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**GLASGOW**  
CHAMBER OF COMMERCE

# GlasgowBusiness

MAY 2018 THE MAGAZINE OF GLASGOW CHAMBER OF COMMERCE



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# In times of strife, the Chamber is here to help

Jim McHarg, President  
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I'm sure Chamber members will share my pleasure in hearing about our latest international agreements. The signing of a Memorandum of Understanding between Glasgow Chamber of Commerce and IHK Berlin (Industrie und Handelskammer zu Berlin), the Chamber of Commerce and Industry in Berlin (CCI Berlin), is a feather in the cap for the Chamber. So congratulations to Stuart Patrick, Richard Muir and the team for their excellent work in this regard.

It follows on from the Chamber's MoU with Turin in Italy and Manhattan in New York City. Such openings will hopefully play a significant part in alleviating the uncertainty in the forthcoming post-Brexit era.

I hope Chamber members will see this as a golden opportunity to engage with these markets and I urge you to take part in any appropriate events, trade shows or export programmes that will stem from such agreements. I cannot underplay the importance of Chamber members actively picking up the ball and running with this.

Meanwhile, the Sauchiehall Street blaze at Victoria's nightclub in March is a salutary reminder to all of us about the fragility of business life. When companies undertake their risk assessments, they often overlook the consequences of such dramatic events that are outwith their direct control. While thankfully there was no loss of life, there has been a detrimental impact on people's livelihoods and businesses. As a consequence, the fire damage and the demolition also has a longer-term impact on the fabric of our great city centre.

As we continue to invest in upgrading and building new Grade One commercial property,

the last thing we need is empty shops or gap-sites on our high streets.

In my own professional life, I work with one of the city's largest employers in engineering and manufacturing services, but I am fully aware that one of the city centre's unique selling points is the night-time economy, with Sauchiehall Street very much at the heart of this. What is greatly encouraging is the Council-funded work being undertaken to improve the appearance of this world-famous thoroughfare.

The Chamber of Commerce as a member organisation has the privilege of representing all types of companies in Glasgow, and we've been able to step in to assist businesses that have been impacted where we can. I've been impressed by the resilience of those who run our clubs, restaurants and bars in the city. Glaswegians are great at rallying around when the going gets tough, and that is why People Make Glasgow. In the event of a major incident, there are short-term issues of day-to-day survival of paying the bills and cleaning up and the longer-term ones of business continuity and shaping the future.

I know that the Chamber has been working behind the scenes with other organisations to help businesses where they can.

I sincerely hope that all the companies impacted by the fire will be able to continue doing business. But I think if one message emerges from this setback, it is that the Chamber exists to help its members in times of strife.



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Think Ahead

# New players see boom in Glasgow's build-to-rent sector

**G**lasgow's upmarket build-to-rent sector has been boosted from deals that pave the way for two city-centre neighbourhoods.

Get Living, the residential investment firm backed by clients of Delancey, Qatari Diar and APG, is developing its site in Glasgow for its first scheme outside London. It plans to build more than 600 homes for rent with a value of about £200m.

Meanwhile, Moda and Apache Capital Partners are progressing with their build-to-rent scheme in Glasgow, after buying the former Strathclyde Police headquarters in Glasgow. The firms are now redeveloping the Pitt Street complex into a build-to-rent neighbourhood, with co-working space for start-ups and health and wellbeing facilities nestled in among 433 apartments designed exclusively for rent. Designed by Glaswegian architects HAUS Collective, the homes at Holland Park will be spread over four blocks around a large courtyard.

Tony Brooks, Managing Director at Moda, said: "By being both the developer and the landlord, we can ensure the residents of Holland Park have the best possible experience, having designed the scheme, from the ground up, for rent."

## Why is the rental sector in central Glasgow so buoyant?

Rick de Blaby, Executive Deputy Chairman of Get Living, said: "Our research has revealed a real appetite for high-quality, professionally managed, middle-market rental homes in safe city neighbourhoods. What's more, people want access to a wide range of amenities and well-maintained public spaces."

His company's significant investment in the High Street

area is part of an emerging Innovation District, offering homes with a range of new benefits for the occupants.

"Our residents get to live in great homes in a vibrant part of a wonderful city with a wealth of leisure, retail and food and drink options on their doorstep. Plus, our residents are safe in the knowledge they have a reliable on-site team they can call on 24 hours a day."

The new players have a strong neighbourhood-focused approach and are working closely with the Council, local groups and businesses in the city.

## What kind of accommodation are younger professional people seeking?

"We listened carefully to local people when working on our plans for the High Street area and their views have helped shape the plan for a new neighbourhood. What is clear from this, and our considerable experience on other developments such as London's East Village, is that people enjoy the flexibility and security of renting from an operator like Get Living," said Mr De Blaby.

Increasingly, say the new players, people yearn to live in a safe, well-managed home in an attractive green space at the heart of a bustling city. Institutional landlords and the build-to-rent sector have made great strides in recent years, and Moda and Get Living are remodelling the rental experience with innovative initiatives, such as scrapping deposits.

"As well as creating thriving neighbourhoods, the flexibility we offer suits modern lifestyles. Whether it be an NHS worker, an IT expert or a university employee, people who want to live in central Glasgow are looking for a great experience and a place to call home."



The launch of Arnold Clark's new 7.5 tonne STEM bus at the Glasgow Science Centre

# INTERACTIVE BUS IN DRIVE TO ATTRACT MORE APPRENTICES

**D**espite the snowy weather, Scottish Apprenticeship Week helped reach out to a significant number of young people in Glasgow. The week-long event, which took place on 5-9 March, co-ordinated by Skills Development Scotland and supported by Developing the Young Workforce Glasgow, was an ideal opportunity for schools, businesses and colleges to talk about the importance of apprenticeships. The aim was also to reach parents and talk to them about the numerous opportunities in the changing world of the workplace.

DYW Glasgow, part of Glasgow Chamber of Commerce, arranged an online Q&A event, specifically for interested parents but open to anyone wanting to find out more about career

options for young people. The panel, including Skills Development Scotland, YouTrain and an apprentice from Arnold Clark, answered a range of questions.

One of the highlights was DYW Glasgow hosting the launch, in partnership with Glasgow Science Centre, of Arnold Clark's new 7.5-tonne STEM bus at Glasgow Science Centre on Friday 9 March. The STEM bus has various interactive activities giving users an opportunity to have a go and find out more about the skills needed to work for the major motor group.

Suzanne Sherry, Apprentice Recruitment Manager at Arnold Clark, said: "We wanted to do something to really excite young people about the amazing apprenticeship opportunities that are out there, not just at Arnold Clark, but in general.

"We want to fly the flag for everybody who offers apprenticeships, and the vehicle seemed like a great way to make sure we reach out to as many young people across Scotland as possible and really spread the word."

Ms Sherry said: "I have 300 Arnold Clark apprenticeship vacancies to fill this year so the ultimate goal would be that some of the young people that we engage with through the vehicle will get on board and join us."

Skills Development Scotland Chief Executive Damien Yeates thanked supporters – including DYW Glasgow – who backed the week. He said: "The employers, apprentices and all those who supported Scottish Apprenticeship Week encouraged the next generation

of apprentices to work, learn and earn. The backing for the week was phenomenal. Thank you to everyone who got behind the campaign. This year's campaign showed that outdated views about the value of work-based learning are rapidly changing."

Meanwhile, employers, including McDonald's, Arnold Clark, Bosch LACTA and SAE Institute, are involved in DYW Glasgow's 'in-school' employability sessions taking place in all 35 of Glasgow's schools in May during the exam period.

The activities will range from soft employability sessions to inspirational talks, tours, practical activity sessions and interactive digital media workshops. These workshops will allow pupils to benefit from a wider range of expertise about careers.

BT will be running three Skills for Work Boot Camps in Glasgow during May. This programme has been running successfully in England and is coming to Glasgow for the first time.

One hundred secondary pupils have booked for skills workshops with the Glasgow City Heritage Trust on 30 April-1 May as the world-famous Willow Tea Rooms renovation on Sauchiehall Street continues. These workshops will give pupils practical experience of five traditional crafts offering an alternative insight into construction industry careers.

The STEM bus has various interactive activities



**Christopher Hampson**  
Artistic Director/Chief Executive, Scottish Ballet

# Raising the barre for the arts sector



Christopher Hampson, Artistic Director/Chief Executive, Scottish Ballet

## **What technology (from gadgets to software, including apps) makes your working life easier?**

The iPhone, a dull but honest answer. Beyond the capabilities of the phone function, it's a mobile office, a wallet and a camera.

Our lives are digitally linked, both socially and in the workplace, meaning that leading an organisation without this connectivity is impossible. I don't, however, consider myself a slave to technology. On vacation I locked both my iPhones in the hotel safe – they remained there for the week.

## **We appreciate that Scottish Ballet now makes great use of social media. How has this changed and do you think the personal touch helps engage with your core audience?**

The ability to communicate with our audiences and supporters in real time is essential. The age of social media is perfect for small to medium-sized enterprises like Scottish Ballet, allowing the organisation's agility to shine through, with rapid and creative responses to audiences. Importantly, it's the conversation from audiences to the organisation that are most prized, to allow us to know what we do well, and where we might do better.

## **What websites/apps/magazines/newspapers do you turn to for business and creative intelligence?**

For business, Arts Manager

*International and Creative Industries Federation* bulletins are very insightful.

I am currently nearing the end of an Exec MBA with Ashridge Business School and *The Economist* was introduced early on – it's now the only newspaper I take, along with their excellent cultural magazine 1843.

## **What book(s) should everyone in the creative industries be reading?**

*The Fourth Industrial Revolution* by Klaus Schwab – it's a highly readable overview of the age we are currently in and, more importantly, the big changes to come. I believe the creative industries have a pivotal role to play, but I don't hear much conversation at the right level. We need to do more than engage with the tech of the present and future, we need to be part of shaping it. Those in the creative industries waiting for a special invite from Silicon Valley are going to be left out.

## **What do you do that helps you boost your productivity or save time?**

Delegating is key to boosting productivity, plus the benefit of the by-product – staff empowerment.

## **What's the best piece of advice you've ever received?**

Learn to touch type. I did – at 55 words per minute I won't be breaking any records, but it certainly saves me time.

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They offer a comprehensive, long-term marketing campaign, which confirms your strong association with aiding the growth of this vibrant city.

Glasgow Chamber of Commerce and *The Herald* welcome the opportunity to work in partnership with a variety of organisations to promote and grow these important awards.

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**G**lasgow Chamber of Commerce's flagship event, The Glasgow Business Awards 2018, will take place on Thursday 4 October at the Hilton Glasgow, sponsored once again by Royal Bank of Scotland, so make sure you save the date in your diary. Entries will open in May.

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- The Glasgow Business Award for Family Business of the Year
- The Glasgow Business Award for International Trade.

If you are interested in category sponsorship and want to find out more, contact [events@glasgowchamberofcommerce.com](mailto:events@glasgowchamberofcommerce.com)



Neil Amner, then President of Glasgow Chamber of Commerce, addresses the audience at The Glasgow Business Awards 2017



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# £80m INVESTMENT FOR QUEEN STREET STATION



The revised plans for Queen Street Station include extensive retail and food opportunities

**A** revised and upgraded plan for Queen Street railway station and its concourse is likely to bring greater economic and business opportunity into Glasgow city centre.

Working in partnership with various stakeholders, including Glasgow Chamber of Commerce, Scottish Ministers have decided to move on with an enhanced development at the North Hanover Street car park site in an investment of around £80 million.

The revised scheme could also unlock future development by LandSec, owners of the prestigious Buchanan Galleries, including its flagship John Lewis store, who had put their plans to enhance its major mall on hold. The Galleries straddle the main Edinburgh to Glasgow railway tunnel.

The new plans being taken forward include extensive retail, food and beverage opportunities, and will also deliver a development deck upon which further private sector investment can be taken forward.

Stuart Patrick, Chief Executive, Glasgow Chamber of Commerce, who has joined the steering group, said: "We warmly welcome the Ministers' decision to progress the more ambitious scheme at Queen Street Station. The enhanced retail and leisure offer will improve the passenger experience, and provide more job creation opportunities for the

city centre. It's accepted that Glasgow requires more Grade A offices, and the development deck will provide a desirable location for such investment in the heart of the city."

Commentators have suggested that the original ambition for the scheme was lacking when compared with the regeneration of mainline stations such as King's Cross/St Pancras in London and Birmingham New Street, where retail and eating places are closely connected to the platforms, and premium grade office space is available close by.

Humza Yousaf, Minister for Transport and the Islands, said: "The new proposal will help deliver a 21st-century station acting as a catalyst for further private sector investment. Alongside the redevelopment of Queen Street Station being delivered as part of the Edinburgh Glasgow Improvement Programme (EGIP), this will see a significant

improvement to the overall passenger experience and deliver significant economic benefits to the city."

Alex Hynes, ScotRail Alliance Managing Director, said: "We look forward to working with the Scottish Government, and other commercial partners, on this ambitious vision for Queen Street."

Councillor Susan Aitken, Leader of Glasgow City Council, said: "The revised plans for Queen Street Station will deliver far greater local economic benefit, securing the full potential of the site and will provide significant employment opportunities once the development deck has been fully delivered. The redevelopment will both give the station a retail offer befitting one of Scotland's busiest transport hubs and provide a striking entry into the city for travellers coming to Glasgow."

The new below-deck development will provide around 3,800 square metres for such facilities, in comparison to the 500 square metres that would have been provided by the partially constructed project.

Works continue on redeveloping the main station building as part of the Edinburgh Glasgow Improvement Programme (EGIP) with the recent commencement of the main demolition works of Consort House, which is needed to make space for the new Queen Street station frontage.



Buchanan Galleries shopping centre

# Ensuring the deck isn't stacked against business

Stuart Patrick, Chief Executive  
chiefexecutive@glasgowchamberofcommerce.com

Is running a business in Glasgow becoming too arduous? Are the increasing burdens on small and medium-size companies likely to deter real entrepreneurial spirit? These interesting questions were raised by a senior Glasgow business person at a recent Chamber council meeting.

The wider issues of modern society, including an education system that has been failing to prepare many young people for a productive working life, has placed greater expectation on business, in terms of taxation, training and health and safety. This social function has always been an unwritten and accepted part of the 'deal' about running a company.

However, when you start to tot up all the extras that Glasgow businesses now have to deal with, then this can have a serious impact on the very viability of business. When you consider rate increases, apprenticeship levies, and National Minimum Wage legislation, this all begins to eat away at margins that are already under acute pressure.

If you're a city centre retail business faced with the increasing challenge of digital delivery and the extra prospect of Sunday parking charges and congestion charges, which may or may not be a good thing, it starts to get very tight indeed. Add the extra burdens of Brexit, and there is a growing sense among business people that I speak to that national UK and Scottish legislators see businesses purely as a way of pulling in much-needed taxation.

The question to ponder is, are we taking a sensible

view for some sectors? Two critical sectors feeling the pain are retail and leisure, both essential for the city. Many Europeans who came across to work in Scotland when the EU borders opened up are heading back to Poland, Romania and Spain because the sterling they earned has less buying power. It means staff shortages and unfilled vacancies that we need more Scots to fill. Glasgow depends on its vibrant retail and leisure sector. If we are to realise the tourism target of a million extra visitors to Glasgow over the next six years, we need buzzing shops, cafés, restaurants and great places to stop and shop.

While we welcome all the major national brands with their modern stores, we also require the quirky retailers, the artisan food-makers, and local companies that make our city such a flourishing place. Scotland has been doing a great deal to encourage entrepreneurship with organisations extolling young people to 'follow their dreams'. The truth is that running most growing businesses is a serious day-to-day battle to win customers and make profits.

We have had a good economic run since the Commonwealth Games in Glasgow in 2014. The city economy in Glasgow has been growing at a steady pace. According to the latest statistics, we have put on 17 per cent between 2012 and 2017. But this economic growth is a fragile beast if businesses keep facing more onerous conditions.

The Chamber remains confident that Glasgow is in a strong economic position to exploit all kinds of emerging opportunities. However, we are also watching very closely and we will fight for our members if we feel that the burden is being unfairly stacked on business.





The National Piping Centre

## National Piping Centre and College of Piping to join forces

**T**he Boards of the College of Piping and the National Piping Centre have announced that they have agreed, in principle, that the College of Piping will transfer its charitable and commercial activities to the National Piping Centre. This will create a single national centre of excellence for the study and performance of Scotland's national instrument.

The two charities have agreed that this is the best way to promote and support piping in future.

The combined organisation will operate under the name "The National Piping Centre, incorporating The College of Piping". It will continue to offer a full range of educational activities and qualifications, to act as a home to the National Youth Pipe Band of Scotland and to host Piping Live!, the Glasgow International Piping Festival.

The Board of Directors of the National Piping Centre will be joined by the present Chairman of the College of Piping.

## The welcome impact of Scotland's tourism sector on sustainable business

Sustainable tourism business in Scotland has saved one million tonnes of water and a quarter of a million tonnes of carbon, according to a report published by the sustainable accreditation organisation Green Tourism.

The report, entitled "20 years of making a difference", addresses the positive impact Green Tourism-accredited businesses have had on the environment. It was released recently at a Scottish Tourism Alliance reception at the Scottish Parliament attended by Fiona Hyslop MSP.

Green Tourism sustainability assessments over the last 20 years have revealed carbon and water savings, habitat and biodiversity creation, waste recovery, local procurement and business savings. The analysis was undertaken across businesses including accommodation providers, visitor attractions, tour operators and conference venues across Scotland.

The impact of a combined sustainable approach across 809 Scottish accredited businesses shows that five million "green" bed nights were enjoyed last year (2017), with 25 million visitors choosing sustainable destinations, attractions and venues in 2016.

## Blackadders partner overcomes adversity to scoop top award

A partner at Blackadders LLP who successfully overcame what looked to be a debilitating stroke has received the country's top individual law accolade at the Scott + Co Scottish Legal Awards 2018.

Little over 12 months since the family of Simon Allison was initially told he had a 50 per cent chance of surviving, the head of the company's employment law team was recognised as Lawyer of the Year for his "outstanding work as a lawyer", both before and after his stroke.

At the event in Edinburgh's Assembly Rooms, the panel

highlighted Simon overcoming the "most challenging of years" in selecting him for the award.

After taking ill in January 2017, doctors warned shortly afterwards that it was possible that Simon, from Dundee, would never return to work. Nevertheless, by April he was back meeting clients and in May he directed and precognosed important clients in relation to a high-profile and complex tribunal claim.

In August, he walked 26 miles for the Kiltwalk and raised more than £9000 for the Stroke Association.



Simon Allison and members of the team at Blackadders LLP after he was named Lawyer of the Year at the Scottish Legal Awards



## NHS Credit Union visits US partner in Georgia

Outside headquarters of Peach State Federal Credit Union in Atlanta, Georgia: Logan Taylor, Marketing Consultant, NHS Credit Union; Marshall Boutwell, Chief Executive Officer, President and Director of Peach State Federal Credit Union; Natalie McQuade, Compliance and Training Manager, NHS Credit Union, and Robert Kelly, CEO NHS Credit Union

A delegation from the NHS Credit Union recently returned from a highly informative trip to America.

During the trip they visited their partner credit union in Georgia – Peach State – and attended a major conference in Washington, which attracted thousands of industry leaders from around the world.

The Scots team was also given a guided tour of the Capitol Buildings and sat in on briefing sessions where representatives from Georgia credit unions got the opportunity to lobby

political leaders on key issues facing the industry.

In addition, the delegation met Joni Smith, the leader of the Scottish Government's staff at the British Embassy in Washington, to discuss the impact of links between the countries.

The NHS team was part of a British group from the Association of British Credit Unions Limited. The group also included the Glasgow-based 1st Class Credit Union, Commsave Credit Union, Police Credit Union and Voyager Alliance Credit Union.

## BT launches hunt for 76 graduates and apprentices

BT is creating 76 apprenticeship and graduate jobs across Scotland as part of a UK-wide drive to recruit the best tech talent.

The company aims to employ more than 1300 people across the UK in a number of different roles, such as TV production, engineering, customer service and cybersecurity, to help tackle the growing threat of cybercrime.

In Scotland, the 76 recruits will be located in a number of locations, including Glasgow, Edinburgh, Dundee and at the EE contact centre in Greenock. They will work in a variety of roles such as customer service, engineering and as vehicle technicians.

There will be 16 apprenticeships in Glasgow and 13 in Dundee, with posts also available in places like Dumbarton, Inverness, Aberdeen and Thurso. EE is taking on 13 customer service apprentices in Greenock. Fifteen graduates will be based in Glasgow and Edinburgh.

## UKSE helps North Lanarkshire youths get hired

**P**upils from North Lanarkshire are one step closer to landing their dream careers after learning how to successfully prepare for job interviews.

The SAPHIR Employability Programme, created and delivered by recruitment specialists, teaches pupils about the modern employment market and provides insight into the interview process.

While already a staple of the curriculum in South Lanarkshire and East Renfrewshire schools, the roll-out across parts of North Lanarkshire is being funded by UK Steel Enterprise, the Tata Steel subsidiary created to further economic prosperity in traditional steel-producing communities.

The pilot initiative will be delivered in three Lanarkshire school – Cardinal Newman High School, Greenfaulds High School and Clyde Valley High School, with a view to expanding into



Anne Clyde, Regional Manager, UKSE, with pupils from Greenfaulds High School in Cumbernauld

other schools in the next academic year. The backing from UK Steel Enterprise (UKSE) which totals £2500 will be used for teaching materials and the involvement of recruitment experts.

The half-day workshop aimed at pupils in S4 through to S6, consists of interactive presentations, group activities and individual tasks. Standing for Search, Application,

Presentation and you're Hired, the SAPHIR programme teaches the dos and don'ts of job interviews through real-life examples of candidate selection techniques. Those who complete the course will not only learn how to find job vacancies, they will receive tips for crafting applications and gain confidence in presenting themselves during an interview.

# Make it in Manhattan

**G**lasgow Chamber's second trade visit to New York took place at the beginning of March. Building on the connections established during the inaugural visit to Manhattan Chamber in November 2016, the visit offered the opportunity for participating companies to boost their international trade connections in one of the most exciting cities on the planet. Combining bespoke business matching with high profile networking events, the visit was a huge success – despite the challenges of the 'Beast from the East' following the delegation across the Atlantic!

Richard Muir, Deputy Chief Executive, who led the delegation said: "We had a great mission to our partners at the Manhattan Chamber who, despite a major snow storm, organised a strong set of meetings and events for our visiting companies including the opportunity to meet with the Depute Mayor of Manhattan. We also engaged with some of our President's Club members who are based in the Big Apple. The visit provided some excellent new contacts that could help our businesses to use the city as a platform to ultimately realise their international trade aspirations across the US."

AutoRek is a leading data management provider to the UK financial services industry and Managing Director Gordon McHarg made the trip to Manhattan with his colleague Jack Niven. Commenting on the visit, Gordon said: "Our financial control and regulatory reporting software is deployed by a number of global organisations although it is used primarily to service their UK operations. Our growth strategy for 2020 includes the development of international business with very ambitious objectives. The United States is our first and likely to be our most important target market. The Make it in Manhattan visit was an excellent opportunity and experience, allowing us to build contacts and meet with a number of local businesses. Developing business in a new market is a big step for AutoRek and the

support provided by Glasgow and Manhattan Chambers has significantly helped improve our understanding of the market and some of the challenges we will face going forward."

## Local Export Partnership

Five pilot Local Export Partnerships (LEPs) have been launched by the Scottish Government and Scottish Chambers of Commerce to increase the number of firms exporting their products and services. The aim of the LEPs is to offer support and expertise to companies, particularly SMEs, with little or no previous exporting experience to help them enter international markets.

The Glasgow and Lanarkshire Local Export Partnership has been formalised and includes Glasgow Chamber of Commerce, Lanarkshire Chamber of Commerce, Scottish Development International, Glasgow City Council, Business Gateway Glasgow, North and South Lanarkshire Councils and Lanarkshire Enterprise Services. An extensive range of events, training and support from all our partners will ensure that your business is inspired, informed and ready to take those first steps to trading internationally.

## FOR FURTHER INFORMATION

on international trade opportunities, please contact Elaine Rodger, International Trade Development Manager, on 0141 204 8332 or email [elaine.rodger@glasgowchamberofcommerce.com](mailto:elaine.rodger@glasgowchamberofcommerce.com)





# BE THE BUSINESS

John Lewis Partnership Chairman Sir Charlie Mayfield extols the virtues of improving productivity in Glasgow

**S**ir Charlie Mayfield, the leader of one of Britain's most-admired companies, wants Glasgow businesses to join him in creating a national movement to improve the productivity of Scotland and the UK.

The Chairman of the John Lewis Partnership made his clarion call on a visit to the John Lewis city centre store. Sir Charlie is also Chairman of Be the Business – the business-led organisation created to improve the UK's productivity. He stated: "Productivity is the single most important driver of the economy – and the thing we need to get right in the next 10-30 years."

He was speaking at a Glasgow Chamber of Commerce members' event before addressing the 460 John Lewis Partners who work in the Buchanan Galleries flagship store.

He spoke of the invention of the QWERTY keyboard. As the typewriter emerged, human dexterity was so fast that the metal arms typing the letters regularly jammed. QWERTY was invented to slow down the typist and allow the mechanical letters to fall more easily onto the paper. He said the Dvorak keyboard was shown to be more efficient but never made it into mainstream usage. He used this analogy to talk about how changing mass behaviour is a very hard thing to achieve.

The key to the issue of the UK's poor productivity, which lags behind Germany and France and is among the worst in the OECD nations, was to change behaviour because most UK firms believe they are as productive or more so than the average.

"The first place to start is with people who don't even think there is an opportunity worth going after. And yet there

is a huge opportunity. If we could improve a company's performance by 10 percentiles, relative to other businesses in its sector, and we did that for the bottom 75 per cent of UK businesses, you would unlock about £130 billion of additional value every year."

Incremental improvement by thousands of businesses can deliver massive productivity improvements, not just a few big companies making major gains, he said. He spoke about Industry 4.0 and how it was now an ingrained part in German economic culture, and why this had to be something that was part of the British psyche too.

He said that the word "productivity" was negative and not an exciting notion for people, and they really needed to understand it was more than "having to work harder or losing my job".

He warned that failing to tackle the productivity issue was bad news for everyone. "One of the consequences of 10 years of no productivity growth in the UK is that we'd had ten years of no growth in disposable income for the average UK householder. That's not a good place to be for anyone... it is not a good place for citizens, the country, and for politics and social cohesion. If it stays like that we have big issues coming down the track."

He was launching a new 12-month

Productivity through People programme with Strathclyde Business School.

The programme – led by Be the Business and leading UK businesses including GSK, the John Lewis Partnership, BAE Systems and Rolls-Royce – will help SMEs unlock productivity improvements in their own businesses. He spoke at the programme launch with Dave Tudor, Head of Strategy, Global Manufacturing and Supply, at GSK.



Sir Charlie Mayfield,  
Chairman, John  
Lewis Partnership

# TURIN AGREEMENT

Business bonds between Glasgow and Turin have been firmly strengthened after a major agreement in Glasgow in February. Richard Muir, Deputy Chief Executive of Glasgow Chamber, signed a Memorandum of Understanding with Leonardo Simonelli Santi, President of the Italian Chamber of Commerce and Industry for the UK, and Guido Bolatto, Secretary-General of the Camera di Commercio Industria Artigianato e Agricoltura Di Torino.

The memo cements relations between the three Chambers of Commerce and will foster investments between the twin cities of Glasgow and Turin. Activities include Italian enterprises participation at Sagra Italiana 2018, in Glasgow on 2 to 3 June, and Scottish food and drink companies

attending Salone del Gusto 2018, in Turin on 20 to 24 September, supported by the Camera di Commercio.

"My recent business mission to London and Glasgow paved the way for a concrete and effective collaboration that will continue for the next months," said Guido Bolatto.

"We are asking businesses in UK to come to Torino for some international events and meet our best-in-class companies. There are business opportunities in design and innovation but mostly in the food and wine sector as 2018 is the year of Torino food."

He said his Chamber would also consider joint participation in European projects and he sees the opportunity of close collaboration and a positive working relationship with Glasgow.



Guido Bolatto, Secretary-General of the Camera di Commercio Industria Artigianato e Agricoltura Di Torino; Leonardo Simonelli Santi, President of the Italian Chamber of Commerce and Industry for the UK, and Richard Muir, Deputy Chief Executive of Glasgow Chamber, signing the Memorandum of Understanding

"This is a significant step for Glasgow Chamber and we look forward to building many lasting business relationships between these two great trading cities," said Mr Muir.

The agreement originates from the 'Investire a Glasgow' report written by the Italian Chamber of Commerce for the UK, and supported by Glasgow

Chamber and Invest Glasgow, presented to the Turin Chamber of Commerce and the Mayor of Turin, Chiara Appendino, in November 2017.

The Italian delegation met in Glasgow Chamber's offices to sign the agreement and an official signing between Turin and Glasgow was made with the Lord Provost of Glasgow in April.



# MULTI-SECTOR MARKET VISIT TO GERMANY

Germany is the largest economy in Europe and the fourth largest export market for Scotland – an ideal first-step market for Scottish SMEs.

In partnership with Scottish Development International (SDI) and Edinburgh Chamber of Commerce, Glasgow Chamber of Commerce is organising a multi-sector market visit to Berlin and Munich on 25 to 28 June 2018.

The visit will focus on the

creative, digital, enabling technology, financial services, life sciences, and technology and engineering sectors.

## What support is on offer?

- Connect with experts and professionals on the ground, like Chambers of Commerce, business associations, Department for International Trade, local businesses, accountants and solicitors
- Delegates are encouraged to set up one-to-one meetings with potential

agents, distributors, clients, buyers, partners while in market, however, SDI will help source contacts for you

- We will provide export training prior to the visit to make sure all delegates are market ready and understand the culture, finance and route to market options

- Financial funding (up to £200) is available for eligible companies

- Companies are responsible for booking their own flights

and accommodation. However, SDI will suggest flights and hotels so the delegation can travel as a group and stay in the same location.

For further information, please contact Elaine Rodger, International Trade Development Manager, on 0141 204 8332 or email [elaine.rodger@glasgowchamberofcommerce.com](mailto:elaine.rodger@glasgowchamberofcommerce.com)

Closing date for registrations is Thursday 31 May 2018.



# VISIONARY APPROACH

Glasgow calls upon the world to help tackle a local challenge with circular economy solutions

**M**arch saw the launch of Circle Lab, a new crowdsourcing platform which challenges a global audience to create circular solutions. Circular Glasgow, an initiative of Glasgow Chamber of Commerce, hosted the first challenge on the platform, aimed at boosting circular business solutions around major events and conferences.

Circular Glasgow has placed Glasgow on the map as the first city in the world to launch a challenge on Circle Lab. Partnered by Zero Waste Scotland, Scottish Event Campus and the Glasgow Convention Bureau and Major Events team at Glasgow Life, the challenge asked citizens and companies from cities across the world how local businesses can improve the economic, environmental and social legacy of major city events and conferences.

Circle Lab, developed by Circle Economy and supported by eBay Foundation, is a digital platform that harnesses the power of the crowd to solve universal challenges with circular solutions.

Using the circular economy as a framework, Circular Glasgow's aim was to engage local SMEs involved in the production of major city events and conferences, empowering them to improve the legacy these events leave behind.

In Glasgow alone, more than three million attendances were recorded at high-profile events in 2017, from festivals and concerts to football games and conferences.

While these events have an economic and social advantage to local communities, they also increase the level of waste and disrepair within the area. For example, construction and decoration materials, as well as single-use, disposable food containers which end up in landfills after events, or worse, remain scattered throughout the venue.



The SEC host major city events. Picture courtesy of Marc Turner

This presents a significant opportunity for local businesses to rethink their current business models, creating a more positive and sustainable impact.

Circular Glasgow is dedicated to implementing winning solutions locally and translating them to an international context for other cities to replicate and learn from. To support participants in generating ideas, Circle Lab also provided access to an online Knowledge Hub with more than 750 case studies, reports and articles on the circular economy. This digital platform creates a space for a global community of circular economy experts, innovative entrepreneurs, forward-thinking businesses, citizens, cities and governments to collectively ideate, incubate and scale circular solutions.

Winning solutions generated through Circle Lab will be showcased at Circular Glasgow events including the Showcase (April) and Hotspot Event (October). These free to attend events are designed to act as story-telling opportunities to encourage other Glasgow SME businesses to consider and adopt

circular business models and practices.

Circular Glasgow complements Zero Waste Scotland and the Scottish Government's nationwide support for SMEs to develop circular economy business ideas, including its £18 million Circular Economy Investment Fund and Circular Economy Business Support Service. Both are supported by the European Regional Development Fund through the £73 million Resource Efficiency Circular Economy Accelerator Programme.

Circular Glasgow calls upon the world to engage and participate in creating a visionary future for the city and echoes Circle Lab's mission to break down information silos and fuel cross-industry collaboration and innovation.

**FOR MORE INFORMATION**  
on Circle Lab and to attend future events, visit: [www.circularglasgow.com](http://www.circularglasgow.com)



In partnership with





Invest Glasgow's stand at MIPIM

**T**eam Glasgow made an impressive impact underlining a coherent strategy for the city at this year's MIPIM, the world's biggest property and real estate market, according to Chamber Chief Executive, Stuart Patrick.

However, as figures released showed that previous visits to MIPIM and similar events such as MIPIM UK and Expo Real have led to £574m of investment in the city since 2014, Stuart cautioned about presuming such impacts are immediate. The delegation from Glasgow, led by the City Council, represented the city in a bid to attract further investment.

"It takes time and you don't get an immediate reaction from investors on the day. It is about nurturing relationships that will emerge over time. It is an opportunity, particularly for Glasgow City Council's Chief Executive Annemarie O'Donnell, to make a series of contacts with both the existing network and to open up some channels with potential new ones," he said.

It can often take three years from hearing about the opportunities to taking the investment plunge.

"The proposition that Glasgow was putting out this year at

MIPIM was pretty impressive. It was coherent and founded on the Innovation Districts for Glasgow."

Five key investments were presented as part of Greater Glasgow's offering. These were: the Innovation Districts located in the West End around the University of Glasgow with its £500 million campus development, and its healthcare hub at the Queen Elizabeth hospital; the City Centre Innovation District around Strathclyde University, expanding from the TIC buildings towards Glasgow Green; the Custom House Quay project on the Clyde waterfront; the Clyde Gateway with its Dalmarnock and Magenta projects for mixed-used office and light industrial around Shawfield; and Renfrewshire Council's showcase of the Advanced Manufacturing Innovation District Scotland at Inchinnan, and including the Glasgow Airport investment area. These developments have all been mapped out and funded by the City Deal.

"This all showed there was scope for mixed-use private development and investment. There are a lot of firm options for private investment and a sense that Glasgow is setting out its stall for the next 10 years in building up its economic base," said Stuart.

Glasgow regularly features in the top 10 of European cities to invest in. More than 24,000 participants from more than 100 countries were represented at the four-day MIPIM 2018, including many from Glasgow's competitor cities, such as Manchester, Birmingham, Sheffield and Leeds.

"All the events that Glasgow held were very well attended. They were busy, vibrant and active and there was genuine interest in what is happening in the city," said Stuart.

Annemarie O'Donnell said: "Glasgow continues to punch above its weight in terms of attracting jobs and investment to the city.

"In order to maintain and develop this position in the face of competition from other cities, we have to show developers and investors exactly why this is a great place to do business, and MIPIM is the ideal platform for us to do so."



Chamber Chief Executive, Stuart Patrick, speaks to the MIPIM audience about Glasgow: Scotland's economic powerhouse

# Double gold win for Glasgow Clyde College



Glasgow Clyde College marketing team with their Gold CDN Awards

**G**lasgow Clyde College scooped two gold awards at this year's College Development Network Marketing Awards for its new website and for research into the development of its Saturday leisure programme.

Judged by students, the college's marketing team was honoured with the accolade for its website, glasgowclyde.ac.uk, which launched in February. The website appealed to the judges for its vibrancy, its focus on students and equality and its course-specific videos.

The college also won gold in the market research category for its research into its Saturday leisure classes. Research carried out by the in-house marketing team indicated an increase

in demand for classes to be made available on a Saturday. Glasgow Clyde College responded by implementing a programme of Saturday offerings starting in January 2017 for those looking to try a new hobby or upskill.

Classes that proved most popular include dressmaking, photography, DIY, first-aid training and Spanish. Saturday opening has now been integrated into each block of leisure programmes, four times a year with an average of 20 courses available.

The College Development Network (CDN) Marketing Awards are designed to honour the outstanding staff who help to communicate the work colleges do to serve Scottish learners and communities.

## Eight feels just great

Glasgow University was crowned winner of Scotland's largest student varsity sporting competition, the Glasgow Taxis Cup, for the eighth year in a row after edging out city rivals Strathclyde and Glasgow Caledonian.

The competition saw more than 700 students participating across 16 different sporting disciplines, including athletics, badminton, hockey and netball, in a day of intense competition before coming to a conclusion at Scotstoun Sports Campus.

Points were allocated to the winner of individual sports events in order to decide the victorious university.

The event, now in its 15th year, has been supported by Glasgow Taxis since 2011.



Glasgow University was crowned winner of the Glasgow Taxis Cup for the eighth year in a row

## STUDENT STEWARDS SET FOR NEW HEIGHTS

Thirty students undertaking a course in air cabin crew operations at the City of Glasgow College recently attended Loganair's Training Department to experience a day in the life of a trainee crew member.

The students, who are completing a one-year City and Guilds course at the college, took part in the session to learn about the different skills required to be a member of cabin crew.

The session allowed the students to put the theory they were learning at college into practice, while also

showcasing first-hand the friendly and professional training provided by Loganair, Scotland's Airline.

The four-hour class included a presentation by members of the training team, detailing the many aspects of emergency procedures, safety equipment, first aid and in-flight service, with attendees given the opportunity to experience serving each other as well as practicing safety demonstrations.

Loganair employs about 100 cabin crew who carry out inflight services across the airline's network.



Loganair's Patricia Thistle and students Harun Karim and Jordan Watkins, both studying City & Guilds – Diploma in Air Cabin Crew at the City of Glasgow College

# Interview with Councillor David McDonald, Depute Leader, Glasgow City Council

**G**lasgow will benefit from a more proactive level of collaboration between the public and private, academic and not-for-profit sectors, says Glasgow City Council's Depute Leader.

Speaking exclusively to Glasgow Business, Councillor David McDonald, the SNP representative for Greater Pollok, said Glasgow Chamber of Commerce members can play a significant role in improving the life and economy of the city by increasing their civic engagement.

"We've made it very clear as a council that partnership is the new normal for Glasgow City Council. We can't deliver on our priorities in isolation. So it's really important for us that we have the opportunity to work together and hear directly, and through the Chamber, from businesses of all sizes and scales."

Glasgow's elected leadership wants to work together for the mutual benefit of the city, especially those making goods and delivering services.

"The new Made in Glasgow campaign is very exciting for the city. This is about promoting everything that is made here. Unfortunately, we seem to have a reputation where the days of Glasgow making things was in the past. I'm keen on saying: 'We still make lots of things in the city. We still make things of incredible importance and exquisite beauty'. There is also incredible technology in the city, so let's find a way of working together to promote the makers and the crafts in a new way."

This is about showing Glasgow's vibrancy and invention as a major international city, benchmarking itself against Berlin, New York and Barcelona, and that it is open for business. "We are now a world leader in space technology. Outside of America, the largest number of space satellites are built in Glasgow. Most people don't know we have moved on and are a high technology city."

He also said the Council could work more closely with the city's traditional brands, such as Tennent's breweries, which is on one of

the oldest established industrial sites in the East End, while spin-outs in the West of Scotland Science Park at Maryhill are working on cutting-edge technology. The Council has set up three hubs: on investment, inclusive growth, and a skills hub, to tackle fundamental issues of skills and training, and to bring those outside the workforce into productive employment.

Professor Sir Jim McDonald has been leading the Glasgow Economic Leadership (GEL) Group for a number of years, and the Council has established alongside this the Glasgow Partnership Economic Growth (GPEG).

"This is not to replace the work Prof McDonald is doing. It is adding more external industry expertise to the group, with more of a partnership approach," said Mr McDonald.

He said Glasgow City Council was keen to have a more proactive partnership approach, bringing on board key levels of expertise from the private, public, academic and social enterprise sector.

"We're keen to bring as many voices and as much experience as possible together through strategic leadership for economic growth. We need to be able to respond more effectively to the new opportunities and challenges."

He said Glasgow must be better at responding to change with obvious bumps in the road ahead.

"We've got a year to go to Brexit and this is going to be a particular challenge. I sense there is a lot of goodwill and a common goal for Glasgow to succeed. The fact that the City is all pulling in the same direction is a very positive thing."

He cites the backing by the City to move Channel 4's headquarters to Glasgow. "We've been able to move quickly to make sure we are able to put in a bid for that, with a potential for 300 jobs."

He encourages Chamber members to engage with the Council via the Chamber and said they were open to any suggestions that could make the City a strong and more successful place.



Councillor David McDonald,  
Depute Leader, Glasgow City Council



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 **SPACES.**

# Glasgow Chamber of Commerce signs agreement with Berlin counterpart



The signing of a Memorandum of Understanding between Glasgow and Berlin Chambers of Commerce offers unparalleled opportunities and access for businesses ready to make the move into northern Europe.

Kenny Kemp reports

**G**lasgow and Berlin are two of the great northern cities of Europe. Both sit on important rivers, with the Spree joining the Havel in Spandau, a suburb on the west of bustling Berlin, while the Clyde has defined Glasgow. Both are post-industrial sleeping giants waking up to the burgeoning opportunities where technology and culture intersect.

Both have become 'cool' urban centres where international visitors are given an authentic welcome. Both share hipster coffee shops, clubs and bars, and are places where creativity



Stuart Patrick, Chief Executive, Glasgow Chamber of Commerce, is greeted by Jan Eder, General Director, the Chamber of Commerce and Industry of Berlin, at the signing of the Memorandum of Understanding

mixes with music, art, theatre and popular culture throwing up all kinds of business. Next year Germany will celebrate 30 years since the Berlin Wall was dismantled. Since the 1960s, the Wall had been the global symbol of the Cold War and the division of the city. Its collapse ushered in the reunification of West and East Germany in 1990 and an outstanding economic miracle which confirmed the combined national status of Germany as the powerhouse of Europe.

The renaissance of Berlin, both as the national capital and a city of

Stuart Patrick, Chief Executive, Glasgow Chamber of Commerce, and Christoph Irrgang, Deputy CEO, the Chamber of Commerce and Industry of Berlin, sign the Memorandum of Understanding watched by Sir Sebastian Wood, Britain's Ambassador to Germany, Fiona Hyslop MSP, Cabinet Secretary for Culture, Tourism and External Affairs in the Scottish Government, and Jim McHarg, President, Glasgow Chamber of Commerce



innovation, is a spectacular triumph for all of Europe. So the signing of a Memorandum of

Understanding between Glasgow Chamber of Commerce and IHK Berlin (Industrie und Handelskammer zu Berlin), the Chamber of Commerce and Industry in Berlin (CCI Berlin), is a significant milestone.

While Glasgow Chamber has also secured MoUs with Turin in Italy and Manhattan in New York City, the German deal opens up a very different kind of relationship between Scotland and Germany, especially in an uncertain post-Brexit era.

Stuart Patrick, Glasgow Chamber of Commerce Chief Executive, spoke about his excitement with this future engagement after initial exploratory meetings in Berlin in 2017.

"I sensed a real openness with our counterparts in Berlin. Of course, the creation of the European Championships, which are being shared between Glasgow and Berlin this August, has been a wonderful catalyst. But I also felt there was a willingness to listen to what we could offer Germany, especially those who want to come and visit Scotland. So, with our two cities joined by their mutual interest in promoting European sport, it seemed the perfect time to have this pro-active agreement in place," he said. Berlin is hosting the athletics, while Glasgow hosts the aquatics, cycling, golf, gymnastics, rowing and triathlon events.

In April 2018, Mr Patrick and Deputy Chief Executive Richard Muir travelled to Berlin to reconnect with Berlin Chamber President Dr Beatrice Kram and Director General Jan Eder

and ratify the agreement. Their visit coincided with the launch of a trade and investment hub in Berlin set up by the Scottish Government.

Berlin is now Europe's second most populated city with over 3.7 million citizens and it has been swollen by an influx of migrants from around the world. It is number one in Germany in terms of workplace diversity and

**“With our two cities joined by their mutual interest in promoting European sport, it seemed the perfect time to have this pro-active agreement in place”**

opportunity for women and for foreign workers. It shares certain traits with Glasgow, including a young and well-educated workforce and it costs less to live there than in Munich, Hamburg or Frankfurt, although property prices have been rising sharply.

It is home to SAP, one of Germany's largest tech companies, but Google, Apple and Facebook and many other Silicon Valley firms also have offices in Berlin to mine the high number of emerging tech talent. It is among the fastest growing cities for start-ups in Europe with large amounts of backing from venture capital eager to find the next big thing.

The Berlin agreement came after Glasgow Chamber Chief Executive Stuart Patrick travelled to Nuremberg, in southern Germany, and where the Scottish Government signed a MoU with the Bavarian region.

Jan Eder said: "It is not a novelty for a sporting event to become the spring board for further cooperation between peoples. Like the Greeks back in 776BC, Berlin and Glasgow jumped at the opportunity of a sporting event such as the European Championships to strengthen their ties."

"In times of Brexit it has become even more important to encourage bilateral collaboration on national and regional level, and very important on the level of metropolitan regions. The metropolitan Chambers are the right players to defy the negative consequences of this regrettable separation and to make a positive contribution in the months and years ahead."

He cited this as a reason why his Chamber was so keen to build its connections in Scotland.

Mr Patrick was also very clear. "This agreement shows that we are on the front foot in maintaining business links with Europe and not sitting back and waiting for others to make decisions."

The CCI Berlin is a voice for many companies, actively promoting Berlin as a place to do business. CCI Berlin is a powerful regional organisation and acts in the best interests of the business community, remaining independent of individual interests and party politics.

The market-economy system forms the basis of all its activities and it is a statutory obligation for companies to be Chamber members. The CCI Berlin campaigns for entrepreneurial freedom with increased help from the state and acts as an impartial market advocate promoting fair competition among businesses. It supports around 292,000 members through its services, training and apprenticeship programmes and other activities. The CCI Berlin replaces state administration, supporting the state by providing funding and organising public works itself, eg through vocational training and promotion of export. Some 3,500 voluntarily active businessmen and women in the plenary meeting, executive committee, boards and working parties as well as inspectors, assist the CCI's 200 employees.

For Glasgow Chamber of Commerce members, this is an exciting new era that can be exploited to grow business in the city. It gives companies a solid framework of live connections to work alongside some of the most innovative and exciting firms in northern Germany.

# Tourism's Future



**G**lasgow Caledonian University academic John Lennon is known for his wry sense of humour. But when the Director of the University's Moffat Centre for Travel & Tourism posed the question: "Would 2018 be the year that Scottish tourism runs out of steam?", it didn't quite get them laughing in the Western Isles.

Professor Lennon's comment was the opening gambit at the Glasgow Talks... Tourism's Future event, supported by Clydesdale Bank and the Adam Smith Business School, at Tay House on 13 March. After a welcome and introduction from the Chamber's Senior Director, Alison McRae, he painted a bleak picture before four other panel members, Stephen Leckie, Chief Executive of Crieff Hydro; Cathy Craig of the Entrepreneurial Exchange; Gerry O'Donnell of Edrington whisky group and Lesley Thomson of Spreng Thomson and a trustee of the Glasgow School of Art, painted a more positive canvas.

The 2017 picture, according to the professor's charts, was stark. While there had been an increase in the number of international visitors, overall domestic demand – that's our visiting cousins from England and Wales – was down. He also pointed out that business travel was down but Scotland now presented a "value proposition" for the Europeans, who have been making the most of the stronger Euro against the pound. Since the Brexit vote, the value of UK currency has been hit, which was having an impact on food prices and other costs in hotels and restaurants, squeezing margins. The better news was that seven Scottish attractions (five of which are in Glasgow) were receiving more than a million visitors, while two of the seven, in Edinburgh, broke the two million barrier.

Stephen Leckie said there was an urgent need to continue investment in skills and infrastructure. On the plus side, Scotland has a Tourism Minister who is approachable and



The Glasgow Talks... Tourism's Future Panel

VisitScotland is a national tourism authority with a £36 million a year budget. Cathy Craig said Scotland must focus on creating a more inclusive entrepreneurial culture where staff in bars and restaurants are encouraged to think how they can help the customer and the business.

Gerry O'Donnell spoke about whisky's continuing strength and how it is an industry worth £4.37 billion, supporting 40,000 jobs, while Lesley Thomson was vehement about Glasgow's wonderful multi-faceted story. She said that the city has an authentic tale to tell visitors, but first we must make this accessible to Glaswegians.

In all, the panel was positive about what Glasgow has to offer, and Professor Lennon conceded that while his question had been well tackled, there was no resting on laurels when Glasgow's tourism is such a competitive international business.

## Entrepreneurship in Life Sciences

February's Glasgow Talks took place at Scottish Opera and Chris Hillier, Chief Executive Officer of Angry Health, and a scientific advisor of GuideWell, spoke about the massive global changes in healthcare, and their impact on Scotland.

Chris, who lives in Florida, is a Professor at Glasgow Caledonian University, and co-founder and CEO of Bioptra, now the Bioptra Group, based in Glasgow, UK, and Maryland, USA. He also set up Sitemic Scotland, based in Glasgow, for applications in the development of cell therapies and drug repositioning. He is both a GlobalScot, and an 'Away Team'

member of Glasgow Chamber of Commerce President's Club.

He talked about how Scotland's health service needs to embrace this massive shift towards preventative health, encouraging wellbeing,



Connie Young, Facilitator, Glasgow Chamber of Commerce President's Club; Chris Hillier, Chief Executive Officer, Angry Health and Stuart Patrick, Chief Executive, Glasgow Chamber of Commerce

as opposed to increasingly costly interventions for curing preventable ailments in an ageing population. He argued that changing health care will give people more control and choice, but agrees that many people have little idea or confidence in how to make their lives better and healthier. Health is personal and everyone's needs are different. People are looking for a complete solution that's simple, addresses their concerns and fits their lifestyle, he said.

One Chamber attendee commented: "This was beyond interesting. It is a fundamental issue for every one of us and Chris's talk was outstanding. It really opened my eyes to some serious issues for Scottish society."

**Glasgow Credit Union**

Winner of The Glasgow Business Award for Excellence  
in Communications, sponsored by Connect

# CUSTOMER ENGAGEMENT IS KEY TO LENDER'S SUCCESS

**G**lasgow Credit Union, with assets of £155 million and the largest credit union in the UK, has been steadily growing its customer base since winning The Glasgow Business Award for Excellence in Communications in 2017.

"It's been a busy but very rewarding few months since winning the award said Euan Johnston, the Credit Union's Marketing Manager. "We've had a few record months in terms of lending and mortgage applications, new members joining, traffic to our website, and new social media followers. Our engagement levels continue to increase as we look at more innovative ways to communicate with our members and wider audience."

**Credit union chairman Archie Kennedy has described the union as a 'hidden gem' but more people are certainly learning about the benefits.**

"External research has confirmed an increase in brand awareness and knowledge about the benefits of joining Glasgow Credit Union. We've also seen a significant rise in new members joining, as we've grown our membership by almost 10% since winning the award. I think the message that we're an ethical alternative to a bank is really starting to resonate in Glasgow."

**What would you say are the strengths and merits of Glasgow Credit Union?**

"Our size means that we are able to offer a larger selection of financial products than most credit unions. Investment in new technology means we can also offer a high level of service expected from any larger high street bank. As a financial co-operative, our members share in our success and we were able to offer a market-leading dividend on savings accounts in December," he explained.

**Member numbers have risen from 42,000 in October to almost 46,000 members now.**

"We had a record January with 1,272 new members joining across Greater



Fred MacAulay with Euan Johnston, Marketing Manager, Glasgow Credit Union, winner of The Glasgow Business Award for Excellence in Communications, presented by Alan Ramsay, Managing Director, Connect

Glasgow. It was also a record month for mortgage inquiries, having launched a new 100 per cent mortgage product," explained Mr Johnston. "We've also had some excellent feedback from members in a recent satisfaction survey. For example, when asked which three words best describe the credit union, the top three responses were, 'reliable', 'trustworthy', and 'friendly' - not many financial institutions could claim that."

**As credit unions have grown they are required to bring in extra professional expertise.**

"We have a highly professional Board with specialist expertise but we are always looking to strengthen our Board to meet ongoing challenges, especially with increasing regulatory requirements from the PRA and FCA. New Board member Director David Ross has worked in corporate IT and financial services for almost 30 years. Kenny Gough has been involved with Glasgow Credit Union since its inception in 1989 and recently became a Board member. He has also worked in the IT industry for over 30 years," explained Mr Kennedy.

In addition, 98 per cent of members said they would recommend the union to family, friends or colleagues and a further 96 per cent of members stated they would rather save or borrow with Glasgow Credit Union than another high street bank or building society.

"Our commitment to serve the people of Glasgow and beyond has always been at the core of our business and evidence suggests that we are doing a very good job. Communication is key in providing information and success in this area was recognised by a Glasgow Business Award. We're extremely pleased with this feedback and determined to maintain and promote our excellent service levels," said Mr Kennedy.



Main Sponsor



# CitizenM, winner of the Glasgow Welcomes Service Champion Award



Representatives from CitizenM Glasgow are presented with their award by Craig Martin, Chair, Glasgow Welcomes, and host Jennifer Reoch

**C**itizenM in Renfrew Street has gained a reputation as a cool and friendly place to stay in Glasgow. The hotel was the winner of the Glasgow Welcomes Service Champion Award at the Inspiring City Awards in September 2017. Glasgow Business asked how the CitizenM staff felt about picking up such a gong.

"The team are extremely proud. A number of them attended the awards ceremony, and it was a great boost to the team and their value in the hospitality industry," said Amanda Rennie, General Manager at CitizenM Glasgow.

## So what has been happening at the hotel since that glittering evening in September?

"Glasgow International has an art installation currently in our Glasgow hotel and we are attracting many international visitors. We have a number of events coming up in the themes of music, film and technology, with a recent 'hackathon'. Our continued

partnership with Glasgow School of Art will also be visible later this year," said Ms Rennie.

The hotel's business in Glasgow has been going well. "Our hotel is much busier with events and community activity as we engage more with our values and interests as a brand. The hotel is enjoying a diverse range of guests and has been vibrant in recent months."

## What is the major feature of the 198-room hotel's success in Glasgow?

"We pride ourselves on focusing everything we do on creating a unique guest experience. We hire teams based on personality and values and then we empower them to create an environment they want to be in and wonderful guest moments can occur," she said.

Ms Rennie said that CitizenM is a group that is transforming the hotel experience.

"We are doing this with people at the core – the guests who experience our hotels and the teams who create the optimum environment."

The 'M' in citizen stands for mobile, with the Dutch hotel chain's mantra being: "We mean a smart new breed of international traveller, the type who crosses continents the way others cross streets. This includes the weekenders, the suits, fashion baggers and affair havers. The explorers, adventurers and dreamers. Those who travel the world with big hearts and wide eyes. Those who are independent, yet united by a love of the five continents. Those in search of business, shopping or art. In short, everyone who is a mobile citizen of the world."

CitizenM hotels are building a portfolio in prime metropolitan cities and at major international airports. They now have more than 20 hotels. Development teams in Europe, North America and in Asia Pacific are actively looking for the best projects and partners. Glasgow is the first UK location outside of London.



# Glasgow angels with no fear to invest

**T**he sale of Clyde Space and Barrhead Travel in early 2018 raised eyebrows and a few concerns about the loss of successful Glasgow companies. Yet the acquisition of the cube satellite company to AAC Microtec of Sweden for £25 million in cash and shares brings with it wider investment opportunities. The Clyde Space deal will create a company with more than 100 employees and growing revenues as it gives founder Craig Clark and two investor groups a 49 per cent stake in the Swedish firm.

Barrhead Travel, set up in 1975 by Bill Munro, has grown to become a network of 70 travel agencies with 900 staff and a turnover of £279 million. It has been bought by US travel giants Travel Leaders Group for an undisclosed sum and no major changes are anticipated.

Acquisitions such as these mean that there is an opportunity for those with surplus cash to invest in local enterprises as angel investors. David Grahame, Director of Glasgow-based LINC Scotland – an association that represents angel investment groups in Scotland – says this is a good bet that can sustain Glasgow.

“Despite the uncertainty over things such as Brexit, 2017 was a record year in Scotland for angel investors. Increasingly, business owners who have sold their businesses are looking at becoming angel investors, partly because the tax incentives remain extremely favourable. There is also high demand from early-stage technology-based companies looking for backing,” he said.

There are 21 angel syndicates in LINC Scotland with more than 1,300 angels. This equates to more than £400-500 million invested in the market place, and last year a further £50 million was added. However, this is not about quick returns. It is a long cycle of ‘patient investment’, with nine years the average time for a good exit.

The most common way of supporting an early-stage, pre-revenue

company is with equity, which can involve either an angel investor or a venture capitalist, which is usually a higher amount. “Nearly every deal that our member angels back is with firms that have some kind of proprietary intellectual property,” said Mr Grahame.

There has been a divide between Edinburgh and Glasgow, with the capital’s angel investment community more active. But David Grahame says the situation in Glasgow is growing with three main groups.

The most visible angel community is Kelvin Capital, founded in 2009, and supporting ‘globally ambitious’ companies. The syndicate was founded by John McNicol and has a total of £19 million invested in 22 portfolio

**“It’s a city where businesses, large and small, should be thriving”**

companies, while another investor, Barwell plc, is a private individual’s office owned by Viscount Gough. It does not have a public presence. The newest Glasgow syndicate is Gabriel Investments, based at the Strathclyde University Incubator, where Gillian MacAuley, Director and gatekeeper, has pulled together an angel group to support companies in the incubator.

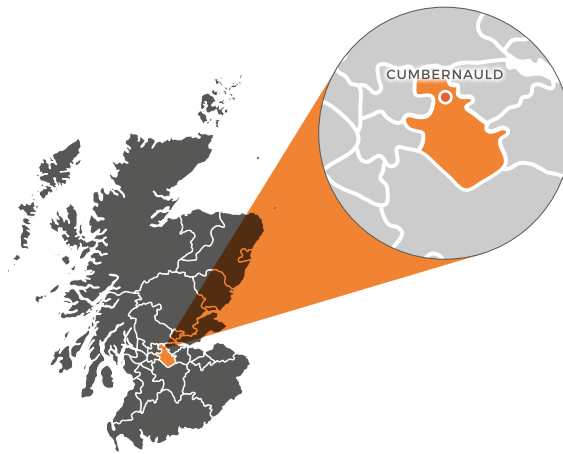
Most angels want to offer their business expertise to help emerging companies, which means it is very localised and it is not passive investment, but active involvement.

“We get people from outside Scotland occasionally asking for us to invest in their companies. We have to say that while we’re not parochial, most of our members invest in Scotland



simply because it has to be near enough so people can get involved,” said Mr Grahame.

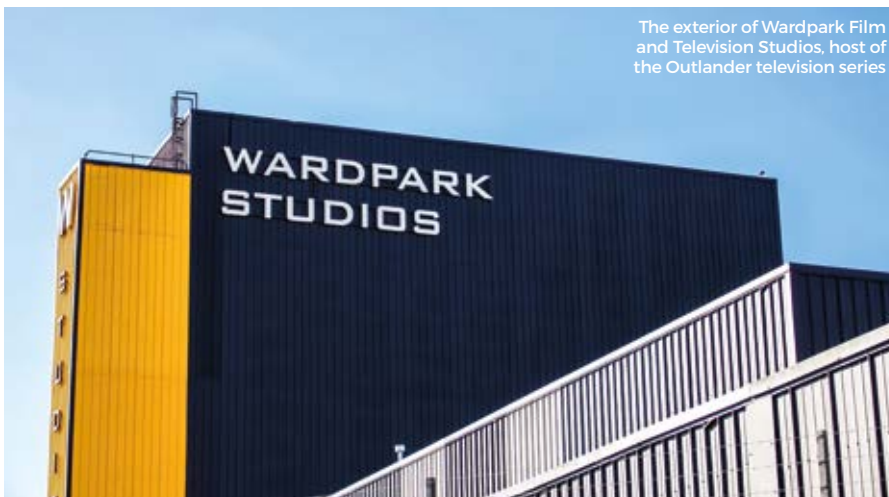
Councillor David MacDonald, Depute Leader of Glasgow City Council, sees the recycling of wealth as important for the city. “We’re keen that where there is a buy-out that jobs and research and investment remain in the city. We want people to stay here and build on the successes of their achievements in Glasgow. We are a city with one of the most highly educated workforces in the UK. It’s a city where businesses, large and small, should be thriving.”



## SPOTLIGHT ON Cumbernauld

Words by: *Kenny Kemp*

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**C**umbernauld, as a top 10 Scottish town in terms of population, is one of the country's most productive urban centres with a wealth of businesses. Over the past 60 years, this post-war New Town has increased its population to nearly 60,000 people. While many of its citizens work in Glasgow, the majority are employed in businesses operating in the North Lanarkshire Council region.

A brief survey of Cumbernauld's firms suggest that manufacturing, logistics and transportation firms are a major element of the town's success. Soft drinks firm AG Barr, food retailers and distributor Farmfoods and wholesalers such as Southeast Trader are stalwart companies, while along the M80 corridor, Devro, the sausage skin makers, has its Moodiesburn and Bellshill manufacturing facilities. It employs a large number of people who live in Cumbernauld.

Rhenus Logistics, based on the Cumbernauld Business Park, Wardpark South, agrees that location, location, location is supremely important. Ian Docherty, Rhenus Branch Development Manager, said: "Cumbernauld is an ideal location for us as it provides good transportation links via the M80 to all other parts of Scotland. This is a benefit as it enables us to collect and deliver international freight on behalf of our clients throughout Scotland."

TPS Healthcare Group, part of Dublin-based DCC Vital, also offers logistics to support manufacturers in the pharmaceutical and medical surgical supplies industries from state-of-the-art facilities at Wardpark North in Cumbernauld. TPS Healthcare works in partnership with Medasun Ltd, a supplier of post-surgical compression garments, surgical bras and everyday wear. Medasun distribute specialist lymphedema

products and optical laryngoscopes.

"From receipt of a customer order to the delivery of service at the patient bedside, we are dedicated to supporting the supplier and clinical professional in their goal of providing excellent patient care," says its website.

Devro, listed on the London Stock Exchange, manufactures more than 1,000 collagen casing products, predominantly for the food market, and exports to most countries around the world. What are the benefits of being based near the M80?

Devro's Scotland General Manager Douglas Stewart said: "There are two main benefits to being near the M80 – one for our customers and one for our staff. The motorway is ideal for minimising transportation time both for our domestic customers and for getting export shipments to a variety of ports and airports.

"Close access to the M80 helps delivery during periods of bad weather, which we often get in Scotland – the motorways tend to be gritted first during a cold snap. For our staff, the M80 helps minimise travel time and hence maximises their time at home with their families."

Many Devro employees live in Cumbernauld, Westfield, Condorrat and the surrounding areas. Mr Stewart added: "Having local employees is of huge benefit to Devro – and to our staff.

"Having work within easy reach along the M80 minimises travel time while being far enough away that it's not on your doorstep. It also helps us connect to our local communities, which has always been a key matter for Devro. It also allows for friendships, relationships and connections to be made as people

socialise outside of working hours.”

Perhaps the prevalence of open community space in the town – with more than 50 per cent of the town green space – has encouraged green businesses to evolve. One Cumbernauld firm has found a way to reuse toner powder in ink cartridges. Moock Environmental Solutions Ltd's (MES) main business is the recycling of printer consumables, which must be disposed of under the Waste of Electric and Electronic Equipment recycling legislation. The powder was considered useless, but working in conjunction with Dundee University, MES has discovered it can be turned into pigments.

Sales Manager Graeme Clowe said: “There’s always activated toner powder left over when recycling cartridges. It can’t be reused and is classed as a hazardous waste. This would previously have been sent to landfill; however, working with Dundee University, we managed to develop an admixture that enables this waste material to be reused as a high-quality pigment.”

Cumbernauld-based CMS Window Systems has also been recognised for its environmental excellence. The window, door and curtain walling manufacturer won a Scottish Green Apple Award for Environmental Best Practice 2018. CMS has become a Green World Ambassador, representing Scotland in the Green World Awards 2018.

CMS Window Systems Chief Executive David Ritchie said: “We’re delighted to win the Scottish Green Apple Award as it is a terrific endorsement of our sustainable business strategy.

CMS was built from day one around environmental, social and economic sustainability, at the heart of which is our unique closed-loop recycling guarantee, ensuring our landfill waste is virtually zero and that our new windows and doors are easily recyclable at the end of their lengthy service life.”

Meanwhile, Clearwater Controls Ltd, who make DERAGGER – an intelligent device that prevents blockages in waste water pipes – has secured a second round of funding from UK

Steel Enterprise. The firm was first backed by UK Steel Enterprise (UKSE), Tata Steel’s regeneration arm, in September 2017. The six-figure deal was one of the largest packages to be awarded by UKSE, which has now rolled out additional funding to support Clearwater Controls Ltd’s pilot programmes in the US, Australia and the UK. The DERAGGER provides real-time detection of wet-wipe type obstructions.

Simon Crompton, Managing Director at Clearwater Controls, said: “UKSE has been an integral part of our journey and we are grateful for the team’s support. We have great aspirations for the next few years, and the latest funding allows us to take yet another step towards our goals.”

Logistics has another meaning in delivering training for pilots. Cloud Global bought Border Air’s Cumbernauld Airport base. Cloud Global covers a broad range of aviation services, including operating Perth Airport and providing a range of flight

training. Border Air Pilot Training delivers in three locations: Cumbernauld, Oban and Carlisle.

Teledyne Controls Scotland, part of the California-based avionic systems manufacturer and a supplier to the world’s major airlines, has a repairs and overhaul base employing trained test engineers at Wardpark North Industrial Estate in the town.

The High Street optical business, Optical Express, one of the stalwart employers in the town since 1991, is now a world leader in eye care, with more than 100 clinics across the UK. From glasses and contact lenses to laser eye treatment, the firm has remained at the forefront of an industry that has been competitive.

Its turnover in 2016 was £86.9 million. It now employs surgeons to perform its eye surgery procedures and has invested more than £400 million in its top-of-the-range clinics. Entrepreneur David Mouldsdales, who trained as an optician, has been the man with the – excuse the pun – vision to keep ahead of trends.

The iconic raincoat Mackintosh is being revived for sale to a high-network audience. The Cumbernauld plant is making the original ‘Rainy Mackintosh’, made with rubberised cotton and seams that are glued rather than sewn, making a watertight garment.

Daniel Dunko, Managing Director, has been working to rekindle the brand among the major UK fashion brands such as Burberry. The company is employing around 60 people at its factory on the Blairlinn Industrial Estate, while online retail marketing takes the Scottish name to a fashion-conscious worldwide fashion.

Cumbernauld shows it is a town that is working well for Scotland.



Irn-Bru is made in Cumbernauld © chrisdorney/Shutterstock.com

**“Having work within easy reach along the M80 minimises travel time while being far enough away that it’s not on your doorstep”**



Arria, Angel of the Nauld, is a metal mermaid sculpture created by Andy Scott, overlooking the M80 motorway near Cumbernauld © Honey Cloverz/Shutterstock.com

# RISKY BUSINESS

**C**ybercrime is a sprawling, uncontrolled and uncontrollable phenomenon that keeps morphing and mutating in new, sometimes unpredictable, ways.

When you're in business the only way to tackle such an erratic threat is to take an ordered and planned approach that consists of identifying, analysing and countering the risks you face.

To do so, it's vital to be aware of how the landscape is changing and what help is out there to guide you through the challenging environment.

## The academic viewpoint

Omar Uthmani, of Glasgow Caledonian University, said: "As more and more business processes become digital, the attack footprint for malicious use is substantially greater.

"Larger institutions can find it difficult to move to new operating systems, and therefore they end up using unsupported software. As we saw last year with the NHS, that can make them vulnerable.

"Even if they can transition to something new it might bring its own problems. For example, how does this integrate with older software they are already using? Recently, Microsoft made some tweaks that meant parts of its operating systems are not backward compatible."

Fortunately, Omar believes that these days SMEs are more tuned in to potential problems. His advice is to make sure your software and operating systems are licensed and have the most recent security patches as released by Microsoft, Apple and so on. "Just ensuring that happens goes a long way to maintaining security."

In terms of new trends, he said

more companies are adopting a "bring your own device" approach, where employees use their personal mobile devices for work tasks. That presents its own risks.

"In these cases it's important to make users aware that if you 'jailbreak' the device, in other words override the security mechanisms it came with, you're opening it up to malicious applications.

"Accompanying this, malware on mobile phones is the biggest threat on the horizon. There are far more mobiles on the go than laptops or desktop PCs. And the sheer flood of applications on mobile makes it hard to guarantee security – there have even been malicious apps discovered on the Google Play store."

## The specialist approach

Paisley-based Seric Systems operates at the sharp end of cybersecurity, providing services to companies and organisations of all types. In the experience of its Director of Consultancy, Craig Devlin, one current prevalent risk is ransomware.

That's where company systems are infected through malicious intent, or accidentally, and their data is held hostage. "That could be data that allows your business to operate, or it could be sensitive information, the release of which has repercussions under the new General Data Protection Regulation (GDPR), which come into effect in May 2018. GDPR allows for fines to be imposed if information is leaked or not properly protected."

If your data is held to ransom, the cost to get a device unencrypted can vary. What's more, as Craig warns, there is no guarantee you will get all your data back. And, depending on



how you handle the situation, costs can increase. "We've seen cases where people wanted to pay quickly and the hacker trebled the fee because they could see they had an easy target."

Even if you do pay up you could well be hit again. "Most people that are hit by ransomware are hit multiple times," said Craig.

## When a client comes to Seric Systems for help, the first task is to establish a baseline

This helps make sure it's possible to define outcomes and assess the success of any measures taken. "To fix any problem you first have to be clear what the scale and scope of that problem is," added Craig.

**“The focus is on pragmatic solutions that take into account the organisation’s aspirations and in-house capabilities”**



Craig Devlin

Many SMEs start with Cyber Essentials and Cyber Essentials Plus (see page 34). Reaching the first level of Cyber Essentials confirms you have achieved a basic level of compliance with specific standards.

"It's recommended that most businesses should achieve Cyber Essentials Plus," said Craig. "That's where an organisation such as Seric or an accreditation body comes in to test your approach; for example, checking that you are patching your system and meeting the five basic standards. As part of the process we scan internally and externally – websites, firewalls, PCs, laptops and other mobile devices. Once everything is satisfactory you get an accreditation

you can display on your website."

That helps reassure customers that you are addressing cybersecurity. As Craig outlined, if an organisation is keen to do more, Seric can help make sure they are aligned to specific guidelines and rules.

"We work with companies to make sure they address security threats appropriately, rather than simply applying a quick fix. The focus is on pragmatic solutions that take into account the organisation's aspirations and in-house capabilities. It's vital to make sure the owner or senior manager is fully aware of where his/her organisation needs to be to maintain security and avoid becoming a victim of cybercrime."

**Perhaps surprisingly, most vulnerabilities relate to processes rather than technology**

"Once you get beyond the basics covered in Cyber Essentials we find that approximately 60-70 per cent of the changes we help businesses



make focus on process and people."

Practices such as social engineering and phishing, which hoodwink individuals into releasing security details, are elements of cybercrime, but their success depends on human fallibility and process flaws.

"It's vital to train staff and adapt your processes to make your operation more secure," said Craig.

"For example, if large amounts of money are being transferred you should have at least two or three checks in place that must be carried out before the transaction is executed."

Looking ahead, he believes the focus for cyber criminals will be on executing an attack without

leaving a trace. "If it was akin to real life crime it's like wearing gloves and wiping down surfaces so you don't leave a trace of DNA."

"The focus is on getting in, stealing what you're after, whether that's data or cash, and then getting out again without being detected."

Significant data breaches could

## Cyber Essentials

These are government backed recommendations that outline five basic controls to help businesses in the UK stay alert to the cyber threats they face. The tenets covered are:

- Use a firewall to secure your internet connection
- Choose the most secure settings for your devices and software
- Control who has access to your data and services
- Protect yourself from viruses and other malware
- Keep your devices and software up to date.

Find out more at:

**[www.cyberessentials.ncsc.gov.uk](http://www.cyberessentials.ncsc.gov.uk)**

take place, but the organisations and individuals affected will be completely unaware that they have happened.

"As the threats continue to develop, it's incumbent on all of us, whether at home or at work, to remain alert and make sure we're observing basic security standards."

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# AI and employment law



**D**eep within the bowels of Glasgow's new Queen Elizabeth University Hospital, the world of science fiction has been transformed into reality.

A fleet of robots, known as Automated Guided Vehicles, glide through a network of underground tunnels, quietly portering around essential equipment such as linen and medical supplies. The devices have their own lift, can sense obstacles, and can recharge themselves.

This is Artificial Intelligence (AI) in action. The robots are clean, quiet and efficient. They don't call in sick, fall out with colleagues or take holidays. They are compliant and don't make bad jokes to patients. In other words, they are near-perfect servants.

It's a positive example of how technology can add real value to the

economy, reducing cost and increasing productivity. That makes it an ideal example of the huge opportunities – and challenges – AI presents.

This upscaling of workplace technology is being described as a new industrial revolution. Disruptive change, driven by ever more sophisticated digital invention, is happening faster than ever before in history. Certainly it is impacting on society at a rate which leaves oversight, regulation and legislation running to catch up.

Here in Scotland, the effect is likely to be as profound as anywhere. A recent report from the Centre for Cities warned that 20 per cent of jobs could be displaced in Scottish urban centres by 2030. In

numeric terms, that means nearly 113,000 jobs in Glasgow, more than 60,000 in Edinburgh, almost 36,000 in Aberdeen and 20,000 in Dundee.

These are huge, frightening

numbers. Katie Russell, Partner in the employment team at the Scottish legal firm Shepherd and Wedderburn, says that the breadth of roles likely to be affected by technology is 'staggering'.

She adds: "Businesses may well expect that certain back office positions such as data entry, office administration, machine operators,

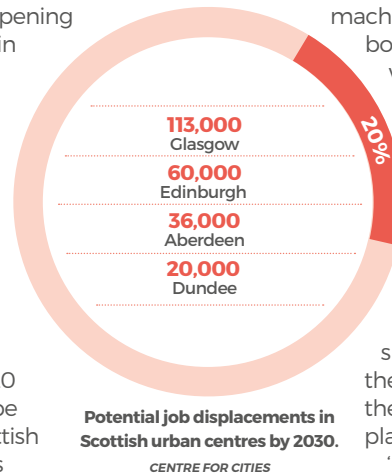
bookkeepers and clerks will be replaced by machine learning.

"However, it's also anticipated that technology will replace some customer facing positions, including a large number of sales roles. Businesses should be factoring these considerations into their long-term strategic planning.

'It may be appropriate to consider the need for

investment in training and upskilling for existing staff so that they can perform other roles."

Katie also points out that there are also concerns that current employment law has not kept up with the drive to automation. "For employees, there are a number of concerns.



**“Businesses should be factoring these considerations into their long-term strategic planning”**



Katie Russell

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"Take redundancy – if a business is doing well and invests in technology and this results in roles being replaced, the law as it stands would not necessarily provide protection. If I were to lose a job to a robot, I may be unlikely to receive a redundancy payment."

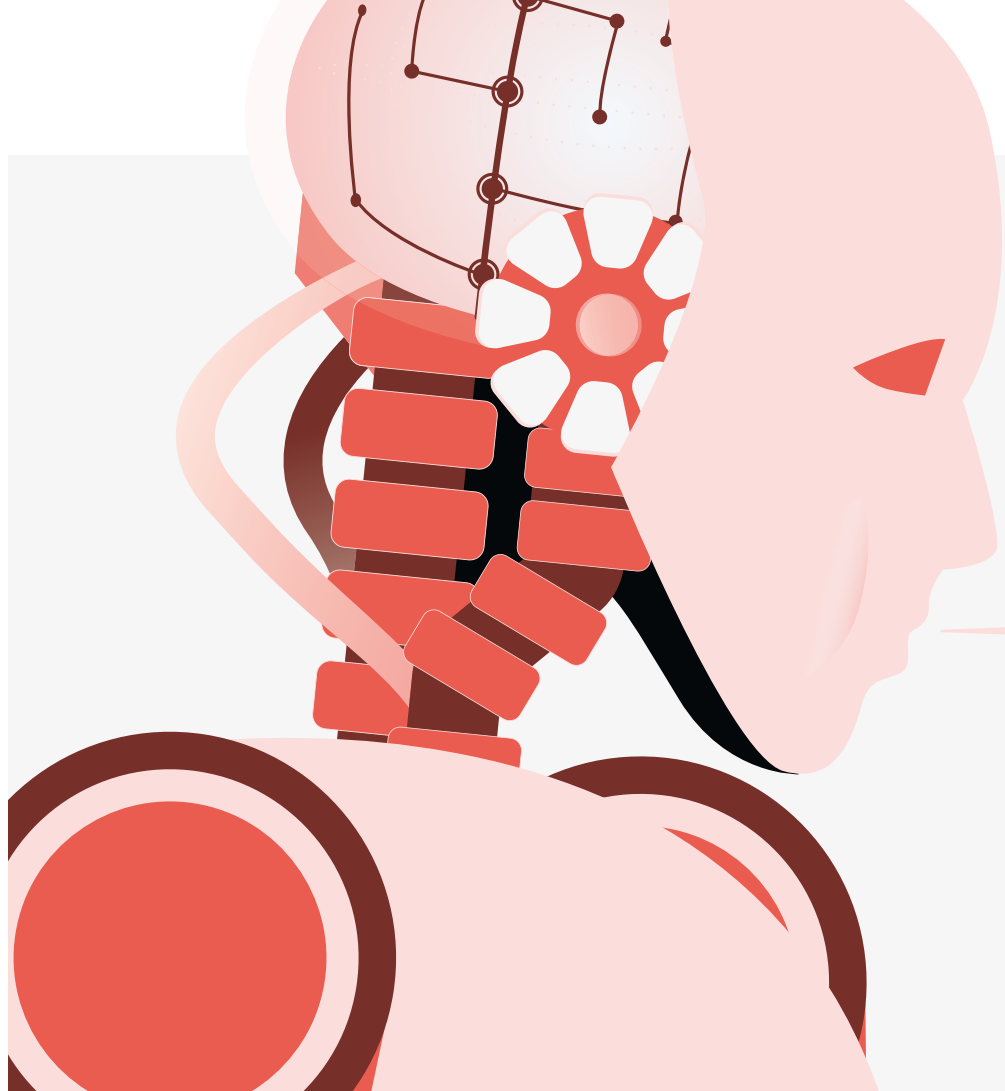
Another potential issue she mentions is that of tax revenues: if workforce numbers fall, then Treasury income will be reduced while benefit payments may rise.

One answer to this may be a Robot Tax to offset the losses. "What is clear is that as the shape of our workforces changes over time, the law must keep pace if employees are to be protected."

Ruth Dukes, Professor of Labour Law at the University of Glasgow, believes that the effects of technology are likely to be complex and far reaching. "It may not mean fewer jobs, but rather a change in the scope of work and a worsening of conditions."

There are instances, she says, where using manual labour is now cheaper than the cost of mechanisation, as workers are often low

Professor  
Ruth Dukes



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“It is one of the key issues of  
our age and fundamental to  
the way we live and work”



paid and have very few employment rights.

“There will always be work to do. The question is what kind of work it will be. It may be less well paid, with more and more people chasing the good jobs available. And there may well be a growth in self-employment. That can go hand in hand with lower pay – we are already seeing people running their own business who aren’t even making the minimum wage.”

Technological change is nothing new – it has been happening for hundreds of years – but it is the steep pace and intensity of the current shift which is unprecedented. “And it doesn’t always make life easier for the consumer. If you look at call centres, then the customer can be kept on hold waiting for an answer. That makes the business more efficient at the cost of the client’s time.”



Automatic guided vehicle (AGV) with robotic arm

Expectations of long term employment security, Ruth adds, are also likely to continue to fall. “Young people entering the workforce in particular are going to have to accept the fact that they will probably have a series of jobs during their working lives.”

Like others, she accepts that if change is managed intelligently, it can be a good thing for all concerned. The same point is made by David D’Souza, Membership Director of the CIPD, the professional body for HR and people development.

He says technology should enhance the performance of the workforce rather than simply being seen as a quick fix. “It can be a great way of improving productivity and that’s what we want

to see happen.

“A combination of people and automation is the best way forward, with the technology allowing humans to be creative. Organisations should not be thinking of their people as a pure cost to be reduced.”

Despite the challenges, David says he is optimistic about the future. “If we

automate everything then there will be a race to the bottom. Where it becomes really effective is when it releases people to be productive and allows them to work more flexibly.

“We are seeing a narrative about social impacts at work and there is also more transparency than ever these days about how organisations treat people. There is a growing discussion about the quality of the workplace and awareness of issues such as conditions and sexual harassment.”

The debate about positive use of technology should fit into this.

“Of course, government has a role to play, but so do bodies like ours, politicians and academics.

“It is one of the key issues of our age and fundamental to the way we live and work. We have to evaluate the opportunities and risks and the best way to do that is with a multidisciplinary approach.”



David D’Souza





# Don't fall short in the H&S stakes

**H**ealth and Safety regulations exist to provide protection in the workplace. That means they simply have to be a priority for any and every employer.

For the most part, this is a reserved issue handled from Westminster under the Health and Safety at Work Act 1974.

The regulations apply to all businesses, no matter how small. As an employer, you are responsible for health and safety in your business.

Management of a safe working environment will be straightforward for many Glasgow businesses. Much of it is common sense and involves taking practical, risk-assessed steps to protect not only your people, but also the future development of your business.

A secure working environment matters to your staff and will bring its own productivity rewards.

In general, UK companies and organisations manage health and safety issues well. According to the

Health and Safety Executive (HSE), we consistently have one of the lowest rates of fatal injury in the EU, and a similar level of non-fatal injuries when compared to other large economies.

Nevertheless, the cost of illness or workplace accidents across Great Britain is high, at very nearly £15 billion in 2015/16: in Scotland alone it was more than £1 billion.

Fines handed out in 2016/17 – now related in size directly to the turnover of organisations – amounted to £69.9 million. In the same period, there were 19 fatalities in Scotland, compared to 108 in England and 10 in Wales.

Clearly, employees in some sectors are more at risk than others, with agriculture, forestry, fishing, construction and wholesale among those at the top of the list for injury.

The HSE reinforces the message that complying with health and safety legislation need not be difficult, and the consequences of not doing so can be extremely serious.

There may be fines to be paid – sometimes very substantial fines – and compensation awards. Insurance can cover the awards made, but it will not cover fines. Making sure you have adequate cover for these kinds of challenges is underlined once again.

Lawyers tend to become involved with health and safety matters after a claim has been lodged and an insurer has refused to pay out.

Elena Fry is Head of the Insurance and Risk Team at the Scottish legal firm Brodies. "It pays to be proactive rather than reactive," she says. "It's not only the reputational value of a company that

may be severely damaged but the financial cost of a claim, particularly if there is a fatality, can be enough to destroy a small business."

Where there is negligence or other breach of health and safety legislation, then there may be fines to pay and perhaps a criminal investigation. Your insurance policy will not protect you against your own failures.

Elena adds: "It's never a one size fits all issue. Insurance policies are bespoke. Businesses should have a qualified and reputable insurance broker assess the business risks and work with the business to put the correct insurance cover in place.

"Employers should review insurance cover at least annually to ensure it is still relevant to the business' needs. In addition, they should ensure that all staff are fully aware of workplace rules.

"Involving the workforce in the management of health and safety is very important. Take into



Elena Fry

account their thoughts and views because they may notice a risk factor that a manager does not see. A good culture from the top will trickle down and encourage a proactive approach."

Gordon Duncan is Partner and Head of Corporate for Scotland with Lockton Companies LLP, the world's largest privately owned independent insurance brokerage firm.

He advises clients on the design and placement of insurance across a wide range of sectors, including hotels and leisure, food and drink, manufacturing, oil and gas, real estate and construction.

"Insurance companies ideally like to review and assess a company's health and safety policy as this is a key rating factor when negotiating terms and conditions," he explains.

"If a company can demonstrate proactivity and a well-managed risk, then this will have powerful impact upon the wellbeing of all employees, create a safer environment, and will enable the company to differentiate themselves in the insurance marketplace.

"It is critical that the health and safety policy is regularly reviewed and updated with robust procedures and protocols in place to successfully defend any potential actions against the business.

"Companies should implement measures to prevent and mitigate risk to the best of their ability. In the event of a claim arising, a well-structured and executed policy will enable the business to successfully defend themselves."

As Kevin Clancy, Senior Associate at Shepherd and Wedderburn in Glasgow, points out: "SMEs should understand that they are looking after the health and safety of their workers, whether in the office, out on business or indeed sometimes working from home, and so it is important to be aware of the changes to the business and to regularly assess the level of risk accordingly."

Policies may well include specific exceptions. It is always important to read the small print or ask your broker to take you through it line by line.

**“Companies should implement measures to prevent and mitigate risk to the best of their ability”**

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Kevin Clancy

"While the broker will be your first port of call, your legal representatives can offer advice in identifying any exclusions you had not realised were there, and discuss with you the extent of the insurance cover provided," adds Kevin.

"It is also important to be aware of the extent of any legal expenses cover that may be required should there be an investigation or prosecution following an incident."

While corporate insurance, correctly applied, will cover most risks, there remains the possibility that an individual manager or owner can be personally held to account.

The Health and Safety at Work Act says individual directors or senior managers may be liable where a company fails to meet its obligations and the failing is due to the

director's "consent or connivance" or where their neglect permitted the safety failure.

The important thing is to be constantly aware of the dangers and to have robust procedures in place to prevent accident, illness or injury wherever possible.

Take a solid belt-and-braces approach and monitor your rules and practices constantly and carefully. Then, if anything untoward does happen, you shouldn't have to worry about the law, your reputation – or, indeed, the very future of your business.

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Contact Shepherd and Wedderburn online at [www.shepwedd.com](http://www.shepwedd.com) and Kevin at [www.shepwedd.com/people/kevin-clancy](http://www.shepwedd.com/people/kevin-clancy)



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 W: www.atsipp.co.uk  
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 No of Employees: 11-50  
 Contact: Elizabeth Riddex  
 Property Team Leader

**Cornerstone Asset Management**

58 Waterloo Street  
 Glasgow G2 7DA  
 T: 0141 410 1085  
 E: lrvine-rae@cornerstoneam.co.uk  
 W: www.cornerstoneam.co.uk  
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 No of Employees: 11-50  
 Contact: Lesley Irvine-Rae  
 Wealth Manager

**Discover Momentum International LLC**

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 VOX Studios  
 1-45 Durham Street  
 London SE11 5JH  
 T: 0203 838 1298  
 E: a.barr.externalnh@nh-hotels.com  
 W: www.discovertheworld.com  
 Global travel services and distribution.  
 No of Employees: 1-10  
 Contact: Allie Barr  
 Hospitality Sales Manager – Scotland & Ireland

**Elderpark Housing Association**

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 T: 0141 440 2244  
 E: eddie.dunlop@elderpark.org  
 W: www.elderpark.org  
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 Contact: Edward Dunlop  
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## PEOPLE ON THE MOVE IN THE BUSINESS COMMUNITY

## New General Manager at the Golden Jubilee Conference Hotel



New General Manager Zico Iqbal is responsible for daily operations at the independent Golden Jubilee Conference Hotel and will also help implement their strategy to become an international venue

focusing on healthcare and medical markets.

Zico brings a wealth of experience from senior management roles with Malmaison, Village hotels and Diageo, as well as other hospitality venues.

The Golden Jubilee already has an excellent reputation in the conference and hospitality sector. This year they celebrate 10 years with Venue of Excellence and four years with the International Association of Conference Centres.



**Golden Jubilee  
Conference Hotel**

## Hilton Glasgow appoints new Executive Chef



Ryan Neill, a 2012 Acorn Award winner and recipient of the 2013 Hotel Catey for Hotel Chef of the Year (more than 250 covers), has joined Hilton Glasgow from Cameron House hotel on Loch Lomond where he spent six years as Executive Chef. Ryan will have authority over the 319-room hotel's food offering from in-house restaurant, room service and banquet catering. He has been tasked with giving the food offering a "modern Scottish feel" utilising high quality locally sourced produce.

Planning and cooking meals for the Queen

and the Scotland National team were highlights of his time at Cameron House.

### CONTACT DETAILS

**Ryan Neill – Executive Chef, Hilton Glasgow**  
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