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GlasgowBusiness

MARCH 2018

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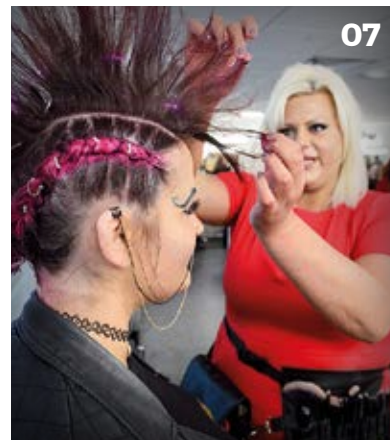
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Excited by opportunities to strengthen our role

Jim McHarg, President
president@glasgowchamberofcommerce.com

When I was elected to my position as Chamber President at the Annual General Meeting on 29 January, I said that it was an honour and privilege for me to take up this illustrious role.

The Chamber is in good health and for the next two years of my term I'm looking forward to supporting Stuart Patrick and his team as they strive to help make Glasgow a better place to do business in, to live in, to work in and to visit.

I'm acutely aware of how close the Chamber is to the heart of the city, working on behalf of members to make Glasgow the very best place to grow a business in the country. I want to retain that position.

I'm keen that we continue to listen closely to our members and that we can make a difference. I want to support the Chamber team to bring in a new wave of members to be part of this success story. I want us to attract a new generation of members to be as diverse as our city, representing all sizes, ages, sectors and communities. The member review told us we should reach out to sectors and communities which are currently under-represented and I will be seeking support to make this happen.

My ambition for the Chamber is to ensure that the membership grows over the next two years – that aim is at the front of our Business Plan.

The Chamber is an enthusiastic member of Team Glasgow. We want to strengthen our strategic relationships with the City Council and its arms-length organisations, alongside Developing the Young

Workforce and Zero Waste Scotland. We will be making special efforts to promote Glasgow as a circular economy, aiming to make the city a world leader in this regard. We will be making the case to the national Developing the Young Workforce board for another three years of funding so we can increase the career opportunities for the city's young people. We have a skills shortage in the city and we need to tackle this.

We will continue to place a strong emphasis on the relationship with the new City Government, supporting their aspirations for a growing, inclusive economy and we will enthusiastically support the Council's implementation of the Glasgow Economic Strategy through the Glasgow Economic Leadership and the Glasgow Partnership for Economic Growth. We will play our part on the Connectivity Commission providing constructive inputs that will help improve our city centre.

We have a strong international outlook in 2018 as we look forward to the European Championships in August and capitalise on our agreement with the Berlin Chamber of Commerce, while we continue to connect members with their various export markets.

One of my key aims is to ensure that our new policy forums are up and running in the months ahead.

I hope members can support me to make these forums work well and add value.

As a Glaswegian born, raised, educated and who has spent all of my working life in the city, I am excited and honoured to be the new President.





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PARTNER NEWS

SCOTTISH BALLET FLIES HIGH WITH LOGANAIR



Jonathan Hinkles, Managing Director, Loganair, with Scottish Ballet dancers

Scotland's national dance company Scottish Ballet has announced that Loganair, Scotland's Airline, will be official partners of their upcoming tour of Matthew Bourne's *Highland Fling* as Official Airline Sponsors for 2018/19.

Loganair, the only airline based and owned in Scotland, will be supporting the company by flying Scottish Ballet dancers and touring team across Shetland, Orkney and Lewis with specially chartered flights throughout April and May 2018.

This is the first time Scottish Ballet has toured a full-scale production to such remote locations and the commercial support of Loganair ensures performances can be enjoyed by local communities across Scotland.

Affectionately known as a romantic wee ballet, *Highland Fling* was originally produced in 1994 by Olivier Award-winner Matthew Bourne. Presented exclusively by Scottish Ballet, *Matthew Bourne's Highland Fling* is a wonderfully imaginative re-working of the classic romantic ballet *La Sylphide* with a wickedly wry Scots twist and hilarity mixed with classical ballet.

Sponsor benefits for Loganair will involve working closely with the in-house marketing and communications team at Scottish Ballet to generate engaging video content with dancers on tour, all in keeping with the humorous side of *Highland Fling*. Loganair will also be entertaining VIP guests at various dates throughout the tour.

Former students flourish thanks to industry support at Glasgow college

Two former City of Glasgow College students have been declared 'local heroes' by Bridge 2 Business (B2B), which offers college students direct access to entrepreneurial role models and financial help to bring ideas to life. The programme, in association with the John Mather Trust, also supports an annual college competition to help develop self starters.

Claire Halligan, 22, from Carntyne runs her own business, Pop Up Jewellery, using designs inspired by her east end home. She has watched her new business go from strength to strength in just a few short months thanks to funding and support from the Enterprise initiatives and the college's dedicated Start Up team.

And competing for a share of £40,000 funding challenged her even more. Claire was one of only 10 students who won.

City of Glasgow College's Start Up space was created in 2017 specifically to encourage students to consider setting up in business for themselves. Its Resident Entrepreneur, and former



James Wilson, City of Glasgow College; Fynn Elkington, Fosho Video; Claire Halligan, Pop Up Jewellery and Brian McEwan, B2B. Picture courtesy of Alan Williams

student, Fynn Elkington was also recognised by B2B for his passion and educational flair in his new role supporting students engaged in Enterprise education.

Fynn, who runs his own production company Fosho Video graduated from City of Glasgow College with a HND in Creative Industries: Television and was delighted to also be recognised as a 'local hero'.



Jade Mullen adds the finishing touches to a model in the blow dry style category

Investment

Hair and beauty students at Glasgow Clyde College are brushing up and polishing off their skills in the new facilities, following a £120,000 investment.

The department officially opened and hosted two industry competitions. Invited guests and stakeholders were invited to pick the finalists in the Wella Exposure technical hair colour competition and the Association of Hair and Therapy (AHT) Awards.

Second-year students on the creative cut and colour course showcased six looks, with the top three styles proceeding to the Scottish final of the Wella Exposure Technical Hair colour finals, which take place in March.

Glasgow Clyde College has had a successful history with the AHT awards and 12 students will be progressing to the Scotland final.

Students will have full use of the new facilities, which include new sinks, stations and therapy spaces.

The new facility was part-funded by the Glasgow Clyde Education Foundation, which awarded £100,000 for the refurbishment.

Rick de Blaby
Executive Deputy Chairman, Get Living

Smart tech is the real deal



Rick de Blaby, Executive Deputy Chairman, Get Living

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

My Dell XPS laptop has a great screen for reviewing documents (laptop of the year I am told!), which is always connected by my HUAWEI mobile dongle to stay online and connected when I'm away from my desk. I always carry my iPad; it's light, got good battery life and perfect for travelling. Google Earth is an unbelievably useful tool in real estate too. All my files are backed up to cloud-enabled Office 365 for word and spreadsheet processing. Finally, an iPhone for mobile connectivity and all pictures are backed up to the cloud.

You've been expanding in Glasgow - is there any new technology that you are using to help productivity/communication?

We have submitted a planning application for more than 800 apartments on a site next to High Street Station, just to the east of Merchant City. We will be creating an incredible new neighbourhood of homes for rent with high-quality public realm, smart technology and space for co-working. In East Village and Elephant Central, we're just migrating to a new management system where our existing residents can download an app that will allow them to pay their rent online, send a maintenance request or book a parking space or storage pod. We're always looking to improve the customer experience and tech is a big part of that.

What websites/apps/magazines/newspapers do you turn to for business intelligence?

I confess to being a news and current events addict, so I read the usual news websites, trade magazines and other shared articles avidly. When I do get time, I enjoy the more reflective columns written in the *Sunday Times*. We also subscribe to *Capital Economics*, which provides valuable insights.

What book(s) should everyone in business be reading?

I guess that depends on what business you are in. When I talk to young business people coming through I still think Stephen Covey's *The 7 Habits of Highly Effective People* stands up well. No matter how much technology, and now prospectively AI, impacts our lives, the ability to listen, understand, empathise, interact, persuade and be interdependent upon each other is how we invent and create wealth to make the world a better place. After that, read the biographies of your industry's business champions.

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

That's easy, and it has nothing to do with technology. At Get Living we are lucky to have some really smart, passionate and committed people. By working collaboratively and with an infectious energy, they are doing some amazing things in pursuit of delivering great homes.

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

I've been lucky to have a number of key mentors. An early one taught me to give one's counterpart an honourable exit when closing them into a position of conceding. However, Oscar Wilde's adage is a good one too: "Be yourself, everyone else is taken".

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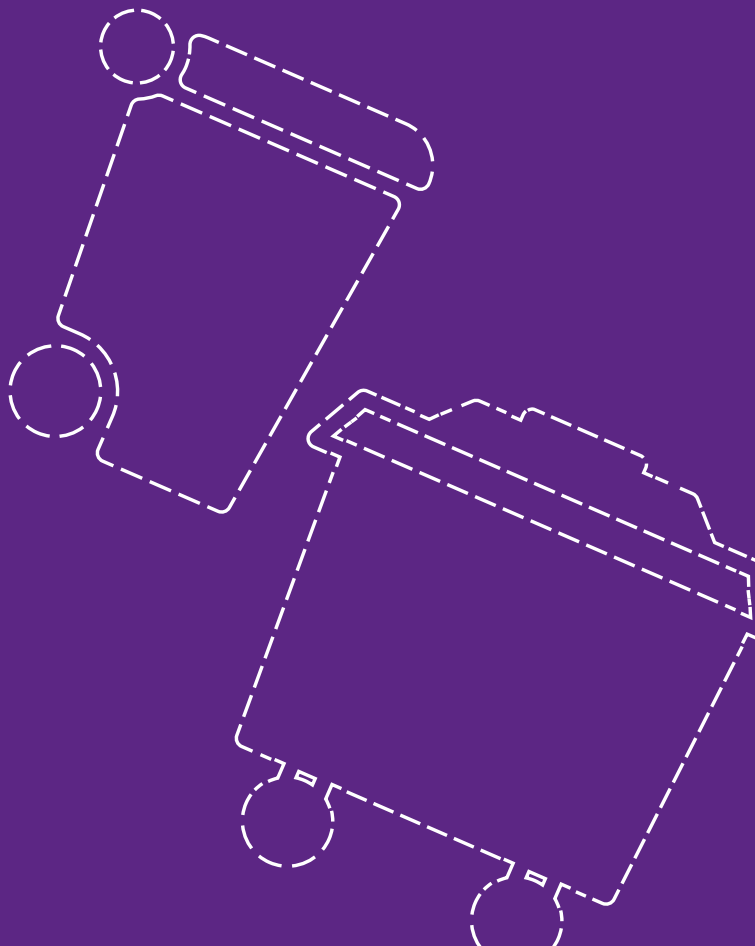
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Glasgow Chamber exists to give all our members a voice

Stuart Patrick, Chief Executive
chiefexecutive@glasgowchamberofcommerce.com

Dynamic cities are spaces ready to embrace and encourage change while paying due respect to their heritage and traditions. Glasgow has always been a dynamo for Scotland and a bustling hub of industry and innovation. This relentless change brought industrial cycles of boom and bust, leading to terminal decline in certain districts of our city.

What has been encouraging and exciting for me in early 2018 is hearing how both the University of Glasgow in the West End and beside the Queen Elizabeth Hospital and the University of Strathclyde in the High Street vicinity of the city are planning to develop their innovation campuses and connect with more businesses in the City.

Both of our leading higher educational institutions are talking with commitment about how they can connect more practically with our city. When I hear Professor Sir Jim McDonald of Strathclyde and Professor Sir Anton Muscatelli of Glasgow speaking with knowledge and passion about their future plans for enhancing innovation, I sense those days of lofty ivory tower isolationism appear to be well in the past.

I also know that the City of Glasgow College on its brilliant campus and Glasgow Caledonian University are fully committed to practical learning and courses that will be useful for our economy. With our higher educational establishments powering ahead on different educational

vectors, I know this is good news for our city. One of Glasgow's international selling points for inward investment is the high quality of our workforce and their levels of educational attainment.

So where does the Chamber of Commerce fit in? One of our tasks is to work in close collaboration with the city's educational organisations and to identify business opportunities, to help them build their international profile, and to ensure that the entrepreneurial innovation that emerges from the labs and lecture rooms can be turned into productive businesses and products in the city.

The innovation districts of Glasgow will throw up brand new opportunities for businesses and enterprise. We will be doing our level best to support this.

However, we are still required to support and assist our members who operate in all other areas of the city,

including our city centre, which still generates the lion's share of our visitors income through the weekend and the night-time economy. The Finnieston effect, caused by the strength of the SEC, is a wonderful example of what can be achieved. It's a constant juggling act to ensure that all of Glasgow can benefit from the innovation and the funding that is on the table. The regeneration of down-at-heel districts has to be city-wide and we support the City of Glasgow Government in their ambition to share the benefits across the city.

We want internationally acclaimed innovation districts that can re-ignite enterprise in key parts of Glasgow, but as the Chamber of Commerce representing our members in all parts of the city, we must continue to remember we exist to give them a voice too.



AGENDA



New Directors (above): Alan Horn; Professor Neal Juster; Susan Deighan; Jim McHarg; Waqi Ali; Mark Bowen and Stephen McGowan
Board of Management (below): Brian Fulton; Professor Neal Juster, Gillian Docherty, Jim McHarg; Paul Little, Neil Amner and Isabella Miller



NEW PRESIDENT JIM McHARG

Glasgow Chamber AGM names new directors and Board members

Glasgow Chamber of Commerce has installed Jim McHarg as its new President for a two-year term.

Jim is a qualified engineer who began his working life as an apprentice at Weir Pumps Ltd, and from there held executive roles within a variety of large engineering companies. He now leads strategic HR initiatives across the Weir Group, including learning and organisational development.

He succeeds Neil Amner, Director at lawyer Anderson Strathern and a transport specialist. His deputy for the term is Paul Little, Principal and CEO at City of Glasgow College. At its AGM, Glasgow Chamber also made two new additions to its Board of Management, and elected six new directors to its ruling council.

The new board members are Professor Neal Juster, Senior Vice-Principal at the University of Glasgow, and Gillian Docherty of The Data Lab. The Board of Management now consists of Jim McHarg, Paul Little, Professor Neal Juster, Gillian Docherty, Neil Amner, John

Lewis Glasgow's Head of Branch Isabella Miller, STV's HR and Communications Director Suzanne Burns and Holdfast Entertainment Group Director Brian Fulton.

Glasgow Chamber also elected six new Directors, representing a cross-section of business interests from around Glasgow.

Mark Bowen, the UK Marketing Director of Scottish Power; Susan Deighan, Director of City Marketing and External Relations, Glasgow Life; Steve Dunlop, Chief Executive of Scottish Canals; Alan Horn, Director of Development at Glasgow School of Art; Professor Neal Juster, Vice-Principal for Strategy and Resources at the University of Glasgow and Stephen McGowan, EMEA Inside Sales Manager with Dell, have all been duly approved from Chamber Council membership. Waqi Ali will also serve as a nominated director for JCI Glasgow.

The new President thanked all of the retiring Directors for their contributions and gave special thanks to Chris Sheerin, who served for the full 15 years on the Chamber Council.

J H Forbes MacPherson CBE

By Duncan Tannahill
President, Glasgow Chamber of Commerce (1997)

J H Forbes MacPherson CBE was President of Glasgow Chamber of Commerce from 1980 to 1981. He passed away peacefully on 16 December 2017 aged 91.

Forbes's connection with the Chamber started through Glasgow Junior Chamber of Commerce where he served as Chairman in 1965-66. He served as Glasgow's second citizen in 1995-97 as Lord Dean of Guild of the Merchants House.

He received a Glasgow Chamber of Commerce Award for Lifetime Achievement in 2004.

A chartered accountant, he was a partner in Wilson, Stirling & Co which ultimately merged with Touche Ross & Co. He was



Chairman of TSB Scotland and a Director of the TSB Group. He also chaired the Scottish Mutual Assurance Society, the Glasgow Development Agency and the Glasgow University Vet School Small Animal Hospital fundraising appeal.

He was recognised in the 1983 Queen's Birthday Honours list when he was made a Commander of the Most Excellent Order of the British Empire.

Forbes is survived by his wife Margaret, son John and three grandchildren.

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Scottish Event Campus Investment

The Scottish Event Campus is building a persuasive case for a £150 million investment which will enhance Glasgow's international reputation.

Kenny Kemp reports on the background



The Scottish Event Campus (SEC) might be the jewel in Glasgow's entertainment and conference crown, but it cannot afford to rest on its laurels.

Every year the international competition is heating up. While Glasgow ranks third in the UK for international meetings, behind London and Edinburgh, and 68th in the world, more major global cities are developing outstanding facilities. Glasgow is being pitched against the likes of Vienna,

Copenhagen, Barcelona, Milan, Melbourne, Montreal and Toronto, all with major facilities, while African nations, such as Nigeria, are increasingly seeing the value of attracting international conferences. It's a frantic process to keep ahead.

Against this backdrop of increased choice, the SEC simply cannot afford to stand still. Its directors have put forward an ambitious vision to become the best event campus in Europe, which will deliver continuing benefits to Glasgow. Glasgow Chamber of Commerce is among a

number of significant Scottish organisations "delighted" to support the proposed next-phase development of the SEC.

Richard Muir, the Chamber's Deputy Chief Executive, said: "Assets such as the SEC enable us to attract visitors which the city business community can then capitalise on to generate spend and support employment and economic growth."

He said the SEC's success is vital for Glasgow because the city centre retail and leisure sector supports more than 33,000 jobs and

generates £5.46 billion per annum for the economy, and "we welcome the attraction of high value conference delegates and visitors".

Most Glaswegians have now heard about the Finnieston "halo effect" with cafes, bars and restaurants, and that must be allowed to continue. It is noted that conference delegates account for one in five hotel beds sold in Glasgow, with business tourism worth more than £800 million to the Scottish economy, while the concert visitors contribute tens of millions and are now coming from all over the UK.

The SEC, including the SSE Hydro, the SEC Armadillo and the SEC Centre, is recognised as Scotland's major event campus for entertainment, conferences and exhibitions. It is the hot spot for the

“The SEC is faced with four options: do nothing; maintain market share; go for an intermediate option or for an ambitious one – the preferred option”

biggest bands and stage acts and now firmly on the international circuit. While the venues are operated by Scottish Event Campus Ltd (SECL), a private company, the main shareholder is Glasgow City Council, which has a 91 per cent stake in the business.

The campus is owned partly by the company and the council. The SEC attracts about two million visitors a year attending a vast number of events. The economic benefit to Glasgow is £411 million a year in 2016, £308 million for Scotland and £240 million to the UK. In 2014/2015, the economic impact of SEC conference business alone was calculated at £137 million.

According to the review, the opening of the SSE Hydro in September 2013 has "delivered incredible successes right across the business and it has highlighted the need to develop similar strategic responses in the other market sectors".

However, this is not enough. The SEC's vision is about developing and growing the conference business throughout the next 20 years. The vision has letters of support from Glasgow Chamber of Commerce, Chair of the Glasgow Economic Leadership group Professor Sir Jim McDonald, Event Scotland, Edinburgh Airport, Glasgow Airport, Glasgow City Centre Retail Association, Glasgow Life, Glasgow Taxis, the Gleneagles Hotel, the Greater Glasgow Hotels Association, the Scottish Tourism Alliance and VisitScotland.

"A recent research project conducted by the SEC combined with a review of the UK and European competitor venues by the SEC executive directors in November 2014 and anecdotal feedback from clients and venue staff have highlighted the need to enhance the existing venue facilities in terms of quality, flexibility, capacities, interconnectivity and technology in order for the



SEC to remain relevant to the market and prosper in the meetings industry," said an SEC report.

It said that while the existing facilities have served Glasgow well they are now dated and less flexible than many competitors. "Increased competition in the UK market has been and will continue to be, the greatest threat to the SEC's performance in this sector," stated the report.

Existing competitors outside of London included ACC Liverpool, Manchester Central, ICC Birmingham, ICC Wales, Belfast Waterfront, ICC Dublin and the AECC Aberdeen, all with major expansion programmes under way or on the cards.

"Competition is fierce, constantly evolving and on the increase. In order to maintain current levels of success and outperform our competitors, investment in the product is needed," it added.

However, it is not simply UK competition that the SEC is bidding against. New venues including ICC Sydney, Oman Convention and Exhibition Centre, and the Rome Convention Centre have opened, while, nearer home, a £200 million investment in Gateshead, in the north east of England, has been announced, including entertainment, conference and exhibition facilities.

The SEC's proposal is to keep ahead of this competition and to enhance the existing campus by offering a world-class, purpose-built, multi-conference complex, with modern, flexible, compact facilities that differentiate the SEC from its competitors.

This would allow the SEC to capitalise on the growing international associations meetings market, house smaller UK and Scottish meetings without blocking the opportunities for larger meetings and secure conference business lost because of a lack of banqueting facilities for more than 800 people.

The SEC is faced with four options: do nothing; maintain market share; go for an intermediate option or for an ambitious one. The ambitious scenario is the preferred option and involves a proposal with development costs of around £150 million, pared

back from an initial budget cost of £200-240 million.

The SEC has been building a business plan for this new development, looking at construction costs with a likely building programme of five years, needed to avoid impacting existing business in the Campus. Keppie Design, Gardiner & Theobald and ARUP have all been consulted about the feasibility of the £150 million scheme.

"When The SSE Hydro was built, live Entertainment and Commercial sectors were the main beneficiaries. The expansion business plan will in the main benefit Conferences and Exhibitions through the ability to co-host more events, attract larger conferences, increase the number of exhibitions and expand the size of some existing exhibitions."

Glasgow Chamber of Commerce backs these plans and sees them as a vital component for Glasgow's future.



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Website will showcase GD Lodge projects

After 45 years with some incredible projects and clients in Glasgow, including Costa Coffee, Celtic Football Club, Glasgow City Council and Radisson Hotels, GD Lodge Architects commissioned Launch Scotland to showcase their amazing work through a newly designed website.

Over more than four decades, GD Lodge has forged an excellent reputation with many local authorities and developed successful working relationships with some of the country's leading construction industry consultants.

GD Lodge was looking for an agency that duplicated its design aspiration, innovative thinking with commercial viability and practicality and portray this through a new company website. It had no hesitation in appointing Launch Scotland to design and build a website to showcase its projects and services. The campaign involved designing and developing an engaging website, using an array of project images and content with a user-friendly system and recognisable brand identity.



GD Lodge's new website was designed and built by Launch Scotland



The High Line in New York

CSGN LAUNCHES TRAVEL GRANT

The High Line in New York, Gardens by the Bay in Singapore and the Bosco Verticale in Milan are just some of the world-renowned examples of green infrastructure which are already being used to inspire the development of similar projects in Central Scotland.

Central Scotland Green Network Trust (CSGNT) has launched its inaugural Travel Grant to fund three young people to visit anywhere in the world to learn more about green infrastructure projects like these and to bring the knowledge back to the Central Belt. Young people residing in the CSGN area, including those in Glasgow, are invited to apply.

The initiative – to mark Year of Young People – is focused on harnessing the insight and enthusiasm of young people across the globe and finding

out more about how they can influence a range of key issues from environmental and climate change through to encouraging active travel.

The CSGN Young Persons Travel Grant 2018 is open to young people under the age of 26 and up to three successful applicants will each be awarded up to £1,000 (£500 if visiting an initiative in the UK) for a trip during 2018.

In order to apply, prospective globetrotters are required to produce an original, researched and achievable proposal that outlines their proposed study trip which could be to anywhere in the world.

TO APPLY VISIT

www.centralscotlandgreennetwork.org/travelgrant and submit a completed application to funding@csgnt.org.uk by midnight on 1 April 2018.

FIRST SCOTTISH CLINIC FOR BEAUTY BRAND

Margaret Dabbs London – the eponymous West End-based podiatry, health and beauty brand, has opened its first clinic north of the border in Glasgow's Bothwell Street.

The brand currently features a portfolio of clinics in prestigious parts of London such as Liberty Regent Street, Marylebone, Notting Hill and Westminster as well as locations in affluent areas of the English shires such as the exclusive spa towns of Cheltenham and Harrogate, Alderley Edge in Cheshire, and Guildford in the Surrey stockbroker belt.

In addition, Margaret Dabbs London

also operates clinics in the Gulf state of Qatar, and in Dubai in the UAE.

Glasgow's Bothwell Street Clinic – ideally located between the city's retail and financial districts – will be the brand's first venture in Scotland.

The new clinic will also see the launch of a laser rejuvenating hand lift, seeing this brand yet again perfectly combining medical with beauty. This treatment has been clinically proven to stimulate and regrow new healthy skin cells from the hypodermis which will tighten and illuminate the skin, visibly minimise the effects of ageing and successfully regenerate lost collagen.



Margaret Dabbs London has opened its first clinic north of the border in Glasgow

MEMBER NEWS

SEC unveils new Meeting Academy space

The Scottish Event Campus (SEC) has officially launched the latest addition to its award-winning conference offering; the SEC Meeting Academy. The facility is a £500,000 investment, and the newly created space is ideal for self-contained small to medium-sized meetings. Alternatively, the space can be integrated with the wider SEC conference facilities providing a VIP space for larger meetings.

The SEC Meeting Academy features a central 300-400 theatre-style capacity room and links with breakout rooms and networking spaces overlooking the concourse. Alongside the larger theatre



The Scottish Event Campus has launched the SEC Meeting Academy

space, the four smaller meeting rooms formerly known as the Seminar Suite are being upgraded in line with the new facility and form part of the SEC Meeting Academy.

The new space acts as both a stand-alone conference offering, and as an additional provision for larger congresses. The area has its own contemporary colour palette and a fresh new identity.

Synergie Environ managing £3m 'green power' distillery project

Glasgow-based Synergie Environ is project-managing the installation of a £3 million anaerobic digestion (AD) plant for Inver House Distillers at its Balmenach distillery.

The company, a specialist in AD engineering, has a long-established working relationship with Inver House, and it has worked hard with the management team over a number of years to help bring to fruition this exciting project, which will significantly reduce the site's carbon footprint.

Work has already started at Balmenach, one of Speyside's oldest whisky distilleries and the home of Caorunn Scottish Gin, which is now set to become one of Scotland's greenest distilleries, powered entirely from renewable energy sources.

The anaerobic digestion system breaks down the co-products of whisky production using micro-organisms to produce clean, methane-rich biogas to power the site.

The new technology will integrate with Balmenach's existing wood-pellet biomass boiler, and once complete, the combined system will generate enough renewable steam and electricity to meet 100 per cent of the distillery's energy requirements with a surplus of electrical energy supplied to the grid.

Synergie Environ's role includes all feasibility, planning, permitting, procurement and construction phases.



The construction phase of the Balmenach site



Four stars for Holiday Inn Glasgow Theatreland

Lisa Ruxton, Sales & Marketing Manager, Holiday Inn Glasgow Theatreland; Gerry Sharkey, Executive Chief, La Bonne Auberge; Marc Jones, General Manager, Holiday Inn Glasgow Theatreland and Kieran McGale, Restaurant Manager, La Bonne Auberge

Holiday Inn Glasgow Theatreland is celebrating after scooping four awards at the Scottish Hotel Awards, Glasgow and Clyde Regional Awards.

The hotel won the awards for Best 4 Star City Hotel of the Year and Informal Fine Dining. Lisa Ruxton won Sales & Marketing Manager of the Year and La Bonne Auberge's Executive Chef, Gerry Sharkey, picked up Executive Chef of the Year.

Founded in 2003 to recognise, reward and encourage hospitality excellence in Scotland, The Scottish Hotel Awards are known as the national 'Hotel Oscars'. As

Scotland's leading independent hotel awards, they are the country's only independently assessed recognition programme for both hotels and people of excellence.

All awards winners are automatically entered into the National Awards, which take place on 22 April 2018.

The Holiday Inn Glasgow Theatreland first opened its doors in 1995 and has been consistently delivering and winning awards since then. The hotel has recently benefited from a multi-million pound investment and last year La Bonne Auberge won Best Hotel Restaurant of the Year at the inaugural Prestige Hotel Awards.

Glasgow Science Centre to show how science will shape our future

Glasgow Science Centre (GSC) has revealed that, in partnership with the Scottish Government-sponsored Scottish Funding Council, it is on course to deliver its latest interactive exhibition which will focus on innovation.

Idea #59 will inspire the next generation of innovators, engineers and scientists by exploring AI, Big Data, Robotics, Advanced Manufacturing, Precision Medicine, and the "Internet of Things". While aiming to engage wider society on how new technology will impact future generations, the exhibition will be expertly crafted so that it is fun and engaging for people of all ages.

The exhibition will showcase the cutting-edge work carried out by Scotland's eight Innovation Centres. So far £250,000 in funding has been raised and now GSC is calling on



Glasgow Science Centre

businesses to come on board as partners to help raise the remaining £750,000 to bring the exhibition to life.

The project will also act as a conduit to help realise the Scottish Government's aims around increasing innovation in Scotland. Last summer, the Scottish Government outlined proposals to help the advanced manufacturing,

energy and financial technology sectors, to give additional support for graduate entrepreneurs and to help companies to access finance. It was also announced that research and development support from Scottish Government enterprise agencies was to increase almost 70 per cent – from £22 million to £37 million per year over three years.



The new iCentre on Buchanan Street

Visitor information comes to the fore

More visitors to Glasgow will experience cutting edge information and inspiration as VisitScotland announces a brand new iCentre for the city.

The national tourism organisation recently announced that it is investing £220,000 in a permanent location on one of the UK's highest footfall streets to provide visitors with information through a variety of tools to ensure they have the ultimate Glasgow and Scotland experience.

Located next to the south entrance to the Buchanan Street Subway, close to Queen Street and Central railway stations, the new iCentre will open in the spring and offer high-quality face-to-face, printed and digital information. The iCentre will play a gateway role, ensuring that not just Glasgow, but the wider region will receive a major boost.

Replacing the site operating within the Gallery of Modern Art on Royal Exchange Square, the new location offers street level access and more space to expand a range of services.

Yusen Logistics UK invests in new economical fleet

Yusen Logistics UK has invested in a new vehicle fleet, to significantly reduce harmful emissions while further enhancing its high level of customer service.

Almost 100 vehicles have been upgraded to deliver significant economic benefits and improved driver efficiencies, while safeguarding drivers with the latest safety assistance technology.

Less than a year after the acquisition of Transfreight, Yusen Logistics UK has undergone an extensive replacement programme, upgrading the original fleet with 45 Renault tractor units from the efficient T range. This is alongside the addition of 50 MAN tractor units to Yusen Logistics' primary fleet, from the economic TGX 460 series.

Designed with the latest Euro 6 technology, these upgrades bring the new fleet in line with EU directives to reduce harmful pollutants from vehicle exhausts, by converting the majority of nitrogen oxide (NOx) into harmless nitrogen and water before reaching the exhaust. This delivers economic benefits by increasing fuel economy



Yusen Logistics UK's new vehicle fleet

through improved miles per gallon and lower associated running costs, while also reducing CO₂ emissions.

Advanced vehicle telematics allow further optimisation opportunities to be identified and driver efficiencies to be continuously improved. This is alongside updated safety and driver assistance systems, including efficient cruise control, Bluetooth communications, roll control and vehicle tracking – putting drivers' safety and wellbeing at the core.

Construction group announces 37 new trainees for 2018



Some of CCG's new starts in 2018

A Scottish construction and manufacturing group has finalised its commitment to new entrants in its training programmes for 2018. Thirty-seven entrants are set to embark on a career path with one of the industry's most forward-thinking companies.

Cambuslang-based CCG Group is a leading provider of job opportunities, training and apprenticeship programmes. The business has 600 staff spread across a group of five companies comprising full construction, manufacturing, planned maintenance and mechanical and

electrical servicing capability.

In 2017, CCG (Scotland) Limited – the major contracting entity within the group – recruited 17 trade apprentices and 15 management, professional and administration trainees. Building on this successful intake, CCG has committed to recruiting 15 trade apprentices and 16 management, professional and administration trainees.

In addition to those recruited by CCG (Scotland) Limited, the other companies within the group will recruit five trade apprentices and two management, professional and administration trainees in 2018.

Provost toasts GHA's success

Glasgow's Lord Provost has helped to celebrate GHA's business excellence.

The Lord Provost of Glasgow, Councillor Eva Bolander, held a civic reception at the City Chambers in recognition of GHA's recent business awards.

Scotland's largest social landlord received the 2017 Global Excellence Award European Foundation for Quality Management (EFQM) at the end of last year. GHA was also named the UK's Platinum Employer and Apprentice Employer of the Year by Investors in People in 2017.

The Lord Provost hosted GHA tenants and staff, as well as staff from Wheatley Group and other invited guests.

The civic reception was attended by GHA board members and committee members, staff from GHA, Wheatley Group and Glasgow City Council, as well as elected members and other invited guests.



European Championships Glasgow 2018

Glasgow Airport has been announced as Official Supporter of the European Championships Glasgow 2018 with Bonnie the Seal, the Games mascot, ready to welcome visitors to the city.

Thousands of athletes, officials and visitors are set to touch down in Scotland for the new multi-sport event in August, and Glasgow Airport will work on arrivals, departures and transport links to the surrounding venues in the run-up to and during the 11 days of sport and culture from 2 to 12 August 2018.

Cabinet Secretary for Culture, Tourism and External Affairs Fiona Hyslop said: "Scotland is famed for its warm welcome across the world and with

Glasgow Airport as an official sponsor, the thousands of athletes, officials and spectators set to land here later this year are guaranteed a memorable first impression – setting the tone for the exciting events ahead. Scotland is the perfect stage for the first European Championships showcasing our cultural heritage, sporting excellence and expertise in staging events to an international audience."

Glasgow City Council Depute Leader, Councillor David McDonald said: "With 8,000 athletes, officials and media, as well as huge numbers of spectators expected to arrive in Glasgow and Scotland for the European Championships, this is the year we bring in a new era in world sport and put on a fantastic show for all of our

visitors. We will show, once again, that people make Glasgow and as we count down to this brand new event, the year is off to a flying start."

Francois Bourienne, Glasgow Airport's Commercial Director, said: "We are thrilled to come on board as an official supporter of the 2018 European Championships. This will be the biggest sporting event the country has seen since the 2014 Commonwealth Games, which were a tremendous success and placed Glasgow firmly on the map as a gateway to Scotland."

Attendances of up to 250,000 are expected across Scotland for the staging of the European Championships which will see athletes compete in aquatics, cycling, golf, gymnastics, rowing and triathlon.

CREATING GLOBAL CONNECTIONS

Glasgow Chamber is working hard to establish trade partnerships overseas to support member exchanges

In his blog at the beginning of last year, our Chief Executive, Stuart Patrick, said: "Brexit has reminded us vigorously that we have an opportunity to use the international Chamber network so much more than we currently do."

Throughout 2017 we have been working hard to do just that – establishing trade partnerships with like-minded chambers overseas to support member exchanges into each other's markets. We have also been working closely with our colleagues across the Scottish and British Chambers of Commerce networks, our International Trade Partner – Clydesdale Bank, Glasgow City Council, the Scottish Government, Scottish Development International and Scotland Food and Drink to support businesses that have ambitions to grow internationally.

2017 – A Retrospective

■ In March we welcomed a delegation from the British-Slovenian Chamber of Commerce to explore the opportunities of doing business with Slovenia.

■ The Latvian Ambassador to the UK, Ms Baiba Braze, visited us in May for a roundtable discussion on exporting opportunities.

■ Then Glasgow Chamber President, Neil Amner, participated in one of the first network-wide overseas missions to China led by Scottish Chambers of Commerce in May.

■ Following on from our visit to Manhattan in November 2016, Jessica Walker, President of Manhattan Chamber of Commerce, met with us to learn more about the Glasgow and Scottish economies so that she could encourage her members to join a future business visit to Glasgow.

■ Milan featured prominently in our calendar of overseas activity in 2017. In June we met with representatives from the British Chamber of Commerce for Italy, the Confindustria, the British Consul and the DIT for Italy to identify opportunities, contacts and sectors of interest which underpinned the delegation that we took back out



International trade is supported by Glasgow Chamber of Commerce

to Milan in November for a series of business to business meetings and networking events.

■ In September we hosted a delegation from Stavanger Chamber of Commerce who were interested in our range of membership activities.

■ October was a very busy month for us. Our Chief Executive met with Berlin Chamber of Commerce to establish a partnership agreement and a programme of activity supporting the 2018 European Championships in partnership with Glasgow City Council and Glasgow Life.

■ We continued to work with the Scottish Business Network which has strong links in London, Brussels and San Francisco and our Chief Executive presented at an SBN event in London on the opportunities for investing in Glasgow.

■ A scoping visit to Nuremberg saw our Chief Executive and Deputy Chief Executive attend meetings with Nuremberg Chamber of Commerce, Nuremberg City Economic Development Department and with private sector firms in the area such as Siemens, Adidas and EY.

■ We ended the year with a visit from the President of the British-Indonesian Chamber of Commerce, Ainsley Mann, a proud Scot originally from Ayrshire who presented the massive opportunities for trading with Indonesia

and blew our minds with statistics including 270 million population, 17,000 islands and four time zones!

■ On top of all that we continued to deliver a wide range of international trade training programmes and events, as well as processing more than 13,500 international documents through our Certification and Documentation department.

Phew! That was 2017. A clear demonstration of how we are using the international chamber network more than ever and that theme will continue through 2018.

Coming up in 2018

We will be taking a second delegation of Scottish companies to Manhattan Chamber of Commerce in early March for a series of business to business meetings and networking events.

A visit from the Charleroi Chamber of Commerce in Belgium is planned for the end of March.

We will also be supporting Scottish Chambers of Commerce's return trade mission visit to China which will take place in April.

Having signed a MOU with the Italian Chamber of Commerce, we are working with the Turin Chamber of Commerce to take a delegation to Turin in the autumn around the time of the Salone del Gusto – a major food and drink exhibition.

We will be maintaining our links with

Glasgow Chamber of Commerce has been liaising with Manhattan Chamber of Commerce



Milan and are currently working on a joint visit to Nuremberg, Munich and Berlin with our colleagues in the chamber network and partners, Scottish Development International.

Local and International Trade Partnerships

Working closer to home we will be delivering a Local Export Partnership with Lanarkshire. This project is part of five pilot Local Export Partnerships (LEPs) which will offer a range of support to help companies grow internationally.

Clydesdale Bank has been our International Trade Partner for the last three years and we would like to acknowledge its support of our training programmes, events and overseas visits over that time and for its continued support in 2018.

Much of the work we undertook last year and are delivering in the first part of this year is funded by the Scottish Government through the Scottish Chambers of Commerce International Trade Partnership and we

would like to thank them for their support.

Information about all business visits and international trade activity can be found on our website. Look out for our monthly International Trade Bulletin which provides a summary of everything we and our partners locally, nationally and internationally are doing to help your business achieve global growth.

FOR FURTHER INFORMATION on international trade opportunities, contact Elaine Rodger, International Trade Development Manager on 0141 204 8332 or email elaine.rodger@glasgowchamberofcommerce.com



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Historic bond drives new venture between town and gown



Glasgow's economic success and prosperity is inextricably linked to the University of Glasgow. That bond will be enhanced as the university presses on with its £1 billion programme of investment that will be a beacon for learning and international research, while opening up a new campus area that will be connected to the vibrant West End communities bordered by the River Clyde, Dumbarton Road, Great Western Road and Kelvingrove Park.

Professors Sir Anton Muscatelli and Neal Juster gave a fascinating insight into this significant programme at Glasgow Talks, supported by Clydesdale Bank and the Adam Smith Business School.

More than 100 people, gathered in the University's Senate Room, were told that the Gilmorehill Campus Development project, on the site of the former hospital, approved by Glasgow City Council in 2014, is the most significant development by the university since the expansion in the 1960s, and it mirrors the audacious Victorian project which took the university out of the city centre.

When the university moved to Gilmorehill in the 1870s from High Street, it made a daring statement of intent in moving to a greenfield

site near the borough of Partick. The neo-Gothic towers and buildings by Gilbert Scott on University Avenue, which are synonymous with the ancient place of learning, cost the equivalent of 40 times the income of its day. Such was Glasgow's civic pride in its ancient seat of learning that 55 per cent of the funds came from private donations, many from individuals and small business donors in Glasgow.

Professor Muscatelli, the university's Principal and Vice Chancellor, told the audience that world-class universities have emerged as an essential aspect of the regeneration of major cities. He cited Harvard University and MIT in Boston, and the universities in Pittsburgh, as catalysts for 'Med and Ed', where medical schools and higher educational research establishments work together. He said Glasgow's future depended on



Professors Neal Juster and Sir Anton Muscatelli with Stuart Patrick, Glasgow Chamber Chief Executive



“It’s an attempt to really integrate the university into the city’s fabric. You will see avenues running north to south, east to west”

Glasgow maintaining its position as one of the top establishments around the globe, and using its connection with the Queen Elizabeth University Hospital. To keep ahead of the times, the university requires more space for teaching and multi-disciplinary research while the programme will create an open and safe environment, giving enhanced access to the campus, promoting connections to Kelvingrove Park, while improving public access and supporting sustainability.

Professor Neal Juster spoke about the keynote new buildings, including the Learning and Teaching Hub; the Research and Innovation Hub; the Institute of Health and Wellbeing; the new Adam Smith Business School; the Engineering Building and the Arts Building, set around a new University Square. The Learning and Teaching Hub, which will enhance the modern learning experience, is due to open in September 2019, while the Research Hub on the west side of the square is earmarked for opening in July 2020.

Professor Muscatelli spoke of the massive scale of the ambition as “the biggest single educational investment in Scotland”, the creation of two innovation zones, one at the relocated hospital delivering clinical excellence, and the cultural connectivity with the Kelvin Hall, where there will be a new Glasgow Museum for Glasgow using the university’s Hunterian Collection, the Kelvingrove Art Gallery and Museum, the Riverside Museum and the Scottish Events Campus.

“I want to emphasise we are not creating a sealed unit within the West End. It’s an attempt to really integrate the university into the city’s fabric. You will see avenues running north to south, east to west, so that anybody from the West End community will feel welcome to walk through. There will be lines of sight to encourage people to come in.”

While innovation is the key, it will be about drawing people and indeed businesses into the heart of the university.

BBC launch

Donalda MacKinnon, Director of BBC Scotland, (pictured above) spoke about the launch of a new TV channel for Scotland at a Glasgow Talks event, organised by the Chamber at the BBC’s Pacific Quay headquarters.

The new channel is due to launch in late 2018 with a budget of £30 million, similar to the spend on BBC4. It will run from 7pm to midnight and 80 journalists are being hired.

She told the gathering in November: “The average age for the audience on BBC One is 61. We have a real job to do to try to address the fact that younger audiences are departing us significantly. They are going elsewhere for the content. Also, the ways that people are consuming content is changing.”

The new channel will have a unique identity designed to be inclusive and engaging to younger people. She said: “We will want to skew slightly younger with this new channel. In look and tone it can be slightly younger. We are in the process of recruiting; we won’t just exclusively hire young people, but we also look to reflect the diversity of Scotland.”

Scottish Water

Winner of The Apprentice Challenge Award, supported by the Glasgow Employer Board.

Modern Apprentices flushed with success

Young Scottish Water team's innovative educational programme for teachers to help to promote knowledge and understanding of the industry earns top marks

A Scottish Water educational programme taking 'Show and Tell' to a new level won The Apprentice Challenge Award at the Inspiring City Awards 2017. The Teachers 'Following the Flush' project, organised by a team of Scottish Water Modern Apprentices, picked up the award, supported by the Glasgow Employer Board.

The winning project team was made up of four Modern Apprentices at Scottish Water, each with between one and two years' experience in waste water treatment. Their project involved the creation and delivery of a site visit to let Glasgow teachers understand more about the work and opportunities for young people in Scottish Water.

Connor McCafferty, Waste Water Network Operator Modern Apprentice, said: "I've been with Scottish Water for a year. I joined Scottish Water with an interest in engineering and the job has taken me into a world I didn't know existed."

Erin McGuigan, Waste Water Treatment Modern Apprentice, added: "I am a second-year waste water operator MA. I wanted a career with a science background and Scottish Water gave me that."

Ailish Lavelle, Waste Water Treatment Modern Apprentice, explained "I have worked for Scottish Water for almost a year. I never imagined myself working in waste water but I really enjoy the job," while Ryan Baird, Waste Water Treatment Modern Apprentice, said: "I am 20 years old and started working for Scottish Water last September. Before starting in Scottish Water I worked in the engineering industry as a precision engineer for two years and I had no knowledge about waste water. Having worked here for almost a year, I think it's a great start to a career."

The four created a project that was mutually beneficial to teachers and to the Modern Apprentices.

"We felt it is important to ensure the teachers can see the links back to the classroom. Although at a high level, we have mapped a water waste treatment site visit back to the Curriculum of Excellence, and these have been validated by a Technology teacher, the project is also relevant for teachers of Mathematics, Sciences, Social Studies," said the four in a written submission.

The team arranged a group of guided walks, after consulting Scottish Water's Health and Safety team, which would show teachers the physical assets and the operations of a water treatment plant. The tour itself was much more a conversation than a presentation.

But the apprentices learned more about teamwork and their own organisation: "While composing our projects we had the opportunity to obtain information from colleagues



Representatives from Scottish Water are presented with their award by Craig Martin, Chair, Glasgow Employer Board

INSPIRING CITY AWARDS 2017
PEOPLE MAKE GLASGOW
GLASGOW CHAMBER OF COMMERCE
The Herald

within Scottish Water. Team leaders, senior ops, process scientists and operators provide us with the answers we required to make our project as fluent as possible. By the end of the networking activities we had learned more and completed the projects to the best of our ability and utilised the expertise of our colleagues throughout the business. We also increased our own knowledge and understanding of various elements of the waste water process that will be useful as we complete our apprenticeships."

Craig Jackson, Scottish Water's People Directorate, said: "This is a great opportunity to enhance the knowledge of the industrial application of science and technology in the water sector. It is also a great way to influence a large number of teachers by providing new and interesting learning opportunities that they will go back to the school and talk about."

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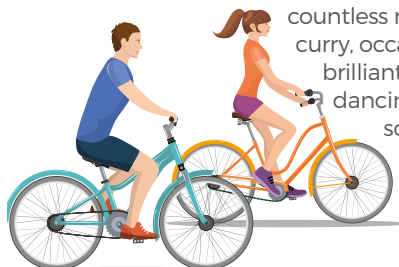
Bold and colourful plans to reinvigorate famed thoroughfare's swagger

Words by: *Kenny Kemp*

Sauchiehall Street is one of the world's iconic thoroughfares. It's a famed street name that reverberates around the world as a shorthand for Glaswegians having a great time. From the city centre, where the street overtures at the Royal Concert Hall, along the pedestrian precinct with its shopping, busking and banter, through to its restaurants, bars and nightclubs, even a military museum, and then with its intermezzo at Charing Cross, where it meets the cacophony of the M8, before the adagio of leafy crescents with their offices and apartments, it reaches its visual crescendo beside the wonderful green vistas of Kelvingrove Park.

It's a street with more than 1,000 addresses and hundreds of thousands of memories. As people who live in Glasgow, we are immensely proud of the street's vibrancy and character and its intrinsic part in Glasgow life. But we have all recognised that it has lost its signature tune.

Here I declare a vested interest in my love for Sauchiehall Street. My early adult life was spent in the Art-Deco Baird Halls of Residence and I trudged much of its length every weekday, past the Dental Hospital, the CCA, and the steep streets leading to the Glasgow College of Art, to lectures in George Street. The multitude of premises, its watering holes and eating places have been the starting point for countless nights of excess, curry, occasional scuffles, brilliant music, riotous dancing and even some famous Glaswegian doorstep romance.



However, there has been a strategic imperative to improve this dynamic part of the city. Since the economic crisis of 2008, there has been a disproportionate impact on city centres with a dramatic drop in retail and office uptake as consumer spending has dwindled. The credit crunch heralded business

up, and online shopping and out-of-town competition took its toll, business in Sauchiehall Street was fading. With the street's vacancy rates of 18 per cent against 11.5 per cent for the wider city, a radical rethink was vital. There was also a realisation that, unlike other infrastructure investments, there was an almost total market failure in public realm intervention which demanded public sector investment.

The great news is that the renaissance of this venerable street has just begun. The consultations and appraisals are over, and a plan and strategy have been approved. As part of the Glasgow City Region City Deal funding, Glasgow City Council is investing £115 million within the city centre to deliver on the Enabling Infrastructure – Integrated Public Realm (EIIPR) programme. It is bold and much needed to improve Glasgow and enhance the opportunity for businesses in central Glasgow.

EIIPR's Avenues programme will introduce dramatic streetscape improvements to the city's public realm with the first visible signs during the European Championships in 2018 when the international cycling event takes competitors – and the media – along an upgraded western stretch of Sauchiehall Street. The establishment of Avenues has been conceived to form an integrated network of continuous pedestrian and cycle priority routes. Pilot improvements will be undertaken on Sauchiehall Street between Charing Cross and Rose Street and will act as a proof of concept or demonstrator for the overall plan. The programme takes in adjoining streets too such as Elmbank Street and Crescent. According to the design gurus: "The Avenues will be used as a binding mechanism to integrate public realm

**Plans to
revitalise
the street
will bring back
much-needed life
and vibrancy and
create a positive
environment"**

insolvencies and job losses, while public sector budgets have been frozen causing a deterioration in essential maintenance and investment. As European funding for city centres dried



and place-making initiatives, making the city more attractive, 'people-friendly', and economically competitive."

The proof will be in how well Glasgow's cultural, leisure and night-time businesses can benefit from the improvements. The starting point is £6.75 million of funding for the revamp of Sauchiehall Street by the city council, raising Glasgow City Region City Deal investment into the project to £7.21 million.

The work has now begun and the street will be refurbished with a two-way cycle lane, improved pavements for alfresco dining, warmer LED street lighting, as well as the installation of bike stands, trees and wooden benches. The outstanding feature will be the avenue of trees dotted along the route. There will be species of elm, acer, maple, ginkgo biloba and maidenhair trees.

The 28 trees, specially cultivated and trimmed for urban use to prevent over-hanging, will bring a vital spark of natural colour to the street. They have already been sourced and procured and will be between nine and 11 metres high when planted. They will be maintained on a regular basis to keep them healthy and well-tended. The tree planting is expected in October and November this year.

The construction contract, worth around £3 million, relates to the public realm construction work and has been awarded to Rainton Construction Ltd, with their Scottish base in Kirkintilloch. This involved site clearance, drainage, carriageway works, kerbing in Caithness flagstone, and traffic signal works and markings.

These improvements will include: 19,300 square metres of new public realm; 300 square metres of blue/green infrastructure; 1,000 metres of

enhanced road network; 1,000 metres of enhanced public walkway, 800 metres of new cycle track and five junction upgrades.

This first phase of the EIIPR's work, approved by Glasgow Cabinet, is being managed by Glasgow City Council's City Centre Regeneration Team on behalf of the City Region Deal. A representative from the City Centre Regeneration Team confirmed that the project costs include budget for the ongoing maintenance of the Avenues to ensure that they remain in pristine condition. It is hoped that the improvement will also inspire local businesses to play and increasing role in the communal upkeep.

For many business and organisations in the pathway, the regeneration can't come quickly enough. Francis McKee, the Director CCA, said: "The plans to revitalise the street will bring back much-needed life and vibrancy and create a positive environment that will attract businesses and offer support

to the surviving mix of retail, bars and cultural projects."

"There is no satisfactory provision for waste management and so the front of the various businesses bear the brunt of that in terms of large overflowing bins. The economy of night life has also changed in recent years and that's reflected in the difficulty new businesses have in setting up in this area."

Susan Aitken, Glasgow City Council Leader and City Deal Cabinet Chair, said: "This approval of the full business case for the Sauchiehall Street project is great news for the city, and will transform this vital part of the city centre. This scheme will be the first visible example of what this City Deal will do for Glasgow and will leave the Sauchiehall Street area better connected, with improved cycling and pedestrian infrastructure and offering more and improved sites making this an even more attractive location for businesses to invest in."



Circular city

50 Glasgow businesses join the movement to innovate and become future-proof

Circular Glasgow has now embarked on a recruitment drive designed to help 50 Glasgow businesses prepare for the future.

Circular Glasgow, hosted by Glasgow Chamber of Commerce, will connect with companies across the city helping them to open up new revenue streams, increase competitive advantage and realise financial savings using a range of practical tools.

The team aims to complete 50 Circle Assessments by the end of 2018 using an online tool created by Circle Economy, global market leaders based in the Netherlands.

The initiative is looking at ways businesses can innovate and incorporate new design and technology, thinking through the adoption of new business models, including circular economy strategies.

A circular economy is one in which every product is created with the intent of extending its life span – a direct challenge to the “take, make, dispose” mentality.

Bill Scouller, the Corporate Director of communications business, Odro, said: “Participating in the assessment allowed Odro to not only learn more about the circular economy but understand the organisation’s current levels of circular activity, challenges and opportunities. It takes about an hour and a half to complete. I would



recommend this tool to any business looking for new and innovative models to drive their business forward.”

Alison McRae, Senior Director of Glasgow Chamber of Commerce, said: “We are delighted to be at the implementation stage of Circular Glasgow where we can start to get more businesses across the city involved to help them innovate and future-proof their business.

“Glasgow’s ambition is to position itself as a leading circular city. With Circular Glasgow’s programme of practical engagement tools, and with the ongoing support of Zero Waste Scotland, we aim to inspire organisations to embrace new business models helping them to design for the future.”

Circular Glasgow complements Zero Waste Scotland’s 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.

Whether an organisation has started to implement circular strategies, or has just begun its transformation, the assessments create a simple way to diagnose how current practices match up to circular objectives, while identifying new opportunities, at no cost to the business.

A collaboration, already set up as part of the campaign, resulted in the first Scottish beer to be made from leftover bread, using Aulds unsold morning rolls to create Jaw Brew’s Hardtack beer. Aulds supplies its bread on a sale or return basis to retailers, and through the new partnership, surplus is now given to Jaw Brew to ensure any waste is reused.

The team will also be hosting Circle Workshops across the year, focusing on specific industry sectors. Interested businesses are invited to register their interest at www.circularglasgow.com

FOR MORE INFORMATION, please contact Cheryl McCulloch on 0141 204 8339 or cheryl.mcculloch@glasgowchamberofcommerce.com



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SPOTLIGHT:

CRAIG MARTIN, CHAIR OF THE GLASGOW EMPLOYER BOARD

Craig Martin, the Head of Human Resources at Glasgow Airport, is playing a significant role in developing the workforce in the Greater Glasgow area. He is Chair of the Glasgow Employer Board, a voluntary organisation supported by the Chamber's Developing the Young Workforce (DYW) programme. Glasgow Business asked him about his work.

What is the Glasgow Employer Board (GEB)?

The Glasgow Employer Board (GEB) is an employer-led forum with representation from more than 40 organisations. It sits within Glasgow Chamber of Commerce and provides employer leadership to employment skills programmes across the city.

What is the board trying to achieve?

The GEB aims to have a significant impact on the employment and skills agenda and seeks to inspire business and public sector leaders to work together for the benefit of the city.

Why do you think Chamber members should get involved in your work?

We need a robust talent pipeline of the right skilled people for individual businesses and the wider city to thrive. There is also a strong altruistic reason to get involved to ensure that everyone, whether young or old, the disadvantaged or individuals with special needs, are given the every opportunity to enjoy meaningful work and fulfil their potential.

What has been your highlight as Chair in the last 12 months?

Being given the opportunity to present the progress that has been achieved by



Craig Martin, Chair, Glasgow Employer Board

“I’d wave my wand to transform the thinking on skills and employment from being a short-term cost to a long-term, strategic investment”

the Developing the Young Workforce (DYW) Glasgow group (which is led by the GEB) at the DYW National Advisory Group. This is a high-profile group including the Deputy First Minister, the Minister for Employability & Training and Sir Ian Wood, who led the Commission for Developing Scotland's Young Workforce. Leona Seaton, who works with the Chamber, and I were proud to showcase the progress achieved in this area.

If you had a magic wand, what is the single biggest change you would make to the employment and skills landscape in the Glasgow City Region?

I'd wave my wand to transform the thinking on skills and employment from being a short-term cost to a long-term, strategic investment.

Glasgow Airport is the international gateway to Glasgow and the West of Scotland – what impression would you want visitors to leave with after their visit?

At the airport we are in the privileged position of being the first and last impression of the city, but this also carries a big responsibility. We want to ensure that everyone passing through the airport has a warm Glasgow welcome and a fond farewell to give them a positive lasting memory of the city.

You supported the #nowrongpath campaign last year – what message would you tell your 17-year-old self now?

Don't fall into the trap of studying subject matter, or pursuing a career, that is considered conventional or expected. Do something you love!

SLG Technology Ltd.

Winner of The Glasgow Business Award for Sustainable Development,
sponsored by Scottish Water and The Royal Bank of Scotland Award for Most Outstanding Business

Proud past, bright future

Sustainability and responsibility at core of visionary
business with commitment to world's environment

SLG Technology Ltd., based in Bridge of Weir, is a leader in sustainability and environmental innovation which is recognised by the group's international customers in the motor and aviation industry.

This commitment is important for Jonathan Muirhead, the Chairman of Scottish Leather Group (SLG), and parent of SLG Technology Ltd, who said: "Ours is a business that is steeped in history yet has prospered through the years by continuously looking forward. There is a proud heritage in each of our companies and there is both a familiarity and a dependency upon the local communities adjacent to our three manufacturing sites.

"While we provide employment and contribute to the local economy, we are well aware of our responsibilities and the changing social and industrial landscape in which we find ourselves today. As a group of manufacturing companies we are aware of the impact we make both locally and internationally.

"We take our responsibilities seriously and ensure that they are reflected in all our group policies such as health and safety, environment and employment. Our vision of the future cannot be achieved unless we can develop a truly sustainable business – one that is sustainable environmentally, economically and socially. Sustainability is about preserving the world's natural resources for future generations," he said.

In 2003, Scottish Leather Group established a "zero waste policy", and this goal to maintain a sustainable business remains unchanged. The group's continuous investment towards zero waste provides year-on-year reduction in its impact and is exemplified by the production of Low



Dr Warren Bowden, Director, SLG Technology Ltd, is presented with the Royal Bank of Scotland Award for Most Outstanding Business by Anne Marie Chiesa, Director, Business Banking, Royal Bank of Scotland

Carbon Leather and detailed in its published Annual Sustainability Report.

Bridge of Weir Leather Company is accredited by FILK (Forschungsinstitut für Leder- und Kunstledertechnologie) to the ECO2L standard as an applicable measure of the corporate carbon footprint for automotive leather.

"Ammonium reduction has been achieved through process amendments in the tanneries. The organic load reduction is a reflection of the implementation of the ultra-filtration plant at the Bridge of Weir site."

On-site waste is being eliminated through efficient resource use, segregation of waste into recyclable categories and thereafter energy recovery through a thermal energy plant.

"Scottish Leather Group also set ambitious targets to recycle waste and avoid landfill within our published waste policy and set objectives to decarbonise leather production. This has meant we now set standards within the global leather industry for low carbon, sustainable manufacturing," said Dr Warren Bowden, Director of SLG Technology Ltd.



Natalie Smith, Administrator, SLG Technology Ltd., is presented with The Glasgow Business Award for Sustainable Development by Mark Hunter, Strategic Development Manager, Scottish Water

Major investments in membrane water treatment technology for water recycling and the thermal energy plant, which is recovering heat from waste, have reduced the company's impact on the environment. These initiatives are also addressing some of the major threats to the company's long-term future, such as the reduction in available landfill sites and the declining availability of fossil fuel.

The environmental impact of Scottish Leather Group is managed and reported collectively by SLG Technology Ltd. for external analysis. ISO 14001:2004 standard is integrated into its management philosophy and exemplified within these investments and practices. SLG Technology Ltd. also recently led the group accreditation to ISO 50001:2011.



**Royal Bank
of Scotland**



Time to work smarter

Words by: *Kenny Kemp*

Greater collaboration and teamwork in an engaged workforce are key to improved productivity

Glasgow employers must rethink how staff get their work done, with teamwork and collaboration being the essential ingredients in improving productivity.

The London School of Economics' *Power of Productivity Report*, commissioned by Vodafone, paints a picture of productivity across the UK from a top-level business perspective. It found there is potential for a lift in productivity by as much as 20 per cent nationwide if three key levers are looked at in unison. These are management practices, effective technology implementation and smarter, flexible working.

On the back of this, a follow-up report, *Working in the UK*, looked at productivity through the lens of employees, observing what helps or hinders personal productivity on a day-to-day basis. The study asked 3,019 UK employees to rate their productivity out of ten, with 23 per cent admitting to feeling "unproductive" at work.

Using Office for National Statistics figures, this equates to seven million workers nationwide, while the percentage rose to 28 per cent among Gen Z employees who gave themselves

an "unproductive" score of 0-6 out of 10.

In Scotland, 33 per cent of employees rated themselves as very productive, the highest of any part of the UK. The study found that Scots improve their productivity by prioritising important work (66 per cent), taking regular breaks (41 per cent), doing each task as they get it (36 per cent), and structuring their days to do harder tasks first (25 per cent). But there was also a need for a sense of belonging and to be part of a wider team.

"A more engaged, productive and responsive workforce can be achieved through supporting different employees' working patterns and preferences. Getting people together is important for fostering collaboration and teamwork in a competitive environment where being able to work in a fast, agile fashion is highly valued for business success. Where it's not possible or practical to get people together physically to complete tasks, there needs to be the right technology in place to enable employees to virtually collaborate," said Kim Moran-Hogg, Vodafone's Head of Regional Business for Scotland and Northern Ireland.

Forty-two per cent of Scottish employees have commutes of more than 30 minutes each day, with 19 per

cent of all employees who commute saying this time allows them to fit more work into their day and 22 per cent saying access to technology helps them be productive on their journey.

"It is no wonder then that only a quarter of Scots are working from the office every working day. We found that 19 per cent work from their customers' office at least once a week. This, combined with the rise in demand for 24/7 customer care, suggests that a more agile approach to working – that stretches across management practices and technology strategies – is the best way to cater for modern ways of working," said Kim.

The studies show that technology is a defining contributor to an employee's productivity in Scotland. A massive 68 per cent of Scots use their mobiles for work, suggesting that a smartphone is now seen as a vital business tool. Meanwhile, two in five (44 per cent) are still communicating in person, suggesting there could be potential for services such as Skype or Slack to enable this face-to-face contact for a mobile workforce. In today's digital age, employers have an opportunity to embrace technology to help them thrive in a competitive landscape.

Lanarkshire shows its mettle in the heat of the new industrial revolution

Words by: *Kenny Kemp*

Exactly 150 years ago, the Gartsherrie furnaces were the technological wonder of the age. The Clyde Ironworks, in Lanarkshire, where the hot-blast process of inventor J B Neilson made iron-making more efficient, had three immense engines purely for generating the blast, giving the furnace an ore-melting temperature of 800° Celsius.

In 1868, David Bremner in his weekly industrial essays in *The Scotsman* said: "The most extensive ironmasters in Scotland are Messrs Baird and Co, who own 42 blast furnaces, employing 9,000 men and boys, and produce 300,000 tons of pig iron a year." Coatbridge alone had 16 furnaces.

"Gartsherrie Ironworks are the largest in Scotland, and it is stated there is only one establishment in Britain which has a greater number of furnaces," noted Bremner. The furnaces devoured a thousand tons of coal every 24 hours.

The Lanarkshire iron and steel industry has now all gone. So have the coal mines that fed the furnaces and much of the railway infrastructure that made Lanarkshire the great industrial heartland of Scotland. Today, Lanarkshire has done so much to reinvent itself, without losing sight of its heritage and legacy for innovation.

Nick Shields, the head of the Scottish Manufacturing Advisory Service (SMAS), spoke in January at the Construction

Scotland Innovation Centre in Hamilton about how Lanarkshire and, indeed Scotland, can grasp the advent of the Fourth Industrial Revolution, based on cyber-physical systems. He pointed out the impact this revolution will have on the UK economy. The Made Smarter UK review identified a £455 billion opportunity for businesses over the next 10 years, about £90 billion of which exists within construction businesses, which have a large presence in Lanarkshire.

"Digital design, asset maintenance, construction techniques, factory production and supply chain management can all dramatically improve productivity in this sector. The benefit to consumers is lower-cost properties delivered with a smaller carbon footprint and utilising resources in a far more efficient manner. This would represent a 9 per cent increase in productivity for construction businesses," he told the Lanarkshire audience.

The CSIC in Hamilton showcased a range of productivity-enhancing technologies, including advanced robotics, that can dramatically improve productivity.

"We are engaging with manufacturing businesses across Glasgow and Lanarkshire in order to identify opportunities to improve productivity through more efficient processes such as lean production. SMAS assists more

than 200 businesses each year to implement productivity projects, and it has delivered £11.8 million of efficiency savings to businesses in Glasgow and Lanarkshire in the last three years," said Shields.

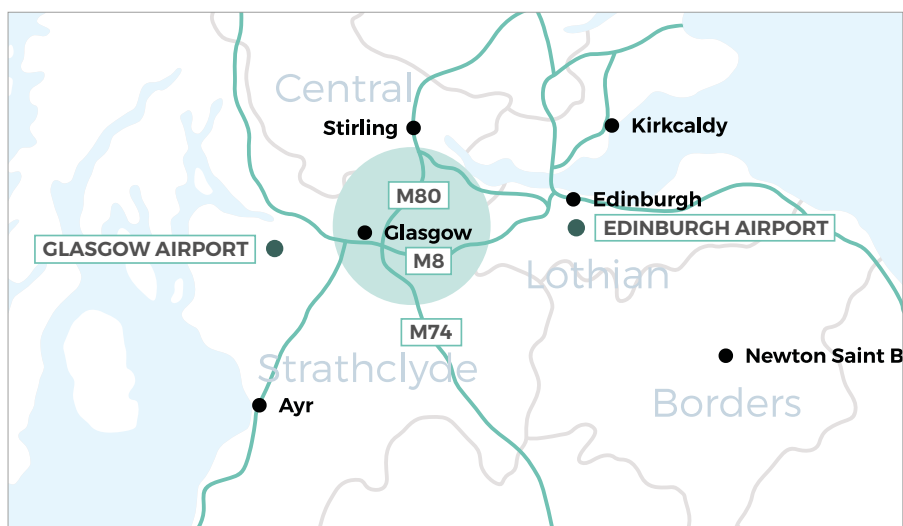
While Lanarkshire is embracing innovation, there is a very mixed business economy, a fact recognised in the 7th Lanarkshire Business Week. Supporting this diversity is Choose Lanarkshire, a joint inward investment initiative between North Lanarkshire Council and South Lanarkshire Council.

They have been promoting Lanarkshire's excellent connectivity with Edinburgh and Glasgow airports less than an hour away. Perhaps more importantly, Lanarkshire also lies at the heart of Scotland's motorway network, with the M80 northbound, the M74 southbound and the M8 connecting the east and west of the country all running through the region.

Added together, Lanarkshire has an outstanding range of business parks and facilities. The most well-known sites are Eurocentral, adjacent to the M8 Glasgow to Edinburgh motorway, which is Scotland's leading business location and is a mixed industrial and business hub. Eurocentral Partnership, a joint venture between Muse Development and Scottish Enterprise, has more than 15 million sq ft of space, while BioCity Scotland, where several life science firms are being incubated, is next door on the same M8 corridor.

Alongside Eurocentral is the Maxim Office Park, employing more than 3,700 people and includes the Scottish Environment Protection Agency (SEPA), Regus Business Centre, Ford, Cisco, NCR, Sure Thing Insurance and Amey. While nearby Strathclyde Business Park, at Bellshill, is a well-established mature parkland providing 1.4 million sq ft of business and lifestyle space. The park is home to major occupiers such as Scottish Power, Wood Group, Virgin Media, NG Bailey and Macquarie Bank.

Hamilton International Technology Park on 116 acres provides 1.3 million sq ft of office space. It is home to more than 80 companies, including ScottishPower, John Lewis, Babcock and HSBC, and





Eurocentral © lennystan / Shutterstock.com

“There is a diverse range of businesses operating across all industry sectors and these businesses are well supported by local and national initiatives that offer support and advice for ambitious businesses”

around 6,300 people. Its EcoCampus is a speculative carbon neutral office space with 100 per cent renewable energy provided by the park's wind farm. Another eco-friendly development is the M74 Heat and Power Park. This “green” flexible development provides for new industrial units from 10,000 sq ft up to 400,000 sq ft. Anchor tenants at Junction 11 include Dewars Whisky (part of the Bacardi Group), Harbro Ltd and Holz Energie UK. The site is well suited for Lanarkshire's food and drinks industry, manufacturing, logistics and general industrial uses.

While the regeneration of Ravenscraig, the massive former steelworks site near Motherwell which closed in 1992, is one of the largest in Europe. North Lanarkshire Council aims to maximise the economic benefits by ensuring that local people and businesses benefit from the redevelopment. Meanwhile, the Scottish Enterprise Technology Park (SETP) in East Kilbride provides a dynamic environment for all types of companies, whether start-ups, global leaders or indigenous investors. The 34-hectare facility has been owned and managed by Scottish Enterprise since 1994. There is a range of smaller business centres including the Airdrie

Business Centre, Burgh Business Centre in Rutherglen, which is the £2 million conversion of a former primary school, the Drumpellier Business Park in Coatbridge, a modern office facility and Rutherglen Links.

Start-ups, such as the Mad Batter Baker, are getting help from Business Gateway Lanarkshire. Graeme Neil and David Frame launched the bakery in Coatbridge supplying creations such as Key Lime Pie, Mississippi Mud Pie, and Reece's Pieces cheesecake, to local restaurants. The duo, who took three years to find the right location, have ploughed more than £40,000 into the venture including £12,000 from North Lanarkshire Council's Business Growth Fund.

What is it that attracts businesses? Excel Vending, a finalist in The Glasgow Business Awards 2017, was set up in 1993 and is Scotland's leading vending machine supplier, supplying organisations across Scotland from its headquarters in East Kilbride.

“We have operated from our East Kilbride premises for 25 years and we have built strong and enduring working relationships with many businesses across Lanarkshire,” said Jane MacDonald, Managing Director.

“Our location in the Central Belt means we can take advantage of the excellent road network to deliver promptly to clients throughout Scotland. In addition, we benefit from the large pool of talent available in Lanarkshire who are able to easily get to and from our headquarters.

“Lanarkshire is a vibrant and developing area that offers true growth potential. There is a diverse range of businesses operating across all industry sectors and these businesses are well supported by local and national initiatives that offer support and advice for ambitious businesses,” she said.

Large-scale iron-making might be long-gone, but Lanarkshire can still display its mettle.



Steelworker sculpture in Motherwell
© lennystan / Shutterstock.com

Crackdown on data security is about to get personal



Words by: *Tim Power*

Over the past few years the Information Commissioner's Office (ICO) has been showing its teeth by enforcing large fines for organisations that have breached the Data Protection Act 1998. In 2016, TalkTalk received the largest fine, £400,000 for sloppy data security by failing to prevent an attack on its system, while a year later Keurboom Communications received the same fine for making 100 million nuisance calls without people's consent.

However, from 25 May this year, the penalties for data breaches have become far more onerous as the General Data Protection Regulation (GDPR) comes into force. This new law gives the ICO the power to exact a two-tiered sanction regime: "lesser" incidents will be subject to a maximum fine of either €10 million or 2 per cent of an organisation's global turnover, whichever is greater; with the most serious breaches resulting in fines of up to €20 million or 4 per cent of turnover.

Under the new GDPR sanctions, TalkTalk's fine for security failings would have reached £59 million, according to a study last year by NCC security consultants.

DATA DEFINED

Personal data: information that can be used, directly or indirectly, to identify a living person, such as name, address, IP address etc. It can also include pseudonymised data if it can be used to identify a person.

Sensitive personal data: information that goes beyond simple identity and is personal to that person, such as race, religion, sexual orientation, political views, health details etc.

So, in addition to larger fines for data breaches, what new obligations does the GDPR put on organisations that hold personal information?

The main principle behind GDPR, which is being introduced to harmonise data protection law across the EU, is to give individuals greater protection on how their personal information is collected, used and shared by organisations. The growth in the use of social media and mobile phones

has resulted in much more personal information being captured from people. This was not envisaged in the original data protection act and that is why GDPR has widened the definition of personal data to include online identifiers such as IP addresses and mobile device identity.

GDPR will require organisations to be more accountable for their handling of people's personal information, with formal data protection policies, data protection impact assessments and formal documents on how data is processed.

For companies employing 250 people or more, documentation is required which states why people's data is collected and processed, what information is held and for how long, and the technical measures employed to keep the information secure. For larger companies that collect a lot of sensitive data as part of their business there is a requirement to employ a dedicated data protection officer.

Under DPA, only "data controllers" – those organisations which decide the purpose, and the manner in which personal data is used – were subject to the law, but under GDPR "data

PREPARING FOR GDPR: 12 STEPS TO TAKE NOW

1. Make everyone aware of GDPR and their responsibilities
2. Audit what personal data is being held
3. Review privacy notices
4. Review procedures so they accommodate an individual's data rights
5. Update data access request procedures
6. Identify the lawful basis for processing personal data
7. Review how you seek, record and manage consent
8. Ensure you can verify age and parental consent where required
9. Apply procedures to detect, report and investigate data breaches
10. Instigate data protection impact assessments
11. Designate someone to take responsibility for data protection compliance
12. International organisations need to determine their lead data protection authority.

Source: <https://ico.org.uk/>

processors" – any organisation that processes the data on behalf of the data controller, including collation, recording and holding data – is now subject to the new data protection legislation.

The GDPR also sets out the rights of individuals who have their data held and the obligations that organisations have to use and keep this information secure. It also gives people the right to have easier access to the information held about them, free of charge. The law also gives them the right to have it deleted, where appropriate.

A big issue for companies holding existing data on people is the GDPR's insistence that all companies obtain the consent of people they collect information about for the right to contact them in the future; evidence of their "opt-in" is required and also of their preferred method, if any, for contacting them in the future.

However, consent is not required if an organisation has a "legitimate" interest in contacting an individual as part of its current contract relationship with that person.

Data security is a key feature of the new legislation. Computer records have to be encrypted or at least password protected, and hard copy records kept under lock and key with access limited

to personnel who need to view them as part of their job role.

As we have seen in recent years, some companies have been less than forthcoming in admitting to breaches in their data security. For example, Yahoo has said that all of its three billion user accounts were affected in a hacking attack dating back to 2013, and Uber concealed a hack that

affected 57 million customers and drivers, which happened in 2016.

Under GDPR, organisations have 72 hours to report the breach – "the destruction, loss, alteration, unauthorised disclosure of, or access to" people's data – to the ICO and contact the people that have been affected.

The ICO's website states that "many of the GDPR's main concepts and principles are much the same as those in the current Data Protection Act" and the UK's Information Commissioner Elizabeth Denham said that the new regulations only represent a "step change" for organisations which already comply with existing data protection laws.

"It's still an evolution, not a revolution," she added.

USEFUL INFORMATION:

<https://ico.org.uk/for-organisations/business/>



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Business preparing for the challenges of GDPR

As one of the UK's leading providers of pre-paid funeral plans, Glasgow Chamber member **Golden Charter** holds a large volume of personal and sensitive data on its records.

Last year, it set up a GDPR project team to ensure all its internal functions, including how it handles employee details, comply with the new data protection regulations. This work has covered all areas of Golden Charter's business, and it had an additional compliance challenge to ensure that all the independent funeral directors who help to sell its plans understand the impact of the changing regulations on their businesses.

Alison Wilson, Golden Charter's Director of Risk & Compliance, explained the issue: "Golden Charter sells its plans through its own internal marketing teams, and also through third parties such as IFAs, will writers and funeral directors. Time and resource can be limited, and independent funeral directors come in all shapes and sizes. That's why we have developed a GDPR education programme of webinars, seminars, FAQs and scenarios in the run up to the new law coming into force on 25 May to help them fully understand the concept and give them guidance on becoming compliant."

In terms of funeral plans, Golden Charter has obligations under GDPR as a "data controller": the entity that decides the purpose, and the manner in which personal data is used.

However, the funeral directors that sell its plans also have new data protection obligations as they are classified under GDPR as "data processors" in their relationship with Golden Charter: the entities that process the data on behalf of the data controller, including collating, recording and holding data.

Alison said the term "data processor" is a bit of a misnomer:

“Data security is paramount under GDPR so that if hard-copy records are kept of personal information these must be under lock and key”

"You don't have to do anything with the data to be a processor, because just storing data comes under the 'processor' remit. So if we sent personal information to a funeral director to fulfil a funeral need and they never touch that piece of paper again they are still processing it as they store it."

"Data security is paramount under GDPR so that if hard-copy records are kept of personal information these must be under lock and key and access limited to only those in the company that need to see this information as part of their job. Electronic records need to be at least password-protected."

"Sharing data is also an area where funeral directors need to assess risk and, where possible, write GDPR responsibilities into business contracts with third parties, such as cemeteries, celebrants, flower arrangers etc."

Another significant issue for companies like Golden Charter that engage in direct marketing is obtaining consent to contact people in the future, as this cannot happen unless the individual has opted in.

She said: "Golden Charter is obtaining this consent when customers contact them and we are suggesting that funeral directors modify their business contracts to accommodate an 'opt-in' consent form to allow customers to agree to be contacted in the future for

information about other services or products."

However, you do not need consent to contact a person if you have a "legitimate" interest in doing so as part of your current business relationship with that customer, such as a pre-paid funeral plan.

Alison said: "While customers would expect us to contact them to fulfil the funeral plan, GDPR prohibits us from using their data for contacting them for some other purpose, like trying to sell them an additional service, unless they have given us specific prior consent for doing that."

Golden Charter Chief Executive Suzanne Grahame believes the new data protection law is a positive step forward as it puts customers at the heart of its business. She said: "This change in the tone of the conversation around data protection puts the individual at the centre of companies' thinking and highlights the importance of protecting the security of personal data. It will make everyone more thoughtful about what data we really require, and only using it for the purpose it had been collected for. Golden Charter has had a robust compliance function spearheaded by Alison over many years now, but the specifics of GDPR and the financial and reputational risks it brings are bound to focus any business' attention on these important issues."

"Becoming GDPR compliant is a challenge, and my concern is that many smaller businesses will struggle, without support, to understand not just the regulations but how they can be applied to their businesses."

"That's why Golden Charter is helping and providing guidance to our funeral director family in what ways we can, but these changes are far-reaching, and businesses of all kinds will need support."

Suzanne Grahame



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Demand grows for Glasgow office space

What does 2018 hold for commercial property development?

Words by: *Stewart McRobert*

Glasgow's commercial property sector requires a further phase of speculative new build in the near future to create and take advantage of new opportunities. That's the view of experts in the field and the Chamber's own Chief Executive.

According to those operating at the sharp end, 2017 proved to be a satisfactory year and the coming 12 months will see sustained demand, however there is a need for high quality new build developments to get to the starting gate.

Among others, Stuart Patrick, the Chief Executive of Glasgow Chamber expressed the desire to see more Grade A office space in the city. He has said he will be watching closely to see whether any speculative Grade A developments get under way this year.

Ewan Cameron of Ryden, the commercial property consultants agrees. He noted: "As far as the city centre goes there was quite a bit of activity in the first part of 2017, things slowed down towards the third quarter then picked up pretty quickly towards the end of the year."

"We are down to around 60,000sq ft of new build space completed in the last two or three years. We should really look to have



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GHA wins Global Excellence award

Glasgow Housing Association, part of Wheatley Group, has achieved one of Europe's top business excellence awards.

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Wheatley Group Chief Executive
Martin Armstrong

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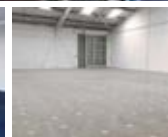
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“There is some chunky space coming through. That’s good for the market, and... will address some of the ongoing demand”

around 200,000sq ft – 300,000sq ft available to give choice to occupiers.

“The crux of the matter for the city is creating the next cycle of development in new build space.”

Looking back, Ewan observed that 2017 saw the city reach its five year average of just over 600,000sq ft of take up.

“Although the overall figures are up there with the longer term average and activity levels have been good at the larger end, the flip side of that is that the middle tier market of local indigenous companies has been more subdued.

“Larger corporate and government activity has eaten into existing stock and the big thing for Glasgow right now is the lack of new build high quality office development in the pipeline.”

Refurbishment

Ewan believes the current situation has created the opportunity for existing building owners to look at refurbishment options, which can be brought to market more quickly than new builds.

In that vein, NFU Mutual is about to complete a refurbishment of 191 West George Street (c 82,000sq ft), Aviva can provide 91,200sq ft at 123 St Vincent Street and are about to undertake more work there, while at 310 St Vincent Street a refurb being carried out by Praxis will offer 71,000sq ft.

“There is some chunky space coming through,” he added. “That’s good for the market, and hopefully that will address some of the ongoing demand.

He believes that demand could



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GLASGOW OFFICE MARKET STATISTICS FOR 2017

- 627,313 sq ft of office space was transacted in 2017 – over half of which (330,061sq ft) was recorded in the year's final three months.
- 2017 saw 99 office deals completed, slightly less than in previous years – 2016 (111) and 2015 (125).
- The average-sized deal increased significantly in 2017, resting at 8,702sq ft. The previous average was 5,936 in 2016 and lower still in 2015 at 4,567. The average size deal in Q4 of 2017 reached 11,002sq ft.
- Significant public sector deals involving the DWP (84,524 sq ft) and Scottish Courts & Tribunals (80,498sq ft) at Atlantic Quay spiked Glasgow's final 2017 totals, saving the market from a comparatively slow year.

help push up rent for high quality space, perhaps to as much as £30 per sq ft. And he said that's no bad thing. "It would be good for the market to see a bit of upward movement in rentals because that would help encourage those who are sitting on planning consents and looking to start new developments."

Though the city should see new supply starting to filter through one of the barriers to progression is the resistance of UK pension funds to get involved in any funding of speculative new developments.

Ewan believes Glasgow has always been slightly ahead of other UK centres by creating speculative office space that's ready to go. However, there is a danger that other cities, particularly some down south, will move ahead and be able to compete more effectively when national investment decisions are made.

Innovation

In his assessment, Stuart Patrick praised the economic contribution made by the city's innovation districts, which are being created around centres of excellence in the city. Ewan also highlighted this positive trend, highlighting

“It would be good for the market to see a bit of upward movement in rentals because that would help encourage those who are sitting on planning consents”

developments such as The Tontine Building where the city council has created innovation space for companies to grow, and districts at both Strathclyde and Glasgow universities.

"These are great news for the city, not simply in terms of a boost to the property sector, but because they build on our research and development skills," he said.

Other interesting examples include the refurbishment of the historic Garment Factory which has recently completed. Located on the corner of Ingram and Montrose streets in the Merchant City, the B-listed building

provides 47,382sq ft of office space over six floors with additional restaurant and leisure premises at ground and basement level. Early tenants include 360 Architecture and the digital enterprise firm, Incremental.

Similarly, Magenta, a new urban office park at Shawfield, being developed by Clyde Gateway and Highbridge Properties, proposes 100,000sq ft in a first phase of Grade A office buildings. In addition, Clyde Gateway's, Red Tree Magenta business suites building will be ready for occupation in May.

While the market appears to be moving along at a steady pace, there's certainly no room for complacency. In particular, the future will remain bright so long as sufficient new build projects are commissioned soon.

Ewan
Cameron

Are you doing enough to attract the right talent?



The rules of recruitment are changing. With work-life balance, flexible working, career progression and the Brexit effect high on job seekers' tick lists, employers may have to recalibrate the benefits they are offering to secure the skills they need

Words by: *Andrew Collier*

Scottish businesses have always been resilient in the face of adversity. That doesn't mean simply putting a brave face on things, but rather actively planning and working their way through challenging trading conditions.

At the heart of this is a core policy of ensuring they have the right staff and skills in place to survive and prosper when things are tough. And with the uncertainty of Brexit looming over the next few months and years, this optimistic, can-do approach is needed more than ever.

Nearly two thirds – 65 per cent – of Scottish organisations say that they are planning to recruit over the next 12 months, according to the recently published Hays UK Salary & Recruiting Trends 2017 guide.

A total of 92 per cent of surveyed companies also say that they are expecting business activity to either remain the same or increase in the coming year.

This positive approach doesn't mean, though, that recruiters can dismiss Brexit and its consequences. According to Hays, the referendum and its outcome have made staff think more seriously about their career development and whether there are other opportunities out there that they should be considering before they lose their EU citizenship.

This should make employers think more carefully about their recruiting strategy and the salary and benefits packages they are offering. Otherwise candidates may be tempted to seize opportunities in other EU countries while they still can.

The survey also shows that money isn't the main driver for most candidates. In Scotland, lack of scope for career progression in their organisation was cited in the research as the main reason for 24 per cent of people wanting to leave their current role, surpassing salary at 21 per cent. Work-life balance was also rated highly at 24 per cent, as was location at 16 per cent.

Akash Marwaha, Managing Director for Hays in Scotland, says: "Our survey shows that there is clearly some disparity in views between employers and employees on what's important when looking for a new role. Quite often, salary alone won't be sufficient to attract the right talent, especially if someone receives multiple job offers.

"Employers must take a flexible approach to their salary and benefits packages and think more

seriously about things like work-life balance, flexible working, annual leave and career development, as it's these benefits that people rate most highly. They also need to tailor packages for different generations.

"For example, for many millennials who are moving from junior positions to more senior roles, career development is very important. There needs to be a bigger conversation around investing in staff development, training courses or even study leave. Cross-departmental training is often a great cost-effective solution."

The Hays survey shows that many organisations are being challenged by the perennial problem of skills shortages. These are causing significant salary inflation in some sectors, including IT and construction and property.

“There needs to be a bigger conversation around investing in staff development, training courses or even study leave”

Staff are happy to work hard, but they expect the opportunity to be able to play hard too, says the Hays survey, which takes in the views of nearly 17,500 employers and employees.

According to the research, 66 per cent of employees deem flexible working to be important and 60 per cent rate over 25 days' annual leave as important. However, this message has yet to be fully taken up by businesses. Just over half of employers offer flexible working and far fewer offer over 25 days' annual leave than the number of staff rating it as important.

Employees are less concerned about some of the elements of the packages they are offered. Many deem statutory pension contributions to be important, and just over a quarter rate financial support for professional studies highly.

But in these areas, employers are ahead of the game, with 60 per cent of employers offering pension contributions and almost half providing financial study support.

"It's no longer just about candidates selling themselves in an interview," says Akash Marwaha. "In this market, it's also important for employers to make sure they're promoting their organisation in a positive way to attract the talent they need."



Uncertainty over Brexit is just one of the factors influencing job seekers



Akash Marwaha

Salaries, inevitably, reflect demand with significant pay increases for the most sought-after. For example, cyber-security information analysts and engineers have enjoyed some of the biggest rises at 10 per cent and 8.4 per cent respectively.

In the construction and property sector in particular, a high churn of workers is a historic issue which continues to impact on the industry.

Nicholas McVeigh-Crabbe, Director at BBR Services, a construction and home-builder sector recruitment company which has offices in Glasgow, Edinburgh and London, points out that this can have an effect on the quality of the workforce.

He explains: "Unfortunately, the construction industry's reputation for high turnover can be self-perpetuating and, in some cases, attract employees who aren't as dedicated and loyal as an employer requires.

"However, zero hours contracts will often benefit



The construction industry continues to suffer from a high churn rate of workers

individuals who want the flexibility to work when it's suitable.

"The challenge for the construction sector is to balance and successfully market the opportunity of long-term careers for motivated people and shorter-term positions that suit job seekers looking for flexible employment."

On the question of the impact of Brexit, McVeigh-Crabb adds: "There may be more media gloom about it, but as a company we haven't

seen this impact on construction or property, the key industries where we operate.

"Naturally there will be a reduction in the number of European workers coming to the UK when we leave the EU. However, this will hopefully be replaced by migrants from other parts of the world and a motivated British population looking for a new role."

Other studies, however, take a slightly less bullish view of the current jobs environment.

The HIS Markit UK Report on Jobs in Scotland, provided by the Recruitment and Employment Confederation (REC), points out that its latest data shows that the number of people placed in permanent job roles increased at the slowest pace since March 2017.

It says:

"Concurrently,



Nicholas McVeigh-Crabbe



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billings received from the employment of temporary staff declined for the first time since November 2016, a distinct contrast to the sharp expansion noted at the national level."

Finding the right staff is, of course, crucial. But it's not an exact science, and businesses can sometimes get it wrong. Research by the REC has shown that 85 per cent of HR decision-makers admit their organisation has made a bad recruitment decision.

This can be extremely expensive: a poor hire at mid-management level for a position carrying a salary of £42,000 can cost a business more than £132,000 when hidden costs are taken into account.

Confederation Chief Executive Kevin Green says: "Getting recruitment right is even more important during a time of economic uncertainty because businesses need to ensure they're not wasting money.

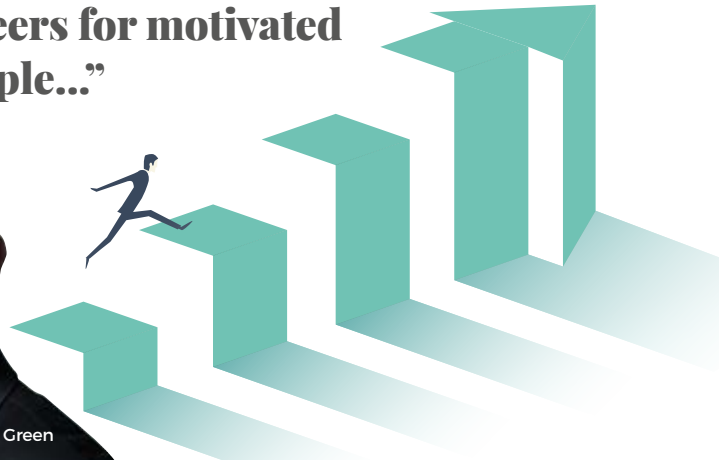
"Our calculations show that UK businesses are wasting billions every year because of the volume of hiring mistakes being made.

"Shockingly, we discovered that employers are completely underestimating the financial impact of getting recruitment wrong, and not learning how to improve."



Kevin Green

The challenge for the construction sector is to balance and successfully market the opportunity of long-term careers for motivated people..."



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Celebrating a brilliant new hire that will boost your business? Then you might want to let the world know through our new People On The Move feature.

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Diarmid McBride

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APPOINTMENTS

PEOPLE ON THE MOVE IN THE BUSINESS COMMUNITY

Senior Solicitor joins Lindsays' private client team in Glasgow

Lindsays recently welcomed Bruce Battersby to its private client team in Glasgow.

Bruce has joined as a Senior Solicitor and assists individuals and business owners with



the administration of estates, the setting up and administration of trusts and with the preparation of tax efficient Wills and Powers of Attorney.

He helps clients plan for the future by advising them on succession and inheritance tax planning. Bruce is a member of the Society of Trust and Estate Practitioners (STEP).

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lindsays

Blackadders appoints new Partner to head up residential property in Glasgow

Law firm Blackadders has appointed a new head of residential property to its Glasgow office.

Karen Fulton joins as a Partner to take up the role and will be responsible for building on the firm's residential property credentials and adding to its diverse portfolio of clients.

A property lawyer with more than 25 years of experience, predominantly in the Glasgow area, Karen's appointment reinforces Blackadders' ambitious growth plans in the city and West of Scotland.

Blackadders expanded into Glasgow in 2016 and also has offices in



Edinburgh, Dundee, Aberdeen and Perth.

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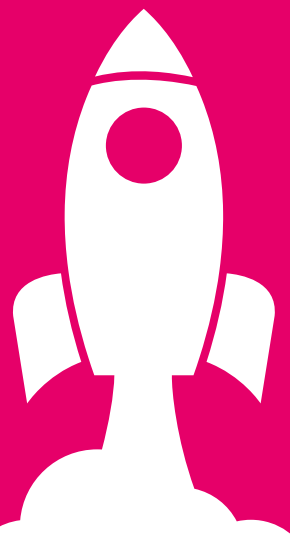
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