

Business Comment

JUNE/JULY 2022



Digital and Data



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Digital and Data

Welcome to Business Comment, which has a theme of Digital & Data.

The news that the University of Edinburgh has been ranked 16th in the world by the prestigious QS World University rankings – just one place behind Yale and ahead of names like Princeton and Cornell – should be a source of great pride to our city.

The University is one of our intellectual, cultural and economic powerhouses – driving innovation across countless fields through its world-leading research, expertise and teaching excellence. And we are fortunate too, to have other higher and further education institutions of excellence such as Edinburgh Napier, Heriot-Watt, Queen Margaret and Edinburgh College.

Nowhere is the huge influence of our world-renowned university more apparent than in the increasingly important sphere of data, where it is acknowledged as a global leader and within the UK, leads access to our super-computing and data innovation.

In this issue of Business Comment, we look at just how important digital skills and the current and future role of data will be – not only for our economy but across all areas of our daily lives, from getting around the city to how we manage our healthcare.

In the magazine, we look at the importance of digital apprenticeships, at how our

essential SME sector – accounting for half of all jobs – can harness connectivity to improve productivity, and at how a range of our key institutions – from our festivals to our universities – are harnessing the power of data and digital.

We also bring together a group of thought leaders to discuss data, as well as how it is helping drive our city's burgeoning and celebrated fintech sector.

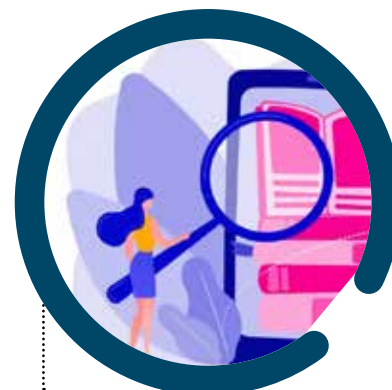
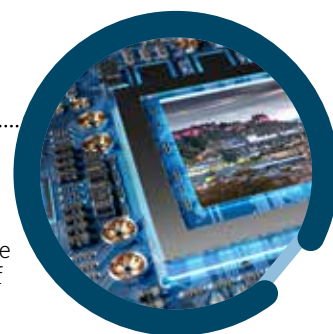
Elsewhere, you can catch up on how our members continue to develop and innovate at home and abroad, driving the jobs and opportunities that will fuel our continued recovery from the coronavirus pandemic, despite the multitude of challenging economic factors which businesses face, and through which the Chamber will continue to advocate for the need for our policy makers to support our areas of strength, and help create an improved environment for businesses to thrive and grow.



Liz McAreavey
Chief Executive,
Edinburgh Chamber
of Commerce

20

Edinburgh has set out on a journey to become the data capital of Europe over the next decade.



22

Large scale digital transformation over the last few years has led to organisations collecting and handling more data than ever before.

Chamber News	04 08
Chamber Net Zero	09
Corporate View	10
Opinion	12
New Members	14 15
Opinion	16
Ask The Expert	18
Special Reports	20 23
Spotlight On: Virgin Money	24
60 Seconds Get with IT	26
Chamber Partners	27 33
Chamber Training	34 35
International Update	36
Newcomers	38



Royal Highland Show Illuminated events welcome almost 2,000 visitors to witness 200-year history of Scotland's most prestigious agricultural show

The Royal Highland Show Illuminated is celebrating success after making a month-long tour across Scotland.

The immersive installations, which saw the Royal Highland Show's rich history projected onto buildings and historical landmarks, attracted 1,780 visitors across the eight dates.

The events, which were free to attend and produced in association with Turcan Connell, projected expressive imagery, woven together with never-before-seen treasures and untold stories from the Show archives, creating a magical experience which truly brought the Show's illustrious history to life.

Overall, there were 170 pieces of archive footage and images, put together by Edinburgh-based digital artists Bright Side Studios, that formed the 5-minute-long visual history of the Royal Highland Show.

Royal Highland Show organisers, the Royal Highland and Agricultural Society of Scotland

(RHASS), created the event to raise awareness of the Show and highlight its positive impact on Scotland throughout the years.

They took place in eight locations around Scotland, referencing how the Show would tour each of the RHASS regions annually before it settled permanently at Ingliston in 1960. These were Edinburgh City Chambers, Jedburgh Town Hall, Drumlanrig Castle, Dumfries House, Alloa Tower, Glamis Castle, Haddo House and Eastgate Shopping Centre.

RHASS Chairman Bill Gray commented:

"The Royal Highland Show is a key moment in both Scotland's events and agricultural calendar - these installations were the perfect showcase of its wide-ranging impact and influence over the last two centuries.

"However, the Royal Highland Show Illuminated also looked to the exciting future of both the Show and the Society. We hope that you'll join us this June as we mark 200 years since that very first Show and celebrate the full return of Scotland's biggest outdoor event."

Supported by Royal Bank of Scotland, the Royal Highland Show will take place at the Royal Highland Centre, Ingliston, Edinburgh, on 23-26 June 2022.

Tickets, including for car parking, must be pre-purchased online this year and no tickets will be available to buy on the gate. Tickets are limited in number this year with sell out days anticipated, so it is advised to purchase early.

For further information and to purchase tickets please visit www.royalhighlandshow.org.

KORA by Tom Kitchin Celebrates Scottish Seasonality



The imminent opening of KORA by Tom Kitchin, highlights the enviable natural larder we have access to in Scotland's capital city and will allow locals and visitors to go on a journey through Scotland's land and sea.

Edinburgh's restaurant scene is beginning to spring to life again, with re-openings and new openings from local independent businesses, as well as a wealth of renowned national brands.

Leading independent, family-run hospitality business, Kitchin Group, brought good news to the city this spring with the announcement of the launch of restaurant 'KORA by Tom Kitchin' in the buzzing Bruntsfield area of the city.

The new neighborhood restaurant will present a passionate celebration of Scotland's natural larder, in an homage to honest gastronomy, synonymous with Chef Tom Kitchin - Scotland's pioneer of nature to plate, nose-to-tail cooking.

Working closely with dedicated local farmers and foragers, passionate growers and sustainable suppliers, the restaurant is taking a zealous approach to local and seasonal cooking, with menus showcasing a range of light, fresh, inventive and inspiring dishes, alongside a collection of reimagined classics.

Chef Tom Kitchin explains; "It's been a challenging couple of years for so many

industries, but to open a new venue, to create new jobs for the city and build more demand for our trusted, family run suppliers and producers, has felt like the start of a very exciting new chapter.

"There is so much to celebrate within Scotland's - and indeed Edinburgh's - natural larder and I feel incredibly proud that we have so many passionate, knowledgeable and dedicated farmers, butchers, bakers, fishermen and growers bringing us the very best seasonal ingredients.

"Seeing hospitality in all its glory again has been fantastic. Hearing the clinking of glasses, the happy chatter of friends and families catching up, and seeing smiling faces again, has brought our whole team a real sense of excitement. We want to give locals and visitors the chance to gather friends, family or colleagues and experience a new dining destination in KORA, whether catching up over a bottle of wine at the bar, enjoying a working lunch or relishing a relaxed evening

meal, discovering some of the very best ingredients from across Scotland – there will be something for everyone."

KORA by Tom Kitchin includes a 65-cover dining space and separate stylish bar area for those seeking to enjoy a drink or lighter meal. The venue can also be hired exclusively for corporate events and special celebrations for a maximum of 65 guests. KORA by Tom Kitchin is open 5 days a week, Thursday - Monday, serving lunch and dinner, as well as light bar plates.

KORA by Tom Kitchin, 14-17 Bruntsfield Place, Edinburgh, EH10 4HN

For enquiries, please contact +44 (0)131 342 3333 or info@korabytk.com

www.korabytk.com

KORA
BY TOM KITCHIN

Dentons Celebrates 150th Anniversary



**By Claire
Armstrong**
Managing Partner,
Dentons



This is a historic and proud time for Dentons as we celebrate 150 years of operating in Scotland. At the time of our formation, Queen Victoria had been on the throne for 34 years and William Gladstone was Prime Minister. Much has changed over the decades and, at our firm, we are all proud that from humble beginnings in 1871 as Maclay Murray & Spens, our experience, network and expertise have expanded worldwide.

In 2017, Maclay Murray & Spens officially merged with Dentons to create Scotland's leading global law firm with a focus on being innovative.

And today, it is our local knowledge, passion for Scotland's interests and pride in our roots that distinguish Dentons, supported by the strength of our global network as part of the world's largest law firm. And a big focus in our 150th year is ensuring that we put our clients and our people first – as we always do.

The first major change in the footprint of our firm came in 1973 when it was decided to expand outside our Glasgow home and open an Edinburgh office. At the time, we were the first Glasgow-based firm to have a presence in the Scottish capital.

We remain committed to Edinburgh. This year we are moving our city office to a new flagship development at Haymarket in the heart of the West End – an easily accessible premium location for the firm's people and clients. We will occupy the first floor at 1 Haymarket Square following the expiry of our current lease at Quatermile in October. We were attracted to the development's sustainability credentials, including expected BREEAM Excellent and EPC A ratings.

As a firm, we have always been forward-thinking. When I took up my role last year, a new milestone was reached. Working alongside Alison Bryce and Kirsti Olson, we created an all-female Scottish leadership team. But as far back as the early 20th century we were making an impact. Under the guidance of John Spens in 1917, we hired our first female apprentice, Madge Easton Anderson. She went on to become the first woman to be admitted to the legal profession in the UK following the passing of the Sex Disqualification (Removal) Act of 1919.

The nature of deals on which Dentons advises also reflects our forward-looking approach. For example, last year our Scottish lawyers predicted a surge in activity in the vegan and plant-based food market after we advised Bute Island Foods on its sale to Canadian dairy giants Saputo. The deal marked the first major transaction in the vegan market for our Scottish team, building on our vast experience in the wider food and drink sector.

We also advised the University of Edinburgh's Centre for Regenerative Medicine-based RoslinCT, a leader in advanced cell therapies contract development and manufacturing, on its "transformational" private equity investment into the company. With the backing of GHQ, a specialist investor in global healthcare, Roslin will significantly increase its development and manufacturing capacity, scaling the business up to build on its best-in-class therapies and better service a growing international client base.

It is hard to sum up our history in a few hundred words, but I hope I have given you a flavour of the achievements of our firm in the last 150 years – and here's to many more successes in the future.

Women In The Workplace - Unconscious Bias

Each one of us harbours our own unconscious biases and we bring them into our workplaces every day. Unconscious biases can impact recruitment decisions, talent identification, employee development, workplace diversity, staff retention rates, and lead to a disconnected workplace culture. Companies and organisations need to ask themselves the question “to what extent is our business and our organisational culture affected by unconscious bias?”

By Kirsteen Ross
Partner,
Ogilvie Ross LLP



Unconscious biases are unintended people preferences or prejudices that we are unaware of. They are formed by our socialisation, personal experiences and representations of different groups in the media. They act as social filters where we make assessments and judgements of the people around us. Humans have a natural tendency to group people into categories based on visual or audio cues such as gender, age, body size, height, religion, social background, ethnicity, sexual orientation, physical abilities, accent, spoken grammar, and so on. The unconscious brain uses these categories to judge people who are ‘similar to us’ and ‘different from us’.

For some, unconscious bias can be a positive. For example, tall men in the USA find unconscious bias works in their favour with 58% percent of Fortune 500 CEOs just short of six feet in height whilst only 14.5% percent of the general male population are of that height. Tall men also tend to move into leadership positions far more frequently than their more diminutive counterparts (Price, S. n.d.).

For women, unconscious bias generally does not produce such favourable results. Women are much more likely to be assigned inferior accounts or less career enhancing clients, are afforded fewer opportunities and less support than male colleagues. They are less embedded in corporate networks, have their mistakes more highly scrutinised, are more harshly punished for their mistakes, and they receive less frequent and lower quality feedback.

One very common form of unconscious bias is ‘affinity’ bias. Managers are more likely to recruit people that look similar or have similar sounding names to them, assign key projects to individuals in their teams with whom they have an unconscious affinity and spend time



informally discussing positive contributions to the team and focussing on future work plans with those people they have an affinity with. For those where there is little affinity, managers are more likely to question past performance with less friendly conversation. Male managers frequently have a greater affinity with male members of their teams providing a disadvantage to female colleagues.

Unconscious bias can explain why women struggle to climb the corporate ladder and gain entry in sufficient numbers into the “C-Suite”. Contrary to popular belief, the reason that women are not achieving parity in the workplace is not because they prioritise their families over their careers, negotiate poorly, lack confidence, or are too risk averse. It is these examples of situations and narratives with which companies perpetuate behaviours that can affect the success or advancement of women. It is those behaviours that need to be examined to look at the organisational conditions that are responsible. Companies need to look more closely at their beliefs, working practices and policies, challenging those myths and “norms” understanding how they position women relative to men and how they continue to fuel inequity.

Sometimes what is unconscious to some is, in fact, quite conscious to others. It is important that managers and leaders create a culture whereby biases - unconscious and otherwise - can be openly discussed with women and minority groups in their organisations.

The good news is that unconscious biases are malleable. Managers and leaders can take steps to minimise the impact of unconscious bias through education, enhanced self-awareness, expanding their social network, developing bias literacy at work, creating effective bias interventions utilising policy and procedures, and ensuring sufficient time is set aside for tasks (as time pressure increases the likelihood of bias).

By creating structures, building a positive culture and a more diverse workforce, business can reap rewards through the increased creativity, innovation and a more productive and successful organisation.

Kirsteen Ross is an executive partner for Ogilvie Ross LLP focussing her consultancy work on advancing the female executive.

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Leonardo apprentices brief MPs at Houses of Parliament for first time since start of pandemic

For the first time since the pandemic emerged, Leonardo apprentices from the aerospace engineering company's sites across the UK recently had the chance to brief MPs face-to-face at the Houses of Parliament to share their experiences of their apprenticeships.

Amongst the group of Leonardo apprentices representing the company was Design Engineering Graduate Apprentice Natalie Simpson, 20. Before starting her apprenticeship, Natalie studied at Bo'ness Academy before joining the scheme. She is now gaining on the job training while studying a degree in Design Engineering: Design & Manufacture at the University of Strathclyde in her current apprenticeship at Leonardo.

After a tour of some of its most iconic chambers, including Westminster Hall, rebuilt after the Blitz by the architect Sir Giles Gilbert Scott, the apprentices met MPs at a special reception hosted by trade organisation ADS (Aerospace, Defence Security & Space). Attendees also included over 100 Apprentices from across industry. There they didn't just have the chance to speak to their local MP, but MPs from across

the UK including Jack Lopresti, MP for Filton & Bradley Stoke, Mark Fletcher, MP for Bolsover, Carol Monaghan, MP for Glasgow North West, Dave Doogan MP for Angus also in Scotland.

Natalie said: "Meeting MPs and apprentices from across the UK face to face was a fantastic opportunity, as I joined Leonardo during Covid. I was speaking to Carol Monaghan and I told her about the benefits of a degree apprenticeship. You are paid well while you study so you don't have to worry about university fees and once you've completed your apprenticeship you go straight into a permanent role. I am quite a visual learner, so I need that hands on experience to really absorb information and I explained that it was great products like radars go through the full product lifecycle from start to finish. Right now my role involves giving a final quality check before radars are sent out, so

I enjoy that responsibility and the direct contact with the technology."

According to the latest figures released by the UK Government covering the 2021/22 academic year, apprenticeship starts were up by 26.0% to 204,000 compared to 161,900 reported for the same period in the previous year.

Deborah Soley, Head of Apprenticeships UK who accompanied the apprentices on their trip to the Houses of Parliament said: "We have seen our apprentices really grab the opportunities we have offered them, whether through on the job training or representing our company at external events such as this visit. Despite the pandemic they continue to thrive as a population at our company and we can chart career paths to the most senior levels of our organisation from early starts within our apprenticeship programme."

Edinburgh Council aiming to achieve Net Zero by 2030

Edinburgh and Scotland have set some of the most ambitious targets for the reduction of area-wide emissions in the world, with the Scottish Government having set a net zero target of 2045, and the City of Edinburgh Council aiming to achieve the same by 2030.



The transition to a net zero society will impact every part of our economy. It requires change across all sectors and delivering this transition will require support to ensure it is fair, just, and happens at the necessary pace. Small businesses in particular will need support to ensure they both contribute to emissions reduction and continue to flourish in this transition.

There was a pressing need for change pre-pandemic, however, the past two years have thrown this issue into the spotlight even further. Many now realise that business as usual cannot continue, and we must now use this opportunity to build forward better.

To avoid the worst impacts of climate change, businesses across Scotland and in Edinburgh

are expected to make significant changes to achieve net zero. Arguably, larger organisations have access to greater resources to support and drive this change - but where do SMEs start? With rising energy and raw materials costs, as well as increased debt levels, and increasing interest rates, many SMEs are currently focusing on survival and don't fully understand what net zero is, let alone where to start the journey.

We are delighted to support SMEs on their journey to net zero in Edinburgh and are launching a suite of support. Our www.netzeroedinburgh.org website, launched during COP26, is packed full of resources, net zero guides, and toolkits so please check it out. You can also showcase any net zero activities you have undertaken

in your organisation on this website in our case study section.

Alongside our net zero Edinburgh website, we are also hosting a number of events to help you understand net zero, what it means for businesses, greenhouse gas jargon busting, and practical steps on how you can start on your net zero journey. Our first event is on Tuesday 21st of June, in partnership Anthesis Group who will explain the climate science behind net zero and to provide some tips and considerations for businesses ready to tackle the climate emergency.

If you would like any further information, please contact us at info@netzeroedinburgh.org or call the project team on 0131 221 2999.



Operational and reputational risks – be alert to evolving data protection and cyber security challenges

JP Buckley, a partner in DWF's Data Protection and Cyber Security team who works nationally and globally with his clients, shares with us his insights as to some of the challenges faced by organisations when dealing with two topics: international data transfers of personal data; and cyber incidents.

JP Buckley
Partner,
DWF's Data
Protection & Cyber
Security Team



Taking international data transfers first, JP describes this area as an "ever-evolving rubik's cube" with significant change having happened in the last 12 months with yet more to come. The introduction of new "model clauses" both by the EU last year and latterly a similar mechanism for the UK's own approach, have led to contracts being updated to include these given the final deadline to change to these new models being in late 2022 and early 2024 respectively.

However given the possibility to combine both regimes in the same exercise, JP advises organisations transferring personal data to analyse what they are transferring, to whom and where, and establish what if any data protection mechanisms they have in place to do so. Not only is it required by law to have these in place, but you must be transparent

about how you do this and if you do not (or if your application is deficient) then the trend in the EU is for increased regulatory scrutiny and fines. Some of that is led by the data protection regulators' response to complaints brought by NOYB, an organisation set up by Max Schrems (related to the EU data protection cases of the same name). Change is being driven by that activity, and we predict that this will spread to the UK as well.

Assessing and remediating your international transfers is therefore timely and an appropriate management of risk.

Moving then to cyber incidents, ensuring that an organisation's people know what such an incident represents the first challenge – addressed through tailored, memorable and actionable training – which DWF can provide. The second challenge then is preparing an Incident Response Plan to set out how a cyber incident will be dealt with and who will take which roles. This preparation is vital as if there is uncertainty and/or a lack of co-ordination this can cost valuable time in the initial phases of dealing with the incident, and often exposes organisations to risk they

could have mitigated. Mock cyber incident exercises are incredible learning experiences for the senior and operational leadership of an organisation to put that plan in place in a safe testing environment. The third challenge then is dealing with not just the pure incident itself but the wider legal, practical, operational and reputational context. What that includes is the other risks caused by the breach, such as employee claims or customer termination – as well as getting back to operating the business.

Contact JP at DWF to find out more about the full portfolio of data protection services offered to organisations keen to optimise their data protection approach.

JP Buckley

Partner // Regional Data Protection & Cyber Security Leader specialising in practical GDPR compliance, readiness and breach response.

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SQA confirms assessment modifications will remain in place as national exams finish up

The first exams in three years are now completed in Scotland, with learners in schools, colleges and training venues across Edinburgh amongst more than 128,000 candidates sitting their Scottish Qualifications Authority (SQA) National 5, Higher and Advanced Highers.

In addition, many learners will be in the final stages of completing National 1 to National 4 qualifications, SQA Awards, Skills for Work courses, National Progression Awards and National Certificates that are continually assessed throughout the year. These form part of a broad offering of qualifications, which support learners to progress into employment, training, further and higher education.

SQA, alongside Education Scotland, local authorities, schools and colleges, has provided a range of support for learners this year that take into account the impact of the pandemic on learning and teaching, while maintaining the integrity, credibility and standard of qualifications.

This includes a range of support for learners available on the SQA website, including a 'Your Exams' Guide which was given out via schools and colleges and gives learners an insight into what to expect over the exam period. Learners can also download SQA's MyStudyPlan app to help them make the most of their revision time.

In total, more than 142,000 candidates are expected to get their results on Tuesday 9 August in the post, however there is still time for them to register for a MySQA account to receive their results by text and/or email on Results Day. Learners should log onto www.mysqa.org.uk and register for the service with their unique Scottish Candidate Number by 5pm on Wednesday 20 July.

Theresa McGowan, Regional Manager for Edinburgh, East Lothian and Midlothian at SQA, said: "I wish all learners in the Edinburgh area the very best of luck as they sit their exams and complete their assessments. I commend them for their hard work and resilience in the face of the many challenges presented by the pandemic.

"I also pay tribute to the professionalism of Edinburgh's teachers, lecturers and tutors and their commitment to learners across the country. Their work, and that of their colleagues,



plays a vital role in enabling our young people to achieve qualifications they deserve."

Disruption caused by the pandemic has led SQA to make significant modifications to course assessments for the National 5, Higher, and Advanced Higher courses since 2020-21. SQA recently sought the views of learners, teachers, lecturers, parents and carers, as well as SQA's Advisory Council, to consider whether these should continue into the upcoming academic year.

After careful consideration and having reflected on the feedback, SQA has confirmed that assessment modifications for National 5, Higher, and Advanced Higher courses, as well as its Higher National and Vocational Qualifications, will remain in place for 2022-23.

Depending on the course, the types of assessment modifications can include removing an exam or an item of coursework,

reducing elements of an exam and/or coursework, providing learners with more choice in an assessment, removing one or more topics from the exam, and providing learners with advance notice of topics, contexts or content that will or will not be directly assessed.

Theresa McGowan continued, "Carrying the assessment modifications forward into the new academic year will help to provide some certainty for learners, teachers and lecturers and help free up more time for learning and teaching of the course content, while maintaining the integrity and credibility of their qualifications."



The Importance of Digital Transformation

Digital Transformation is increasingly important for delivering company strategic Vision and Objectives. Agenor Technology works with clients across various sectors to support their strategy of achieving the best Digital Transformation outcomes.

Gary Montgomery
CEO, Agenor Technology



New and evolving technologies are critical, enabling organisations to supply the quality services that customers and employees expect. Technology is interwoven into all areas of their operations leading to increased collaboration, innovation and productivity. Embracing developments in Technology is vital to enabling growth.

Modern working arrangements

Hybrid working is emerging as a dominant working pattern. This has pushed organisations to reevaluate their approach to on-site working, with few companies now mandating that roles need to be performed on-site unless absolutely necessary.

Technology is the key enabler here, giving organisations the ability to work, communicate and collaborate remotely. Digital Transformation also provides an opportunity for core functions like Finance, HR and Legal to transition away from manual processes and automate operations.

Legacy Systems Transition

Modern Cloud Technologies provide secure and scalable environments to replace legacy

systems and processes, which are harder to support and put a strain on internal departments. This can include on-premises infrastructure and applications, as well as paper systems that can be replaced by Digitised operations.

Companies today have the potential to access a greater volume of data than before, related to the Internet of Things (IoT). Using this data by embedding analytical tools within their operations can provide huge benefits to organisations.

Increased expectations

Customers and staff both expect the same kind of experience in a professional environment that they have in their personal lives. This presents more options for companies to consider, both in how and where to deliver Technology, and who to partner with for the delivery of these services. User experience is critical, with easy to use and intuitive systems expected by consumers.

Strategic Security Considerations

The complexities of modern Technology environments mean that a focus on Security is needed, with controls on access, data compliance and protection from external attacks. It is essential that companies implement a Security strategy across all networks, applications and data, wherever those services are provided from.

Reliance on Partners

In the evolving Technology environment, companies are becoming increasingly reliant on each other, with suppliers, distributors and specialised consultants supplying a diverse range of products and services.

Internal IT Departments are changing focus in managing the services that other companies provide rather than trying to do everything themselves. Embracing Digital Transformation integrates the organisation with Technology, making it easier for the company to work with partners and suppliers. Internal processes can become more efficient and flexible, with the ability to scale.

Conclusion

There are many ways that companies can benefit from Digital Transformation. These can seem overwhelming without guidance on what to focus on and how to align Digital goals with the company strategy.

Agenor Technology provides a Digital Health Check to those who need this support and guidance. Please get in touch with us if you think this is something we could help you with.

www.agenor.co.uk/home



Experts on hand to navigate reformed GDPR regulations

The General Data Protection Regulation (GDPR) came into effect in the UK on 25 May 2018 and heralded a new understanding of how companies were using the public's data.



Angus MacLeod
Partner,
Wright, Johnston
& Mackenzie LLP



Since then, internet users have become savvier about what data they are sharing, and with whom.

The recent Queen's Speech included the confirmation that we can expect reforms to this legislation, but this has been met with confusion by many.

GDPR will not be going away, especially as individuals become ever more alert on how their data is handled, but the government's headline on the reforms is that they'll aim to 'take advantage of the benefits of Brexit to create a world class data rights regime'. This means supposedly simplifying GDPR and making the rules more business friendly.

Angus MacLeod, Partner at Wright, Johnston & Mackenzie LLP, said: "It is anticipated that the Data Reform Bill will review current data practices and bring them up to date, simplifying the administrative processes along the way. The government says it wants to be flexible and focus on outcomes rather than box-ticking, but as ever the devil will be in the detail."

UK-Europe challenges

Despite the EU currently accepting UK data law as an adequate alternative, the post-Brexit

political landscape leaves this status on shaky ground as the UK amends its data laws.

For companies which operate both within the UK and Europe, differing rules may present another challenge.

We could potentially see businesses which conduct transactions with Europe having to also apply the original EU-specific GDPR regulations. This could mean, in some cases, they have to either balance dual relations or alternatively pick the 'highest' standard and proceed with that.

Experts on hand

Wright, Johnston & Mackenzie LLP is ready to guide clients through this new minefield by helping them assess their processes and procedures and to ensure they are compliant.

Its solicitors have provided expert guidance around GDPR issues which typically fall into two camps – helping businesses to get preemptively compliant, and assisting others who have had problems as a result of not satisfying compliance regulation.

The former group usually includes companies which don't have the tools at their disposal to be able to deal with GDPR regulations, such as conducting risk assessments.

For this, WJM is well equipped to assist in ensuring all data-handling procedure is above board.

The latter group have a more serious issue at hand, and require urgent legal assistance, as

failures to handle people's data correctly can result in reputation-damaging and expensive litigation from consumers.

WJM has a wealth of experience in resolving these fast-moving disputes.

The Information Commissioner's Office (ICO) is exceptionally vigilant on compliance and consumer rights. With more consumers enlightened on their rights around data, the ICO has perhaps never been so pre-occupied with individual enquiries, which should be a warning to business that have not addressed underlying issues up to this point.

Regulation will continue to be dynamic and ever-changing, so it is paramount for businesses and institutions to have a detailed protocol in place to best ensure all data handling process is statutable.

Getting the right team of experts on your side and regularly auditing your process is key - especially with changes on the horizon.

Speak to WJM's Data Protection team today. For more information on WJM's service offering visit www.wjm.co.uk



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

The Digital Economy Skill Group

The Digital Economy Skill Group (DESG) is an industry and public sector partnership that meets regularly to help inform and drive Skills Development Scotland's digital skills strategy. Chair of the DESG, Ross Tuffee talks exclusive to Business Comment about the importance of digital apprenticeships.



Ross Tuffee
Chair, The DESG



I want to use this opportunity today to remind tech companies and those in other industries about the importance of work-based learning, and the fact there are a range of apprenticeships available dedicated to digital skills development.

Apprenticeships can not only help strengthen your business – offering resilience that has never been more important than it is now – but they also play an essential part in plugging the ever growing technology skills gap. They also support individuals to realise their full potential, and in turn that will help your company reach its full potential as well.

And when companies like yours prosper, all whilst nurturing new or even enhancing

existing talent, this helps build a better and stronger Scottish economy which will ultimately benefit us all.

With increasing employment costs we are seeing great growth in the take up of Modern Apprenticeships, and the momentum is also building in both Foundation and Graduate Apprenticeships. Many employers are seeing the advantages of taking on an apprentice to help build their business, and grow their talent pipeline.

And apprenticeships are not just for new starts. Work-based learning can also be used for upskilling and reskilling existing staff. So if jobs are changing, then a tech apprenticeship can upskill/reskill someone from one role to another, allowing you to retain the wider knowledge that person has of your business.

There are huge range of apprenticeship frameworks designed specifically for digital jobs: data analysts, cyber security specialists, software developers, creative media types, digital marketing and IT.

I guarantee there will be an apprentice out there that is absolutely right for your organisation.

Edinburgh based software development company Forrit has been a long time supporter of apprenticeships, and founder Peter Proud recently issued a timely call to step up and invest in our young people to benefit them and your businesses alike.

Peter also proudly states, and justifiably so, that taking on apprentices is the best thing he has ever done. I guarantee if you follow his approach, you will feel the same!

Apprentices bring a breath of fresh air and fresh thinking, enhance productivity and aid staff retention, all while future-proofing your business. So what are you waiting for? Get involved. You won't regret it.

Visit apprenticeships.scot, digitalworld.net or get in touch at skillsdevelopmentscotland.co.uk to find out more.

Freedom to work from anywhere with wireless gigabit internet

Nearly two out of three of Generation Z and Millennial workers consider their office to be wherever they can get a strong internet connection, according to the Harvard Business Review. These younger generations want the freedom to work from anywhere, which means that cities which want to attract and retain talent must make sure workers can access the best broadband.

By Natalie Duffield
Chief Executive,
WeLink
Communications UK



Edinburgh is undoubtedly an attractive place for businesses but to maintain its position as a leading destination for investment, the Scottish capital needs to improve its digital infrastructure. Uswitch last year crowned the city the UK's "outage capital", with its residents suffering the longest time without broadband per person, losing nine million hours of broadband over the year. And estate agency Knight Frank this year warned Edinburgh was lagging behind other major UK cities in digital connectivity as measured by fibre availability, capacity and performance, mobile network capabilities and closeness to data centre services.

In response to these challenges, WeLink Communications UK has launched Britain's first wireless gigabit broadband service in Edinburgh, bringing lightning-fast internet speeds to the city without the need to dig up streets in the World Heritage Site. We are pioneering a fixed-wireless mmWave broadband approach that is much quicker and less expensive to deploy than traditional fibre-to-the-premises broadband. It extends the reach of fibre into an area using the latest advances in wireless mesh technologies and network routing to deliver gigabit speeds for homes and businesses while avoiding the needless delay and disruption of laying fibre-optic cables underground.

Most of us can identify with the challenges of poor connectivity. As a senior test analyst at one of Scotland's best-known investment managers, Kashif Mahmood is expert at creating great online experiences for customers – and he knows the frustration



of poor internet links. He has struggled with poor broadband at home with big-name internet service providers unwilling or unable to provide fibre to his flat in Edinburgh city centre. "The quality was abysmal," Kashif told us. "The maximum download speed was 8mbps and upload was 2mbps but most of the time I struggled to even get 5mbps. I would often freeze on Zoom calls with my team, which was somewhat embarrassing, especially when on calls to clients."

Kashif's experience is not unique in Edinburgh: latest Ofcom data from the Connected Nations 2021 report shows 7,447 premises unable to get 30mbps broadband – considered to be the minimum viable speed for video conferencing. This makes it difficult or impossible for thousands of people to work or study from home, access basic online services such as healthcare, manage their money online, entertain themselves or keep in touch with friends and relatives.

WeLink is proud to be investing in Edinburgh and is committed to improving digital

infrastructure in the city. As CEO of our predecessor company IntechnologyWiFi, I rolled out EdiFreeWiFi, one of the biggest deployments of free public Wi-Fi in the UK which has attracted more than 1.15m registered users to date. We understand the local landscape and the massive market opportunity for supplying the kind of lightning-fast connectivity that households and businesses can depend on in this day and age.

We are inviting chamber members to get in touch to learn about our range of introductory offers so you can benefit from the best broadband. Generation Z and Millennial workers might thank you for it! To find out more, email us at hello@welinkuk.com





“How can SMEs increase productivity through digital connectivity?”

The need for reliable, ultrafast, full fibre networks has never been more urgent. Improving digital connectivity and, in turn, productivity, is at the heart of the UK's efforts to rebuild from the effects of the Covid-19 pandemic.

By Alex Cacciamani
CEO, GoFibre



And that's just one of the reasons why we have signed the Scottish Government's Full Fibre Charter, highlighting our commitment to ensuring Scotland becomes a truly productive digital nation, particularly in rural and harder to reach communities.

Throughout the past two years, naturally, many SME owners have fixated on the bottom line, turning a blind eye to the buffering and putting up with a loss of connection. But to power the recovery process and beyond, we require a shift in mindset where digital connectivity is a fundamental component of success, both now and in the future.

Full fibre access underpins productivity gains through a number of ways such as buffer-free video calling, file sharing and facilitation

of effective and stress-free remote working. Customers' expectations are changing, regardless of your industry, and there is a growing demand for information and services to be available at all times, much like utilities such as electricity and gas.

World-class digital connectivity helps to level the playing field between SMEs and major market players. High speed digital connectivity allows your business to adopt cloud based services, making your CRM processes smarter and faster. Greater access to data analytics can also improve your forecasting and understanding of core business performance. Having full fibre is the perfect broadband for not only a truly digital life, but to do smart business.

Full fibre networks are considered to be the best type of connectivity for today and the future, allowing SMEs to upload and download data with none of the disruption that ageing copper networks bring. If Scotland is ever going to compete effectively on the worldwide stage, businesses need the best connectivity on offer, paving the way for

ultra-reliable cloud management, increased productivity and, therefore, in many cases, profitability of businesses.

Businesses are less likely to have access to an ultrafast broadband service if they're outside of city centres. Here at GoFibre, we're passionate about connecting those who have largely been left behind until now to the digital connectivity they need and deserve, which means raising awareness of just what having access to a full fibre network can do for a business.

We're mindful that not everyone needs the top speeds available as this very much depends on the operations of your business, but we can tailor the service to suit individual needs and it's also about future-proofing. When running a business, trying to understand the connectivity you have may not be top of the list of priorities, but the difference that having an ultrafast broadband service can make is huge for both you and your customers.

Businesses can register their interest in GoFibre's full fibre broadband services at: www.gofibre.co.uk

Evolution will leave you trailing the competition if you don't embrace the latest technology



It's been 31 months since the Covid-19 virus first emerged in Wuhan, and only one month later Britain officially ended its marriage of 47 years with the EU.

The latter is still a heavily debated topic with various opinions and statistics thrown around parliaments, pubs, and households up and down the country daily – and that was a decision we made democratically! Unfortunately, the new mutation of a Coronavirus didn't bother asking our opinion of its spontaneous arrival and subsequent ravaging of the World's population (how selfish of nature!).

Now let's flip back to the present... Monkeypox is threatening to brush aside Covid like it was only a cold after all. There's renewed rhetoric about time in isolation for anyone caught under its influence, and as of the 8th of June 2022 Monkeypox has been listed as a notifiable disease in law. Sounds worryingly familiar.

At the same time Russia has decided to invade their neighbour, Ukraine, causing worldwide shortages of, well, pretty much everything the global population requires on a day-to-day basis. No vote for the people this time either. Hard as it might be to believe, the resulting shortage of food and skyrocketing utilities prices will arguably cause more pain to the wider population than has been experienced in the past two and a half years – both physically and financially.

So, what's this got to do with Digital Data and Technology? Well, the point is that whether through choice or not, sometimes (a lot of the time actually) it's impossible to identify and control the risks that your business is going to face before they occur. What is more attainable, is making sure that your business is agile enough to not only make it through difficult times but be able to take advantage and thrive during them. In the selfish world of nature, we call this survival of the fittest, owing to Darwin's evolutionary theory.

In the world of business natural selection occurs in much the same way, therefore all organisations try to stay ahead of the curve as a matter of course. Pre-pandemic, Digital Transformation was already one of the key areas of investment required to win this race. Post-pandemic, it's an absolute must. The difficulty however is in knowing what technology is available in the market, and in turn, what technology is going to put your business in the strongest position to flourish. That's where Target Communications can help.

We take this problem out of your hands and use our expertise to manage the process for you. To do this we carry out an analysis of

your business and how it operates, so that we can then put together a bespoke solution that will benefit your customers, your employees, and your company – both from an efficiency and bottom-line perspective. If our proposed solution meets with your approval, we will then implement, support, evaluate and improve it on a continual cycle to make sure that it remains robust, future proof, and be able to adapt to any situation that materialises.

If you are on the hunt for market leading IT and Telecoms products, backed by unrivalled service, at a competitive price, then get in touch and we will look after your business so that your business can look after itself.

t: 0131 6040011

hello@target-comms.co.uk

www.targetcommunications.co.uk

Target 
Communications

Talking data

Edinburgh has set out on a journey to become the data capital of Europe over the next decade. But what would this mean for the city, its businesses and citizens? We asked a range of leaders in tech, digital and data for their views.

Alex Hutchison
Director of the Data for
Children Collaborative
with UNICEF



Edinburgh's strength in data lies in its ability to bring together, the right expertise, practices, infrastructure, and principles and place these against a tradition of entrepreneurialism and innovation, so that organisations, societies and communities on a scale from local to global can benefit from the value that data offers in a safe and thoughtful way.

Edinburgh can convene across sectors and disciplines. It drives best practice in legal and regulatory compliance. The EPCC's supercomputing facility leads the charge in its ability to work with big data. At its core there is a culture of trustworthiness, ethics and inclusivity. And when these elements are positioned with a can-do attitude and an aspiration to drive positive change, we have the recipe for world-leading data stories.

Professor Jane Hilston
Personal Chair in
Quantitative Modelling
and Head of School,
School of Informatics,
University of Edinburgh



As the data capital of Europe, Edinburgh will be in an even stronger position to build on the excellent outputs from the School of Informatics, whether that is our world-leading research, our talented graduates or our enterprising spin-outs and start-ups. The School of Informatics already fosters a rich ecosystem of data-driven businesses, which is extremely beneficial for our research and education strategy. Raising the profile of Edinburgh as the data capital of Europe will serve to enrich this virtuous circle.

Alison Muckersie
Programme Lead, DDI
Skills Gateway, City
Region Deal



The vision of the Data Capital of Europe for me is of a city region which has data-informed decision making and innovation at its heart. The Edinburgh and South East Scotland city region will be known as a location where all of its citizens are encouraged to be data literate and to access open and transparent data sets to enrich their life chances. They will use these skills and insight to shape their community activities, to develop their businesses, to run their vital public services and to tackle inequalities across their population. The region will be the location of choice for innovators keen to tap into these skills and expertise; to position Scotland on the global stage and to improve the quality of life for all those living in this amazing location.

Professor Mark Parsons
Director, EPCC, The
University of Edinburgh



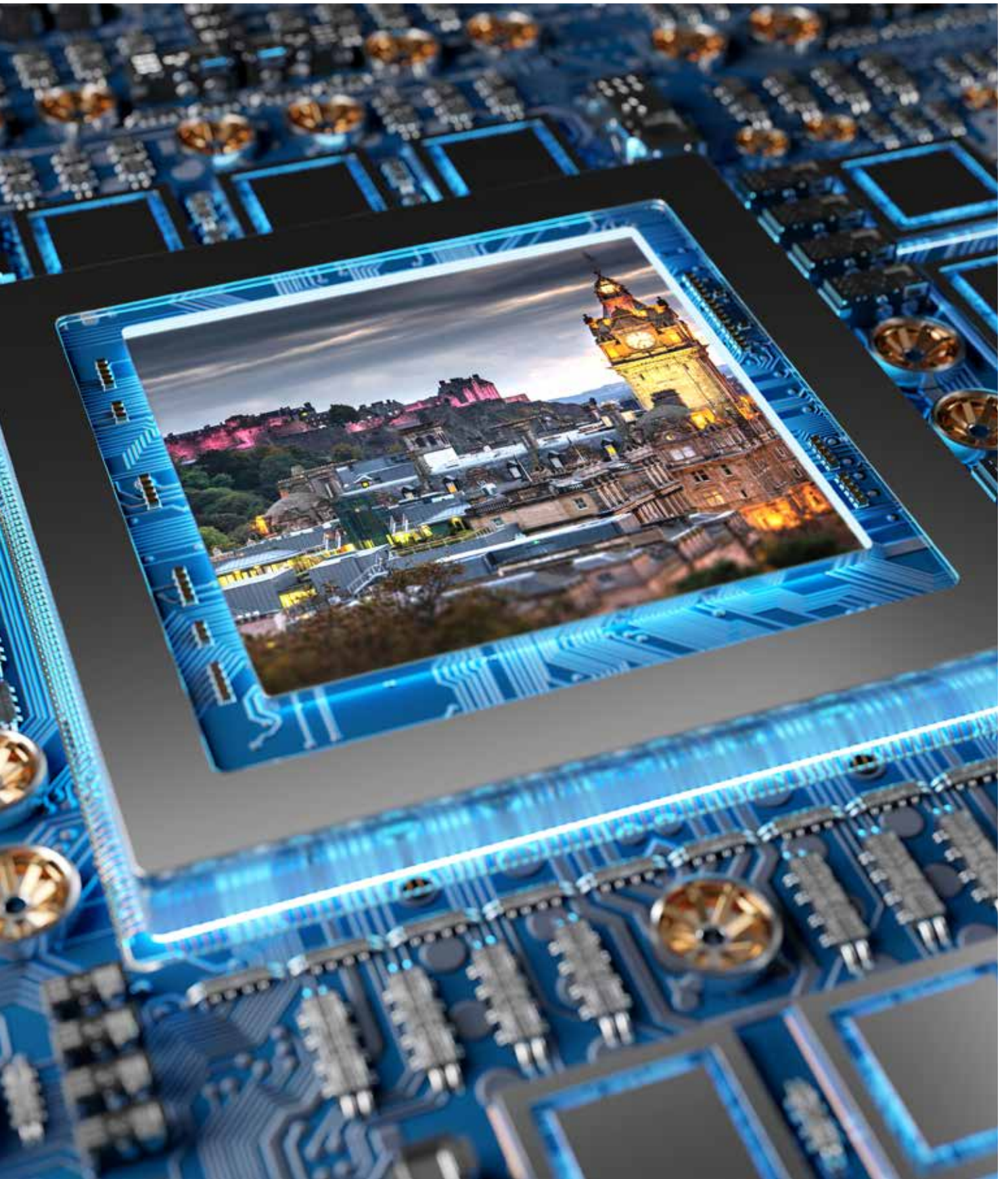
What Edinburgh being the data capital of Europe means to me is that EPCC has the opportunity to work with a whole host of local companies and organisations across our City Region and introduce them to all of the data and computing infrastructure we have to support the data-driven innovation initiative. EPCC is a key international supercomputing centre and our home is Edinburgh!

Professor Michael Rovatsos
Director, Bayes Centre,
University of Edinburgh



To me 'data' means something much more specific than words like 'digital' or 'tech' – our ambition is for Edinburgh to become the capital of a future global society that thrives on data, turning it into knowledge, prosperity, and opportunities for all in our city and those connected to it around the world.

For more
information,
visit **ddi.ac.uk**



The importance of investing in data management and an educated workforce to unlock the benefits of Financial Technology (FinTech)

Large scale digital transformation over the last few years has led to organisations collecting and handling more data than ever before.



David Coldwell
Director,
Risk Advisory,
Deloitte



Chris Brown
Senior Manager,
Risk Advisory,
Deloitte

For financial services, the increasing maturity of Financial Technology (FinTech) innovation and solutions, and the benefits these can bring to both organisations and customers, has helped fuel this growth. The pandemic acted as a further accelerant, with the rise in remote and hybrid working exposing failings in both legacy and digital infrastructure. This, coupled with consumer expectations of an elevated customer experience, drives the need for a better mix of digital and human interaction.

The rise and increasing adoption of FinTech solutions along with other next generation platforms and technology, such as cloud and artificial intelligence, require organisations to modernise and scale their existing data

management processes, tooling, and operating models. This is particularly pertinent for the financial services industry, which relies heavily on the use and management of data as a key differentiator in delivering and improving financial services activities.

As well as internal and customer demand for digitisation, organisations are now facing increased regulatory pressures on the adoption of these new technologies, with a demand for data to be more granular, more traceable, better controlled, and quality assured. Now is the time for strategic investment in a robust data foundation and data literate workforce, which support longer term technology and business strategies.

With this next generation technology comes a raft of new and emerging risks, which if mis-managed, could result in the erosion of customer trust. There are already long-standing data risks surrounding security, privacy, and quality, and these have been amplified because of the increasing volume and velocity of data now being processed. Furthermore, organisations now need to consider the data residency and sovereignty risks associated with cloud adoption, the ethical considerations in deploying algorithmic based decisioning to customer outcomes, and the increased cyber threat associated with a digital workforce operating outside of the traditional, controlled office environment.

A well-grounded data foundation in staff members is essential to support defensive strategies around compliance and risk management but is also crucial to enable the business outcomes that are promised by this disruptive technology.

To make effective risk decisions, drive analytics, and provide the best outcomes for customers, data in its raw form must be turned into the right information. In turn, this information must be delivered to the right people and technology platforms at the right time, in a fully compliant manner.

Most data centric projects don't fail because of technology, but because the business was not able to adequately define their data requirements. Organisations need to stop thinking about data and technology as just another cost centre but focus instead on its ability to mitigate risk and drive business profitability. Once the true value of data is recognised, efforts should be channelled into programmes of work that ensure its reliability, quality, security, and control.

Business and data strategies can no longer operate in silos, but instead should complement each other. Traditionally, data management has largely resulted in burdensome procedures built for legacy systems, but this approach is no longer fit for purpose. The real benefits of new or disruptive

Ensuring the future workforce is educated on data foundations and broader FinTech is key to ensuring the right talent is available for organisations to continue to drive innovation.



technology can only be achieved through wider and more timely access to data. Organisations need to shift staff mindset from controlling data to managing it. This new approach to data management also needs to be cost-effective, efficient, and able to scale in-line with next generation technologies.

These approaches should be facilitated through the establishment of a data-focused control framework that covers the design and deployment of controls across the data supply chain. This framework should outline how controls should be implemented in line with data risk appetite and should also be built with specific regulatory and business objectives in mind.

Regulator and customer expectations are not going away any time soon and are likely to intensify as the world becomes more digitised over the coming decade. The adoption of these technologies simply doesn't work without the right people to oversee and implement them, and so a critical element to the success of these initiatives is securing the right talent.

Ensuring the future workforce is educated on data foundations and broader FinTech is key to ensuring the right talent is available for organisations to continue to drive innovation.

With this in mind, alongside continuing to further our client's understanding and capabilities in the data and disruptive technology space, Deloitte is working to instil this knowledge in the workforce's future leaders through its FinTech for Schools programme, launched in partnership with Innovate Finance last year.

With a vision to provide young people with access to a basic understanding of FinTech at its core, the programme aims to help the growth of FinTech more broadly and gives students the opportunity to understand FinTech's future impact on people's everyday lives. It also showcases opportunities that FinTech can offer as a future career. This is achieved through the **FinTech for Schools App**, jointly developed by Deloitte and Innovate Finance and a series of sessions to take this into schools across the country.

Deloitte is working with Skills Development Scotland and FinTech Scotland on the delivery of these sessions with schools across the country to present an overview of FinTech and the impact it is making. The scheme was piloted at the end of 2021 in five schools across Scotland and is now being rolled out to a wider number of schools and students, with input from FinTech companies and industry leaders emphasising the importance of data in the future of financial services, as well as highlighting the importance of risk management.

The time for strategic investment in data supporting longer term technology and business strategies is now. Adoption of new technologies simply won't be successful unless a solid data foundation is instilled in a data literate workforce. Organisations must look to emphasise this continued education alongside the data-conscious technology deployments, as it is this education which is key for FinTech and broader data foundations to make a lasting, long-term impact.



"M Account for Business has a range of market-leading features, including cashback of 0.25% on all debit card purchases."

M Account for Business

The Virgin Group was founded with the spirit of entrepreneurship at its heart. At Virgin Money, we want to encourage that spirit in the UK's start-ups and small businesses with our new M Account for Business.

This new, digitally-focused current account is designed specifically for small businesses. It comes with no monthly fee and free digital transactions, and it gives entrepreneurs, start-ups and small businesses with an annual turnover of under £1 million and who prefer to do their banking digitally access to a suite of brilliant tools and benefits.

M Account for Business has a range of market-leading features, including cashback of 0.25% on all debit card purchases. In addition, all customers are eligible for an optional £1k overdraft.

From the start of the new account's development, we had our purpose of 'Making you happier about money' in mind. We wanted to offer something that really speaks to businesses' needs. That's why, on top of all these great features, it's also our first "Fairer Finance" accredited business product, making sure it's easy for customers to use.

Customers can manage their account via the Virgin Money app or online, and it includes a range of money management tools at no extra

cost to help businesses make more informed financial decisions through clearer insights and analysis of their financial position, including invoice creation and management, budgeting and business spend tracking.

As we're partners of the Mastercard Business Savings programme, customers can also access discounts when they use their M Account for Business debit card at selected merchants.

Customers can also take advantage of our partnership with Virgin Start-up, a not-for-profit organisation which focuses on supporting business founders with expert guidance, funding and mentorship. The initiative includes free digital events designed to guide founders on specialist topics; free digital resources to tackle knowledge gaps; and discounted Masterclasses from business leaders.

We are also supporting small businesses to "level up" through the Virgin Money Levelling Upstarts programme. This matches participants with MBA students from leading universities to allow them to digitally

upskill through a series of workshops and recommendations tailored to their business need. Our goal is to provide valuable insights from the business leaders of tomorrow to the business leaders of today.

Deyrick Smith, at Virgin Money said: "The Virgin name is synonymous with entrepreneurship, so we wanted to develop a proposition that made business banking easy for start-ups needing their first business current account. Digital-savvy businesses want an easy and efficient way to manage their finances and we have developed a mass market digital first product that not only offers a range of real-world services, but also comes with no monthly fee. Costs are paramount in the early stages of the business lifecycle, so we're supporting small businesses in the right way and helping them grow. And when they are ready to move on, we have a range of products to support that next stage of their business journey."





INVEST IN WEST LOTHIAN

Businesses in West Lothian can access a range of new grants to bring forward investment in digital development, low carbon, graduate roles, upskilling and retraining.

- **Digital Development** - there's up to £10,000 grant support for introducing new digital skills and systems.
- **Low Carbon** – up to £10,000 grant for strategic business change which can evidence a clear link to low emissions.
- **Graduate Careers** – for businesses recruiting for graduate roles Cyber Security, Low/Zero Carbon or STEM, there's grant support up to £10,000 against starting salaries of at least £25,000. These roles should be progressive with a clear plan for career progression.
- **Upskilling & Retraining** – in the current labour market characterised by record low unemployment and high levels of unfilled vacancies, we want to help firms find solutions. We have 50% grants to help with upskilling existing staff and/or retraining new staff from outwith your sector.
- **Jobs Task Force** – our highest level of grant support is targeted for firms in sectors including life sciences, technology, engineering, manufacturing, construction and food & drink. With an average level of grant award around £40,000, we want to hear from firms who are investing in jobs, training or capex.

For more information scan the QR code or
email us at the below address!

invest@westlothian.gov.uk



SCAN NOW!



Name:

Greg Girard

Company Name:

CX Services Ltd

Web: www.cxservicesltd.com

Q In five words or less, what do you do?

A Provide direct marketing solutions.

Q How long have you been a Chamber member?

A Just over 1 year.

Q Why did you join?

A During the pandemic the Chamber put on an amazing online Business Festival full of great speakers and networking opportunities. I attended these and wanted to sign up having seen what was on offer.

Q What services do you use?

A Networking and events.

Q What's the best business/benefit you have won through the Chamber?

A Being involved with the Edinburgh Dog and Cat Home Spring Appeal and getting to meet and speak to different businesses in many sectors.

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

A The networking and events are outstanding.

Q Where do you read your copy of Business Comment?

A Online.



Greg Girard

GET WITH IT

By Bill Magee

Scottish Business Technology
Writer of the Year



Edinburgh is at the very heart of a “one-stop-shop” digital solution involving the dynamic development of a groundbreaking roadmap of research-ready datasets vital to people, places and businesses..

Hardly a day goes by when we're not confronted with glaring headlines of cyber-attacks involving the theft of precious information via the internet and mobile channels.

Financial, health, environmental protection - no sector is immune from online fraudsters. It's vital we are all equipped with the necessary tools to keep our data both secure and intact.

The answer is an unequalled system of transparent and standardised “best practice” to

accelerate data-driven innovations based on a blend of security, privacy and compliance.

Research Data Scotland hosted a virtual user forum when 100 professionals heard from Chief Statistician Roger Halliday about how RDS supports analysts, researchers, data controllers and service providers.

RDS has developed a meta data catalogue comprising more than 50 datasets from Scottish Government, Public Health Scotland, National Records of Scotland, HDRUK and other partners through its safe, enhanced CURated E-data (SECURE) pathway.

Scotland has a wealth of public sector data but traditionally it has been locked away in lots of individual systems across multiple organisations and in formats difficult to access or compare.

RDS's mission is to eradicate such a siloed system through the “one-stop-shop” approach comprising modular support for data analysis backed up by continuous up-skilling and training programmes.



An online community where researchers support one another and RDS “listens in” to ensure continuous service improvement.

With all information held in a safe environment, enhanced through coding and cleansing to make data more easily usable and less prone to misrepresentation.

Bottom line is cost-effective, timely and secure access to key information all curated in an E-data single managed “research ready” system to the lasting benefit of the wider society.



Want to get better with data? Here are the skills you need on your team

Data has become increasingly important for businesses in the last few years. This is not only due to regulatory considerations; it's also about opportunity.

You may not be Amazon or Meta, but your business could still be collecting a significant amount of data, through a website, social media, CRM, points of sale, and lots more.

There is also a growing amount of external data that could be highly relevant to your business, like government data, Google and financial market information. All of these can help you make the right business decisions, but the prospect of leveraging them can be overwhelming.

Before you embark on the process of hiring or outsourcing, it's good to get familiar with some of the key technical knowledge and soft skills that are involved in the management of data.

Here are eight key data skills to consider bringing into your team...

1. R programming

R is a programming language that has become an industry standard for managing and analysing data. R hugely extends what is possible in spreadsheets, allowing a user to analyse millions of rows of data with just a few lines of code.

2. SQL

For anyone working with data, communicating with a database is inevitable. That's what SQL (or,

Structured Query Language) is for. Understanding SQL allows us to access and manipulate databases, extract data and lots more.

3. Python

Like R, Python is a programming language. It's becoming one of the world's most popular thanks to its relative ease of use and versatility. Python can be used for tasks as diverse as building a web application, analysing data and machine learning.

4. Data cleaning

From inconsistent fields to incomplete information, messy data crops up in every business. Data cleaning is the process of tidying up your data so that it can be analysed. Sometimes, it's not quite as simple as checking through a spreadsheet, because datasets can have thousands - or even millions - of rows.

5. Data Visualisation

Visualisation is the point where data gets truly powerful, influencing people and driving better decisions. Graphs and charts can be created with spreadsheets as well as more advanced tools. Knowledge of the rules for good visuals is also important.

6. Probability and statistics

The word 'statistics' may sound a little expensive to a CFO, but it's just a field in which data is traditionally studied. While it's great to understand what's already happened in your industry or business, having a grasp of probability will allow you to predict the future!

7. Machine learning

Machine learning is simply the process of programming software to use available data to make better predictions. This could be the way Google predicts which results a user wants to see based on their search query, or software that's used to predict fraudulent online transactions.

All these skills may not be necessary on every team, but it's worth thinking about the data you already work with. Who works with it? How much time do they spend? Is there a better way to do it and is there an opportunity for your business to leverage more data to make better decisions? Exploring R programming could be a great starting point.

www.codeclan.com

We're proud of our history and want to be equally proud of our future

Edinburgh may be an ancient City, but it has always been at the forefront of innovation. So, as we face the twin challenges of population growth and climate change, we've never been more committed to pushing forward with our Smart City ambitions.

Nicola Harvey
Service Director of
Customer Digital Services
City of Edinburgh Council



We're sourcing, designing, and rolling out a number of innovative new technologies as we action the Council's Digital and Smart City strategy - which sets out a fresh approach for using data and cloud-based technology to connect systems in the digital age.

At home and at work, we've all been increasing our use of technology to make our day to day lives simpler, greener, and more connected. Likewise, digital is playing a major role in the way we operate as a Council. Critically, it is also helping us to provide accessible, secure, user-friendly, and efficient services for residents and businesses.

We need to keep advancing so that we can continue to meet the demands of a growing Capital city like Edinburgh and some of the technologies we're working on may surprise you.

For instance, we're getting ready to install our first cloud-connected smart sensors in domestic bins – helping us to understand how and when residents are reaching bin capacity so that we can better coordinate their refuse collections. Likewise, we're set to install smart damp-sensors on Council buildings, to monitor the condition of homes to help us maintain them. All of this work – in addition to our focus on re-using and recycling equipment and promoting paperless technologies, will guide the Council to save money and reduce carbon emissions, in line with Edinburgh's net zero carbon by 2030 ambitions.

We know too that technology is a great enabler, with it used in many ways we never thought possible during this pandemic, which kept our own services running and



supported children to join classes virtually, residents to visit libraries online and 'tourists' to enjoy our festivals. Our vision now is to build on this, and we are already progressing a number of really innovative projects under our extended contract with CGI, like providing an empowered learning solution along with over 40,000 iPads to pupils and teaching colleagues to help us close the digital divide.

We're also expanding connectivity across the city, utilising CCTV points for Wi-Fi, focusing on less affluent areas of Edinburgh. We're investing in a new smart operations centre, and this is acting as the hub for a wide variety

of video analytics technology that can trigger an automated system response. This will unlock better workflow management and improve real-time response capabilities for unpredictable events.

These projects involve the flexible and agile working a forward-thinking city like ours needs and I'm excited for the changes we're making. We're proud of our history and want to be equally proud of our future. Edinburgh is already known for its creativity and growing tech focus – but the same can be said for the Council, too.

Partnerships key as Edinburgh College renews focus on Digital and Data Skills in 2022 and beyond

Edinburgh College launched its Digital Strategy in 2020, and quickly began to complete a wide range of projects to develop the digital and data skills of those looking to upskill and reskill across the capital city region.

Two key themes of that strategy – Digital and Data Skills for Staff and Students, and Data Driven Innovation for Transformational Services – rely heavily on the training and development of people across the region if they are to be achieved.

Since 2020 and the strategy's launch students, business delegates and career changers from across Scotland have embarked on training delivered in partnership with industry as well as partner colleges as part of the Data-Driven Innovation (DDI) project within the city region deal.

Fast forward to 2022 and the College is continuing in the same vein, putting partnerships at the heart of digital and data skills training to delegates of differing levels of ability – with the key aim of providing students with a multitude of skills which allow them to work free from silos, and integrate their digital and data education across many facets of their employer's organisation.

The College has recently completed a successful pilot Professional Learning Programme with its own staff as part of the DDI project, with partner colleges Borders, West Lothian and Fife supporting workshop delivery and design. The project saw staff

“It's clear that now, and in the future, digital and data skills will be a key requirement of employers when recruiting staff.”



develop data literacy skills and learn about data science principles including: Data Ethics, Analysing Data, Data Cleansing, Data Manipulation, among others, as well as learning how to embed these principles across sectors including Business, Computing, Health and Social Care, Creative Industries and Sport. This model of learning can now be replicated as a bespoke package of training and development for staff in a wide range of sectors.

Another recent example of partnership working within digital and data to benefit students and delegates includes the development of a suite of Software Engineering 'Bootcamp' courses in which participants learn about HTML, CSS, Web Development, Python programming, SQL, and Database basics, among others. The two-tiered programme starts with a funded beginner-level course which can be completed at the participants' leisure and

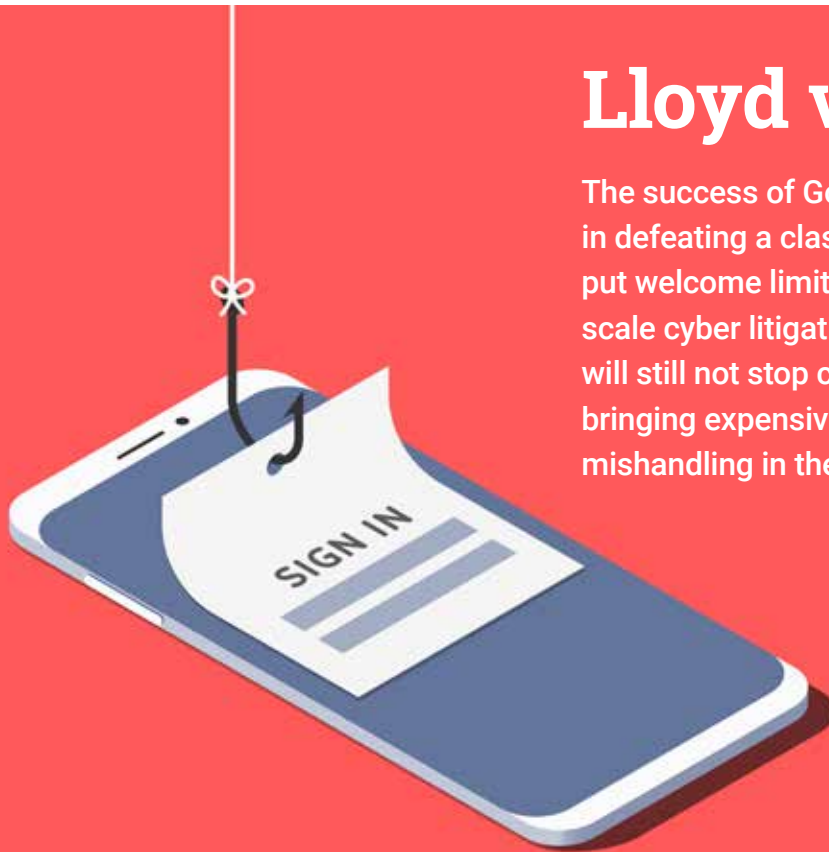
gives an insight into Software Engineering before potential progression to a more in-depth course. These unique courses were developed with support from Edinburgh-based quality assurance and software testing consultancy, 2i Testing, and aim to address gaps in students and employees' readiness for employment.

It's clear that now, and in the future, digital and data skills will be a key requirement of employers when recruiting staff. It is therefore incumbent on Edinburgh College as one of Scotland's largest colleges to provide training to equip workers with the tools they need to gain meaningful employment, and to supply Scotland's workforce with a continuous pipeline of talent.

Edinburgh College will continue to strive to form exciting new partnerships which bring industry together with academia to enhance the digital and data skills of employees across Scotland.

Lloyd v Google

The success of Google in the Supreme Court in defeating a class action for data breach will put welcome limits on the potential for large scale cyber litigation in Scotland, but the victory will still not stop canny Scots litigators from bringing expensive group proceedings for data mishandling in the Scottish Courts.



By Andrew Tolmie
Partner, Clyde & Co



In November the Supreme Court handed down its judgement in *Lloyd v Google*. Mr Lloyd, a consumer rights activist and former director of Which?, issued a claim alleging that Google breached the duties that it owed to over 4 million Apple iPhone users as a data controller under the Data Protection Act 1998, during a period of some months in 2011-2012, when Google was allegedly able to collect and use their browser generated information as a result of a Safari workaround. Mr Lloyd sued on his own behalf and on behalf of a class of other residents in England and Wales whose data was collected in this way and applied for permission to serve the claim on Google outside England.

The Court refused to grant permission to serve on Google because they considered

the claim was likely to fail. Although the claimants were seeking a uniform £750 each their Lordships said the claimants needed to each demonstrate material damage or distress caused by an infringement of their rights. The right to damage was not automatic following the breach.

In the previous edition of this magazine on the topic of data and digital I said that *Lloyd v Google* would be watched closely in Scotland as Court Rules allowing group proceedings to be brought in the Scottish Courts came into effect here in July 2020. Those rules have been used sparingly so far but the Data Protection Act and large-scale data breach provided fertile ground for claimant litigators to turn what would be relatively low value individual claims into large scale group litigation.

The result in *Lloyd v Google* does put a significant limitation on those claims however the judgement does not close the door on data breach class actions entirely, far from it. The Court did make the point that a representative claim could have been brought to first establish

a claim in principle against Google with a view to then pursuing individual claims once established. Such an approach would be entirely in keeping with the Group Proceedings Rules now available in Scotland where those small individual claims could be grouped together to form a much bigger case.

These would be opt-in group proceedings however, where each claimant has agreed to join the action and is able to evidence their own particular loss on account of the breach. It is a relief that larger opt-out data breach cases, as envisaged by Mr Lloyd, have been refused by the Supreme Court.

Scottish companies appear relatively regularly on the list of companies sanctioned for data mishandling by the Information Commissioner. It must be a matter of time before there is the basis of a Group Claim for data breach to be brought in Scotland. It is however good news for businesses and their insurers that *Lloyd v Google* has placed a significant limit on the class of claimants able to bring such cases.

Data & Digital

Kate Carter, Director of Audiences for Edinburgh International Festival, discusses how the organisation uses digital projects to broaden engagement with the Festival.

Kate Carter
Director of Audiences,
Edinburgh
International Festival



The use of digital technology is not new to us, but our collective reliance on it during the last two years has significantly accelerated our relationship with digital tools and media. At the Edinburgh International Festival, keen to keep pace with the speed of change and take advantage of these new circumstances, we've embarked on a number of projects to give us access to new markets, improve our communications and broaden engagement and awareness of the Festival.

We launched our first digital programme in 2020 and expanded this throughout 2021 with our At Home season of 20 filmed concert performances and eight behind-the-scenes acoustic sessions. However, as audiences return to our beloved concert halls and theatres once more, we must now consider the relationship between live and digital performance. Some people may not yet feel ready to return to a packed venue, and international travel remains uncertain. Our digital programme serves those who cannot attend in person, while also broadening engagement and awareness of the Festival, our artists and our work with communities. Broadcast partners are an effective way for us to reach large audiences, while corporate partners such as abrdn, who support our At Home programme, enable us to design and create films specifically for digital platforms.

A filmed version of Akram Khan Company's dance performance Chotto Xenos was presented as part of our 2021 digital programme, presenting opportunities for our Learning and Engagement team to engage with schools and young people across Scotland. Teachers could access the digital performance, a bespoke resource pack and attend free CPD sessions delivered by Akram Khan Company.

We also worked with Transitions, the Royal Conservatoire of Scotland's programme for students living at postcodes within the top 20% on the Scottish Index of Multiple Deprivation who want to pursue a career in the performing arts. The students were given access to the film as well as bespoke creative conversations with Akram Khan Company. In total, 26 young people engaged with the talks, while schools from over 50% of Scotland's local authorities viewed Chotto Xenos over five months. This geographic reach was made possible using digital technology, overcoming the limitations of travel costs and time.

Another project completed during the pandemic was the implementation of a new ticketing and CRM system, Spektrix, allowing us to adopt e-ticketing, transform our customer relationships and improve internal processes. This new platform gives us powerful tools to analyse our data and inform our decision-making processes.

With the help of DigitalBoost funding, we recently used Google Data Studio to create a series of new dashboards to track sales, website data and social media metrics. The

sales dashboards provide helpful visualisations of box office reports, tracking progress against previous Festival timelines for context. The website dashboard also uses previous years as a benchmark for measuring traffic, acquisitions and conversions, as well as showing which event pages and articles have received the most views. The use of Google Data Studio allows us to track changing customer behaviour and booking patterns, which in turn helps us to make data-informed decisions around marketing and communications.

As we move out of the pandemic and back into full-scale live performances, the International Festival will continue to adapt and use data and digital content to reflect our brand and identity as well as our high artistic standards.

If you would like to discuss digital partnerships with Edinburgh International Festival, please contact Sadie McKinlay: sadie.mckinlay@eif.co.uk.





Embracing the Power of Data

Data is key to understanding all aspects of a business - from supplies to HR, marketing/sales, logistics and customer service. It enables a business to make informed decisions that strengthen its proposition, reduce costs, enhance products and deliver better value and service to customers.

Data roles are among the fastest growing and most in-demand jobs across all sectors of the economy. However, there is still a gap between demand and the supply of data skills. Only a small proportion of organisations feel that they are 'data mature' ie they understand what data they gather and how to use it. But at the same time a much higher proportion of organisations acknowledge that data skills are important and that they are suffering from a data skills shortage.

So what is it about Data Science that's creating a barrier? Is it the 'science' part, making it seem inaccessible to those from non-STEM backgrounds? Or perhaps the 'data' part? Most people know they have some, but are unsure how to find it, analyse it, or what to do with it.

It's not just people but businesses who find themselves wondering how to embrace Data Science. Statistics would show that a majority of businesses are unconvinced by the need to upskill, reskill or recruit a data scientist. That gap leaves a lot of room for the competition to surge ahead, and not just

in growth but in all areas of business from reducing costs, streamlining processes, untangling logistics, understanding customer demands, and building business plans and strategies based on timely facts and figures.

Perhaps we should re-interpret 'Data Science' and reflect that it has always been part of a business's DNA, just hidden under the bonnet and perhaps a bit fragmented. We gather feedback from our customers, measure our performance and set targets, we benchmark ourselves against industry rivals, we know how to rate suppliers, count customer footfall, calculate costs, and forecast cashflow. But do we collect and collate that into a picture that shows exactly where the sticking points are? And are we translating it into real businesses intelligence?

This is where 'data science' can fill a gap. Giving your team the skills and knowledge to gather, analyse, and visualise your organisation's information lets you take a critical look at all aspects of your business, from admin to production, delivery, marketing, and sales. And by upskilling

existing staff in data science, organisations will also benefit from their deeper knowledge of that business and at the same time reward them with high quality, in-demand training that builds confidence and loyalty and delivers true ROI.

Heriot-Watt's Data Science Graduate Apprenticeship is an ideal way to facilitate this. Embedded into a programme of work-based learning, the GA delivers degree level education at BSc Hons level and opens access to the University's academics and leading researchers. Fully funded by the Scottish Funding Council for eligible learners, GAs offer cost-effective talent development for organisations across Scotland.

You can find out more about the Heriot-Watt Data Science programme by visiting www.enterprise.hw.ac.uk/Data



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

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Tuesday 9th

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Fin Wycherley, Social Media and Digital Marketing Consultant and Trainer



Chamber Training & Development

The Fastest Growing Social Media Opportunities in Town

At the start of the pandemic, businesses across Scotland found themselves exposed to an unexpected boost in digital growth. Investment priorities were clearly about infrastructure and capacity-building early in the pandemic, but companies now face the same uncertainties regarding digitalization as they faced before it.

At the heart of this uncertainty is a simple question: How to get more sales, visibility and enquiries from social media in a post pandemic era. The shocking reality is that if businesses are still applying the usual tactics of 2020 (posting interesting content regularly in the newsfeed), they will experience almost zero growth, zero engagement and zero visibility leading obviously to zero business opportunities.

The reality of social media marketing in 2022 is that the old adage of 'build it and they will come' as a marketing strategy no longer pertains thanks to the billions of people online and the algorithms working hard to show them the content they are most likely to engage with. What once was a solid marketing strategy for most businesses is now merely a publishing strategy.

After all, the true definition of marketing is to create interesting pieces of content that get put in front of the target audience via TV, billboard, magazine, social media, email, etc then count the rise in sales. Nowadays, in the digital world, most social media content will only be seen by up to 5% of your current fans and almost zero

new eyeballs unless some more up-to-date marketing strategies are deployed.

Not convinced? Try it out! Go 'like' a business that is active on social media and note if their content EVER turns up in your newsfeed!

As reach and visibility of normal posts go down, businesses have to up their marketing strategies to keep abreast of the growth opportunities that are available on each social media platform to gain first mover advantage.

Tiktok, for example, became more popular than Google in 2021 where only 47% of regular users are under 29. That means a whopping 53% are over 30 years old and potential clients and customers of most Scottish businesses once they get their head around the medium and its inherent positivity. It is also the fastest media company to reach 1bn users in history.

On Instagram and Facebook, Reels are the new essential strategy to get the reach and visibility needed to gain new targeted eyeballs, especially since Instagram announced it was now a video-based platform and

Mark Zuckerberg declared Reels were "the company's fastest growing content ever."

Honing in on ads, retargeting and onboarding email strategies are still the most efficient ways of getting the business message in front of the nicest of audiences and bringing them down the digital sales funnel. However, working with influencers is the new 'word of mouth' marketing on steroids.

In fact, influencer marketing has become so popular that many brands have canceled traditional social media marketing and have gone all in on influencer marketing and retargeting to secure those all important new prospects and nurturing them to a sale.

Whatever your business goals for 2022, it's always best policy to refresh and update marketing strategies with digital marketing experts to seize all the opportunities for targeted growth online. Otherwise, clients and customers may regard the business as invisible, and therefore irrelevant or worse, out of business.

www.supersizemedia.co.uk

Trade Mission Programme

The international team have had a busy couple of months hosting international missions. On the 11th of May we held a virtual trade mission to Netherlands where our delegations including a number of food and drink and technology companies who received presentations on the opportunities and support in market. Delegates also made a number of connections in market to help them navigate the opportunities for their businesses in Netherlands.

On the 24th of May we held our first in person inward mission since the start of the pandemic. The delegation from Poland were on a Green Environment Trade Mission to Edinburgh and included companies from a number of green technologies. We were also delighted that Ivan McKee MSP, Minister for Business, Trade, Tourism and Enterprise joined us to open the mission and meet with the new Ambassador for Poland Ambassador Piotr Wilczek.

On the 20th of June we are hosting the Dubai Advantage Conference in partnership with the Dundee Chamber of Commerce where delegates will be able to find out about the trade opportunities in Dubai from the trade delegation from Dubai.

We also have a number of other missions coming up including a virtual mission to Ohio and hosting an inward mission from Bulgaria in the autumn. We are also planning on taking a delegation of food, drink and tourism businesses to Germany to exhibit their products and services and meet with partners in market and take part in market briefing sessions. If you are interested in international trade and would like to take part in our missions please get in touch with the international team on **0131 221 2999** or email international@edinburghchamber.co.uk

Chamber Customs

We would like to highlight some important procedures being introduced for imports in the not too distant future.

If your business imports regulated animal by-products, regulated plants and plant products, meat and meat products, and all remaining high-risk food not of animal origin then from 1 July 2022 Customs certification and physical checks will be introduced.

High-priority plants and plant products checks will transfer from place of destination to designated border control posts (BCPs) and control points.



Live animal physical checks will take place at designated BCP where a facility is operational at the point of entry. Where there is no designated BCP, checks will remain at destination for other ports of entry until sufficient BCPs are operational.

Further certification and physical checks will be introduced in September & November 2022 for all dairy products and all remaining regulated products of animal origin, including composite products and fish products respectively.

International Certification and Documentation

United Kingdom Certificates of Origin has recorded a 40% increase over the last year due to parts of Europe now requiring Certificates of Origin and ATR certificates, no longer available for Turkey.

Arab British Certificates of Origin has shown a 15% increase.

ATA Carnets have shown an incredible

120% increase; again this is due to Exporters now requiring ATA Carnets for Europe.

The difficulties in Trading now are clearly with Russia, and all current sanctions due to the war in Ukraine.

Egypt is another market which is proving more difficult for Exporters trading, due to more demands requiring higher level of documentation and Letters of Credit for all shipments.

The Central Bank of Egypt has instructed Egyptian banks to accept only Letters of Credit for the purchase of imports, as documentary collections will be withdrawn next month.

Industry groups in Egypt are lobbying the government to reverse the change which does not apply to all sectors, or to goods with a value of less than \$5000. Branches of foreign companies and their subsidiaries are exempt, and banks are allowed to accept invoices for goods shipped before the change was announced on 13 February 2022.

Why you should choose Scotland for your next property investment

With returns outperforming most of the UK, Peter Pilz, Managing Director of Edinburgh-based Tremont Investment, explores why there has never been a better time to invest in the Scottish commercial property market.



If you are looking for a good investment with high returns, Scotland should be your number one choice. Recent research found that investment into the Scottish commercial property market increased to £2.2 billion in 2021, an increase of almost 50 per cent in comparison to £1.4 billion in 2020.

Peter Pilz, whose firm Tremont Investment recently expanded from Germany to Edinburgh, said that for overseas investors, Scotland offers an excellent investment opportunity with yields outperforming most the UK.

Overseas investment in Scotland is growing as more investors recognise its financial opportunities. Figures show that 56 per cent share of spend on commercial property comes from overseas investors, and in 2021, cross-border capital accounted for almost half of office investment by value in Scotland.

Discussing the move to Scotland, Pilz explains that there is the greatest possible freedom of contract when renting out property in the United Kingdom. As well when it comes to residential. In contrast to Germany, where the discussion about expropriations filled the headlines and a rent cap prevents or impairs value creation. Legislature is also forcing investors in Germany to adopt increasingly stringent and, above all, costly environmental regulations, with investors will be only partly able to pass new increased energy costs to tenants.

The United Kingdom also presents an investor-friendly climate through BREXIT. Quick and uncomplicated company formations, as well as liquidations, allows for more time and attention to look at the business, instead of paying too much attention to extensive and complicated regulations.

Tremont Investment MD Peter Pilz is an experienced property professional who has worked for leading service providers in the commercial property industry at partner and director-level. His experience is focused on the fields of office leasing, investment transactions and buy-side advice, as well as the sale of large-scale and high-street retail properties, and office, logistics and healthcare assets.

Tremont Investment's extensive portfolio of supporting the sale of commercial properties for investors include the sale of a production, storage, logistics property in Hanover, a medical centre in Schwerin, a retail park in Berlin, and more.

For more information on Tremont Investment and property investment in Scotland, contact pilz@tremont-investment.com or visit www.tremont-investment.com.

EDINBURGH'S NEWCOMERS



**Shona
Pettigrew**

Shona Pettigrew

Edinburgh College has welcomed Shona Pettigrew as Director of Enterprise and Knowledge Exchange.

A key member of the college's Senior Management Team, Shona leads on engagement with businesses and organisations across the region, develops innovative new partnerships, and collaborates with curriculum and industry to ensure high-quality professional training is available for businesses across Edinburgh and the Lothians.

Shona's career to date has centred on commercial development within further education and local economic development initiatives. Immediately prior to joining Edinburgh College, Shona was focused on work with the charity Spirit Aid – supporting food and fuel poverty alleviation programmes with third sector partners.

"I'm delighted to be part of a College with ambitious plans for future growth and development. It's fantastic to be engaging with an exciting range of business partners and external stakeholders, as well as our talented colleagues, to meet the training and development needs of our region."



**Charlotte
Malliet**

Charlotte Malliet

The Bruntsfield Hotel strengthened its team with the recent addition of Charlotte Malliet as their Business Development Manager.

"With the hotel benefiting from a remarkable makeover last year with over £1 million being spent over to refurbish our 72 bedrooms and our restaurant The Neighbourhood, it is good to have her on board to showcase our wee gem of a Scottish hotel," says Alistair Bruce, General Manager.

Charlotte has been working for 10 years in the event industry with 6 specialising in organising bespoke events all over the UK. Spirited and experienced, her focus is to grow further the currently booming hospitality business and use her extensive portfolio to build strong partnerships for the hotel.

Charlotte launched last month The Bruntsfield's Meet with Purpose initiative, partnering up with an award-winning social enterprise, Invisible Cities: for each delegate coming to the hotel, the hotel will commit to sponsoring Invisible Cities and finance familiarisation tours for Ukrainian refugees newly arrived in Edinburgh. This means one delegate at The Bruntsfield allows one Ukrainian refugee to attend a free tour of the city.



**Ian
Hogg**

Ian Hogg

Ian Hogg is the Technical Director for Balfour Beatty's Regional Scotland business. Ian moved into this role in December 2021, having previously held the role of Design Director. Ian lives in Edinburgh with his wife, son and Archie the puppy.

"The adoption and integration of digital tools and data analysis within our business has been driven by a real desire to improve operational efficiency, provide surety of delivery to stakeholders and is now a critical component in our desire to embed modern methods of construction from project inception. Early engagement through digital collaboration is structured to maximise tangible customer value while ensuring design and specification compliance throughout. Root cause analysis data informs early design and delivery decisions helping to eradicate recurring issues. Manipulation of digital software and platforms ensures the building information model is coordinated, with all works integrated and accurate component costs extracted. As the industry matures we are increasingly finding opportunities to transpose learnings from other industries - Gaming software is used to programme the works and visualise building sequencing and logistics whilst our use of telematics data on our Plant has led to significant reductions in our CO2 emissions through changing of behaviours through data. Reality capture scanning is also employed to provide real time transparency on the evolving works in terms of progress, technical compliance and the quality of installation. That design and delivery certainty then translates into a digital twin model asset that supports the customer operation and maintenance strategy."

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