understand complex organisations and the varied demands that leadership faces. Together with you as a client, we pinpoint what the session needs to focus on. I then make sure that I structure the day in a way that will guarantee that we get results that really help the organisation get ready for the next chapter.

What do you enjoy most about your role?

When I see people grow in their roles it gives me a real kick. As a trusted advisor of leadership, I almost always work with my clients over a longer period, helping them every step of the way. Acting not only as a facilitator to the meetings, but also as a confidante when it comes to difficult decisions. That personal relationship to me is very important, bringing my clients that little bit of extra.

What is the importance of resilience to you?

Having moved from my home in Amsterdam to Los Angeles first and now to Edinburgh, I have experienced how crucial it is to change when your environment changes. That lesson is very relevant in my line of business. To stay relevant, you need to keep reinventing what you do. Whether we talk about the need for net-zero emissions, or the strain that your organisation has been under due to the



Marijke Shahsavari

pandemic, or the need to respond to Black Lives Matter or Me too, I strongly believe that those businesses that can embrace the challenges that come their way, will thrive. I am really looking forward to helping Scottish organisations by enabling that conversation.

What do you think will determine the economic resilience of Edinburgh?

The last year has been very difficult and it will require an open mind, hard work and courage to overcome these challenges for many organisations. It will mean stepping out of your comfort zone and taking risks. When I look around me, I see a lot of organisations that are eager to do this, although they may not know how to go about it. Hopefully, I will get the opportunity to do my part and help shape the new way of doing business.

Other than your current position,

what would be your dream job?

Over the past four years, I have been working on a novel, which is the hardest thing I have ever done. Becoming a published author would be a dream in a way, but I think I will always combine it with being an entrepreneur.

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

The easy answer is my family. But also always seeking new challenges and learning from the people I meet along the way. Scotland is new to me, and already I have met many great, intelligent and ambitious people that have inspired me.

More than football: a matter of people with big hearts.

Recognised as one of Scotland's 'local community anchors', Big Hearts are welcoming new partners to join their journey towards 2024.

Big Hearts Community Trust uses the power of the beautiful game to better reach adults and children most vulnerable.

From our headquarters at Tynecastle Stadium, home of Heart of Midlothian FC, our charity teams up with schools, football fans and local charities to address the biggest challenges on our doorstep. At the top of the list: child poverty, mental health and social isolation.

A recent participatory process, involving families we support, local authorities and South West Edinburgh residents has enabled Big Hearts to establish a 2024 strategy focusing on what matters the most to the communities we serve.

As we build for the future, our charity is open to hearing from business leaders and

Edinburgh organisations sharing our values and ambitions for the local community.

From staff volunteering days to fundraising events and programmes sponsorship, our team has the expertise to build the right partnership to achieve your CSR goals.

Interested in corporate opportunities that make a positive difference?

Get in touch to arrange a chat:
email communications@bighearts.org.uk
or visit www.bighearts.org.uk



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**Dave
McCallum**

Scotland's national skills body Skills Development Scotland recently appointed Dave McCallum as Head of Operations for its South East Scotland region.

Dave will be providing strategic leadership to locally-based teams delivering careers information, advice and guidance to people in Edinburgh and the Lothians, Clackmannanshire, Falkirk, Stirling and the Scottish Borders.

He is also responsible for driving and embedding a culture of continuous improvement to ensure SDS services are consistently delivered.

Through collaboration on shared commitments with internal, external and strategic partners, Dave is working to influence local strategies that deliver skills planning, apprenticeships and employability outcomes for customers, partners and employers that positively impact on local economic challenges.

Dave's previous role as Area Manager for SDS teams in Moray, Orkney and Shetland, his service in the RAF and as an active member of the RAF Kinloss Mountain Rescue Team, along with his work in the third sector has given him great understanding of the importance of building local and national networks.

This awareness combined with Dave's can-do attitude means he has a constant focus on helping people and organisations achieve their full potential.



**Thomas
Feige**

Thomas Feige has taken on the position of Policy Adviser at Edinburgh Napier University, advising on higher education policy, funding and regulatory developments.

"It has been a very interesting - if challenging - time working in higher education policy as the pandemic has had a considerable impact on our students' learning and wellbeing and how universities are able to undertake teaching and research in this new landscape.

With skills, business resilience and sustainability featuring at the top of the agenda as the economy recovers, I am grateful for the fora provided by Edinburgh Chambers of Commerce to understand the challenges faced by businesses. These exchanges help to inform the role Edinburgh Napier plays in the local and national recovery effort and towards building partnerships to support upskilling, retraining and business innovation.

We are keen to work with stakeholders across the City and beyond so please do get in touch."

<https://www.linkedin.com/in/thomas-feige/>



**Paul
Wakefield**

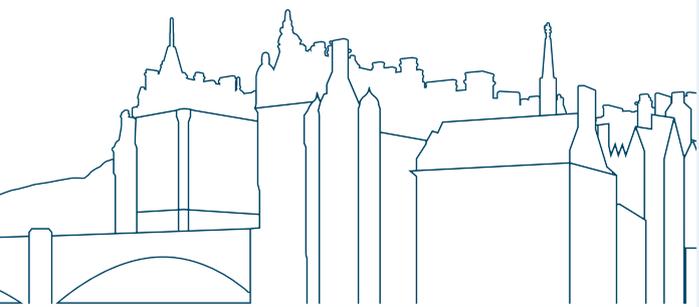
Paul Wakefield has been appointed by CityFibre to lead its Full Fibre rollout in Edinburgh.

The £100 million investment will see the creation of a city-wide Full Fibre network which will enable faster, more reliable internet services for over 250,000 homes, while futureproofing Edinburgh's infrastructure.

As City Manager, Paul is the main point of contact between stakeholders and the CityFibre team, ensuring the project continues to be implemented with minimal disruption to Edinburgh communities.

Paul said: "I am thrilled to be leading this project, which will give the City of Edinburgh the opportunity to become one of the world's leading smart cities. There are many benefits that Full Fibre can bring to households and businesses, including faster download and upload speeds, and virtually no lagging or buffering, even when using multiple devices."

Find out more at www.cityfibre.com/PR-Register.



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In a competitive world, when change comes thick and fast, it's the most resilient businesses that thrive. They invest significantly in technology like cloud computing, data analytics, CRM, Artificial Intelligence, blockchain, 3D printing and automation of business processes. These release significant benefits, such as improving customer engagement, boosting revenue, strengthening the ability to manage, and minimising costs. The pace of innovation is accelerating. Be ready, the future is now.

Evolve.

C+T Evolve helps you to innovate your business for greater speed and agility, creating sustainable business value. Bespoke and tailored to you and your unique business, our approach helps you to drive results through technology and data, putting the right platforms and processes in place to support your strategy. Our multi-phased approach gives you the best chance of end-to-end benefit and long-term change success.

For an enquiry, or an initial discussion just to learn more, contact us:



@chieneandtait

Chiene+Tait