

AGENDA

Raise a glass for Glasgow's
new independent beer

page 11

GLASGOW TALKS

Peter Duthie forecasts a
strong future for the SEC

page 20

INTERNATIONAL

We are securing global
recognition for members

page 21

PEOPLE ON THE MOVE

Four key businesses share
their latest appointments

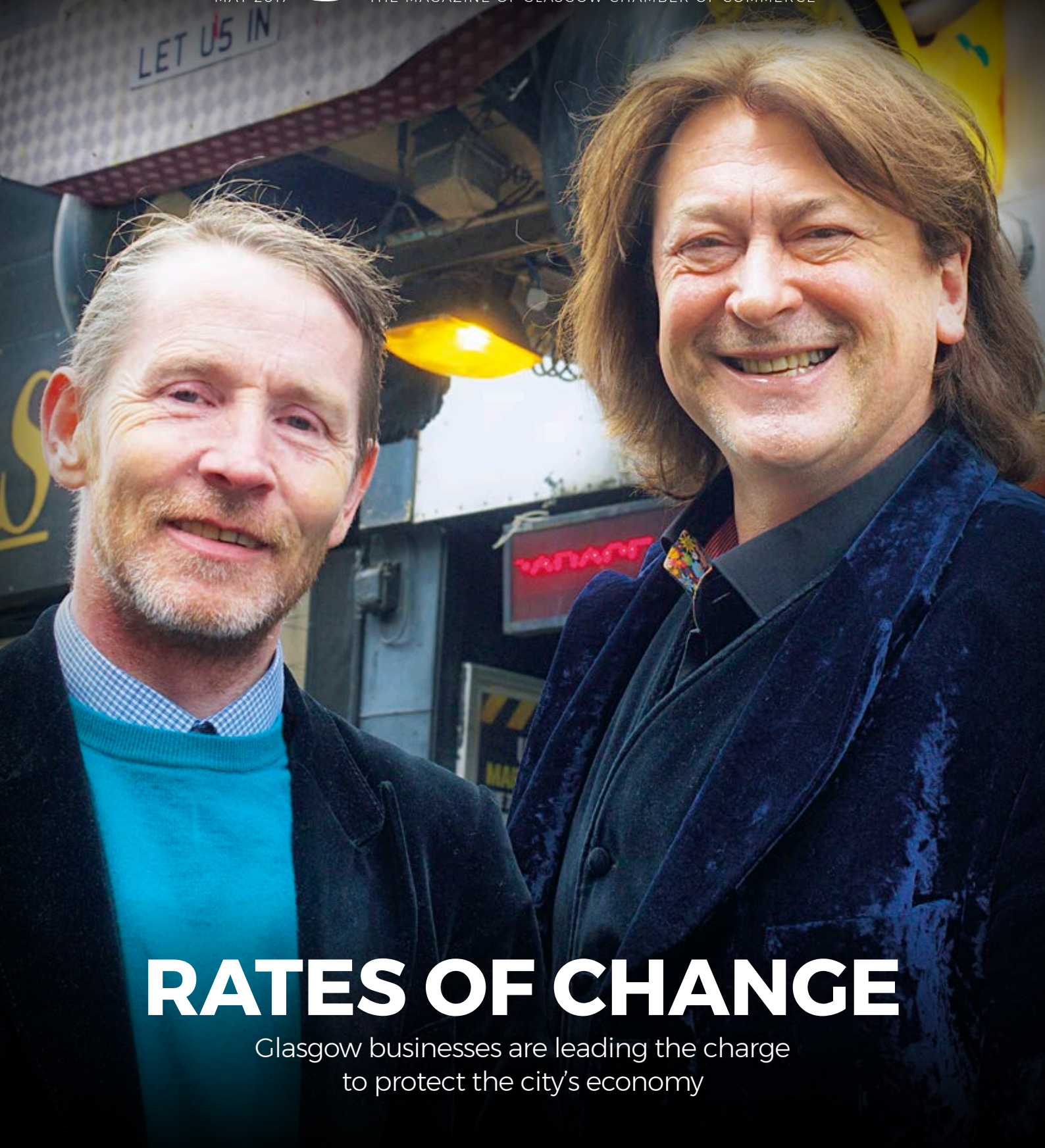
page 46

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MAY 2017

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CONTENTS

May 2017

04

President's Column

Why we must use our international influence

07

Chief Exec's Blog

Working hard to grow the Glasgow economy

08

Intel

Craig Vickery discusses his essential links

10

Agenda

Glasgow Chamber is leading the agenda

12

City Roundup

All the latest news from the city

14

Member News

Shining the spotlight on our members

18

Partner News

Update on the work of our key partners

20

Glasgow Talks

Peter Duthie on the Scottish Event Campus

21

International

Creating global recognition



24



20



18



29

22

CityFibre

Explore the city's digital future

24

Business Rates

Glasgow businesses are leading the charge

27

Winner Profile

Looking back at GBAs winner Golden Charter

28

Whisky

Glasgow's creative spirits

29

Future Ambitions

Ambitious vision for jobs and skills growth

30

Local Elections

The Chamber team is planning for all results

32

IT Supply

Careful selection of IT providers is paramount

36

Employment Law

Business could face a change in direction

40

Intellectual Property

An innocent error could prove costly

44

New Members

A warm welcome to all new members

46

Appointments

People on the move in the business community

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Why we must use our international influence

Neil Amner, President
president@glasgowchamberofcommerce.com

Whether we like it or not, two issues are dominating our political debate – Brexit and the related prospect of a second referendum on Scotland's constitutional future.

Both issues do challenge us to work harder in presenting a coherent international case either for investing in our city region or for expanding our export markets. I pick up a fairly clear message from the Chamber's members – however the political debate evolves, business must carry on and getting on with helping our members grow remains our primary task.

To that end, we are significantly increasing our international work. For example, Chamber Chief Executive Stuart Patrick recently travelled with the Glasgow team to the Palais des Festivals in Cannes where MIPIM, the international real estate congress, is held. That is one opportunity to promote our city as an attractive place to invest in the hotels, offices and housing that we want. Similarly, I welcomed a trade delegation to Glasgow from Slovenia following the Scotland-Slovenia World Cup qualifying match at Hampden, and I represented Glasgow Chamber in a Scottish Chambers' delegation to China both to seek out trading opportunities and encourage business investment.

Of course, our primary aim must be to search out direct business connections for our members and so we will be expanding our formal links with overseas Chambers this year. We will have visitors from Manhattan in May, and we will be taking a member delegation out to Milan in June. Discussions with Chambers have begun in Germany and

we are investigating the United Arab Emirates as well.

MIPIM in Cannes shows how much work we have to do. Make no mistake, this is a highly competitive world. More than 90 countries were represented and almost every major conurbation on earth was vying for new investments and major real estate projects. The discussions are about smart cities of the future and about how people can live and work in sustainable urban environments. A technology revolution, geopolitical instability and societal changes are sweeping through the business world and property professionals are facing the same kind of challenges that other industry sectors face. They need to find places where there is stability and continuity.

Glasgow has immense benefits and is an attractive location to international investors. Our region, which extends down the Firth of Clyde, is unique in that 1.8 million people live and work within the defined area. This is an attractive pool of well-educated talent for international companies. Our research base is equally impressive. But we have to listen to what informed outsiders think about Scotland. The message that comes back loud and clear is that the UK and Scotland's continuing political uncertainty just makes some investors and international business people that little bit more nervous and so we have to make the extra effort to get our message across.

With help from our members, from Glasgow City Council and from the Scottish Government, we can marshal a powerful case for Glasgow. Look out for opportunities to join in as we publish more details of our international work. Or let us know where you think the Chamber could help develop a new relationship or make a link for you.





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A black and white photograph of an astronaut floating in space, wearing a full spacesuit and helmet. The astronaut is holding a small rectangular object in their right hand. The background shows the Earth's horizon with clouds.

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Think Ahead

ACCA

Chamber will work with Council to grow Glasgow

Stuart Patrick, Chief Executive
chiefexecutive@glasgowchamberofcommerce.com

The local elections are upon us and we will have a new administration to work with after 4 May. It may be a variation of the current administration or something completely new. We await the voters' decision.

Whatever the outcome may be, Glasgow Chamber will want to maintain a strong and positive relationship with the City Council. The Chamber's governing body made a decision long ago that it was far more productive to invest the time and energy in understanding the aspirations set and the challenges faced by the city's leadership than to lob critical grenades across George Square. We wanted to work constructively on establishing the common ground.

That common ground is certainly not difficult to find. We all want the city's economy to grow. We all want to see economic success widely shared. We all want to see Glasgow attracting investment, bringing in visitors and expanding our business community.
Read more online at: goo.gl/zY0u0c

Sir Arnold's proud contribution to youth skills

One of the outstanding figures of business in Glasgow passed away recently.

Sir Arnold Clark leaves behind a tangible legacy for his city. The business itself is certainly the most obvious, Europe's largest independently-owned family-run car dealer.

He grew it from scratch, nurturing its success all through the years when Glasgow saw one after another old-established family business go to the wall and Scotland as a country was lamenting its comparative shortage of entrepreneurs.

When Glasgow was reaching its lowest economic point in the mid-90s, Sir Arnold was busily expanding his company into England.

But there is also another of his legacies which is providing opportunities for literally thousands of young people in Glasgow every year. Read more online at: goo.gl/J0dBW4

Direction of travel is taking us to New York, Northern Italy and Bavaria...

By Richard Muir, Deputy Chief Executive

Glasgow Chamber of Commerce has travelled a long way in its international trade development work in the last couple of years. We've always had a really strong certificates and documentation service for exporters, but joining up with overseas Chambers of Commerce has been a relatively new thing for us.

This really started after we were invited by Glasgow City Marketing Bureau to attend a business and media networking event in New York last March and we invited some of our President's Club members who are based in the Eastern Seaboard of the USA.

Quite a few of the President's Club members came to the event and brought some of their senior business contacts too. It was a really successful evening and we took the opportunity to meet with the President of Manhattan Chamber of Commerce, Jessica Walker.

Read more online at: goo.gl/LvagDb

Doing business with Slovenia

By Elaine Rodger, Head of International Trade Development

In his blog at the end 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." Over the last year 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 took a delegation over to Manhattan last November and in May we will welcome Manhattan Chamber members to Glasgow. We have an outward delegation to Milan planned for June and there is much more in the pipeline.

Continuing to build on our international connections we hosted a delegation from the British Slovenian Chamber of Commerce (BSCC) on Monday 27 March, having been introduced to one another by Anne-Marie Martin, Chief Executive of the Council of British Chambers of Commerce Europe (COBCOE).
Read more online at: goo.gl/rwpYpA



Craig Vickery
Head of ACCA Scotland

Essential links

From LinkedIn to Lync, the ability to quickly and simply connect with global colleagues is key for Craig Vickery

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

I embrace technology and, although I still carry a paper diary, I would be lost without my iPhone. The one app that I use on a daily, even hourly basis, for business is LinkedIn. I find it particularly useful for keeping contacts up to date and quickly reaching my network. Within ACCA, I find Lync really useful – as a global organisation, the ability to speak face to face with any of my colleagues anywhere in the world and share information is vital.

You've moved into fantastic new offices. Is there any new technology that you are using to help productivity/communication?

It may seem insignificant, but our new offices have TV screens playing a loop of BBC News, profiles of teams within ACCA and a range of internal messaging to all staff. This, together with our intranet, ensures that all of



our team of 650 in Glasgow are much more aware of current developments.

The new Global Customer Service Centre was officially

opened recently by the Princess Royal. Embracing three floors of the building at 110 Queen Street, we were able to beam a live video of the ceremony to all staff and to our London office.

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

Aside from LinkedIn, I read the *Herald* and *Scotsman* daily. Alongside this, I use the BBC News app, Glasgow Business magazine and *Business Insider*. Of course, I'm a regular reader of *AB* magazine (ACCA's own publication), which I can highly recommend.

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

Slightly different to the norm, *Be Our Guest: Perfecting the Art of Customer Service* by Theodore Kinni of the Disney Institute.

Kinni does a great job of revealing the magic of Disney's approach to customer service. You build the best product you can, give people effective training to support the delivery of exceptional service, learn from your experiences, celebrate success. You never stop growing. You never stop believing. Customer satisfaction is a moving target.

A member organisation such as ACCA must remain focused upon our membership and supporting them in their careers. So for me, great customer service or, in our case great member service, is a starting point.

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

Plan the day ahead, include time for interruptions and take time to think – well, that's the plan. I find it vital to use the skills of the team around me to regularly sense check ideas and to ensure we are doing the right thing, in the best way.

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

The only man to get all his work done by Friday was Robinson Crusoe – so concentrate on the important and urgent activities.

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Inspiring City Awards 2017

Inspiring City Awards – PEOPLE MAKE GLASGOW provides a platform to celebrate and reward outstanding businesses, groups and individuals in Glasgow. This year's awards will take place at the DoubleTree by Hilton Glasgow Central on Thursday 7 September.

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

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

Sponsorship of Inspiring City Awards – PEOPLE MAKE GLASGOW offers you the opportunity to be part of a well-established Glasgow event and align your brand with excellence and quality.

Categories available for sponsorship include:

- Industry and Business Award
- Outstanding Contribution by a Business Leader Award
- Carer(s) of the Year Award.

If you are interested in category sponsorship, contact Alan Busby on 0141 201 8323 or email him at alan.busby@glasgowchamberofcommerce.com



The Glasgow Business Awards 2017

Glasgow Chamber of Commerce's flagship event, The Glasgow Business Awards 2017, will take place on Thursday 5 October at the Hilton Glasgow, so make sure you save the date in your diary. This year, the Awards will celebrate their 20th anniversary.

There are many opportunities for you to get involved and support the awards. If you are looking to raise your business profile and position your brand in front of around 700 guests representing the top innovators and influencers from Glasgow, then becoming a sponsor

could be perfect for you.

Categories available for sponsorship include:

- Glasgow Business Award for Best Performing Business (51 employees or over)
- Glasgow Business Award for Excellence in Customer Service
- Glasgow Business Award for People Development

Packages to suit all budgets are available. If you are interested in category sponsorship or other options, contact Anne Marie Hughes on 0141 204 8325 or annemarie.hughes@glasgowchamberofcommerce.com

Green Light Programme a resource of great ideas

The second year of the Chamber's successful Green Light Programme is well under way, with a number of organisations involved in a series of workshops.

Working in partnership with Mabbett, a leading environmental and sustainability consultancy, and Scottish Enterprise, the programme uses expert help, consultancy and training to guide Glasgow businesses and organisations through the steps and opportunities in developing an Environmental Management System (EMS).

This year, the organisations participating are: iCafeUK; St. Enoch Centre; Glasgow Film Theatre; Glasgow Kelvin College; Royal Conservatoire of Scotland; Dear Green

Coffee; JWF Ltd; Wasps Studios; Douglas Accountancy and Citizens Theatre.

"Glasgow Chamber is delighted with the level of response to this year's Green Light Programme. The programme is all about helping businesses make a difference to their bottom line and also reducing their carbon footprint by making efficiencies. One of the additional benefits has been about the collaboration and sharing ideas and best practice," said Alison McRae, Glasgow Chamber's Senior Director.

The organisations are also working with Resource Efficient Scotland to identify cost savings, and how to improve their savings on water and energy consumption and waste.



Scottish Apprenticeship Week

DYW Glasgow supported an array of industry tours during Scottish Apprenticeship Week, in a variety of key sectors including hospitality, financial services and construction.

Six schools across the city were partnered with the Glasgow Marriott Hotel, the DRG Group, Santander, Clydesdale Bank, Tesco Bank and CCG, offering tours to more than 90 young people. This allowed an insight into each of the chosen industries, highlighting the variety of jobs in the sector and the different entry routes.

When visiting companies such as Glasgow Marriott Hotel and the DRG Group, the young people learned about a range of positions in the hospitality industry, including front of house.

Pupils interested in financial services visited Santander, Clydesdale Bank or Tesco Bank to learn about apprenticeship opportunities about the role from a current apprentice, while some of them were given the opportunity to design apps.

For those with a passion for construction, CCG invited pupils to its Anderson site, where the site manager and current apprentices shared their experiences.



AGENDA

Bread the toast of beer lovers

Beer-lovers were able to raise a glass for Glasgow's Circular Economy at a unique launch event at 29 Glasgow in Royal Exchange Square. Hardtack is an exciting brewing collaboration involving Jaw Brew and Aulds Bakers, supported by Glasgow Chamber of Commerce.

As part of an effort to reduce wasted food, Jaw Brew, an independent Glasgow-based real ale craft brewery, has teamed up with Aulds to develop a beer made partly from surplus morning rolls made fresh daily by the bakers.

"After some experimentation, we have found that the type of bread used is suitable for mashing with barley to give body to a beer without adding fermentable sugars. This means Hardtack is a low-alcohol beer at around 2.2 per cent strength with flavour and texture that belies that low number," explained Alison Hazell, the co-owner of Jaw Brew, based in Hillington Park. "It has a very tasty, light and citrusy flavour. We call it a table beer rather than a session ale."

Aulds makes fresh products daily, and often supplies on a sale or return basis so there is variable amount of bread returned or left unsold at



the end of each day. Some of this is donated to food banks but there is sometimes too much for the food banks to accommodate – which is why both parties embarked on this socially beneficial project.

"If we can turn surplus bread into delicious beer; we have helped reduce the amount of perfectly fine bread that is sent to landfill and also created a unique and tasty beverage for the adventurous and environmentally-conscious drinker," said Mark Hazell, the co-owner of Jaw Brew.

Alison McRae, Senior Director,

Glasgow Chamber, said: "The brewing of this delicious blonde beer is a wonderful example of the Circular Economy in action. Taking one company's waste product and converting it into a high value added product through another is exactly what this is all about. Hardtack beer has certainly captured everyone's imagination and we hope to see many more examples from other collaborative efforts across different businesses."

Aulds Managing Director Alan Marr said: "This is a unique partnership which has resulted in an innovative and great tasting product. It is rewarding to see a perfect example of the Circular Economy working and the finished product now going on sale."

The project helped Scotland win an award at the Circular Economy conference held at Davos in Switzerland in January. The beer has been packaged in 33cl cans and is available at various outlets across the city, or you can also buy it direct from the brewery.

The move followed a meeting between the two companies organised by Glasgow Chamber of Commerce and Zero Waste Scotland.



Our mission to Berlin

Glasgow Chamber of Commerce Chief Executive and Deputy Chief Executive, Stuart Patrick and Richard Muir, joined Team Glasgow for "An Evening with Glasgow" in Berlin to promote the European Championships on 1-12 August 2018.

This was a preliminary mission in February involving Glasgow Leader Frank McAveety, Susan Deighan and Jill Miller from Glasgow Life and representatives of Glasgow City Marketing Bureau, who were able to highlight the long-standing Glasgow and German connections and encourage more visitors

to come to Scotland for the Championships.

The Championships are a unique opportunity for Glasgow businesses to reach out to German visitors, the fourth most important overseas market in terms of visitor spend and second in terms of number of visits. German visitors made 85,000 trips to Glasgow, which equated to £16 million in local economic benefit.

The mission helped to foster relationships between civic and sporting contacts in Berlin and highlighted the key messages of Glasgow as a business and leisure destination.

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First Minister to speak at All-Energy conference

First Minister Nicola Sturgeon will speak in the opening plenary conference session at All-Energy 2017, the UK's largest renewable and low-carbon energy exhibition and conference, which will take place at the SEC on 10-11 May.

Not only will the audience hear the First Minister, but other speakers will include Frank McAveety, Leader of Glasgow City Council; Keith Anderson, Chief Operating Officer of ScottishPower and Chief Executive of ScottishPower Renewables, which is chaired by Professor Sir Jim McDonald, Principal and Vice Chancellor of Strathclyde University, as they set the scene for two stimulating days.

Admission to all parts of All-Energy

is free to those with relevant business/professional interests. They can visit and do business in the 400-stand exhibition with its exhibitors from 16 countries; learn from close on 400 speakers by attending the multi-stream conference and the four-day, quick-fire seminar programmes (over 100 hours of presentations, discussion and debate); take advantage of 1-2-1 meetings with buyers eager to enlarge their supply chains; make use of the invitation-only Power Club Lounge and enjoy networking at the Giant Networking Evening.

"We look forward to welcoming you. The buzz, the enthusiasm, the business done... it gives All-Energy a very special and vibrant feel," says Event Director, Jonathan Heastie

of organisers Reed Exhibitions.

All-Energy's conference features renewable energy generation, as well as low-carbon heating, energy efficiency in business, local/community energy, investment, the grid, energy storage, a session specifically for the farming community and more, including the likely effects of Brexit on the industry.

Chamber President Neil Amner will be speaking in the inaugural Smart Urban Mobility Solutions conference on Day 1.

Online registration, the conference programme and full information on All-Energy and SUMS is at www.all-energy.co.uk and www.smarturbanmobilitysolutions.com

Patrick declares 'Glasgow still open for business'

Glasgow must keep up the momentum in its bid to attract new international capital and investors, says the Chamber's Chief Executive.

Stuart Patrick, who was speaking at MIPIM, the leading real estate conference held this year in Cannes, said: "Brexit is definitely having an impact on how the UK is being perceived by international investors and the consequence of this means it is harder to promote

Glasgow. Those investors who might be considering the City region as a place to make a sizeable long-term investment have become more reserved in the wake of what is going on. Now is not the time for Glasgow to step back from its well-known international outlook."

Stuart was impressed by the scale and ambition of other major urban conurbations, their approach

to smart cities and what they are delivering.

"We are well able to compete. Glasgow has real promise with the development of our innovation districts and the scale of the City Deal allows us to make a

generational shift in many communities, but other cities are not hanging around watching us. They are presenting some ambitious mixed-use development with

business districts sitting alongside large integrated neighbourhood projects with exciting new housing options. There are real challenges for Glasgow in this international market place for capital and investment. We need 25,000 new homes in Glasgow, yet the likes of London are building this number every year."

He said that Team Glasgow's presence at MIPIM was imperative to show the city was open for business.



Partnership launches Tontine space hub

The Scottish Centre for Satellite Applications (SoXSA), at the University of Strathclyde, and Glasgow City Council will use funding from the UK Space Agency to bring young high-growth companies to Tontine, an innovation hub in Glasgow's Merchant City. The partnership gives Scotland an even greater share of the UK space industry.

Around 18 per cent of the UK's space sector employment – the equivalent of around 7,000 jobs – is now based in Scotland. Successful space companies from around the world are now choosing to base themselves in Glasgow. The industry generates a total annual turnover of more than £11 billion.

Professor Sir Jim McDonald, Principal of the University of Strathclyde, which is leading the partnership, said: "This investment from the UK Space Agency underlines the city of Glasgow's international reputation as a thriving hub for businesses in the space sector, which play a vital role in the growth and advancement of the industry globally.

"It's fitting that we work with Glasgow City Council to attract more innovative

Councillor
Frank McAveety,
at Tontine



companies to the heart of our city – and to Scotland's first Innovation District. The strong links between the University, the space sector and government have fostered an environment where disruptive space technologies and satellite applications are being created – benefiting a wide range of sectors, companies and the economy as a whole."

Councillor Frank McAveety, Leader of Glasgow City Council, said: "I am thrilled by this news. It is another coup for Tontine, which will provide a perfect environment for young and growing companies in the space sector. Attracting such companies is great for the innovation clusters developing in Glasgow, underlining our

growing status as a home for advanced industries and technologies, so critical to our long-term success."

Six companies will be located at Tontine, and will receive business support specific to the space sector, accommodation and administration costs covered for two years, and dedicated workshops and expertise.

Tontine was the first project to be funded through the £1.13 billion Glasgow City Region City Deal, and is expected to inject £53.6 million in to the economy of the region. The space hub will join a UK network of space incubators, which will support the UK's ambitious plans to achieve 10 per cent of the global space market by 2030.

TOTAL BWF Badminton World Championships

Start honing up on your international badminton by finding more about the top players heading to Glasgow this summer.

For starters, Chen Long is the men's singles world champion, from China, while Carolina Marin, the women's singles champion, is from Spain. Mohammad Ahsan and Hendra Satiawan from Indonesia are men's doubles champions, while China's Zhao Yunlei is the world women's doubles champion with Tian Qing, and mixed doubles champion with Zhang Nan.

The TOTAL BWF Badminton World Championships is the most prestigious tournament in the sport, rivalled only by the Olympic Games. There are five events – men's and women's singles, men's and women's doubles and mixed doubles. The tournament, at the Emirates Arena, which hosted the badminton competition during the Glasgow 2014 Commonwealth Games, starts on Monday 21 August with the finals on Sunday 27 August.

China will be bringing a strong team but there will be plenty of others aiming to challenge the Asian dominance including Spain's Carolina Marin, England's Chris and Gabby Adcock and Scotland's Kirsty Gilmour.

The last time a player from the British home nations secured a medal was in 2011 when Scotland's Imogen Bankier partnered England's Chris Adcock to the silver medal in the mixed doubles in London.

Tickets are now on sale at: www.glasgow2017.com

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Barrhead Travel team with former NASA astronaut Brian Duffy

NASA veteran is the star of the show during Glasgow visit

An astronaut flew into Glasgow recently to give staff at Barrhead Travel a truly out-of-this-world experience.

The travel agent's Oswald Street store in Glasgow was proud to play host to former NASA astronaut Brian

Duffy and a team from the Kennedy Space Centre.

Brian, who is a veteran of four space flights and has spent more than 40 days in orbit, shared his fascinating stories during his visit.

Florida bookings are incredibly popular, according

to Barrhead Travel, and the Kennedy Space Centre in Orlando plays a major role in attracting holidaymakers to this destination.

The company is sure that prospective holidaymakers will be inspired by Brian's visit and no doubt this visit,

organised in conjunction with Kennedy Space Centre, will pique even more interest in this destination.

Following Brian's visit to the store, he shared exciting space stories with youngsters at Cross Arthurlie Primary in Barrhead.

Work gets under way on speculative build at Clyde Gateway East

Construction work is under way at Clyde Gateway East Business Park, as a new 27,000 sq. ft. industrial unit is being built on a speculative basis for urban regeneration company, Clyde Gateway.

The Clyde Gateway East development lies just off Junction 2A on the M74 and is already home to BT, Glacier Energy, Dentec and Cusack. The unit will provide 25,500 sq ft of manufacturing and engineering space and a further 2,000 sq ft of office space with service yard, parking and landscaping.

The £3 million construction will be built by Kier Construction Scotland, procured through the Scape National Minor Works Framework, and will be completed later this year.

Established in 2008 following the announcement that Glasgow was to hold the 2014 Commonwealth Games, Clyde Gateway has seen more than £1.5 billion invested in the area in the last eight years from both the

A new 27,000 sq ft industrial unit is being built on a speculative basis at Clyde Gateway East Business Park



public and private sector.

Clyde Gateway covers an expansive area with opportunities existing for all types of businesses, from large energy sector international organisations looking for the ideal location to trade, to SMEs which require a modern but cost-effective location for their offices.



Strategic partners

True Student has appointed Clyde Property as its preferred partner in promoting and securing reservations for its new student accommodation, due to open in Glasgow's vibrant West End in September 2017.

This appointment represents a strategic alliance between the two firms, which both believe that the student accommodation market in Glasgow is filled with opportunity.

True Glasgow West End will consist of 589 bedrooms, all en-suite, and many with self-contained studio kitchens. On-site amenities will include a giant slide, festival space, cinema room, meeting hub, library, café, fully-staffed gym with classes, and bookable dining rooms for when family or friends visit.

Chamber lunch launches new sponsorship deal

A chance meeting at the recent Reaction Chamber lunch event has brought about a new sponsorship deal between Atlantic rowing team Carbonzerow and Chamber member Ogilvie Ross.

Attending the lunch was Strathclyde University PhD researcher Kyle Smith who was hoping to promote the Carbonzerow team that is competing in the Talisker Whisky Atlantic Challenge. This event is the premier event in ocean rowing – a challenge that takes teams more than 4800 km west from San Sebastian in La Gomera, Canary Islands to Nelson's Dockyard English Harbour, Antigua and Barbuda. The annual race begins in early December, with up to 30 teams participating from around the world.

Ogilvie Ross Managing Partner John Ross was so impressed with the challenge and Kyle's own commitment and drive that he agreed that the firm would become one of the team's corporate sponsors. John also arranged for Kyle to be a guest on the business podcast series *"In conversation with"* to help promote the team and their charity partner The World Land Trust.

Mott MacDonald at St Vincent Plaza

In the largest letting in Scotland since the EU referendum, global management, engineering and development consultancy, Mott MacDonald, has concluded terms to move to Abstract's St Vincent Plaza office scheme.

The business is relocating its office from 1 Atlantic Quay in mid-2017 and will take the entire fifth and sixth floors of the development comprising 34,515 sq ft on a new 15-year lease.

Plans for their fit out are well advanced and it is envisaged that work will begin shortly in advance of occupation in the summer.

St Vincent Plaza is a speculative Grade A office development of 172,280 sq ft arranged on lower ground, ground and 10 upper floors. The building occupies a prominent position in Glasgow City Centre and has been designed to support highly efficient day one occupancy levels from one person per 6 sq m.



With a BREEAM "Excellent" environmental accreditation, the development provides the most cost-effective, new-build city centre office accommodation anywhere in the UK.

Mott MacDonald joins an impressive list of occupiers including KPMG, Whyte and Mackay and the Registers of Scotland.

Thomson Gray to expand



Thomson Gray has opened a new office in Glasgow

Thomson Gray has announced the expansion of its practice with the opening of its office in Glasgow.

The Tay House office will offer a full range of services including building surveying, cost management, project management, and health and safety consultancy services.

John Cartwright, Technical

Director, who has more than 25 years' experience in all aspects of building surveying, will head up the office.

Stuart Gray, Managing Director, said: "We are thrilled about launching an office in Glasgow and it underlines our commitment to be a truly national practice servicing clients throughout Scotland."

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La Bonne Auberge named Hotel Restaurant of the Year



Livia Bell, General Manager, Holiday Inn Glasgow Theatreland, with Maurice Taylor CBE

La Bonne Auberge at Holiday Inn Glasgow Theatreland, in the heart of the city's cultural quarter, has won the Hotel Restaurant of the Year Award at the inaugural Prestige Awards.

An established institution of the city's exceptional restaurant scene, offering an authentic French Mediterranean brasserie experience in the heart of Glasgow's city centre, La Bonne Auberge was founded more than 40 years ago by Maurice Taylor, the entrepreneur who last year was awarded his CBE in recognition of his services to business and to charity.

Created to showcase and reward outstanding service within the hotel industry in Scotland, the Prestige Awards were voted for by the public with finalists hand-picked by a panel of independent judges.

Chardon Trading, which operates the Holiday Inn Glasgow Theatreland and La Bonne Auberge, also won the SME300 Outstanding Profit Growth category of The Business Insider and Bank of Scotland Scottish SME Awards following exceptional rises in turnover and operating profits.



Austin Healey (host), Gareth Magee, Stewart MacDonald, Chris Brown and Abhishek Girdhar from award sponsor Santander

Awards success for Scott-Moncrieff

Accountancy and business advisory firm Scott-Moncrieff recently triumphed at the UK MPF (Managing Partners' Forum) Awards for Management Excellence 2017, winning the award for Best Strategy Implementation.

Scott-Moncrieff appointed a new board in 2015, tasked with implementing a new five-year strategy for the firm. Alongside substantial improvements to efficiency, including major IT investments, the strategy also aims to deliver a 50 per cent increase in income. Just 18 months into

the new strategy, the firm has already delivered 10 per cent increase in turnover, with margins and net profits also significantly increased, and has improved communication and commitment to its people.

The MPF Awards recognise excellence and best practice across the professional services sector, including the accountancy, legal and commercial property professions. Scott-Moncrieff was the only Scottish firm to feature in the Awards and was the runner-up for Best Strategic Leadership.

Glasgow furniture firm wins largest industry contract in Scotland

Office furniture provider the Alpha Group has been awarded two major contracts in Scotland and Ireland, representing the largest contracts in the company's history.

Alpha Scotland, based in Glasgow, has secured a contract for ScottishPower's new global headquarters in the city and is providing office furniture for 2000 employees. At the same time, the Alpha Group's workplace design division,



Paul Black, CEO, the Alpha Group, and Nick Lyons, Sales Director, Alpha Scotland

1080°, is completing a contract to fit out the new Central Bank of Ireland building in Dublin which will house 1500 employees.

In addition to

showcasing the Alpha Group's capabilities, both projects have contributed to the company's ongoing growth and success.

The Central Bank of Ireland contract win puts 1080° on the bank's procurement framework for the next five years.

The ScottishPower contract was one of the first major wins for Alpha Scotland, a relatively new member of the Alpha Group family.

UKSE invests in future entrepreneurs

More than 300 young people from across Glasgow, Lanarkshire and Ayrshire are gaining entrepreneurial experience thanks to funding from UK Steel Enterprise (UKSE).

Charitable organisation Young Enterprise Scotland (YES) equips young people with the skills needed to start their own business, secure employment or enter further education.

To assist them on their mission, UKSE has granted £7,500 for its Company



Anne Clyde, UKSE and Geoff Leask, Young Enterprise Scotland with Robert Hunt and Lauren Carney, Young Enterprise Scotland participants

Programme Initiative. Arranged in partnership with schools, the year-long initiative is designed for pupils aged 16 to 18, who are tasked with setting up

and managing a business. In addition to creating a product or offering a service, the budding entrepreneurs are required to assign real-world roles, such as financial

secretary and marketing manager, as well as develop business plans and make tax payments.

The students' products are then sold through various channels, such as online platforms and at local trade fairs. Teams then decide how they most effectively use their profits.

At the end of the course, teams will attend a national competition to showcase their successes in the hopes of being named "Company of the Year".



Iain Dunn, Commercial Property Partner, BMK; Liam Entwistle, Chief Executive, WJM and Rosina Dolan, Private Client Partner, BMK

WJM and BMK Wilson to merge

Wright, Johnston & Mackenzie LLP (WJM) is further expanding its services in Scotland by merging with BMK Wilson in May 2017.

The merged practice will continue to be known as Wright, Johnston & Mackenzie LLP in Glasgow, and Wright, Johnston & Mackenzie LLP incorporating Barty's in Dunblane. This arrangement sees ongoing implementation of WJM's plan to strengthen and grow the key areas of Private Client, Commercial Property, Corporate and Dispute Resolution.

All five partners and 16 employees from BMK Wilson's Glasgow and Dunblane offices will be joining WJM, representing an 18 per cent increase in head count.

The announcement comes less than a year after WJM formalised its merger with MacArthur & Co in Inverness, and a brace of senior appointments from McClure Naismith in August 2015.

The merged firm will mean WJM has 28 partners, 56 fee earners and 52 employees across its four offices in Glasgow, Edinburgh, Inverness and Dunblane.

Over 130 businesses in line to win City Building contracts

City Building is giving scores of Glasgow businesses the opportunity to achieve growth after appointing them as suppliers.

The construction firm awarded 136 Glasgow-based companies framework sub-contractor status to supply more than 70 construction and trades services.

The services they are eligible to deliver range from ground investigation and demolition to joinery, heating and plumbing services and installation of micro renewables.

Each of the successful suppliers were subject to a detailed evaluation process, with their bids individually assessed by a team of 20 experts across eight separate divisions within City Building. Factors that were considered during the evaluation process included environmental sustainability, employment of apprentices and delivery of community benefits.

The firms have been awarded framework status for three years with the option to extend their agreements by up to 12 months. More than four-fifths (82.5 per cent) of the successful businesses are SMEs (small-medium sized businesses), potentially delivering a major economic boost to Glasgow's SME community.

The framework is part of City Building's commitment to contributing to the Glasgow economy.



Dr Graham Paterson, Executive Director of City Building

A new venue comes to Loch Lomond Shores

The Shore is set to open a new restaurant and spa for local residents and visitors

Glasgow's deluxe conference and events venue, 200 SVS, has announced its expansion plans for 2017, bringing a brand-new wedding and events venue with restaurant and spa to Loch Lomond.

Following a significant investment, the 800m² venue – The Shore, Loch Lomond – is

due to open in 2017 at Loch Lomond Shores.

In addition to the restaurant and spa, it will incorporate a wedding and events venue with a capacity of up to 300 guests.

Scottish Enterprise, the Scottish Government's economic development agency, and Loch

Lomond & the Trossachs National Park Authority have worked in partnership to help bring this new investment to the area.

The Shore, Loch Lomond will open in late summer across two floors in the former Gateway Centre in Loch Lomond Shores.



Campus Watch initiative

Cabinet Secretary for Justice, Michael Matheson, recently visited Glasgow Airport to help launch this year's Campus Watch drive.

The Justice Secretary was briefed on Glasgow's successful Campus Watch programme by members of the senior management team and representatives from Police Scotland who are based at the airport.

Campus Watch was introduced in 2013 in partnership with Police Scotland to tackle disruptive behaviour at Glasgow Airport and provides training, advice and support to staff who interact with passengers on a daily basis.

One of the key aims is early intervention. Staff are encouraged to report the details of any potential incident of disruptive behaviour to the airport's central control room through a phone number printed on employees' ID badge. This information, including passenger description and travel details, is shared with staff across the airport via a text alert system.

Pictured: Amanda McMillan, Managing Director, Glasgow Airport; Inspector Bob Smith, Glasgow Airport Police Commander and Michael Matheson MSP, Justice Secretary

Strictly stars set the dance floor alight

Giovanni Pernice from BBC Television series Strictly Come Dancing wowed fans when he took to the dance floor at Glasgow Hilton with dance partner Luba Mushtuk to help raise money for The Prince & Princess of Wales Hospice (PPWH).

The duo were special guests at this year's award-winning (A Little Less) Strictly Come Dancing event, sponsored by Malcolm Group.

The evening, hosted by broadcasters Bryan Burnett and Rhona MacLeod, saw six couples made up of hospice supporters and professional dancers compete for the glitterball trophy, which was won by Ian Johnstone of AG Barr and his partner Tracy Donald.

The judges were Giovanni and Luba, along with BBC Scotland presenter Kaye Adams and John Comrie, the head judge and the Chairman of the British Association of Professional Teachers of Dancing of Scotland.

Other competitors included: Sarah Kelso, Scottish Enterprise; Neil Burke, Malcolm Group; Robin Hagman, Cinch Ideas; Claire McCracken, Lindsays Solicitors,



Picture courtesy of Nick Ponty

and Colin Forbes, Balfour Beatty.

PPWH provides free palliative care and is moving to a new purpose-built site in Bellahouston Park next year, on land gifted by Glasgow City Council.

The total of the £21 million Brick by Brick Appeal to build a new home for Glasgow's Hospice has now reached £19.6 million.

To donate £5, text BRICK to 70660 or make a donation online at www.ppwh.org.uk/donate

Pictured: Broadcasters Bryan Burnett and Rhona MacLeod with Giovanni Pernice and Luba Mushtuk



Vodafone to create about 100 jobs in Glasgow

Telecom giant Vodafone is to create about 100 jobs in Glasgow with its biggest expansion for a number of years.

The company is adding 2100 jobs across the UK, with new customer service roles across Scotland, the Midlands, north of England and Wales over the next two years.

Vodafone UK Chief Executive Nick Jeffery said: "These new, skilled roles will make a real difference to our customers and to the communities that are the focus of our customer services investment.

"Our ambition is to give our customers the best experience possible, providing an outstanding level of service and support as we continue to invest in building the biggest and best network in Britain."

Vodafone said the new jobs will enhance the quality of service for its 18 million UK customers as part of a three-year, £2 billion investment programme in its network and services.

In addition, Vodafone's third-party customer service partners will create almost 600 jobs in Newcastle upon Tyne, nearly 200 roles in the west of Scotland and 100 in Cardiff. The company has around 12,500 employees in the UK.

Propelling our city



David Brown, retired marine engineering lecturer; Andy Aire, ship manager; Frank Brown, CEO, Clyde Maritime Trust; Paul Little, Principal and Chief Executive, City of Glasgow College; and Captain Ron Bailey, Chair, Clyde Maritime Trust

The original 1m-high, 1.7-tonne twin bronze propellers from The Tall Ship at Glasgow's Riverside Museum are now on permanent display at City of Glasgow College's Riverside campus.

The propellers are a gift from Clyde Maritime Trust to the College where Marine Engineering Lecturer, David Brown, lovingly restored their unique grandeur.

Frank Brown, Chief Executive, and Captain Ron Bailey, Chairman of Clyde Maritime Trust, along with representatives from City of Glasgow College, attended a formal ceremony recently during which a commemorative plaque was unveiled illustrating the

history of The Tall Ship – the Glenlee.

The Glenlee is one of only five Clyde-built ships still afloat in the world today and the only one of her kind in the UK.

She is a three-masted, steel-hulled sailing barque, 245 feet in length and with a cargo capacity of 2600 tons. She was launched on 3 December 1896 at the Bay Shipyard of A. Rogers & Co. in Port Glasgow.

Today, she is The Tall Ship at Riverside, a Glasgow landmark and important cultural asset, recognising and promoting the importance of the city's maritime history. The propellers date from when the ship was with the Spanish Navy.

College celebrates treble award win

Glasgow Clyde College is celebrating after winning two gold awards and a bronze at this year's College Development Network Marketing Awards after receiving nominations in three of its categories, including campaigns for Design, Integrated Marketing Campaign, and Market Research.

Led by Amanda Proud, the College's marketing team won gold in the Integrated Marketing Campaign category for its 2016 recruitment campaign, with the judges highlighting the



quality of research and the knowledge of the application cycle which informed it. The 2015-16 recruitment campaign research also won the top prize in the Marketing Research category.

The team was also recognised for its refreshing magazine-style design to promote the Fashion and Textiles department's

'Make it in Fashion' schools taster day, winning a bronze award.

The College Development Network (CDN) Marketing Awards recognise and celebrate the excellent marketing and communications practice taking place in colleges.

Pictured: Kim Turkington, Marketing Officer; Alan Russell, Graphic Designer; Amanda Proud, Head of Marketing and Communications; Sonja Stokoe, Marketing Officer; Charlie Bell, Marketing Administrator; Nicola Meredith, PR and Communications Co-ordinator and Liz O'Connor, Marketing Officer, Glasgow Clyde College



Peter Duthie
Chief Executive Officer, SEC

Front and centre

City's flagship venue revels in role as economic powerhouse

Kylie Minogue says her Glasgow fans are fantastic, Rod Stewart calls it home from home, while Still Game and Kevin Bridges can pack out the venue with hundreds of thousands of Scottish comedy lovers.

Glasgow's flagship entertainment, conference and exhibition space – now known as the Scottish Event Campus (SEC) – has garnered well-deserved international plaudits for its brilliant live entertainment and its significant conferences and national events, attracting 1.8 million visitors a year. Despite this, it is not resting on its laurels.

Peter Duthie, the SEC's Chief Executive and guest speaker at the Glasgow Talks event held in his own venue, spoke about the future and ambitious plans to ensure that the SEC, formerly the Scottish Exhibition & Conference Centre (SECC), maintains its position as a world-class centre, which includes the SEC Armadillo, the SEC Centre and the SSE Hydro.

In introducing Mr Duthie, Chamber Chief Executive Stuart Patrick pointed out that every successful city has a distinctive set of assets which underpin its growth and, for Glasgow, the SEC is an undoubted jewel in town. The campus is a central feature of Glasgow, indeed Scottish life, and a "massively significant" powerhouse, delivering economic value of £1 million a day into the city's economy.

Mr Duthie spoke of the opportunity for a £150m public sector infrastructure programme over five years which will significantly enhance the economic impact on the City. He also spoke of the importance of working with partners across the City.

"Collaboration is hugely important for us. It is basically a point of difference for us in terms of our position in the conference and events market. When people come to Glasgow, it is made easy because everybody is working with them, giving them the contacts and introductions that they need. There is support for the universities in terms of academic ambassadors bringing the visitors in the first place, the Chamber facilitating conference engagement with business community, the City Marketing Bureau sitting alongside us and then the City of Glasgow behind all of this.

We are also blessed as a city we have national support from VisitScotland and the Scottish Government, which is very different to other UK cities such as Liverpool, Manchester or Birmingham."

The name change is designed to include the live entertainment aspect of the SEC, which now makes up about 50 per cent of the revenue.

"There was definitely a lack of perception of the campus as one entity and we wanted to do something to join it all up. SEC better reflects the future, although it still keeps its link with our heritage. People still know who we are and it has been really well received in the business community and with the public," he said.

Peter Duthie, who took over as CEO in April 2014, has been with the organisation since 1984. A former Scottish cricketer, he had been the SECC's Commercial Director since 1991 watching the growth and development on the site of the former Queen's Dock. He spoke about SEC's 'fantastic level of expertise' that is recognised in the industry and a people strategy embracing the values: teamwork, respect, positive, friendly and fun. The aim is: 'to be the best event campus in the UK'.

The city council now owns 90 per cent of the business in a stand-alone company with a turnover of £29.4 million and profits of £1 million.



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CREATING GLOBAL RECOGNITION

Glasgow Chamber helps members achieve Authorised Economic Operator status

Glasgow Chamber of Commerce is delighted to be working with Craig Kerr of AEO Consult to deliver a new training programme to support our members who are trading globally.

The Authorised Economic Operator (AEO) certificate is an internationally recognised quality mark indicating that your role in the international supply chain is secure and that your customs controls and procedures are efficient and compliant.

As of 2017, there are more than 14,800 EU businesses that have nominated AEO as their desired supply chain security standard and more than 500 of these companies are based in the UK.

Some of the benefits from achieving AEO certification include:

- fewer physical and document-based controls
- priority treatment on consignments when boarding and unloading at ports
- choice of the place of customs controls
- easier admittance to customs simplifications such as customs warehousing, inwards processing and transit
- reduced data set for summary declarations
- financial guarantee waivers
- mutual recognition – currently with Europe, the US, Japan, Norway, Switzerland, Canada and China and more countries in the pipeline.

Indirect and organisational benefits include:

- improved corporate governance

- as you develop an audit culture
- opportunities to improve and rationalise logistical systems and identify deficiencies in procedures
- reduced risk of theft by securing your supply chain
- recognised as a secure and safe business partner
- develop a trusted relationship with customs.

To achieve AEO, the applicant must first complete a typical application form (C117) accompanied with a thorough Self-Assessment questionnaire (C118-SAQ) designed to understand the full mechanics of the business. Customs officers will review the submitted forms and ensure they meet AEO criteria. If successful, the applicant will move to the next stage and undergo a full site audit performed by trained HMRC officers. There is no doubt that this process at first seems overwhelming, but companies should bear in mind that all customs authorities worldwide have the same or similar processes which are aligned with meeting AEO criteria. AEO is now considered as the EU benchmark standard for all businesses operating in the international trade arena.

The next couple years will inevitably see significant changes in the way the UK trades with the world but more importantly with the EU. It is fair to say that operating in the single market has made it easier to trade internationally with many economic benefits. It is, of course, uncertain what effects that

Brexit will have on international trade or the AEO programme and only time will tell. What is certain is that the rules on compliance and security are not likely to change as these are crucial components to all those involved in the supply chain from the sellers, freight forwarders, storage, buyers etc. Global supply chains are complex but closely integrated to ensure best practice and efficiency.

AEO certification will most definitely demonstrate to businesses worldwide a business's commitment towards striving for excellence in all stages of the supply chain and security. UK businesses that are AEO certified post-Brexit will be more sought-after and trusted trading partners than those without this prestigious accreditation.

MORE INFORMATION

Our next AEO programme will take place on Tuesday 16 May. For further information about this and all international trade development activities please contact Elaine Rodger on 0141 204 8332 or email elaine.rodger@glasgowchamberofcommerce.com

INTERNATIONAL DIARY DATES

We are looking forward to welcoming Manhattan Chamber of Commerce and its members to Glasgow, week beginning 22 May. We are taking businesses over to meet members of the British Chamber of Commerce in Northern Italy on 5 and 6 June. Watch this space for more information about how to expand your global connections.

WiFibre

Glasgow businesses explore the digital future as the city's gigabit project connects them to new opportunities



Around 70 business leaders gathered in Glasgow recently to explore the city's digital future in light of its ongoing development as one of Scotland's first gigabit cities.

Chaired by Glasgow Chamber of Commerce in partnership with gigabit city developer CityFibre, the event gave local professionals the chance to find out more about the opportunities the project presents for their business and the city itself as the world moves increasingly online.

It also highlighted the importance of the project in terms of Glasgow's competitiveness, growth and future resilience as demand for digital services grows, and rival cities and nations race ahead in terms of fibre investment.

Speaking at the event, James McClafferty, Head of Regional Development in Scotland at CityFibre, said: "Glasgow's gigabit city project is transforming the city into one of the most connected in the world. This will open its doors to a host of new opportunities, for example, improved mobile coverage, more competitive and productive businesses and safer, greener communities

enabled by smart city infrastructure.

"As we move further into the digital age, the case for new, full-fibre infrastructure instead of continual upgrades to aging networks is made clear. By driving this investment, Scotland can position itself for future opportunities and economic growth while also laying foundations for innovation, skills development and the creation of high-value jobs."

Stuart Patrick, Chief Executive of Glasgow Chamber of Commerce, added: "Glasgow's telecommunications infrastructure has been a high-profile concern for Chamber members for many years as the city's businesses

strive to keep ahead of digital trends.

"We are very excited that CityFibre is investing in Glasgow and already transforming the digital experience of city businesses. This will ultimately help them become more productive and competitive and enable them to invest in the latest business tools which depend on resilient, reliable fibre connectivity."

Other event speakers included CityFibre's CEO, Greg Mesch, who spoke of his ambitions for Glasgow and the UK as a whole, Ernst & Young's David McIntosh who explored the Gigabit City movement in the global context, and HighNet's David Alldritt MBE, who discussed emerging technology trends such as augmented reality, "Internet of Things" and big data.

Brightsolid's Neil Campbell and Graham Cantlay from Glasgow-based Robb Ferguson Chartered Accountants also shared their experiences as 'gigabit businesses' connected to CityFibre's networks in Aberdeen and Glasgow.



Speakers at the event

For more information about Glasgow's Gigabit City project, visit: www.cityfibre.com/gigabit-cities/glasgow/

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Campaign to e

Incensed traders are rising up in their own protest against the threat from soaring business rates. The Chamber of Commerce has been at the forefront, representing its members and working with the night-time economy members in the city, including a coalition of the Scottish Licensed Trade Association (SLTA), the British Hospitality Association (BHA), the Scottish Tourism Alliance (STA), Glasgow Restaurants Association (GRA) and Glasgow Hotels Association (GHA) which has delivered a firm and co-ordinated response to the Scottish Government and the city council's business rates proposals.

Words by: *[Name]*

The Garage in Sauchiehall Street is a celebrated part of the city's famed night-time economy. Most evenings, especially at weekends, this night spot is packed with students and older punters who dance, chat and drink, often into the small hours. There's some irony that it was originally set up by a colourful and punk rock-loving business owner and is now something of a city centre institution. Owner Donald MacLeod, through his company Hold Fast Entertainment, was floored when he first learned how the recent non-domestic rates debacle impacted on his business. Then his shock turned to anger and action.

"It was a shocker – I was going to jump out the window! Brian Fulton, my Finance Director, and I were aware of the impending rates increases and we were expecting some shocks. This was a jaw-dropping moment for all the wrong reasons. I am still appalled," he recalls.

He was astounded to find the Garage's rates bill had jumped by a staggering 91 per cent. "I felt like a boiling kettle. How could they justify this? The answer was, they couldn't. Then I noticed that similar establishments in the area were going up on average 17.5 per cent."

Two things struck Donald: firstly, why were similar night spots not facing rates as high as his; then, he asked, why are we all going up at all by such an amount. Even 17.5 per cent was too high.

It isn't quite the Boston Tea Party, where America's traders demanded no taxation without representation. But the first Business Rate Revaluation since 2010 unleashed a storm of protest from Scottish business about the unfairness of the system. The whole rates debacle prompted Donald to seek some explanations from the Scottish Government.

He contacted licence trade colleague Paul Waterson, and an unlikely protest movement was born. Glasgow Chamber of Commerce has been at the forefront, representing its members and working with the night-time economy members in the city, including a coalition of the Scottish Licensed Trade Association (SLTA), the British Hospitality Association (BHA), the Scottish Tourism Alliance (STA), Glasgow Restaurants Association (GRA) and Glasgow Hotels Association (GHA) which has delivered a firm and co-ordinated response to the Scottish Government and the city council's business rates proposals.

Paul Waterson, Chief Executive of the SLTA, spelled out the consequences: "There are people who are going to lose their business because they can't afford to pay it. There are a lot of people who say they are not going to pay because they can't pay. This is the licensed trade's poll tax moment."

The cudgel was picked up by the *Herald* newspaper which took the decision to carry the story on its front page. At its heart is a deeper underlying issue about how local government will be financed in Scotland in the coming years. This was set aside for a temporary fix.

"I contacted the *Herald* and it basically led to a national media focus on the rates issue. The campaigning from the *Herald* was fantastic and pointed out the huge gulfs and anomalies. The Scottish Government seemed not to be focused on the issue and more interested in an IndyRef2. My view was deal with the here and now on this," said Donald.

Ryan James, the owner of Two Fat Ladies at the Buttery, and Chairman of the Glasgow Restaurant Association, said: "The whole valuation system of the hospitality industry and licensed trade is really bizarre. No other businesses have their rates decided

Ryan James

ase tax burden

st as the city's night-time economy comes under
nber is backing their stance on a 'broken tax'

Kenny Kemp

by turnover. An industrial engineering unit's rates are based on square footage while a public house's rates are calculated on how much beer and spirits they sell. Yet there is no consideration of the costs, including staff and training, and the margin involved."

He says the rates campaign has galvanised many hospitality sector people in Glasgow.

"We've really been stirred into action. We are watching with interest for the Barclay Review and I'm hoping that there will be some radical suggestions to change this arcane tax. The current system is like the Jacobean window tax, it is nonsense and it harms those most who provide jobs and employment in the city."

He pointed out that a tech company employing five people with a turnover of £2.4 million contributes less to the economy than a restaurant, club or bar employing 50 people. "We're not opposed to paying tax, we just want fairness in the system."

Chamber Chief Executive Stuart Patrick said: "Our stance as a Chamber is that business rates are a broken tax. It appeared from our membership that it was the hospitality and night-time industry that was getting the largest rates increases in the city. We all came out into the public domain, alongside the *Herald* newspaper, which is a strong Chamber member and should be congratulated for

“There are a lot of people who say they are not going to pay because they can't pay. This is the licensed trade's poll tax moment”

its campaigning on this matter."

According to Mr Patrick, it is broken and busted for several reasons.

"If you have a tax that is not related to the ability to pay, if it is not revalued properly and regularly and it gets out of touch with the economic cycle, then it is broken. It is also a disincentive for business people to invest because if you improve your property, you end up paying more rates. Furthermore, it is not a transparent tax because it is difficult to understand and people are unsure why they are paying the rates they are paying. So much of this is subjectivity in assessment of the underlying property value and rental associated with your tax."

The representatives from the SLTA, BHA and STA met Scottish Finance Minister Derek Mackay and Economy Minister Keith Brown. Mackay listened and, to his credit, changed the plan when faced with the protesters' argument for fairness. He set a cap of 12.5 per cent on any increase for a year, although he was accused by businesses of adopting a "sticking plaster" approach to the serious matter of revaluation. Donald MacLeod is more magnanimous.

"Thankfully, Derek Mackay and his finance team

Donald MacLeod

“We are pleased to see the Scottish Government set the cap for a year but it means that companies should still be putting in their appeals because the cap may end after a year”

introduced the cap. They were confident enough to be able to say that this was wrong and to make a judgement about it which was a temporary solution.”

Stuart Patrick acknowledges that the majority of Glasgow Chamber members will have gone through the process and will have seen little change or even a reduction in the rates that they pay. However, the hospitality industry, a vital part of Glasgow's economic success, was unfairly hit.

The 2017-18 Non-Domestic Rate poundage rate is 46.6p. For properties with a rateable value of more than £51,000, businesses will have to pay a supplement of 2.6p, therefore their effective poundage rate will be 49.2p. Business rates are calculated by multiplying the rateable value of your non domestic property (based on the notional annual rent) by the poundage rate (or multiplier) set annually by the Scottish Government. In addition, many properties receive 100 per cent or partial rates relief as a tax discount.

A large night-club venue in Sauchiehall Street will be expected to pay significant rates because of its size and prominent position in the city centre, yet its turnover is taken up with the excise that is paid on the alcohol that is consumed by its patrons. In real terms, the profit margins for many such businesses are very slender. In the hotel trade, the average rise was 40 per cent, with some cases from around Scotland of 400 per cent. Grand Central Hotel's rateable value was going from £440,000 to £1.16 million.

The Chamber was arguing for a freeze in business rates for the hospitality industry until the impending Barclay Review is published. Ken Barclay, the former head of RBS in Scotland, has been tasked with coming up with a more equitable scheme, not an easy task with so many competing opinions. A revaluation of the rateable value of all business properties takes place every



Ryan James and Donald MacLeod

five years with the recent revaluation, which took seven years, taking effect from 1 April 2017.

“We await the findings of the Barclay Review to see how this broken tax is going to be fixed. One of the remits is to make sure that it is fiscally neutral which does not really give it a great deal of scope,” said Stuart Patrick.

Donald MacLeod said: “Putting it off is one thing but it is a lousy way to do it if you are not going to tackle the issue and solve the problem. Rolling it on is not good enough. It's a mess and the Scottish Government and the councils need to sort it.”

Coupled with this is Glasgow City Council's decision to offer relief to some of the city's badly-hit businesses. There are 7,529 properties who qualify for 100 per cent small business rates relief within Glasgow. “As a consequence of the small business rate relief, which is welcome, the amount of rates is still fixed. So this channels the total amount raised through business rates into a smaller group of people who are having to pay more,” said Stuart.

Donald said the more he looked at the matter the angrier he became. “Business seemed to be punished for a year when Scotland hypothetically was booming during 2014 with the

Commonwealth Games, the MTV awards, the Ryder Cup and Homecoming. There was no explanation from VA about how the valuations came about. It was pathetic and it didn't make sense.”

Paul Waterson said: “While expressing appreciation to the Finance Minister for addressing what has been a critical and pressing issue for the industry, there remains a need for a more permanent solution and for a fundamental review of the way that hospitality businesses are rated and assessed.”

Stuart Patrick said: “We are pleased to see the Scottish Government set the cap for a year but it means that companies should still be putting in their appeals because the cap may end after a year.”

Lanarkshire publican Harry Hood whose family business Lisini Pub Co runs Angels Hotel and the Castle Rooms in Uddingston, Dalziel Park in Motherwell and the Parkville Hotel in Blantyre, said the 12.5 per cent cap wasn't enough.

“The system remains flawed and it is totally unfair. What will happen in a year? We just don't know and in that time some people might go out of business. The whole thing is crazy.”

One thing everyone agrees on, there will be no easy fix.

WINNER PROFILE

Golden Charter
The Glasgow Business Awards 2016 Winner

Golden opportunity

Funeral planning is a difficult subject to address, but Golden Charter's respectful but open approach is paying dividends

Golden Charter is now the UK's leading provider of funeral plans, helping more than 500,000 people set aside finance for that inevitable but often-difficult stage where death meets life. The Glasgow-based organisation, which won The Glasgow Business Award for Excellence in Communications, sponsored by Connect, in 2016, is owned by a national network of independent funeral directors.

"We offer funeral plans that guarantee the funeral director's services at today's prices. At a time when funeral costs have more than doubled since 2004, that is more important than ever – other options for planning ahead just can't match that level of increase," said Gordon Swan, Golden Charter's Director of Communications.

"Funerals are changing, and staying relevant means listening to what people want and changing to meet their needs. We think everyone should be talking about these issues, and that covers everything from the role of religion to the environmental concerns or even fundamental questions about what funerals are for in the 21st century," he told Glasgow Business.

With the nature of funerals changing across the UK, new trends are emerging.

"We are reacting to that while keeping in mind the need for a respectful service, which can be a balancing act – a real conversation is needed about what makes up a normal funeral now.

"Few products are as sensitive as funeral plans. What affects people can vary hugely, and it is vital that we are sensitive to that, while ensuring we do get across the very real reasons why it is important to think about the future," continued Gordon.

Golden Charter also provides later-life planning through legal services, with funeral plans that have an option of wills, powers of attorney, probate services and trusts.

"The idea is to cover these in advance and go on knowing that it won't be an issue for family and friends to deal with



Gordon Swan of Golden Charter with, left, host Fred MacAuley and, right, Connect Managing Director Alan Ramsay at The Glasgow Business Awards 2016



The Glasgow Business Awards 2016 Main Sponsor



when the time comes," said Gordon. "Golden Charter doesn't just protect individuals through its products; it also protects local, independent businesses. We only work with independent funeral directors, and are owned by an association of more than 700 of those independents. We are proud of the part we have played in ensuring independents can thrive."

Golden Charter grew from a tiny office in Glasgow and still works out of its Bearsden head office. "We understand our independent roots and, with a profession like funeral directing, the relevant parties are evenly distributed all around the country. Scotland is ahead of the curve on looking at the serious issue of funeral poverty and the future of the funeral profession."

As the cost of dying edges up, putting plans in place is vital. He pointed out that Government support has been frozen for more than a decade and stories of bereaved people going to payday lenders or even crowd-sourcing relatives' funerals are becoming more common.

"We have to look at that new reality while making sure that a dignified, respectful service is available to everyone," he said.

Winning The Glasgow Business Award has been a bonus. Golden Charter places a lot of store in its customer communication. "Feedback is vital for us. That means listening to our independent businesses, which have made a name through great service, and also to the people who use Golden Charter plans."

Creative spirits

Glasgow has long been the gateway through which the most famed of whiskies have flowed and today the city is still a bottling powerhouse

Words by: *Kenny Kemp*

Victorian Glasgow was driven by steam and coal but fuelled by whisky. The malty whiff of the angel's share could be savoured around the dozens of bonded warehouses which stored vast amounts of finest Scotch. We often overlook that the City and the Greater Glasgow area remains one of the great entrepôts for Scotch Whisky with famed names, such as Diageo's Johnnie Walker, Black & White and J&B, Edrington's the Macallan and Chivas Brothers' Glenlivet among the most valuable and recognised whisky brands in the world.

Indeed Shieldhall, Diageo's bottling plant in Renfrewshire, is the world's largest dedicated Scotch Whisky packaging plant, dispatching around 27 million cases of the hard stuff every year to more than 170 markets around the globe. About 500 people work on the 44-acre site with eight high-speed bottling lines, including one installed in 2002 which produces 600 bottles per minute. These lines bottle nearly 30 per cent of the whisky produced in Scotland, with Johnnie Walker, the world's biggest Scotch Whisky brand, accounting for about two-thirds of all the whisky packaged at Shieldhall. J&B accounts for around a quarter, with brands including Buchanan's making up the rest. More than 250 million bottles of whisky leave the site each year.

Diageo also has about 200 people based at its Dundas House office in the city with people working in a broad range of support functions, including IT, customer service and logistics, procurement, HR and governance.

There are no official figures, but it is estimated that about 80 per cent of Scotch Whisky flows through Glasgow because of the concentration of bottling facilities. After Diageo at Shieldhall, Edrington at Great Western Road, Beam Suntory at Springburn, and Pernod Ricard's Chivas Regal facility at Paisley are the drivers.

All of Edrington's Scotch, which also



includes Highland Park and Famous Grouse, is bottled at the Great Western Road facility which celebrated its 50th anniversary last year. Employee numbers vary with seasonality but average about 800, including a significant number of office-based employees. Edrington is also about to open its new HQ in Glasgow Queen Street, which will strengthen its ties.

"Glasgow is the city where it all began for our company. Edrington's founders, William Robertson and John Baxter, created their blending and bottling business in Glasgow in 1861. The city has been integral to our progress, and today Edrington is a thriving international business of nearly 3000 employees that continues to be headquartered in Glasgow," said Gerry O'Donnell, Edrington's Corporate Affairs Director.

A hundred years ago there were dozens of whisky firms, but over the years many have been consolidated including famed names such as WP Lowrie & Co who had a blending and bottling plant in Washington Street, Slater, Rodger & Co, makers of Rodger's

Old Scots and Begbie's Special, in Scotland Street, and the likes of Robert Brown Ltd, in Cadogan Street. Many were subsumed into the Distillers Company, later Diageo. Port Dundas, a large grain distillery on the Forth and Clyde canal, was one of the largest distilleries in Scotland before its closure in 2009.

Aberdeenshire Chivas Brothers set up a business that has produced Chivas Regal, Ballantine's Beefeater Gin and the Glenlivet. It is closing its operations in Paisley and building a £40 million bottling plant at its Kilmalid site in Dumbarton. The transfer is scheduled to start in 2018. Chivas Brothers has 460 full-time employees at Paisley and 600 at Kilmalid.

Companies such as Douglas Laing, who won the Herald's Family Business Award for Innovation last year, are among the niche players. Established in 1948, Douglas Laing is one of just a handful of whisky companies in Scotland that are still family owned. Now in its third generation, Fred Hamilton Laing and his daughter, Cara Laing, are at the helm.



The leaders of the eight participating authorities with Lord Haughey and Stuart Patrick, Chief Executive, Glasgow Chamber of Commerce

Future ambitions

Glasgow City Region Councils commit to ambitious shared vision for jobs, skills and inclusive growth

The eight councils of the Glasgow City Region recently launched an ambitious joint economic action plan, kick-starting an unprecedented long-term collaboration on jobs, skills and inclusive growth.

The move, a first in Scotland, will see City Region member authorities representing a population of 1.8 million pursue a common economic strategy between now and 2035. The councils pledged to work together to deliver a range of targets including 100,000 extra jobs; 6500 new businesses, and big improvements in qualifications, training and skills. The partners also aim to bring thousands of hectares of vacant and derelict land into use and support the building of 110,000 new homes across the region.

The joint strategy and action plan was formally presented to an audience of key stakeholders across the private sector and other agencies at The Lighthouse in Glasgow, Scotland's centre for design and architecture.

Chair of the Glasgow City Region Cabinet and Leader of Glasgow City Council Councillor Frank McAveety said: "The Glasgow City Region is

already the powerhouse of the Scottish economy – but, as council leaders, we are absolutely united in our determination to aim higher on jobs, skills and growth that benefits every community."

The eight authorities participating in the joint strategy are East Dunbartonshire Council; East Renfrewshire Council; Glasgow City Council; Inverclyde Council; North Lanarkshire Council; Renfrewshire Council; South Lanarkshire Council and West Dunbartonshire Council – existing partners in the Glasgow City Region City Deal, along with Scottish and UK governments. However, the ambition to create jobs and deliver inclusive economic growth goes beyond and builds on the collaboration of the City Deal.

The Economic Strategy action plan identifies eleven key priorities for the region's economy along with 50 specific actions, both short and long-term, to deliver them.

The Strategy sets out a clear vision for where the partners want to position Glasgow City Region's economy by 2035:

- an additional 100,000 jobs
- 110,000 new homes
- the opportunity of a job, training

or apprenticeship for every young person that wants one

- an increase of 50,000 in the working population

- a halving of the current rate of adults without any qualifications
- an increase in the long term survival rate for new businesses
- an increase in the business base of 6500 businesses
- 3000 hectares of vacant and derelict land brought back into use.

Presentations on the day stressed success would only be achieved by further and stronger collaboration not only across the City Region councils but together with the Scottish and UK governments, their agencies, the business community, and colleges and universities.

Stuart Patrick, Chief Executive, Glasgow Chamber of Commerce, said: "This new Regional Economic Strategy reflects the rising importance of city regions across the world. It matters to Scotland's economy that Glasgow City Region is prosperous, growing and ambitious for the future."

More information is available from www.glasgowcityregion.co.uk and @GlasgowCityDeal

Local issues, local debates



In politically charged times, the doorstep discussions on the council elections need to focus on what kind of city we need in the future

Words by: *Kenny Kemp*

The heated debate over a second vote on independence for Scotland is likely to dominate the council elections in Glasgow at a time when local services are under increasing pressure.

Glasgow Chamber has held several events to help members engage with the party leaderships in the city including separate events with each of the parties that accepted our invitation and a hustings session bringing the party representatives together to debate. The Chamber team members have also made themselves available

to advise all parties on the issues they hear from Chamber members.

After the vote on Thursday 4 May, the complexion of the councils in Glasgow and the rest of the Clyde Valley region could be different. At the last Westminster elections, we saw a surge in support for the Scottish National Party, a switch away from the Labour party and a resurgence in Conservative voting. Whether that will carry through to the local elections remains to be seen.

Yet the real local issues on the doorsteps are education, schools and closing the attainment gap, better and

more housing, social care, looking after the elderly, while others will raise the issue of the state of the roads, rubbish collections and other infrastructure.

Stuart Patrick, Glasgow Chamber's Chief Executive, said: "We must hope that the hustings debate and the doorstep discussion can be steered towards what kind of city we need in the future. This is about enterprise, jobs, innovation and developing Glasgow and the region as a smart city of the future which is open for business. We would rather avoid tribal political warfare although of course we expect vigorous debate about Scotland's

largest city. We hope to see all parties presenting clear and cogent plans of how we can grow the economy and help our member businesses to flourish. We have always understood that a growing economy will help more people into the work place, and tackle the inequality that hampers the city's long-term success.

At the time of writing two of the parties had published their local manifestos.

Labour's manifesto, *Move Glasgow Forward*, makes promises to help the city economy grow by creating 50,000 new jobs and increasing the number of businesses by 1,000. It talks about delivering the £1.13 billion City Deal for Glasgow and the Clyde Valley region, and investing in Sighthill, the Clyde Waterfront and the West End Innovation Quarter and Calton/Barras. It says it will create 2,000 new apprenticeships through City Building with the Wheatley Group Joint Venture and will support fair pay by doubling the number of Living Wage employers.

The SNP pledges to create a Glasgow Partnership for Economic Growth and use new business rates powers to stimulate activity in key parts of the city. It is also seeking a Transport for Glasgow body to implement an integrated transport strategy and a smart one-ticket system

“We would rather avoid tribal political warfare although of course we expect vigorous debate about Scotland's largest city”

for all public transport. The SNP also wants to appoint a City Architect to prioritise high-quality design and development space, and pedestrianise George Square as a premier public space, while Labour wants the city centre to be more accessible, linking with surrounding neighbourhoods.

On housing and regeneration, both are seeking a proper strategy for building homes, with Labour wanting 25,000 new homes, while the SNP wants stronger enforcement against neglectful private landlords. Both parties want to improve the broadband connectivity in the city – a frequent issue highlighted by Glasgow Chamber members – close the attainment gap and increase the skills level among the workforce, which are hard to disagree with. The SNP goes much further on environmental matters than Labour and pledges to introduce Scotland's first low-emission zones to reduce air pollution, introduce Neighbourhood Officers to oversee day-to-day cleaning,

while Labour wants a return to a single bin collections system. The SNP wants to create a sustainable Glasgow that is carbon neutral by 2037. Both parties are committed to reducing fuel poverty and cutting domestic energy bills, with Labour keen to establish the Glasgow Energy Company.

On culture and sport, the SNP wants a 25-year cultural plan to support the arts and funding to create more local festivals while Labour wants a Euro 2018 city-wide cultural programme and will continue to work to bring world-class sporting events to the city.

Since 2012, a Labour administration has controlled the city of Glasgow, with 44 Labour, 27 SNP, five Scottish Greens and one Conservative and Liberal Democrat. This time, 85 councillors will be elected across 23 wards, with SNP expected to make significant inroads. Early opinion polls for the *Times* newspaper suggested that the SNP will oust Labour, while others are less certain of the outcome.

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Make IT right

Selecting the best technology for your business can be a daunting prospect. Seek advice and support from trusted suppliers and their customers

Words by: *Stewart McRobert*

We are way past the point when IT was simply an optional add-on for business; now it's essential.

However, even though we're all steeped in technology, selecting the right IT supplier can still be a challenge.

It's not just that the technical side of things is always evolving and can be intimidating, it's sometimes hard to know you're getting the services you need.

Among other things, you'll want to develop a strong relationship with any supplier, to visit them and have them visit you. In Glasgow, we are lucky that there are lots of options to choose from. However, that can create a difficulty in itself – who exactly do you choose?

There are different types of IT providers:

- Manufacturers sell their own products online and on the phone. Their prices can be competitive and they usually offer a basic service to help you decide which of their products would be best for you.
- Resellers offer products online and by phone. Some offer good advice and

will help you decide what to buy.

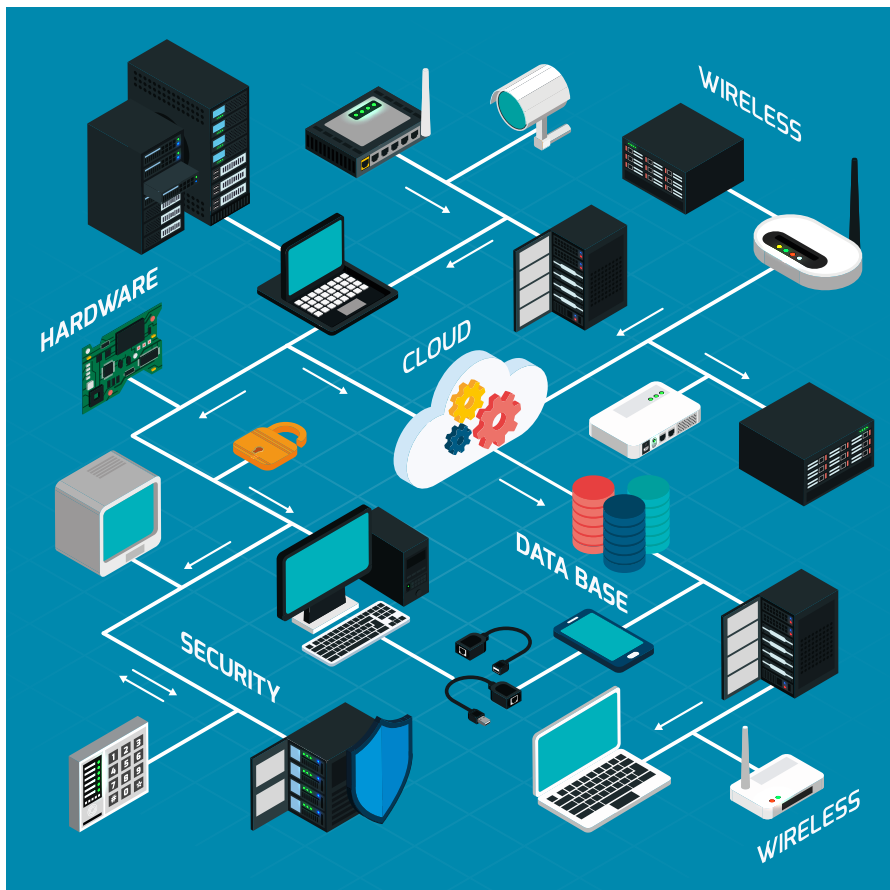
Others sell cheaply but have negligible customer service.

- IT consultancies should understand your needs. They tend to make their money by selling services like installation and IT support rather than equipment.
- Retailers – you can speak to someone and pick products up immediately. However, levels of service will vary.

The crucial factors are what kind of purchase you're making and the level of service you need. If you're making a significant investment and lack IT knowledge in-house, it's probably worth paying for a consultant's expertise. If all you need is the basics you're probably best opting for a manufacturer or reseller.

Always think about where your business is going and what you will need now and further down the line. Your supplier should have the flexibility and expertise to grow as you do.

Remember that the best IT providers specialise in providing advice and support. They may help you procure IT



“We’re constantly adding customer case studies, videos and testimonials to our website... it’s such a powerful persuader”

equipment or software, but this won’t be the core of their business. They should be able to offer much more.

So, be wary if a prospective provider is keen to start talking about buying lots of new equipment. A professional will want to find out about your business and how you use your existing IT set-up before looking at how to help you do things better.

It’s vital they understand how you work, and don’t let them make you feel out of your depth. If you find them lapsing into jargon just say “can you simplify that for me?” And make sure they explain how their recommendations will have a positive effect on your business.

Stephen Malloy (right), a Director at Turnkey Business Software, recommended speaking to one or

two of the provider’s clients. “More and more, businesses like to hear from people in similar organisations to their own who can point to a successful software implementation or IT support programme. We find that our customers are our best salespeople and most are happy to take a call or even a visit from a prospective customer. That’s why we’re constantly adding customer case studies, videos and testimonials to our website... it’s such a powerful persuader.”

It may be obvious, but only sign a contract when you are completely satisfied.

Last, but by no means least, make sure you get on with the supplier you choose. You’ll work with them for a long time, so personality and gut feeling are vital, too.



Embrace the benefits of emerging technology

Any good IT provider will be able to give you advice about emerging technology and the potential impact on your business.

One development that's already beginning to make its mark is the Internet of Things. This is a network of internet-connected objects able to collect and exchange data using embedded sensors. Cars, kitchen appliances, and even parking meters can all be connected through the Internet of Things. And as it grows, more devices will be added to that list.

A survey of mainly small-to-medium-sized companies in a mix of sectors, quoted in *The Manufacturer* magazine, showed that many are already involved in an IoT related project. Fifty per cent said the Internet of Things was 'critical' or 'very important' to their company, and more than a third (35 per cent) believed it worthy of additional development investment beyond normal R&D activities.

A Glasgow firm that is at the leading

edge of emerging technology is CGI (computer-generated imagery) studio Wireframe Immersive. It has played an integral part in developing a new virtual reality device designed to help architects and designers create dementia-friendly buildings and spaces by understanding how dementia can affect a person's vision. Known as Virtual Reality Empathy Platform (VR-EP), it can be used in the design of new buildings such as care homes, hospitals or sheltered housing, and has the potential to assess existing buildings and environments. Wireframe Immersive worked on the project with its creator David Burgher of Borders-based Aitken Turnbull Architects, supported by Dementia Centre, HammondCare.

Meantime, Glasgow City Council

is embracing the benefits of new developments. Among other things it is fitting smart street lights with noise sensors and connecting them to CCTV cameras so, if noise goes above a certain level, an alert is sent to its operations centre for evaluation in case it is caused by anti-social or criminal behaviour.

Councillor Frank McAveety, Leader of Glasgow City Council, said: "Glasgow is at the forefront of the innovative use of data in the UK, and this was recognised when the city won the £24 million award from the UK Government for the Future Cities Demonstrator project. We use data to make the lives of our residents, businesses and visitors easier and simpler and recognise its importance now and in the years to come."

“Glasgow is at the forefront of the innovative use of data in the UK”



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A change of direction

The Great Repeal Bill may offer opportunities to review employment legislation to the benefit of both businesses and workers

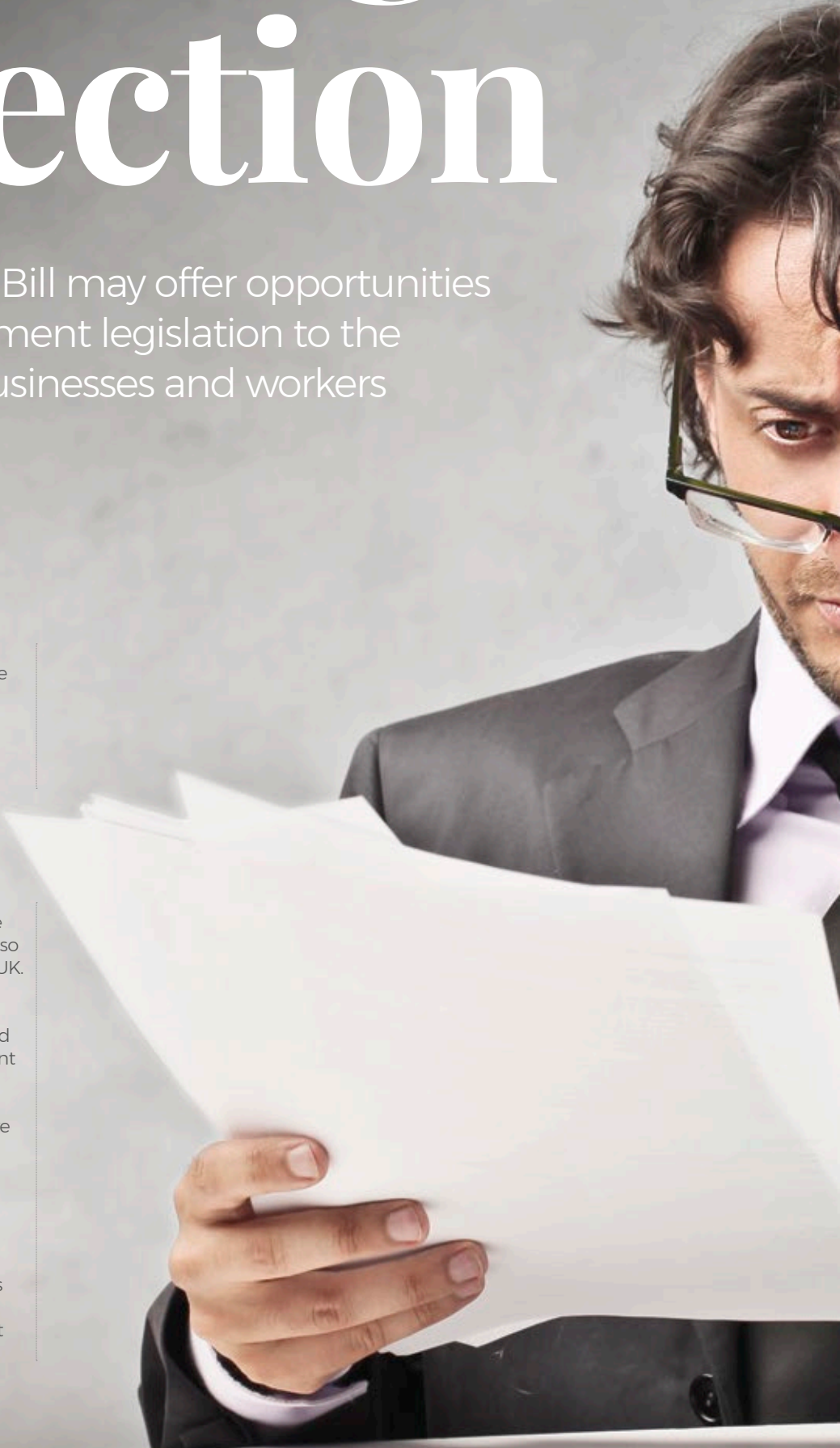
Words by: *Tim Power*

A day after the Prime Minister, Theresa May, triggered Article 50 in late March, starting the process that will officially take Britain out of the European Union in 2019, Brexit Secretary David Davis announced the Great Repeal Bill.

The Brexit Secretary said the repeal bill would transfer all rights currently enshrined in EU laws to UK laws to allow businesses to continue operating on the day after the UK leaves the EU "knowing the rules have not changed overnight". This would also "end the supremacy" of EU law in the UK.

So, while legislation concerning workers' rights, environmental protection and consumer rights would continue to operate, the UK Parliament and the Welsh, Scottish and Northern Ireland administrations would have the right to scrap, amend and improve laws... and it would also end the jurisdiction of the European Court of Justice (ECJ).

David Ogilvy, Head of Employment & Dispute Resolution at Turcan Connell, has 30 years' experience in employment law, and he believes this historic event also gives the UK the opportunity to review its employment laws and restructure legislation,





“EU directives tend to lay out rather vague principles and values that then have to be, in some way, interpreted by national member states and cascaded into legislation”

striking the correct balance between supporting the company's business goals and the rights of its employees, aiding the economy in general.

He explained: “Although no doubt with the best intentions in mind, current EU directives have led to a huge amount of complicated legislation.

“The recent debate on holiday pay leads some to believe that the directives are not necessarily the best way to create legislation.”

What David is referring to is the long-running case of *Lock v British Gas* which was taken to the ECJ. As a result of its ruling, it now requires employers to include commission payments, bonuses and regular overtime in the calculation of holiday pay – a decision

that has huge financial implications for many companies.

David said that the original EU directive laid down the requirement for a certain amount of paid holiday leave for employees, but its ambiguity led to different interpretations: “EU directives tend to lay out rather vague principles and values that then have to be, in some way, interpreted by national member states and cascaded into legislation, which is then binding upon the population.

“These directives are not like an Act of Parliament or secondary legislation in the UK which, although sometimes a bit esoteric, does actually tell you what you can and cannot do.”

After the member state has interpreted the EU directive and made it law in their country it can be subject to the scrutiny of the European Court of Justice.

In the case of holiday pay, following the decision on *Lock v British Gas*, the ECJ came back and said the UK Government had got it wrong and that employees are entitled to a proportion of all their usual remuneration package when they go on holiday. The ECJ also said that employees could claim this adjustment on their holiday pay for the past two years.

David said: “The result is confusion and cost. And often the people who suffer from this are the very employers that feel they have done their best to do the right thing by their employees.

“I know of one company, which had a large commission-remunerated sales force, that has now gone bust because of the back-dated holiday pay decision.”

Now that Brexit has been “declared”, and the UK's legislation regime will be free from EU directives and decisions from the ECJ, David said that this will, most probably, lead to a re-examination of how employment law in the UK works.



“This legal framework enables employers to take decisions that are important and relevant for their business”

“Many believe employment law should be seen in a wider context of helping to create a healthy economy encouraging a culture of entrepreneurship”

He explained: “We need to think about how best to approach employment law. Of course, it’s really employment protection law. It’s about giving people rights and protections against their employer.”

“An important part of the law is to protect ‘the weak against the strong’ but law should also set a framework of rules within which people are free to operate – in the sense of making the right decisions for both their business and their employees.”

David believes a good model of where this works well is in unfair dismissal, which sets out a framework for the employer to follow.

He said: “The good thing about this framework is that it’s not outcome based. It recognises the employer has

managerial prerogative, and so long as they have acted reasonably within the legal framework then an employment tribunal will not interfere – it’s all about the process and making sure employers stick to it.

“This legal framework enables employers to take decisions that are important and relevant for their business. It empowers them rather than restricts them, as opposed to, what some may see as an interventionist approach flowing from EU Directives.

“There is a general recognition, I think, that employment law imposes a huge burden of responsibility upon

employers and in the years ahead, it is likely that an examination of the impact of all this legislation will take place in the UK.

“Many believe employment law should be seen in a wider context of helping to create a healthy economy, encouraging a culture of entrepreneurship where people are incentivised to go ahead and take risks and are not put off by red tape. This should be seen in the context of also ensuring that the rights of employees are protected.

“Over the coming months, this may see a shift in thought about employment law, although a single Act of Parliament will not achieve overnight change. Perhaps by examining what employment law is exactly trying to achieve, we may be better able to balance the rights and expectations of employees with the aspirations and business objectives of employers.”



David Ogilvy

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Be careful what you 'borrow'

Intellectual property is big business. It's essential that you protect the originality of your assets – and don't infringe someone else's rights

Words by: *Andrew Collier*

When the author Bill Bryson wrote his latest bestseller, *The Road To Little Dribbling*, his publishers decided to illustrate the front cover of the book with the iconic image of the railway poster *The Jolly Fisherman*, famously drawn in 1908 to promote Skegness to tourists.

But there was a problem. They'd presumed that, as it was more than a century old, they wouldn't need permission to use it. They were wrong. Copyright of the image was still owned by the local town council.

It could have been awkward for the publishing company but, luckily for them, the council agreed that there had been a genuine mistake and the matter was allowed to rest.

This was just one of the latest in a very long line of infringements. Protection of intellectual property (IP) has been recognised as crucial to business and personal integrity for a long time. The 15th century German painter Albrecht Durer, for instance, constantly suffered from people copying his work, and went to court on at least one occasion as a result.

In today's 21st century knowledge economy, keeping a tight grip on your IP is seen as absolutely essential. Its value is huge: according to the OECD, counterfeiting and piracy alone costs companies globally as much as \$638 billion (£512 billion) a year. That's a figure greater than

the total GDP of all but 12 countries.

Intellectual property can fall into a number of different categories such as design, patents, trade marks and copyright. In the UK, copyright is automatic – if you've created a work, you own it. Other forms, though, have to be registered, which may take time and money.

It is, however, well worth it. In some cases, the value of the IP can be the value of the business itself. Dr Thomas Margoni is Senior Lecturer in Intellectual Property and Internet Law at the University of Glasgow, which has a dedicated centre on intellectual property in the digital economy, CREATE (create.ac.uk), and which in 2015 played host to the annual conference of the European Policy for Intellectual Property (EPIP) organisation.

He admits that it is a complex area. "I do notice that IP is sometimes either ignored or perceived as an obstacle rather than an opportunity," he says. "Technology and information are central to our society and intellectual property is strongly connected to these."

"IP consists of many different subcategories and each has a very specific role. For instance, copyright protects works of authorship and affects people such as writers, musicians and software programmers. Patents protect inventions, while trade marks are used to protect brands."

Larger businesses, he adds, often have dedicated specialist departments

supervising IP. However, if you're a small to medium-sized business, it's not always easy to get it right, especially if you don't have basic knowledge. "Generally, if you're in that situation, it's best to talk to an IP consultant and get some direction."

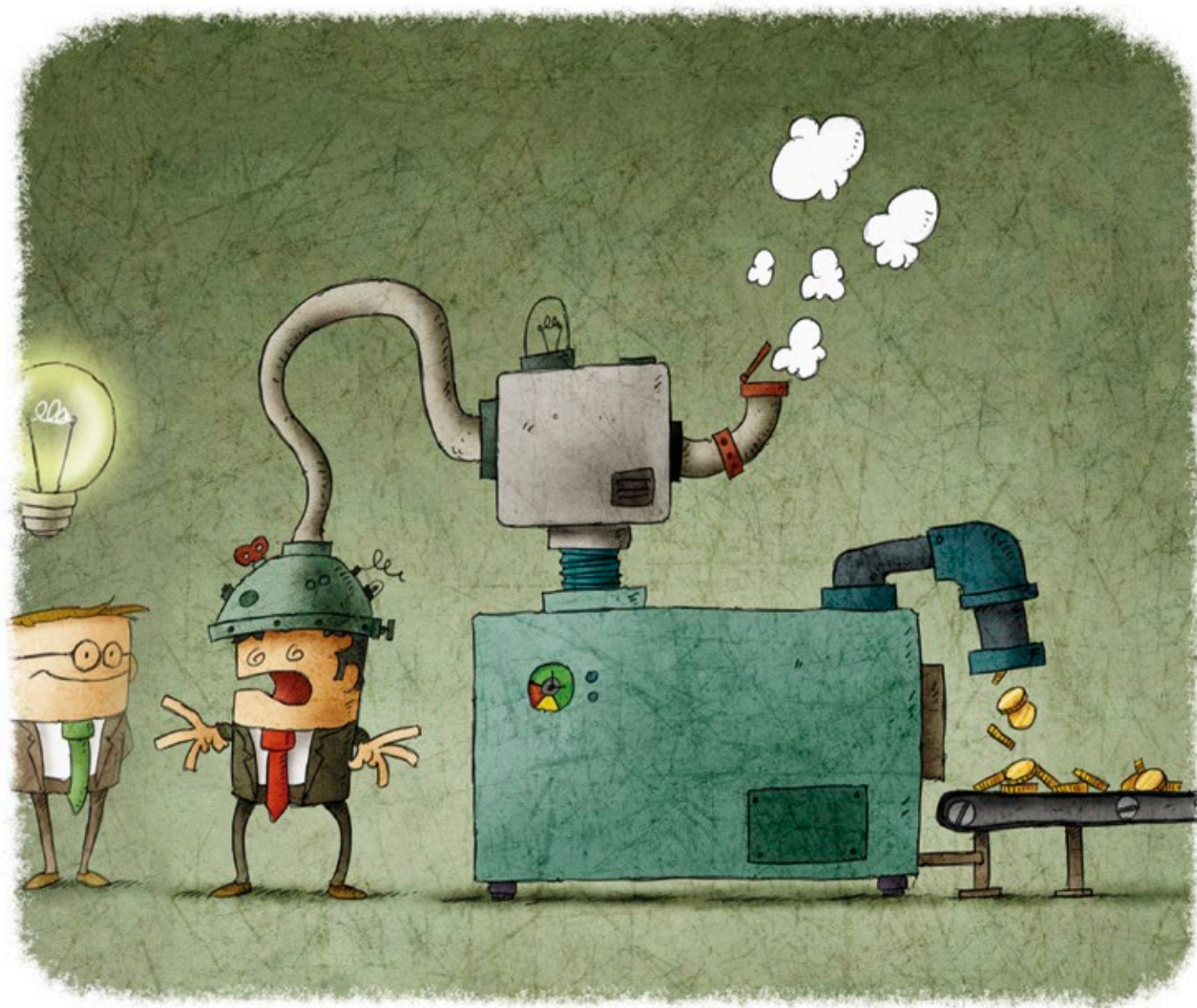
In the UK, he adds, there is a real desire by legislators to ensure that the assignation of interests between various parties is fair.

"The function of IP is to strike a fair balance between the protection of someone's originality, brand or inventive contribution and the encouragement of new technological development. It's often quite hard to get that right."

Of course, it isn't just about protecting your own IP: it's also about making sure that you don't infringe someone else's. The consequences of doing this can be disastrous. In a case in the US involving two pharmaceutical companies, the jury awarded the claimant \$1.67 billion in damages.

There are also instances where companies are actually happy to give up their IP rights. Thomas Margoni gives examples. "Google's Android operating system is so popular because it's made available under terms that reflect more innovative business models. And Wikipedia, while not a commercial entity, allows you to use its information under certain conditions."

Robert Buchan, Partner in the IP team at the Scottish legal firm Brodies, also believes that intellectual property is one of the most important assets of



a business. "Any company that doesn't have its protection at the top of its agenda is missing a trick."

He accepts that it is likely to be one of a number of competing priorities for any start-up. "But not to deal with it is false economy. If you plan to seek investment to fund future projects or to sell on the technology or the company at some point, then you will need to show that you have an IP strategy and have taken steps to protect it."

The rise of the internet, he points out, has created a perception that if something is posted online and so is freely available, then it's OK to copy it. This manifestly isn't the case. "If you own IP, then you really need to get proper advice from the beginning. It will actually save you money."

There are plenty of sources of information and help, Robert adds. "There's the government's Intellectual Property Office, and organisations like Scottish Enterprise and Business Gateway can assist. And you can read about it online."

"You can also go to a specialist lawyer or, if relevant, a trade mark or patent attorney. They deal with IP day in and day out and will be able to discuss your business, what needs to be protected and in what markets that protection should operate."

It's important to remember that patents and trade marks in particular can't be protected globally with a single action: they have to be registered separately in each country or territory. So you may want to seek protection in, say, the US but not Ukraine. It all depends on where you see your markets.

Colin Miller, IP Partner at DWF, also strongly believes that companies need to consider this area of their activity as a priority. "Intellectual property affects every business in some shape or form. It could be a piece of software, a database, an invention, a method of marketing or a brand."

"Things have improved in the last 10 years or so, but there is still a bit of ignorance about the subject. A lot of

businesses still don't carry out a proper IP audit. But a law firm may provide an initial free consultation."

Another important point, Colin says, is that intellectual property should be protected internally as well as externally. "You have to consider key employees. If they are generating IP or know-how, you need to ensure that their employment contracts make it clear that they cannot take this with them if and when they leave."

"Really, it's all about basic common-sense steps. You just need to take a step back and think about what your business does and what needs to be protected."

"Your name, for instance, can be important – it's well worth checking that it's not been registered as a trade mark by someone else. If not, you may well want to register it yourself, which will give you exclusivity in the UK in relation to the classes of goods or services for which it is registered."

Including, presumably, in Skegness. And in Little Dribbling too....

Intellectual property: A vital asset for start-ups

Chris Cairns

Senior Trade Mark Attorney at Murgitroyd

For most fledgling start-up businesses, finances are scarce and solicitously protected.

Difficult decisions need to be taken at an early stage about where to spend limited finances, often with far reaching consequences or rewards. Investment is crucial to the life expectancy of most, but in the meantime, a start-up has to rely on its ingenuity, guile and wit. An early consideration for all start-ups is a brand, also referred to as a trade mark.

A trade mark is a sign that is capable of distinguishing the goods or services of one trader from their competitors. A start-up should therefore consider adopting a distinctive trade mark so that it differentiates them from their competitors. The more distinctive the trade mark, the easier it will be to protect and to enforce, and the more memorable it will be to customers to make repeat purchases.

When considering a trade mark, many start-ups concentrate on the availability of a domain name, and then use this to market and promote their goods or services, particularly through various social media channels. A note of caution – the fact that the domain name is available is no guarantee that it is free to use. All too often start-ups adopt a domain name and then

build their brand in good faith, only to receive a complaint from a third party alleging trade mark infringement, and insisting that the start-up rebrands, leading to significant costs. Choosing a strong trade mark from the outset, that is available to use, is therefore key.

Thus, seeking registration of a trade mark at the outset is prudent, since it has the advantage of establishing exclusive rights quite quickly, and has other advantages.

Protecting a trade mark online is a challenge. Attracting customers to a website incurs a great deal of time, marketing and expense. To then have web traffic diverted to a website of a third party who uses the same or a similar trade mark, is galling. To combat this, e-commerce shopping platforms generally allow the proprietors of registered trade marks to have infringing goods or links removed. A registered trade mark is therefore a valuable tool for brand protection online.

Many start-ups will concentrate on the UK market and so a relatively inexpensive UK trade mark registration will offer good protection. However, as a start-up sets its sights on overseas sales, thought should be given to registering trade marks abroad at an early stage.

If a business's goods are manufactured in China and sold in the UK, it is strongly recommended to secure a registered trade

mark in the UK and in China. The trade marks can then be recorded at UK and Chinese customs, at low expense, so that suspected infringing or counterfeit goods may be seized, which is vital in the fight against counterfeit.

A trade mark is an asset of a start-up's business. As a trade mark acquires goodwill, the brand value appears on the balance sheet. If a start-up has registered its trade marks, this could help attract outside funding, and will add value if the growth model is franchising.

As a start-up gains momentum, competitors may seek to introduce copycat products using a similar trade mark. Of course, branding is more than just the name of the product, it also comprises the packaging, colouring and art work, and third parties may try to exploit this to confuse customers. While imitation is the sincerest form of flattery, reduced sales will affect any start-up. A registered trade mark is key in combating unauthorised use, because it protects against the use of identical and similar trade marks for identical or similar goods or services.

In conclusion, start-ups and all businesses should conduct trade mark searches for their brands at the outset and, if available, seek to register their brands as soon as possible.

For more information, contact chris.cairns@murgitroyd.com. Chris is a senior Chartered Trade Mark Attorney with more than 15 years' experience.



Murgitroyd's Trade Mark Team is recognised by Legal 500, Managing Intellectual Property (Top-Tier - Scotland) and World Trademark Review's WTR1000.

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Salon model first for a college in Scotland

An innovative high street hairdressing salon has officially opened to the public at City of Glasgow College's stunning new City campus on Cathedral Street.

Amethyst Salon is a brand new hair and beauty concept, linking the college directly with the hairdressing industry. Its commercial rent-a-chair agreement is a first for a college in Scotland and offers its students who have qualified in hairdressing a platform to start their own business, gain experience, and master their skills in a safe coach-led environment.

The state of the art facilities at City campus have allowed the college to create a pioneering



business opportunity for students in an enviable environment. Situated on the ground floor and accessible directly off Cathedral Street, the salon is not only producing its own talent pipeline for future employers, but it is bringing business into the city and giving the public a fantastic new hair and beauty venue.

For further information or to make an appointment with us please visit our website at: www.cityofglasgowcollege.ac.uk or call 0141 375 6110

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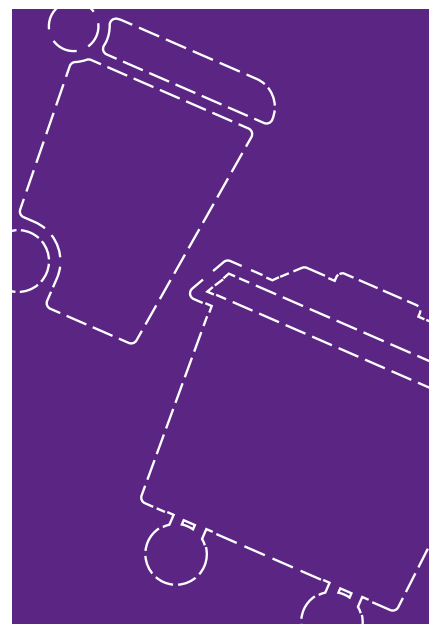
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PEOPLE ON THE MOVE IN THE BUSINESS COMMUNITY

Wright, Johnston & Mackenzie appoints a Managing Partner

Fraser Gillies has been appointed Managing Partner of Wright, Johnston & Mackenzie LLP.

Fraser Gillies joined WJM as a trainee in 2000 and qualified in 2002. Promoted to Partner in 2010, he has grown the firm's planning practice into a leading advisory service to clients involved in retail, housing, infrastructure and energy developments throughout the UK.

Mr Gillies said: "I am inheriting an impressively strong platform for future growth from my predecessor, Liam Entwistle. We are well placed to consolidate our position in the sectors where we've carved out



an excellent reputation and to meet the needs of a substantial segment of the Scottish economy, where clients are looking for high quality advice which is built around their particular needs coupled with long term relationships with their advisors."

SgurrEnergy appoints a new Director of Clean Energy

SgurrEnergy, part of Wood Group's clean energy business, has appointed Claus Hjoerringgaard as its new Director of Clean Energy.

Based at SgurrEnergy's Glasgow headquarters, Claus will be responsible for heading up the leading renewable energy and grid integration consultancy which provides engineering and technical advisory services in onshore and offshore wind, solar, wave and energy storage projects.

With 25 years' experience, Claus brings extensive knowledge of both the power and renewables sector, having held

a number of global senior positions most recently with Mott MacDonald and Fichtner Consulting Engineers.

Speaking of his new appointment, Claus Hjoerringgaard said: "I'm tremendously pleased to be joining SgurrEnergy at what is a very exciting time.

"As a trusted partner for renewable energy developers, lenders, investors and operators worldwide, we see significant opportunities to broaden our clean energy capabilities, set new standards of excellence, and continue to build lasting relationships with our clients."



New Partner in Corporate and Commercial team

National law firm Blackadders have appointed Susan McFadyen as a Partner in their Corporate & Commercial team.

Susan has more than 15 years' experience in Corporate & Commercial law, dealing with a wide range of matters including joint ventures, investment rounds and intellectual property.

Blackadders now has 27 partners and more than 250 staff across seven offices in Scotland, including Glasgow.

Managing Partner, Johnston Clark, said: "It gives us great satisfaction to appoint Susan as our latest partner to

Blackadders. She has been an excellent addition to our business since joining us in 2015, delivering outstanding service and expertise to our clients."



BTO's four new Associates



Leading Scottish independent law firm BTO Solicitors has announced a series of senior promotions across a variety of its teams.

Senior solicitors Eileen Sherry from the Insurers' Representation team, Jennifer King from the Professional Discipline & Clinical Defence team, and David Cairns and Andrew Phillips from the firm's top tier Health and Safety, Regulatory and Criminal Defence team, have all been appointed as Associates.

BTO's Chairman, Alan Borthwick, commented: "These promotions

recognise the dedication of these talented individuals to the firm and its clients and reflect the vast range of expertise that has ensured BTO's ongoing success."

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So from everyone here at Glasgow Kelvin – students, staff, parents, carers and the communities we serve – thank you.

And if you are not yet one of our business partners, then there is a welcome waiting for you here at the College. Just pick up the phone or email us, we would be delighted to hear from you.

Yours sincerely

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